



CITY OF  
MONASH

# Adopted Budget 2019/20



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العربية	9321 5480	普通话	9321 5485
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## Mayor Shane McCluskey's message



I am pleased to present Monash Council's 2019/20 budget. The budget will enable the delivery of the Council Plan 2017-2021 with its focus on four themes of our shared vision for Monash:

- A Liveable & Sustainable City
- Inviting Open & Urban Spaces
- An Inclusive Community; and
- Responsive & Efficient Services.

The budget outlines details of proposed capital expenditure to improve and renew our infrastructure, buildings, reserves, playspaces, leisure spaces, footpaths, roads and drains.

It is important that you have a say in this process and for us as a Council to understand your priorities. Thank you to everyone who provided feedback. From what you have told us at our listening posts, through letters, consultations and community meetings we know you want us to have plans in place to shape the future of Monash, to invest in infrastructure that caters for our diverse community.

We know it's also important to you that we continue to deliver accessible, high quality and responsive services. It's important to us that we meet your expectations.

Monash Council remains the metropolitan council with the lowest rates on a rate per assessment basis and the lowest rates for any council in the State on a per capita basis.

This budget:

- Funds substantial renewals and upgrades to important community facilities, in particular the Oakleigh Recreation Centre
- Improves renewal of Council's core assets of footpaths, roads and drainage
- Ensures that the recycling collected from our residents is properly processed and not sent to landfill.

## Recycling crisis and your waste services

Council has been pleased to have consistently maintained the lowest average rates of all 79 Victorian councils whilst also delivering important infrastructure programs, however last year was a challenging one for us. Many local governments are navigating the flow-on effect of what's known as the recycling crisis, sparked by China's ban on accepting some products for recycling. There has been much coverage in the media about the recycling crisis and many councils across Victoria and Australia have been forced to send their recycling to landfill.

Monash is in the favourable position of having secured its household recycling collection until 31<sup>st</sup> March 2020. However, China's ban on some recycling materials resulted in an unexpected net cost to Council of \$1.5 million per year. We had to make the decision to introduce in 2018/19 a limited recycling levy of \$22 per ratepayer to meet these increased costs. The critical outcome though is that our recycling service continues and recycling is properly processed, not sent to landfill.

We are recommending that this limited levy will continue in 2019/20 at \$22 per rateable property to recover the costs of the recycling crisis. Pensioners will continue to receive a rebate for the full amount of the recycling levy. We will revisit continuing this levy at the end of the 2019/20 financial year (in June 2020).

### **Improving community Infrastructure**

Our \$63.4M capital works budget responds to community feedback about the need to continue expanding and improving infrastructure that is well utilised by our community and improving core assets of roads, drains and footpaths. The most significant project to be undertaken by Council in more than 20 years – the \$24.4 million redevelopment of Oakleigh Recreation Centre – started in May 2019 and will transform the existing centre into an outstanding integrated multi-purpose sports precinct, featuring five new indoor basketball courts, a gymnasium upgrade and conversion of the existing stadium to a regional level gymnastics facility for the Waverley Gymnastics Club. The project is a joint collaboration between State and Federal Governments, Council and the Waverley Gymnastics Centre.

Other highlights of the capital works program include:

- \$900,000 upgrade for playspaces at Evelyn Street Reserve (Clayton), Electra Reserve (Ashwood), Melissa Street (Mount Waverley) including an accessible explorer trail and sensory path at Wellesley Road (Glen Waverley)
- Carry forward of \$350,000 budget for design and construction commencement of the Brentwood Reserve Pavilion
- Commencement of the Princes Highway Reserve West Sportsground (Oakleigh East) Redevelopment (\$1.2 million)
- Completion of lighting upgrade works at Scammell Reserve (\$260,000) and Mayfield Park Reserve (\$320,000) (Mount Waverley)
- The design and installation of a modular clubroom facility for Waverley Archers at Freeway Reserve (Mulgrave).

## Food scraps in your green waste bin

In 2019/20 we will be preparing our community for an exciting change in how waste is separated for your rubbish and recycling collection. From 1 July 2020 Monash residents will be able to put food scraps into their green waste bins.

The introduction of a food recycling service is a top priority of Council's Waste Management Strategy (2017-2027) as it received very strong support following community consultation. Putting food waste in the green waste bin is one of the easiest ways an individual can reduce greenhouse emissions. The organic waste collected goes to a composting facility and turned into high-quality compost that goes to farmers.

So, during the coming year Council will be providing lots of information to the Monash community on how the process will operate and why it's such a great way to help residents to increase sustainability practices at home and reduce waste going to landfill.

From community suggestions submitted last year via the Draft Budget process and general feedback to Council, you told us that you wanted to know more about the available parking in public spaces around Monash. In 2019/20 our team will do an audit to identify this information with a view to sharing it and also assess parking needs for the future as Monash continues to grow in population.

Our aim is to deliver a budget which is financially responsible, responds to the needs of our community and is fair. We believe we have achieved our aim.



SHANE McCLUSKEY

Mayor

## **EXECUTIVE SUMMARY**

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

Council has prepared a Budget for 2019/20 which is aligned to the vision in the Council Plan 2017-21. The 2019/20 Budget includes a 2.5 per cent State Government rate cap increase. Council has again implemented a recycling levy in 2019/20 of \$22 per rateable property with provision to provide a waiver of (\$22) for every eligible pensioner ratepayer. The purpose of the levy is to only collect enough funds to cover the increased recycling costs to be borne by Council due to the recycling crisis.

Furthermore our budget seeks to maintain and improve infrastructure, as well as deliver services that are valued by our community, within financial constraints. The 2019/20 Annual Budget represents the first year of the SRP for the period 2019/20 to 2022/23.

### **Budget Highlights**

#### **Operating Budget**

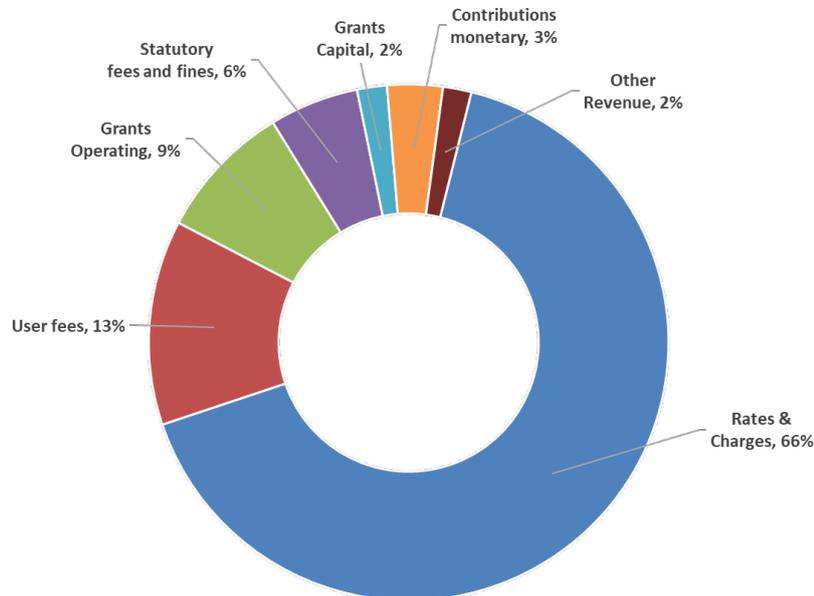
This Budget projects a surplus of \$9.2M for 2019/20 (Forecast 2018/19 \$17.5M) and an adjusted underlying result surplus of \$6.9M. This is made up of a total revenue projection of \$190.6M, which incorporates an average rate revenue increase of 2.5 per cent plus \$1.1M of supplementary rates from new developments. Total expenditure is budgeted to be \$181.4M.

As Monash is debt-free, the \$9.2M surplus will form part of the net cash from operating activities that, including capital grants (\$3.5M), will be solely applied to fund capital works payments in 2019/20.

The closing cash position for the 2019/20 budget is \$76.8M, a decrease of \$19.1M from the forecast cash position at the end of 2018/19.

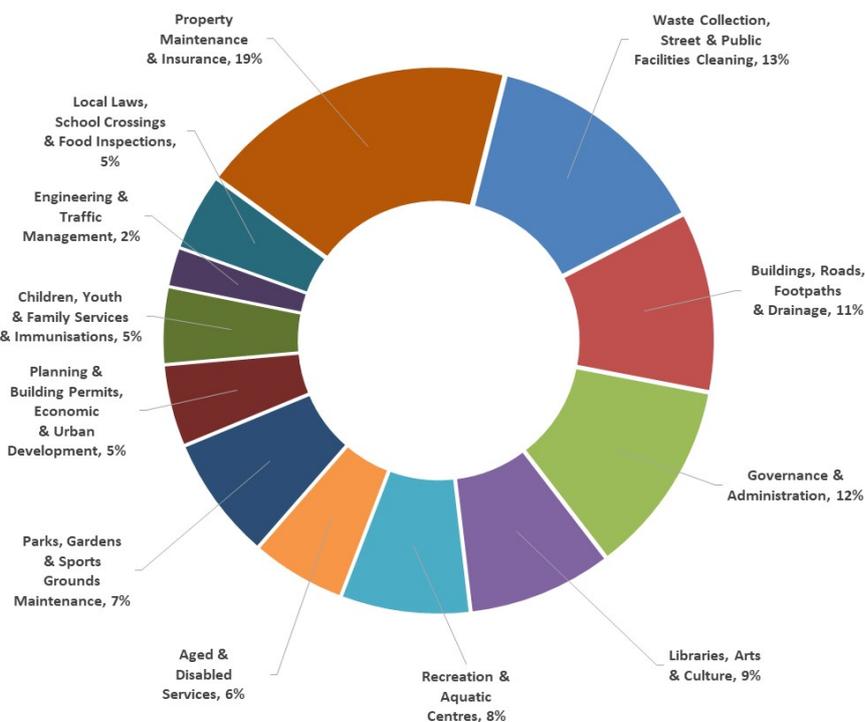
## Revenue

Total revenue is \$190.6M in 2019/20, compared to the 2018/19 forecast of \$193.4M.



## Expenditure

Total expenditure is expected to be \$181.4M in 2019/20, compared to the 2018/19 forecast of \$175.9M.



## New Initiatives

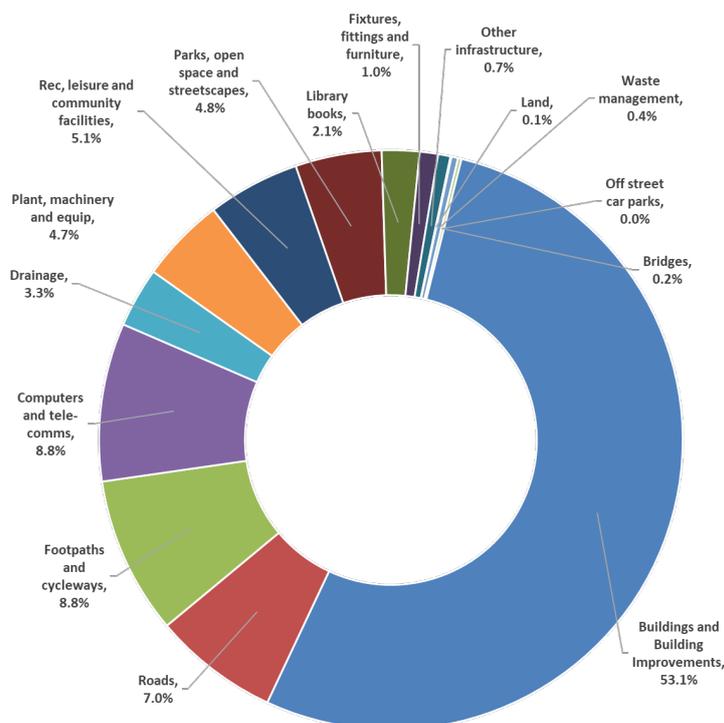
Within the proposed 2019/20 operational budget, additional resources (\$1.3M) have been allocated to improve service delivery in the following areas:

- Food Organics Program which introduces new kerbside food waste recycling collection service (\$147K);
- Creating Inclusive and Welcoming Sporting Facilities (\$55K) where a comprehensive site assessment tool and inspection will be undertaken of each reserve and pavilion against all standards and qualified measures of perception including safety and inclusion;
- Smart City Strategies Committee (\$20K) will be formed to investigate Smart City opportunities including alternate funding sources and work;
- 2019-2020 Central Reserve Facilities Plan (\$30K) will seek to deliver a comprehensive Reserve Facilities Plan through engaging with all tenant sports clubs and user groups, internal and external stakeholders. The plan will also determine the purpose and intention of the reserve, what levels of sport it should service and how it services the community needs as a prominent high profile;
- Oakleigh Community Hub Scoping project (\$50K) will explore potential opportunities to improve the disconnect of current assets and investigate the feasibility and viability of a proposed Oakleigh Community Hub; Year 2 of the project to change the game to promote inclusion and wellbeing in sporting clubs (\$25K) through education and cover areas such as prevention of harm from gambling, alcohol and other drugs;
- Active Monash process improvement program (\$150K) will look at reviewing all major manual administrative processes and capitalise on the use of cloud based technology, streamline administration and improve operational efficiency;
- Monash Gallery of Art (MGA) - Wheelers Hill Feasibility Study - Integrated Cultural Precinct Project (\$400K) will also be matched with a \$400K Victorian State Government grant and be cost neutral to the Council. The project will leverage the significance of MGA, its collection and exhibition programming with a new approach, integrating the visual and literary arts with targeted programs that fosters creativity and critical thinking;
- Integrated Child & Family Hub Scope, plan & design (\$210K) will focus on the Wellington kindergarten and the Mulgrave Maternal and Child Health Centre, bringing these together with a playgroup area, consulting rooms and a community area to provide this neighbourhood with a purpose built facility which encourages best practice integrated services for children and their families; and
- Additional people resources to support a range of organisational functions, including (\$586K):
  - Workplace Relations Generalist to handle more cost effective solutions and reduce ongoing legal, consultancy and agency costs;
  - Insurance Claims Officer to manage and process insurance claims, risk management advice and drive improvements in policies and procedures to ultimately reduce future claims and costs to Council;

- Program Lead for Monash National Innovation and Employment Cluster Events Officer will assist to improve the amenity of the cluster, encouraging new services and businesses to establish, advocate for improved transport links and public transport and assist in the building of partnership groups, and the coordination of business attraction and investment programs;
- Recycling Education Officer to introduce the new food organics recycling collection service as part of the Waste Management Strategy (2017-2027); and
- Other short-term engagements include Project Officer for the development of the Glen Waverley Community Action Plan and a Social Inclusion Officer to develop a Social Inclusion Strategy for Council that will help address loneliness problems among the young and senior groups of the community.

## Capital Works

The Capital Works Program in 2019/20 totals \$63.4M (2018/19 Capital forecast \$44.3M) with proposed funding for renewal capital works of \$40.9M. The total Capital Works budget has increased by \$19.1M compared to the 2018/19 forecast. Council's funding contribution in 2019/20 reflects the increased cost of projects within the program, in line with the long-term financial plan and includes commencement of construction of the \$24.4M redevelopment of the Oakleigh Recreation Centre. Funding of \$17.2M (including carry forward funds of \$2.1M) has been committed in the 2019/20 proposed budget. This project will continue into 2020/21 with the project expected to near completion by the end of the 2020 calendar year.



Highlights of the overall Capital Works program in 2019/20 include (including carry forward works):

- \$33.7M for building works;
- \$10.6M for plant & equipment, including \$5.6M for computers and telecommunications, and \$3M for plant and fleet renewal;
- \$4.4M for road work, \$5.6M for footpath and cycleways renewal;
- \$2.1M for drainage;
- \$3.2M for recreational, leisure and community facilities; and
- \$3M for parks, open spaces and streetscapes.

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

- \$17.7M to commence construction of the Oakleigh Recreation Centre, including federal and state funding, council contribution and a contribution from Waverley Gymnastics;
- Construction of a multi-sport pavilion at Caloola Reserve (\$3.5M) to complement the recently completed tennis courts at the site;
- \$2.5M for integration of community facilities at the Euneva carpark level one;
- Design of Mulgrave Reserve pavilion will proceed at an estimated cost of \$200K, including a state grant of \$100K;
- \$2.1M to continue with investigation and design for a new car park at Montclair Avenue;
- \$4.4M for road reconstruction and renewal, including completion of Atherton Road works;
- \$5.6M on renewal of Council's footpaths in keeping with community expectations;
- \$3.2M for recreational, leisure and community facilities including redevelopment of the Princes Highway Reserve West reserve sportsground (\$1.2M); and lighting upgrades at Scammell Reserve and Mayfield Park;
- Complete design and construct upgraded toilet amenities at Waverley District Netball, Ashwood (\$706K);
- \$350K for design and construction commencement of the Brentwood Reserve Pavilion; and
- \$900K for playspaces, including renewal and upgrade to playspaces at Evelyn Street Reserve (Clayton), Electra Reserve (Ashwood), Melissa Street (Mount Waverley) and a sensory playspace at Wellesley Drive (Glen Waverley) after seeking ideas and feedback from the local community.

### **The Rate Rise**

As noted above, Council's 2019/20 budget is based on a 2.5 per cent average rate increase. This is in line with the rate cap announced by the Minister for Local Government on December 2018 under the Fair Go Rates System (FGRS).

Council's rating strategy features differential rating which was introduced in the 2015/16 year. In addition, we will continue to provide a \$50 subsidy to eligible pensioners on their Council rates in 2019/20 to ease some of the household budget pressures.

This is a revaluation year and will be based on General Revaluation dated 1 January 2019 (as amended by supplementary valuations).

### **Recycling levy**

For 2019/20 Council will again apply a service charge under Section 162 of the Local Government Act 1989 to recover the additional cost of recycling. Monash Council has secured its household recycling service with Visy, despite the volatility of the recycling industry in the wake of the global crisis triggered by China's ban on recycling. However, this has come at a significant cost. For 2019/20 Council will continue to charge a recycling levy which is a service charge to meet those increased costs. The current contract with Visy Recycling is in place until April 2020. It is expected that the levy and offsetting pensioner rebate will cover the costs for the remainder of the contract. The current contract for receipt of recyclables finishes on 31 March 2020 and Council will be looking to ensure its recyclable kerbside collections continue beyond that date. At this stage Monash Council has been able to ensure recyclable kerbside collections have not ended up as landfill and will work to ensure that continues.

### **Recycling levy – Pensioner waiver**

Council acknowledges that some ratepayers may experience difficulty from time to time in meeting the recycling levy due to the effect of rising costs, cost of Council services and personal circumstances. Council further understands that relief measures have a cost to Council which must be borne by other ratepayers either short or long term. It is for this reason that Council provides limited assistance, rates waivers and rebates to assist persons or classes of person in accordance with Local Government Act Section 169 or 171. The recycling levy has again been set at \$22 per rateable property with provision to provide a waiver (\$22) for every eligible pensioner ratepayer.

For 2019/20 Council will again provide a waiver under Section 171 of the Local Government Act 1989 to all eligible pensioner ratepayers from paying the recycling levy which has been applied to all ratepayers to recover the additional costs of recycling related to the crisis triggered by China's ban on recycling.

### **Financial Sustainability**

One of the major focuses of the 2019/20 budget is Council's continued commitment to long-term financial sustainability, including being debt free in the short-term and maintaining Council's Working Capital Ratio (Current Assets/Current Liabilities) at above 150 per cent over the life of the SRP.

# BUDGET REPORTS

## 1. LINKAGE TO THE COUNCIL PLAN

### 1.1 COUNCIL PLAN – STRATEGIC FRAMEWORK

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

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

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



## 1.2 OUR PURPOSE

### Our Values

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



### 1.3 STRATEGIC OBJECTIVES

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

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

#### Strategic Objectives & Strategies

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

## 2 SERVICES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in its Annual Report, to support transparency and accountability.

### 2.1 Strategic Objective 1: A Liveable and Sustainable City

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

Our focus over the next 4 years will be:

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

#### Services

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
<b>City Planning</b>	The <i>City Planning Department</i> is the point of contact for residents enquiring about planning applications and building permits. The Department comprises Statutory Planning and Building Services and receives both applications for planning permission and building permission, as well as other applications for Council's 'consent' relating to planning and building. The Department is also responsible for inspecting	5,463 (3,850) <hr/> 1,612	5,352 (3,564) <hr/> 1,788	5,384 (3,641) <hr/> 1,744

	buildings, structures and fences as part of Essential Safety Measures as well as investigating potential breaches in planning and/or building control.			
<b>Strategic Planning and Economic Development</b>	<p>The <i>Strategic Planning and Economic Development Department</i> is responsible for facilitating and guiding the strategic directions of Monash to foster sustainable economic development, growth and prosperity throughout the municipality.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Structure Planning work in and around Activity Centres;</li> <li>• Development of the housing strategy to provide greater certainty about where different types of development may be appropriate;</li> <li>• Facilitating training and support services to business and encouraging environmental sustainability practices;</li> <li>• Supporting a cluster of “high technology enterprises”;</li> <li>• Facilitating new business investment;</li> <li>• Encouraging further growth in Activity Centres; and</li> <li>• Advocating for the framework to encourage ongoing infrastructure development and management.</li> </ul>	<p>1,416</p> <p>(131)</p> <hr/> <p>1,285</p>	<p>1,940</p> <p>(186)</p> <hr/> <p>1,753</p>	<p>1,762</p> <p>(46)</p> <hr/> <p>1,716</p>
<b>Community Amenity</b>	<p>The <i>Community Amenity Department</i> consists of two teams: Community Laws and Public Health. The primary role of these teams is to ensure that regulatory controls are complied with to help Monash residents enjoy the area, maintain a safe environment, and manage issues that may cause a nuisance. The units’ specific roles include:</p>	<p>7,903</p> <p>(9,004)</p> <hr/> <p>(1,100)</p>	<p>11,340</p> <p>(9,224)</p> <hr/> <p>2,115</p>	<p>8,584</p> <p>(9,527)</p> <hr/> <p>(943)</p>

	<ul style="list-style-type: none"> <li>• <u>Community Laws Unit</u>- responsible for parking control; animal management; administering and enforcing Council's local laws; and providing school crossing supervision; and</li> <li>• <u>Public Health Unit</u> –delivers a range of support services designed to maintain and improve public health, safety and wellbeing of the local community using health protection mechanisms of education, prevention, monitoring and enforcement, health program development, and promotion of health awareness.</li> </ul>			
<b>Sustainable Monash (Waste Services)</b>	<p>The <i>Sustainable Monash Department</i> provides a range of community services which are integral to maintaining a healthy and clean municipality. Sustainable Monash covers services and projects including:</p> <ul style="list-style-type: none"> <li>• <u>Waste Management</u> - Kerbside residential and commercial collection of waste, recyclables, greens, annual hard rubbish, and landfill management;</li> <li>• <u>Waste Transfer Station</u> - A facility for the community to dispose of domestic waste;</li> <li>• <u>Cleansing Operations</u> - Scheduled/unscheduled road and precinct;</li> <li>• <u>Sweeping</u>, public amenities and public space cleansing, and management of skip bins and mobile bins;</li> <li>• <u>Waste Projects</u> - Implementation of Litter Action Plan, management of charity bins, and graffiti/sharps management; and</li> <li>• <u>Sustainability Unit</u> delivers on the seven key priorities of the Environmental Sustainability Strategy which include</li> </ul>	<p>22,320 (6,033) <hr/>16,287</p>	<p>23,323 (5,157) <hr/>18,166</p>	<p>25,291 (5,561) <hr/>19,730</p>

	<p>enhancing our Urban Ecology, reducing waste, improving water efficiency and addressing Climate Change. We do this through partnerships with key stakeholders, education and engagement of staff, businesses and community, and report on our achievements.</p>			
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## Major Initiatives

- Deliver the following funded priorities from the Food Organics Program:
  - Plan for the introduction of a kerbside food waste recycling service;
  - Develop and implement a Communication and Engagement Plan;
  - Implement a kerbside bin Inspections and program; and
  - Conduct a detailed bin audit on - kerbside recycling, waste and garden bins.

## Initiatives

- Progress the feasibility study of the Civic Precinct redevelopment;
- Progress the detailed design for the Montclair Car Park project;
- Implement Year 1 of the Monash Affordable Housing Strategy;
- Progress the development of the Clayton Activity Centre Precinct Plan;
- Progress the development of the Mount Waverley Structure Plan;
- Implement the 2019-20 actions of the Monash Economic Development Strategy 2017-2021;
- Progress with the implementation of the Monash Canopy Vegetation and Landscape Strategy;
- Progress the development of the Huntingdale Activity Centre Precinct Plan;
- Progress the review of the Monash Planning Scheme;
- Continue to inspect overhanging vegetation throughout the municipality;
- Complete Local Area Traffic Management Study of Brandon Park area bounded by Springvale Road, Ferntree Gully Road, Lum Road and Brandon Park Drive and implement approved outcomes;
- Establish a Smart City Strategic Committee to investigate opportunities and alternate funding sources;
- Review parking in pressure areas around Monash University and Monash Medical Centre;
- Implement the 2019-20 funded priorities in the Environmental Sustainability Strategy; and
- Implement the 2019-20 funded priorities in the Waste Management Strategy.

## Service Performance Indicators

Service	Indicator	Service Measure	Computation
Statutory Planning	Decision Making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	(Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Animal Management	Health and safety	Animal management prosecutions (Percentage of successful animal management prosecutions)	(Number of successful animal management prosecutions/ Total number of animal management prosecutions( x 100

Service	Indicator	Service Measure	Computation
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
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

### 1.1 Strategic Objective 2: Inviting Open & Urban Spaces

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

Our focus over the next 4 years will be:

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

## Services

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
<b>Strategic Asset Management</b>	<p>The <i>Strategic Asset Management Department</i> provides a range of maintenance and support services for Council, the Division and the Monash Operations Centre (MOC) and provides a high level of response and scheduled programs. The Services include:</p> <ul style="list-style-type: none"> <li>• <i>Fleet &amp; Operations Centre Management</i> - Vehicle and plant maintenance and repair, store control, facility management of the Monash Operations Centre;</li> <li>• <i>Infrastructure Maintenance</i> - Drainage maintenance, road asset maintenance, after hours service; and emergency management support to MERO;</li> <li>• <i>Facility Maintenance</i> - Building and structures maintenance, facility programs, facility services;</li> <li>• <i>Strategic Asset Management</i> – Asset management policy strategy and plans, capital works planning, asset data collection and asset information systems; and</li> <li>• <i>Infrastructure Support</i> - Administration related to works and correspondence management supporting the activities of the Infrastructure Division.</li> </ul>	15,515 (4,081) <hr/> 11,434	16,603 (4,230) <hr/> 12,373	17,051 (4,464) <hr/> 12,586
<b>Capital Works</b>	<p>The Capital Works Department is responsible for:</p> <ul style="list-style-type: none"> <li>• The delivery of Civil Infrastructure projects;</li> <li>• Delivery of Building and Reserves related projects;</li> <li>• The delivery of Major Projects; Oakleigh Recreation Centre, Atkinson Street Multi Level Car Park, Montclair Car park;</li> </ul>	2,937 (196) <hr/> 2,741	2,694 (160) <hr/> 2,534	3,063 (200) <hr/> 2,863

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> <li>• Key role in the development of Council's annual and long term Capital Works Program;</li> <li>• Planning and delivery of road and footpath renewal and maintenance programs;</li> <li>• Certification of subdivision / major private development construction that create assets that will be handed over to Council once completed (e.g. Waverley Park);</li> <li>• Administration of contracts undertaken by the Infrastructure Division;</li> <li>• Utility Works - coordination of Council asset reinstatement; and</li> <li>• Project support services to the Division.</li> </ul>			
<b>Engineering</b>	<p>The <i>Engineering Department</i> administers, monitors and co-ordinates a comprehensive Capital Improvement Program to meet the Council's infrastructure requirements and the needs of the general public. The Department manages a diverse portfolio and is broken up into four main areas:</p> <ul style="list-style-type: none"> <li>• <i>Transport Engineering</i>, including bicycle facilities;</li> <li>• <i>Development Engineering</i>, including drainage;</li> <li>• <i>Engineering Design</i>; and</li> <li>• <i>Asset Protection and Contracts</i>.</li> </ul> <p>Other customer service tasks that the Department is involved with are:</p> <ul style="list-style-type: none"> <li>• Street and Reserve Lighting - upgrades and requests;</li> <li>• Shared Fencing with Council properties;</li> <li>• Legal Points of Discharge;</li> </ul>	<p>3,435 (939) <hr/>2,496</p>	<p>3,393 (1,430) <hr/>1,963</p>	<p>3,730 (1,052) <hr/>2,678</p>

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> <li>• Council Permits ranging from vehicle crossings to asset protection; and</li> <li>• Drainage plan and Use of Easement Approvals.</li> </ul>			
<b>Property</b>	<p>The Property Department is responsible for the contractual management, sale and facilitation of development of Council-owned or managed properties. This includes:</p> <ul style="list-style-type: none"> <li>• Facilitating private and public development on Council land to enhance the economic viability of the area;</li> <li>• Conducting feasibilities for potential development of major facilities such as car parks within activity centres or sports pavilions in reserves;</li> <li>• Management of the purchase or sale of land required for or surplus to Council needs; and</li> <li>• Management of leases, licences and agreements associated with Council properties.</li> </ul>	<p style="text-align: right;">760 <u>(314)</u> 446</p>	<p style="text-align: right;">921 <u>(327)</u> 595</p>	<p style="text-align: right;">763 <u>(351)</u> 411</p>
<b>Horticultural Services</b>	<p>The <i>Horticultural Services Department</i> provides a range of services for the maintenance of horticulture and associated assets for Council managed public land. The department is made up of four service areas:</p> <ul style="list-style-type: none"> <li>• <u>Sports Ground and Golf Course Maintenance Services</u> – Responsible for the maintenance of council’s sportsgrounds and golf courses. This includes proactive maintenance program and sports grounds &amp; golf course capital works;</li> <li>• <u>Parks and Gardens Maintenance Services</u> - Responsible for the maintenance of council’s</li> </ul>	<p style="text-align: right;">12,720 <u>(96)</u> 12,624</p>	<p style="text-align: right;">13,385 <u>(125)</u> 13,260</p>	<p style="text-align: right;">13,827 <u>(142)</u> 13,685</p>

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	ornamental gardens and passive open space areas; <ul style="list-style-type: none"> <li>• <i>Heritage and Conservation Services</i> - Responsible for the maintenance of council's bushland reserves and play spaces. This includes bushland &amp; wetlands maintenance program, landscaping maintenance and play space maintenance; and</li> <li>• <i>Arboricultural Services</i> - Responsible for the management of council's valued tree population. This includes trees inspections, tree maintenance program, reactive tree works and street tree planting and establishment.</li> </ul>			
<b>Urban Design and Architecture</b>	The <i>Urban Design and Architecture Department's</i> role is to guide city design and assist Council in making the City of Monash a more liveable and sustainable city. This includes: <ul style="list-style-type: none"> <li>• Providing a multi-disciplinary range of planning and design services, including environmental, heritage, civic, landscape and architecture to all Council departments;</li> <li>• Working across council to assist in the development of current and future community needs in relation to facilities, public spaces and infrastructure;</li> <li>• Enhancing the quality of all public spaces, streetscapes and civic/community architecture by addressing safety, amenity, access for all, permeability, aesthetic quality, cultural vitality, landscape character, context and ecologically sustainable design; and</li> </ul>	586 (0) <hr/> 586	487 (0) <hr/> 487	765 (0) <hr/> 765

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> <li>Developing and maintaining appropriate design standards for civic and community buildings, as well as natural and built environments.</li> </ul>			
<b>Active Monash</b>	<p>The <i>Active Monash Department</i> comprises Aquatics and Leisure Services, and Recreation Services, and supports improved community health and wellbeing through active participation in sports and leisure activities.</p> <p><i>Recreation Services</i> – This Unit has four responsibility areas including: strategy and policy development; capital works planning and development; facility management; and club development and support, and programs. Recreation delivers a large annual capital works program, upgrading playgrounds, sports pavilions and facilities and other associated works to support local grassroots sport and recreation.</p> <p><i>The Aquatic and Leisure Services Business Unit</i> – This Unit manages the following centres:</p> <ul style="list-style-type: none"> <li>Clayton Aquatics and Health Club (CAHC);</li> <li>Monash Aquatic and Recreation Centre (MARC); and</li> <li>Oakleigh Recreation Centre (ORC).</li> </ul>	13,133 (12,611) <hr/> 522	13,936 (12,792) <hr/> 1,144	14,503 (11,776) <hr/> 2,727

### Major Initiatives

- Complete the Princes Highway Reserve West Sportsground Redevelopment.

## Initiatives

- Commence the design of Mulgrave Reserve Pavilion;
- Design and install a Modular facility at Waverley Archers – Freeway Reserve;
- Complete the construction/upgrade works of the following playspaces:-
  - Electra Reserve, Ashwood;
  - Evelyn Street Reserve, Mulgrave;
  - Wellesley Road, Glen Waverley; and
  - Melissa Street, Mount Waverley;
- Complete upgrade works of Central Reserve Athletics, High Jump Long Jump;
- Develop and deliver the 2019-20 Central Reserve Facilities Plan;
- Complete lighting upgrade works at the following reserves:
  - Scammell Reserve, Mount Waverley; and
  - Mayfield Park Reserve, Mount Waverley;
- Progress redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre;
- Undertake an inspection and assessment of all sporting reserves and pavilions to assess their inclusivity;
- Complete construction of drainage system at Carinya Court, Mount Waverley;
- Complete drainage rehabilitation works at 161 Police Road, Mulgrave;
- Complete the design and construction of drainage improvement works at 1558 - 1568 Dandenong Road, Huntingdale;
- Upgrade the missing link of Scotchman's Creek Trail between Huntingdale Road and Stanley Avenue;
- Implement the 2019-20 funded priorities of the Avendon Estate Cypress Windrow Replacement Program;
- Implement the 2019-20 funded priorities Street Tree Strategy;
- Complete Central Reserve South landscape works;
- Complete the 2019-20 Sports Field Playing Surface Improvement on the following grounds:
  - Waverley Women's Sports Centre;
  - Pinewood Reserve; and
  - Brentwood Reserve.
- Complete the reconfiguration and rollout of Confirm as a centralised Asset Management Information System (AMIS);
- Complete the Implementation the Asset Management Framework;
- Complete footpath priority works as identified in the Asset Renewal Program; and
- Complete road resurfacing priority works as identified in the Asset Renewal Program.

## Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Aquatic facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
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## 1.2 Strategic Objective 3: An Inclusive Community

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

Our focus over the next 4 years will be:

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

### Services

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
<b>Aged and Community Services</b>	<i>The Aged and Community Care Services Unit</i> is responsible for a range of service delivery and service planning activities that directly support seniors and people with disabilities to remain living independently in their own homes. Additionally, this department facilitates and supports seniors to remain active and celebrated participants in all aspects of community life. Key funding for in home support programs is delivered via the Commonwealth Home Support Program and Council fund a range of additional activities focused on ensuring seniors throughout Monash have multiple opportunities to stay socially active and connected within their community.	10,810 <u>(10,370)</u> 440	9,794 <u>(9,210)</u> 584	9,833 <u>(9,445)</u> 388
<b>Monash Public Library Service</b>	<i>The Monash Public Library Services Unit</i> develops and delivers public library collections,	5,543 <u>(1,385)</u> 4,158	5,730 <u>(1,350)</u> 4,380	5,758 <u>(1,369)</u> 4,389

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	activities, spaces and services to inform, inspire and include everyone in the community. Services are delivered online and at six branches across the municipality.			
<b>Children, Youth and Family Services</b>	<p>The <i>Children, Youth and Family Services Department</i> delivers a range of services for children and young people to have the best opportunities to grow, learn and thrive in a strong and supported community, where they are nurtured by capable, confident families from the time they are born until they reach adulthood. Services and activities delivered by Council include:</p> <ul style="list-style-type: none"> <li>• <u><i>Maternal and Child Health Service</i></u> – Provides support to families with young children and is provided across a number of centres located across the municipality. Other services include an Outreach program for vulnerable families with young children;</li> <li>• <u><i>Immunisation Service</i></u> - Provides infant vaccines across the municipality and an immunization program for secondary colleges;</li> <li>• <u><i>Kindergartens</i></u> - Council provides a central enrolment system for kindergartens, most of which are operated from Council-owned buildings;</li> <li>• <u><i>Family Day Care</i></u> –Home based early learning and care program;</li> <li>• <u><i>Brine St Childcare and Kindergarten</i></u> - a centre based early learning &amp; child care centre operated by Council;</li> </ul>	<p>7,787 (5,398) <hr/>2,390</p>	<p>8,483 (5,479) <hr/>3,004</p>	<p>8,608 (5,353) <hr/>3,256</p>

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> <li>• <u>Monash Youth Services (MYFS)</u> - Provides generalist youth support to young people aged 10-25 years; and</li> <li>• <u>Early Years &amp; Integrated Family Support</u> - Provides support and planning to early years services across the municipality, including kindergartens, childcare centres, playgroups and toy libraries. It also offers family support to parents/carers of children aged 0-17 years and parenting support programs.</li> </ul>			
<b>Community Strengthening</b>	<p>The <i>Community Strengthening Department</i> is responsible for the following areas:</p> <ul style="list-style-type: none"> <li>• Community development and capacity building;</li> <li>• Health Promotion, including harm from gambling, alcohol and other drugs;</li> <li>• Social Research and Integrated Planning;</li> <li>• Inclusion and Diversity</li> <li>• Gender equity;</li> <li>• Place Making and community safety;</li> <li>• Community and social infrastructure projects and planning; and</li> <li>• Advocacy.</li> </ul> <p>Community Planning and Development builds community capacity through community development initiatives, enabling Council and community partners to make informed, effective decisions. The team implements integrated actions to improve community health and wellbeing through the provision of high quality social policy development, community development,</p>	<p>4,049 (721) <hr/>3,328</p>	<p>4,507 (875) <hr/>3,632</p>	<p>4,404 (687) <hr/>3,717</p>

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
	research, planning coordination and advice.			
<b>Cultural Development, Arts and Culture</b>	The <i>Cultural Development and Events Unit</i> works closely with community, cultural and arts groups to deliver a range of community festivals, including: Ashwood Chadstone Neighbourhood Event; Monash Carols by Candlelight Concert; Clayton Street Festival; Oakleigh Festival; and Winter Concert Series.	1,316 (71) <u>1,246</u>	1,403 (67) <u>1,335</u>	1,577 (56) <u>1,521</u>
<b>Monash Gallery of Art (MGA)</b>	Monash Gallery of Art (MGA) is the Australian home of photography and Monash's major cultural institution, MGA delivers high quality, thought provoking exhibitions, events and education and public programs each year.	1,042 (344) <u>698</u>	1,085 (389) <u>696</u>	1,597 (880) <u>717</u>

## Major Initiatives

- Complete the scope, plan and design of an Integrated Child & Family Hub at Wellington Kindergarten and Mulgrave Park Maternal & Child Health Centre.

## Initiatives

- Complete the construction of Brine Street Staffroom and Children's Library;
- Implement the Safe Events Approval Process for the successful delivery of Council's festivals and events program;
- Promote inclusion and well-being across all Monash sporting clubs;
- Continue the advocacy on key issues impacting our community: Gender Equity & Prevention of Violence Against Women; aged care reforms; homelessness; youth mental health (headspace); and harm from gambling;
- Implement the 2019-20 actions of the Health and Resilient Monash Integrated Plan 2017-2021;
- Complete the Oakleigh Community Hub Scoping Project;
- Develop a Glen Waverley Community Action Plan;
- Deliver the Ashwood Chadstone Pathways Project to build on equality and respect;
- Develop a Monash Social Inclusion Strategy;
- Implement Year One of the Public Library Service Plan;
- Complete the upgrade of the public toilets Glen Waverley Library;
- Implement Year Two of the Monash Gallery of Art Strategic Plan; and

- Commence the Integrated Cultural Precinct Study. (MGA - Wheelers Hill Feasibility Study - Integrated Cultural Precinct Project).

### Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100

### 1.3 Strategic Objective 4: Responsive & Efficient Services

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

Our focus over the next 4 years will be:

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

#### Services

Service area	Description of services provided	2017/18	2018/19	2019/20
		Actual Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000	Budget Expenditure (Revenue) Net Cost \$'000
<b>Executive Leadership</b>	To lead the organisation in the achievement of outcomes and the provision of a wide range of customer focused services which are relevant, of high quality and accessible to all residents of Monash.	3,384 (1) <hr/> 3,382	2,689 (5) <hr/> 2,684	2,780 (5) <hr/> 2,775
<b>Corporate Administration and Customer Service</b>	The <i>Corporate Administration and Customer Service Executive Department</i> has six business and one Department that provide a range of services to the organisation and to the Monash community. The six business Units are: <ul style="list-style-type: none"> <li>• <i>Customer Service</i> – is at the forefront of service to the Monash community;</li> <li>• <i>Civic and Governance</i> - provides support to the Mayor and the Councillors, including organising Mayoral functions;</li> <li>• <i>Civic Operations</i> - provides a range of facility management services for the Civic Centre, as the Council's main civic building, and the office space occupied by the Council at 295 Springvale Road, Glen</li> </ul>	9,221 (2,053) <hr/> 7,168	8,340 (1,750) <hr/> 6,590	9,045 (1,699) <hr/> 7,346

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	<p>Waverley, which is immediately adjacent to the Civic Centre;</p> <ul style="list-style-type: none"> <li>• <i>Halls Management</i> - manages Council's facilities across the municipality that are available for hire by the public; both private hirers and community groups;</li> <li>• <i>Information Management</i> – responsible for managing records to meet operational business needs, accountability requirements and community expectations; and</li> <li>• <i>Legal Services</i> – oversees the provision and coordination of legal services.</li> </ul>			
<b>Corporate Administration and Customer Service - Business Technology Department</b>	<p>The <i>Business Technology Department (BT)</i> is responsible for ensuring that the organisation has the technological and communication tools to enable the effective operation of Council business and community services. This includes:</p> <ul style="list-style-type: none"> <li>• BT Hardware procurement, maintenance and support;</li> <li>• Maintenance of an effective IT Disaster Recovery system; and</li> <li>• Applications support and development.</li> </ul>	<p>6,160 (47) <hr/>6,113</p>	<p>6,862 (11) <hr/>6,851</p>	<p>7,179 (11) <hr/>7,168</p>
<b>Communications</b>	<p>The <i>Communications Executive Department</i> is responsible for:</p> <ul style="list-style-type: none"> <li>• Media relations - Handling media enquiries for the organisation;</li> <li>• Digital/social media - Managing Council's website, Twitter, Facebook and Instagram accounts;</li> </ul>	<p>1,284 (0) <hr/>1,284</p>	<p>1,334 (0) <hr/>1,334</p>	<p>1,370 (0) <hr/>1,370</p>

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> <li>• Issues management - Advising the organisation and Council on how issues could be handled;</li> <li>• Production of the Monash Bulletin newsletter;</li> <li>• Facilitating high levels of community consultation across the organisation; and</li> <li>• Graphic design - Design of corporate documents including letterhead, business cards and flyers.</li> </ul>			
<b>People and Culture</b>	The <i>People and Culture Executive Department</i> is responsible for providing strategic leadership, operational and transactional support and advice on all Organisational Development, Occupational Health, Safety and Wellbeing.	2,232 (0) <hr/> 2,232	2,425 (0) <hr/> 2,425	2,641 (0) <hr/> 2,641
<b>Finance</b>	The <i>Finance Department</i> provides accounting information and advice necessary for the efficient financial operation of Council, specifically: <ul style="list-style-type: none"> <li>• Ensuring compliance with relevant Legislations and Standards;</li> <li>• Providing accurate and timely financial transaction processing, financial information, advice, analysis and systems to achieve Council objectives; and</li> <li>• Management of the Property, Revenue and Valuation Services Unit (PRAVS) which provides property data management services for the organisation and manages the collection of Rate revenue.</li> </ul>	4,017 (8,186) <hr/> (4,169)	4,974 (5,238) <hr/> (264)	4,244 (11,431) <hr/> (7,187)
<b>Strategic Procurement</b>	The Strategic Procurement Department is responsible for: <ul style="list-style-type: none"> <li>• <u>Purchasing &amp; Compliance Services</u>: Procurement</li> </ul>	540 (0) <hr/> 540	627 (0) <hr/> 627	646 (0) <hr/> 646

Service area	Description of services provided	2017/18 Actual Expenditure (Revenue) Net Cost \$'000	2018/19 Forecast Expenditure (Revenue) Net Cost \$'000	2019/20 Budget Expenditure (Revenue) Net Cost \$'000
	<p>analysis to provide a strategic approach to purchase of goods and services; and Procurement management and administration; and</p> <ul style="list-style-type: none"> <li>• <i>Contract Services</i>, which includes the provision of tendering and contracting advice and the administration of quotations, tenders and contract processes.</li> </ul>			
<b>Corporate Performance</b>	<p>The Corporate Performance Department is responsible for:</p> <ul style="list-style-type: none"> <li>• Corporate performance reporting including Council Plan Actions and the Local Government Performance Reporting Framework (LGPRF), including the Performance Statement;</li> <li>• Coordinating service planning and continuous improvement;</li> <li>• Overseeing the Internal Audit contract, implementation of the Strategic Internal Audit Plan and administering the Audit and Risk Committee;</li> <li>• Running the Project Management Office, supporting officers across the organisation successfully deliver projects; and</li> <li>• Risk and Insurance - manages Council's obligations under the Act which requires Council to make arrangements for adequate insurance cover.</li> </ul>	<p>2,463 (0) <hr/>2,463</p>	<p>2,710 (13) <hr/>2,697</p>	<p>3,009 (8) <hr/>3,001</p>

### Major initiatives

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

## Initiatives

- Complete the server and storage hardware refresh;
- Complete the Pathway Mobility for Local Laws;
- Commence the Oracle Finance application and database upgrade;
- Analyse the results of the annual Community Satisfaction Survey and provide recommendations to the Executive Leadership Team for continual improvements to performance;
- Implement actions from the People and Culture Strategy;
- Completing implementation of the Project Management Framework;
- Completing implementation of a legislative compliance framework; and
- Complete and implement Year 1 of Council's Financial Sustainability - Revenue & Rating Strategy.

## Service Performance Indicators

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

### 1.4 Performance Statement

The service performance indicators listed under the Directions above will be reported in the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2019/20 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (see Section 4) and sustainable capacity, which are not included in this budget.

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

## 1.5 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. A Liveable and Sustainable City	\$22,246	\$41,022	\$18,775
2. Inviting Open & Urban Spaces	\$35,715	\$53,701	\$17,986
3. An Inclusive Community	\$13,988	\$31,777	\$17,789
4. Responsive & Efficient Services	\$17,758	\$30,912	\$13,154
<b>Total services and initiatives</b>	<b>\$89,708</b>	<b>\$157,411</b>	<b>\$67,704</b>
<b><i>Expenses added in:</i></b>			
Depreciation	\$29,792		
Finance costs			
Others	\$670		
<b><i>Deficit before funding sources</i></b>	<b>\$120,170</b>		
<b><i>Funding sources added in:</i></b>			
Rates & charges revenue	\$123,979		
Non attributable revenue	\$3,658		
Waste charge revenue	\$1,763		
<b><i>Total funding sources</i></b>	<b>\$129,400</b>		
<b>Operating surplus for the year</b>	<b>\$9,230</b>		

### 3. FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2019/20 to 2022/23 has been extracted from the Strategic Resource Plan.

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

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

## Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Income</b>						
Rates & Charges	4.1.1	121,323	<b>125,740</b>	130,018	134,414	138,932
Statutory fees & fines	4.1.2	10,250	<b>10,596</b>	11,020	11,460	11,919
User fees	4.1.3	25,425	<b>24,467</b>	25,937	27,465	28,555
Grants - Operating	4.1.4	18,431	<b>16,339</b>	18,897	19,369	19,854
Grants - Capital	4.1.4	7,630	<b>3,544</b>	2,572	1,841	1,872
Contributions - monetary	4.1.5	6,898	<b>6,587</b>	13,439	7,317	5,365
Other Income	4.1.6	3,431	<b>3,367</b>	2,939	2,648	2,557
<b>Total Income</b>		<b>193,387</b>	<b>190,640</b>	<b>204,821</b>	<b>204,515</b>	<b>209,053</b>
<b>Expenses</b>						
Employee costs	4.1.7	75,635	<b>80,717</b>	82,938	85,623	88,395
Materials, services & contracts	4.1.8	70,767	<b>69,286</b>	74,221	76,519	79,462
Depreciation	4.1.9	27,981	<b>29,792</b>	30,203	30,620	31,042
Bad and doubtful debts		10	<b>10</b>	10	11	11
Borrowing costs		-	<b>-</b>	-	-	-
Other Expenses	4.1.10	1,506	<b>1,605</b>	1,645	1,686	1,728
<b>Total Expenses</b>		<b>175,899</b>	<b>181,410</b>	<b>189,016</b>	<b>194,459</b>	<b>200,638</b>
<b>Surplus/(deficit) for the year</b>		<b>17,488</b>	<b>9,230</b>	<b>15,804</b>	<b>10,056</b>	<b>8,416</b>

## Balance Sheet

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$ '000	2019/20 \$ '000	Projections		
				2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash and Cash equivalents		95,866	<b>76,783</b>	62,721	40,558	63,111
Trade and Other Receivables		8,774	<b>9,014</b>	9,656	9,644	9,850
Non-current assets classified as held for sale		0	<b>11,965</b>	5,706	32,131	5,756
Other Assets		4,559	<b>2,203</b>	2,203	2,203	2,203
<b>Total Current Assets</b>	4.2.1	109,199	<b>99,966</b>	80,286	84,536	80,920
<b>Non-Current Assets</b>						
Property, Plant & Equipment		3,351,608	<b>3,374,543</b>	3,412,388	3,418,574	3,428,453
Other assets		1,171	<b>1,171</b>	1,171	1,171	1,171
<b>Total Non-Current Assets</b>	4.2.1	3,352,779	<b>3,375,714</b>	3,413,559	3,419,745	3,429,624
<b>Total Assets</b>		3,461,978	<b>3,475,680</b>	3,493,845	3,504,281	3,510,544
<b>LIABILITIES</b>						
<b>Current Liabilities</b>						
Trade and Other Payables		18,137	<b>21,888</b>	23,511	23,130	20,198
Trust Funds & Deposits		11,525	<b>11,575</b>	11,625	11,675	11,725
Provisions		16,585	<b>17,701</b>	18,342	19,001	19,681
<b>Total Current Liabilities</b>	4.2.2	46,247	<b>51,165</b>	53,478	53,807	51,603
<b>Non-Current Liabilities</b>						
Provisions		1,347	<b>900</b>	949	1,000	1,052
Other Liabilities		2,245	<b>2,245</b>	2,245	2,245	2,245
Interest bearing loans and borrowings	4.2.3	0	<b>0</b>	0	0	0
<b>Total Non-Current Liabilities</b>	4.2.2	3,592	<b>3,145</b>	3,194	3,245	3,297
<b>Total Liabilities</b>		49,839	<b>54,310</b>	56,672	57,052	54,900
<b>Net Assets</b>		3,412,139	<b>3,421,370</b>	3,437,173	3,447,229	3,455,644
<b>EQUITY</b>						
Accumulated surplus		1,003,011	<b>1,016,518</b>	1,026,043	1,041,844	1,049,977
Reserves		2,409,128	<b>2,404,851</b>	2,411,130	2,405,385	2,405,667
<b>Total Equity</b>		3,412,139	<b>3,421,370</b>	3,437,173	3,447,229	3,455,644

## Statement of Changes in Equity

For the four years ending 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019 Forecast Actual</b>				
Balance at beginning of the financial year	3,394,650	985,589	2,384,417	24,644
Surplus/(deficit) for the year	17,488	17,488	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	750	-	(750)
<b>Balance at end of the financial year</b>	<b>3,412,139</b>	<b>1,003,011</b>	<b>2,384,417</b>	<b>24,711</b>
<b>2020 Budget</b>				
Balance at beginning of the financial year	3,412,139	1,003,011	2,384,417	24,711
Surplus/(deficit) for the year	9,230	9,230	-	-
Transfer to reserves 4.3.1	-	(6,430)	-	6,430
Transfer from reserves 4.3.1	-	10,707	-	(10,707)
<b>Balance at end of the financial year 4.3.2</b>	<b>3,421,370</b>	<b>1,016,518</b>	<b>2,384,417</b>	<b>20,434</b>
<b>2021</b>				
Balance at beginning of the financial year	3,421,370	1,016,518	2,384,417	20,434
Surplus/(deficit) for the year	15,803	15,803	-	-
Transfer to reserves	-	(13,189)	-	13,189
Transfer from reserves	-	6,911	-	(6,911)
<b>Balance at end of the financial year</b>	<b>3,437,173</b>	<b>1,026,043</b>	<b>2,384,417</b>	<b>26,713</b>
<b>2022</b>				
Balance at beginning of the financial year	3,437,173	1,026,043	2,384,417	26,713
Surplus/(deficit) for the year	10,056	10,056	-	-
Transfer to reserves	-	(7,317)	-	7,317
Transfer from reserves	-	13,062	-	(13,062)
<b>Balance at end of the financial year</b>	<b>3,447,229</b>	<b>1,041,844</b>	<b>2,384,417</b>	<b>20,968</b>
<b>2023</b>				
Balance at beginning of the financial year	3,447,229	1,041,844	2,384,417	20,968
Surplus/(deficit) for the year	8,416	8,416	-	-
Transfer to reserves	-	(5,365)	-	5,365
Transfer from reserves	-	5,082	-	(5,082)
<b>Balance at end of the financial year</b>	<b>3,455,644</b>	<b>1,049,977</b>	<b>2,384,417</b>	<b>21,250</b>

## Statement of Cash Flows

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$ '000	Budget 2019/20 \$ '000	Strategic Resource Plan Projections		
			2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000
<b>Cash flow from operating activities</b>					
<b>Receipts</b>					
Rates & Charges	121,323	125,740	130,018	134,414	138,932
Statutory Fees & Fines	10,250	10,596	11,020	11,460	11,919
User Fees	27,205	26,179	27,752	29,388	30,553
Grants - Operating	18,431	16,339	18,897	19,369	19,854
Grants - Capital	7,630	3,544	2,572	1,841	1,872
Contributions - monetary	6,898	6,587	13,439	7,317	5,365
Interest Revenue	2,529	2,414	1,961	1,522	1,531
GST Reimbursement	10,489	12,090	13,056	12,834	11,099
Other Receipts	896	762	382	1,190	870
<b>Total Receipts</b>	205,651	204,251	219,097	219,335	221,995
<b>Payments</b>					
Employee Costs	(74,985)	(80,047)	(82,248)	(84,913)	(87,663)
Defined Benefits					
Materials and Services	(76,545)	(71,913)	(79,424)	(83,940)	(89,703)
GST Paid to Government	(1,780)	(1,713)	(1,816)	(1,923)	(1,999)
Other Payments	(1,516)	(1,615)	(1,655)	(1,697)	(1,739)
Interest	0	0	0	0	0
<b>Total Payments</b>	(154,826)	(155,288)	(165,142)	(172,472)	(181,104)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1 50,825	48,963	53,955	46,862	40,891
<b>Cash flows from investing activities</b>					
Payment for Property, Plant & Equipment	(48,258)	(69,150)	(75,433)	(70,185)	(45,927)
Payments of loans	0	0	0	0	0
Proceeds from Sale of Property, Plant & Equipment	3,433	1,104	7,416	1,160	27,589
<b>Net cash provided by/(used in) investing activities</b>	4.4.2 (44,825)	(68,046)	(68,017)	(69,025)	(18,338)
<b>Cash flows from financing activities</b>					
Repayment of Current Borrowings/Leases	0	0	0	0	0
Receipt from Redraw/New Borrowings	0	0	0	0	0
<b>Net cash provided by/(used in) financing activities</b>	4.4.3 0	0	0	0	0
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	6,000	(19,083)	(14,062)	(22,163)	22,553
Cash and cash equivalents at the beginning of the financial year	89,865	95,866	76,783	62,721	40,558
<b>Cash and cash equivalents at the end of the financial year</b>	95,866	76,783	62,721	40,558	63,111

## Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Property</b>						
Land		0	0	0	0	0
Land Improvements		30	36	383	481	449
<b>Total land</b>		30	36	383	481	449
Buildings and Building Improvements		10,771	33,668	39,750	27,387	7,588
<b>Total buildings and building Improvements</b>		10,771	33,668	39,750	27,387	7,588
<b>Total property</b>		10,801	33,704	40,133	27,868	8,037
<b>Plant &amp; Equipment</b>						
Plant, machinery and equipment		2,875	3,004	3,976	4,995	4,664
Fixtures, fittings and furniture		717	642	455	572	534
Computers and telecommunications		4,076	5,598	1,696	2,130	1,990
Library books		1,284	1,325	1,352	1,699	1,585
<b>Total plant and equipment</b>		8,952	10,569	7,479	9,396	8,773
<b>Infrastructure</b>						
Roads		8,363	4,422	7,073	8,886	8,296
Bridges		139	115	273	343	318
Footpaths and cycleways		7,006	5,568	5,063	6,360	5,939
Drainage		2,187	2,116	3,268	4,106	3,834
Recreational, leisure and community facilities		3,035	3,247	3,566	4,480	4,183
Waste management		10	236	249	313	292
Parks, open space and streetscapes		3,514	3,030	1,800	2,261	2,111
Aerodromes		0	0	0	0	0
Off street car parks		248	0	300	377	352
Other infrastructure		17	434	0	0	0
<b>Total Infrastructure</b>		24,519	19,168	21,592	27,126	25,325
<b>Total capital works expenditure</b>	4.5.1	44,274	63,440	69,204	64,390	42,135
<b>Expenditure types represented by:</b>						
Asset renewal expenditure		31,435	40,878	26,537	32,899	36,686
New asset expenditure		885	3,220	0	233	353
Asset expansion expenditure		2,656	5,462	35,713	25,305	47
Asset upgrade expenditure		9,298	13,880	6,954	5,953	5,049
<b>Total capital works expenditure</b>	4.5.1	44,274	63,440	69,204	64,390	42,135
<b>Funding sources represented by:</b>						
Grants		7,630	3,544	2,572	1,841	1,872
Contributions		442	115	250	0	0
Council cash		36,202	59,781	66,382	62,549	40,263
Borrowings		0	0	0	0	0
<b>Total capital works expenditure</b>	4.5.1	44,274	63,440	69,204	64,390	42,135

## Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual 2018/19 \$ '000	Budget 2019/20 \$ '000	Strategic Resource Plan		
			Projections		
			2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000
<b>Staff Expenditure</b>					
Employee Costs - Operating	75,635	<b>80,717</b>	82,938	85,623	88,395
Employee Costs - Capital	1,858	<b>2,410</b>	2,476	2,556	2,639
<b>Total Staff Expenditure</b>	<b>77,493</b>	<b>83,127</b>	<b>85,414</b>	<b>88,179</b>	<b>91,033</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff Numbers</b>					
Employees	782.6	824.3	824.3	824.3	824.3
<b>Total Staff Numbers</b>	<b>782.6</b>	<b>824.3</b>	<b>824.3</b>	<b>824.3</b>	<b>824.3</b>

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

Division	Budget 2019/20 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
Chief Executive Office	9,485	7,738	1,747
Corporate Services	4,202	3,487	715
Community Development & Services	20,146	13,926	6,220
City Development	10,570	10,097	473
Infrastructure	21,577	21,030	547
<b>Total permanent staff expenditure</b>	<b>65,980</b>	<b>56,278</b>	<b>9,702</b>
Casual and other expenditure	14,737		
<b>Total Operating employee cost</b>	<b>80,717</b>		
Capitalised Labour costs	2,410		
<b>Total expenditure</b>	<b>83,127</b>		

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

Division	Budget EFT 2019/20	Comprises	
		Permanent Full time	Permanent Part time
Chief Executive Office	75.6	61.6	14.0
Corporate Services	35.9	29.7	6.2
Community Development & Services	217.6	150.1	67.4
City Development	92.0	87.7	4.3
Infrastructure	224.2	218.1	6.1
<b>Total permanent staff</b>	645.2	547.3	97.9
Casuals and other	158.4		
Capitalised EFT	20.7		
<b>Total staff</b>	<b>824.3</b>		

## 4. NOTES TO THE FINANCIAL STATEMENTS

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.5% in line with the rate cap.

#### Recycling levy

For 2019/20 Council will again apply a service charge under Section 162 of the Local Government Act 1989 to recover the additional cost of recycling. Monash Council has secured its household recycling service with Visy, despite the volatility of the recycling industry in the wake of the global crisis triggered by China's ban on recycling. However, this has come at a significant cost.

The current contract with Visy Recycling is in place until April 2020. It is expected that the levy and offsetting pensioner rebate will cover the costs for the remainder of the contract. The current contract for receipt of recyclables finishes on 31 March 2020 and Council will be looking to ensure its recyclable kerbside collections continue beyond that date. At this stage Monash Council has been able to ensure recyclable kerbside collections have not ended up as landfill and will work to ensure that continues.

### Recycling levy – Pensioner waiver

Council acknowledges that some ratepayers may experience difficulty from time to time in meeting the recycling levy due to the effect of rising costs, cost of Council services and personal circumstances. Council further understands that relief measures have a cost to Council which must be borne by other ratepayers either short or long term. It is for this reason that Council provides limited assistance, rates waivers and rebates to assist persons or classes of person, in accordance with *Local Government Act* Section 169 or 171.

For 2019/20, Council will again provide a waiver under Section 171 of the *Local Government Act* 1989 to all eligible pensioner ratepayers from paying the recycling levy which has been applied to all ratepayers to recover the additional costs of recycling related to the crisis triggered by China's ban on recycling. The recycling levy has again been set at \$22 per rateable property with provision to provide a waiver (\$22) for every eligible pensioner ratepayer.

### Pensioner Rebate

Council declares a rebate under Section 169 of the LGA. Council will provide a \$50 subsidy to eligible pensioners on their Council rates in 2019/20 to ease some of the household budget pressures.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
General Rates *	118,537	122,923	4,386	3.70%
Municipal Charge *	-	-	-	-
Waste Management Charge	-	-	-	-
Service rates and charges	1,478	1,510	32	2.17%
Special rates and charges	-	-	-	-
Supplementary rates and rate adjustments	1,100	1,111	11	1.00%
Interest on rates and charges	-	-	-	-
Revenue in lieu of rates	209	196	13	-
<b>Total Rates &amp; Charges</b>	<b>121,324</b>	<b>125,740</b>	<b>4,416</b>	<b>3.64%</b>

\* items are subject to a rate cap

4.1.1(b) 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	2018/2019 cents/\$CIV	2019/2020 cents/\$CIV	Change
General rate for rateable residential properties	0.00141486	0.00158350	11.9%
General rate for rateable commercial properties	0.00175623	0.00179606	2.3%
General rate for rateable industrial properties	0.00175623	0.00179606	2.3%
General rate for rateable primary production properties	0.00175623	0.00179606	2.3%

(\*CIV is the valuation basis used by the Council)

4.1.1(c) 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	2018/2019 \$	2019/2020 \$	Change
Residential	102,522,012	106,158,659	3.5%
Commercial	9,838,335	10,161,796	3.3%
Industrial	6,826,216	7,157,809	4.9%
Primary Production	25,079	20,089	-19.9%
<b>Total amount to be raised by general rates</b>	<b>119,211,642</b>	<b>123,498,353</b>	<b>3.6%</b>

4.1.1(d) 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	2018/2019 Number	2019/2020 Number	Change
Residential	72,486	73,500	1.4%
Commercial	3,854	3,938	2.2%
Industrial	2,661	2,675	0.5%
Primary Production	7	6	-14.3%
<b>Total number of assessments</b>	<b>79,008</b>	<b>80,119</b>	<b>1.4%</b>

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) 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	2018/2019 \$	2019/2020 \$	Change
Residential	72,461,084,000	67,040,390,000	-7.5%
Commercial	5,601,949,000	5,657,839,000	1.0%
Industrial	3,886,848,000	3,985,293,000	2.5%
Primary Production	14,280,000	11,185,000	-21.7%
<b>Total value of land</b>	<b>81,964,161,000</b>	<b>76,694,707,000</b>	<b>-6.4%</b>

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/2019 \$	Per Rateable Property 2019/2020 \$	Change
Municipal	0	0	0.0%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2018/2019 \$	2019/2020 \$	Change
Municipal	0	0	0.0%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/2019 \$	Per Rateable Property 2019/2020 \$	Change
Kerbside collection	0	0	0.0%
Recycling	22.00	22.00	0.0%
<b>Total</b>	22.00	22.00	0.0%

4.1.1(j) 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	2018/2019 \$	2019/2020 \$	Change
Kerbside collection	0	0	0.0%
Recycling	1,478,000	1,509,618	2.1%
<b>Total</b>	1,478,000	1,509,618	2.1%

\*Net of recycling levy - pensioner waiver

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2018/2019 \$	2019/2020 \$	Change
General rates	119,211,642	123,498,316	3.6%
Municipal charge	0	0	0.0%
Kerbside collection and recycling	1,478,000	1,509,618	0.0%
Supplementary rates and charges	1,273,895	1,111,000	-12.8%
<b>Rates and charges</b>	121,963,537	126,118,934	3.4%

#### 4.1.1(l) The estimated total average rate and valuation change

Type of Charge	2018/2019 \$	2019/2020 \$	Change
Average Property Value (All categories)	\$ 1,037,416	\$ 957,260	-7.7%
Average Residential Property Value	\$ 999,656	\$ 912,114	-8.8%
Average Rate Per Assessment (All categories)	\$ 1,509	\$ 1,541	2.2%
Average Rate Per Assessment (Residential)	\$ 1,414	\$ 1,444	2.1%

#### 4.1.1(m) Fair Go Rates System Compliance

The Annual Budget 2019/20 has been prepared in accordance with the State Government's A Fair Go Rates System (FGRS). The proposed Budget incorporates an average rate increase of 2.50 per cent for the 2019/20 year as determined by the Minister for Local Government in December 2018 to apply to all Councils. This rate is a forecast movement of 2.50 per cent in the Consumer Price Index (CPI), as determined by the Department of Treasury & Finance.

Base Average Rates (2018/2019)	\$ 1,509
Maximum Rate Increase (rate cap variation application)	<b>2.50%</b>
Average Rate (2019/2020)	\$ 1,541
Maximum General Rates and Municipal Charges Revenue	\$ 123,498,316

Type of Charge	2018/2019 Forecast \$'000	2019/2020 Budget \$'000	Change %
Rates & Charges (7.2 Rates & Charges)	119,212	-	
<b>Plus</b> Supp.Rates 2018/19 (full year equivalent Mar 2019)	1,274	-	
Total Rates Levied	120,486	<b>123,498</b>	<b>2.50%</b>
<b>Plus</b> Supplementary Rates est. 2019/20		<b>1,111</b>	
Plus Net Recycling Levy	1,478	<b>1,510</b>	
<b>Plus</b> Cultural Recreation charges	209	<b>196</b>	<b>-6.22%</b>
<b>Less</b> Council funded Pension Rebate (\$50)	675	<b>575</b>	<b>-14.81%</b>
Total Rates & Charges	121,498	<b>125,740</b>	<b>3.49%</b>

#### 4.1.1(n) 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 (2019/20: estimated \$1.1M and 2018/19 forecast: \$1.27M)

- 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.

#### 4.1.1(o) Differential rates

##### ***Rates to be levied***

For 2019/20 Council has adopted two differential rates:

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

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

- A Residential rate of 0.158350% (0.00158350 cents in the dollar of CIV) for all rateable residential properties; and
- A Non-Residential rate of 0.179606% (0.00179606 cents in the dollar of CIV) for all non-residential rateable properties.

For the purposes of identifying the types/classes of land applicable to each rate, the properties are grouped in accordance with the Australian Valuation Property Classification Code (AVPCC) Categories, as adopted by the Valuer-General Victoria (VGV) for the 2019 Revaluation.

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

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

##### ***Residential rate land***

Residential land is any land, which is:

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

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

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

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

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

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

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

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

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2019/20 financial year.

### ***Non-Residential Rate Land***

Non-Residential land is any land, which is:

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

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

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

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

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

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

### Recycling levy

Council will continue to raise a service charge (recycling levy) under Section 162 of the LGA to recover the additional cost of recycling across the municipality. The recycling levy has been set at \$22 per rateable property with provision to provide a waiver (\$22) for every eligible pensioner ratepayer.

The charge is applicable across all rateable properties to ensure an equitable financial contribution to the cost of carrying out the recycling function of Council and is calculated as a flat \$22 (incorporating pensioner waiver). The charge will be billed via the annual rates notice.

The objective of this recycling levy is to only collect enough funds to cover the additional cost of recycling related to the recycling crisis resulting from China's ban on recyclables which has affected the whole community. We will review and monitor these costs closely to ensure that is the outcome.

### Properties rated under the Cultural & Recreational Lands Act 1963

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

CULTURAL AND RECREATIONAL LANDS ACT 1963			
ASSESS	NAME	2018/19 Charge	2019/20 Charge
104193	Riversdale Golf Club	\$69,038	\$68,106
104194	Glen Iris Valley Recreation Club Inc.	\$3,267	\$2,917
113401	Victorian Homing Association Incorporated	\$712	Now Rated
180312	Metropolitan Golf Club	\$64,860	\$66,166
164642	Oakleigh & Caulfield District Angling Club	\$178	Now Rated
165754	Huntingdale Golf Club	\$53,281	\$51,152
170448	Mulgrave Country Club	\$10,041	Now Rated
174189	Hawthorn Football Club Ltd (Oval)	\$2,075	\$2,177
176720	Hawthorn Football Club Ltd	\$5,116	\$5,367
155827	Oakleigh Rifle Club Inc.	\$178	Now Rated
<b>Total Cultural and Recreational Charges</b>		<b>\$208,746</b>	<b>\$195,885</b>

#### 4.1.2 Statutory fees and fines

	Forecast		Change	%
	Actual	Budget		
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Infringements and costs	5,982	6,068	86	1.4%
Court recoveries	463	658	195	42%
Town planning fees	2,944	3,009	65	2.2%
Land Information Certificates	150	150	0	0.0%
Permits	711	711	0	0%
<b>Total statutory fees and fines</b>	<b>10,250</b>	<b>10,596</b>	<b>346</b>	<b>3.4%</b>

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

Statutory Fees and Fines are budgeted to increase by \$346K compared to the 2018/19 forecast. Income from parking infringements is expected to generate additional income of \$86K, in addition to an increase of \$195K expected from Court recovered infringements. A more detailed listing of statutory fees is included in Appendix A.

#### 4.1.3 User fees

	Forecast		Change	%
	Actual	Budget		
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Aged, health services	1,124	1,164	40	3.5%
Leisure centre and recreation	12,333	11,312	(1,021)	(8.3%)
Child care/children's programs	1,549	1,776	226	14.6%
Library fees and fines	181	176	(5)	(2.8%)
Registration and other permits	350	450	100	28.6%
Building services	1,742	1,764	22	1.3%
Waste management services	4,074	4,516	442	10.8%
Hire and rental charges	883	930	47	5.3%
Lease charges	494	487	(7)	(1.4%)
Other fees and charges	2,695	1,893	(802)	(29.8%)
<b>Total user fees</b>	<b>25,425</b>	<b>24,467</b>	<b>(958)</b>	<b>(3.8%)</b>

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

Total income from User fees is budgeted to decrease by 3.8% (\$958K) over the 2018/19 levels. This is mainly due to the closure of the Oakleigh Recreation Centre as the refurbishment is planned to commence during 2019/20, however the reduction in income will be partially offset by expenditure. The reduction in Other fees and charges budget is expected to be lower than forecast by \$800K and is mainly due to the recoupment of costs from Level Crossing Railway Authorities (\$550K) and reimbursement from State Revenue Office for valuation works undertaken. This is partially offset by favourable variance from income at the Waste Transfer Station (\$442K) as increases to fees have been proposed. Other favourable income variances to forecast include additional income from Children's Services (\$188K).

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

#### 4.1.4 Grants

Grant Funding Types & Source	Forecast	Budget	Change	
	Actual 2018/19 \$'000	2019/20 \$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	16,687	14,491	(2,197)	(13%)
State funded grants	9,373	5,391	(3,982)	(42%)
<b>Total grants received</b>	<b>26,060</b>	<b>19,882</b>	<b>(6,178)</b>	<b>(24%)</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	4,164	2,128	(2,036)	(49%)
Family Day Care	856	700	(156)	(18%)
Aged & Community Services	8,038	8,247	209	3%
Early Years & Integrated Family Services	408	326	(82)	(20%)
Monash Gallery of Art	79	75	(4)	(6%)
Children's Services	631	682	52	8%
<b>Recurrent - State Government</b>				
Children's Services	302	271	(31)	(10%)
Maternal and Child health	1,236	1,235	(2)	(0%)
Libraries	1,166	1,188	21	2%
Youth	142	142	0	0%
Community Health	15	15	-	0%
School Crossings	550	550	-	0%
<b>Total recurrent grants</b>	<b>17,589</b>	<b>15,558</b>	<b>(2,031)</b>	<b>(12%)</b>
<b>Non-recurrent - State Government</b>				
Community Programs	503	225	(278)	(55%)
Monash Gallery of Art	0	450	450	0%
Strategic Planning	130	0	(130)	(100%)
Youth - School Focussed	209	106	(103)	(49%)
<b>Total non-recurrent grants</b>	<b>842</b>	<b>781</b>	<b>(61)</b>	<b>(7%)</b>
<b>Total operating grants</b>	<b>18,431</b>	<b>16,339</b>	<b>(2,093)</b>	<b>(11%)</b>

Grant Funding Types & Source	Forecast	Budget	Change	
	Actual 2018/19 \$'000	2019/20 \$'000	\$'000	%
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to Recovery	561	645	84	15%
Victorian Grants Commission	1,424	638	(786)	(55%)
<b>Recurrent - State Government</b>				
Libraries	22	22	(0)	(2%)
<b>Total recurrent grants</b>	<b>2,007</b>	<b>1,304</b>	<b>(703)</b>	<b>(35%)</b>
<b>Non-recurrent - Commonwealth Government</b>				
Buildings	525	1,050	525	100%
<b>Non-recurrent - State Government</b>				
Buildings	898	620	(278)	(31%)
Computers and telecommunications	374	326	(47)	(13%)
Drainage	40	0	(40)	(100%)
Footpaths and cycleways	2,853	0	(2,853)	(100%)
Recreation Leisure & Community Facilities	153	176	23	15%
Roads	735	0	(735)	(100%)
Parks, open space and streetscapes	45	67	22	48%
<b>Total non-recurrent grants</b>	<b>5,622</b>	<b>2,239</b>	<b>(3,383)</b>	<b>(60%)</b>
<b>Total capital grants</b>	<b>7,630</b>	<b>3,543</b>	<b>(4,086)</b>	<b>(54%)</b>
<b>Total Grants</b>	<b>26,060</b>	<b>19,882</b>	<b>(6,178)</b>	<b>(24%)</b>

Operating grants include all monies received from state and federal government sources for the purpose of funding the delivery of Council's services to ratepayers. The decrease in Grants-Operating is 11% or \$2M compared to the 2018/19 forecast. The main reason for the decrease in operating grants is the advance receipt of the 2019/20 Victorian Grants Commission due to be received in 2018/19.

Capital grants include all monies received from state and federal governments, and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 54% or \$4.1M compared to 2018/19 forecast. The main cause for this variance to next year's budget is due to funding for the Safety System Road Infrastructure Program (SSRIP), which was a joint TAC and VicRoads project to upgrade high-risk roads into some of the safest, through vital safety upgrades. This is partially offset by grants expected for the Oakleigh Recreation Centre and Waverley Gymnastics project. The reduction in capital grants is also impacted by the early payment of the 2019/20 Victorian Grants Commission funding for local roads.

#### 4.1.5 Contributions

	Forecast		Change	
	Actual	Budget		
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Monetary	6,898	6,587	(311)	(4.5%)
Non-monetary	0	0	0	0.0%
<b>Total contribution</b>	<b>6,898</b>	<b>6,587</b>	<b>(311)</b>	<b>(4.5%)</b>

Contributions are expected to decrease compared to forecast levels. It is expected that income from car parking (\$200K) and public open space contributions (\$82K) will be higher than the 2018/19 forecast. This will be partially offset by a reduction in contributions received from sporting clubs and other organisations to fund various capital projects.

#### 4.1.6 Other income

	Forecast		Change	
	Actual	Budget		
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Interest	2,274	2,115	(159)	(7.0%)
Rates and charges interest	255	300	45	17.6%
Other	902	952	50	5.5%
<b>Total other income</b>	<b>3,431</b>	<b>3,367</b>	<b>(64)</b>	<b>(1.9%)</b>

Other income is expected to reduce by \$64K mainly due to investment interest (\$159K) as this cash investment rate is lower than the forecast levels.

#### 4.1.7 Employee costs

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Wages and salaries	65,668	69,857	(4,189)	(6.4%)
Workcover	1,062	1,152	(90)	(8.5%)
Superannuation	5,982	6,488	(506)	(8.5%)
Long Service Leave	1,762	1,911	(149)	(8.5%)
Fringe benefit tax	275	275	0	0.0%
Other	886	1,033	(147)	(16.6%)
<b>Total employee costs</b>	<b>75,635</b>	<b>80,717</b>	<b>(5,082)</b>	<b>(6.7%)</b>

Employee Costs include all labour related expenditure for wages and salaries and on-cost allowances (for leave entitlements, employer superannuation etc), temporary and agency staff expenditure. The total employee costs are forecast to increase by 6.7% or \$5.1M compared to the 2018/19 forecast levels. During 2018/19 Council undertook a Workforce Alignment review which identified gaps in its labour workforce and its ability to deliver services efficiently. Therefore to address these issues, 35 additional positions were approved with a cost neutrality outcome which meant materials and services budgets were reduced to fund these positions.

The 2019/20 budget also sees 4 additional positions approved through the new budget initiative process, these include:

- Workplace Relations Generalist to offer more cost effective solutions and essentially reduce ongoing legal, consultancy and agency costs in addition to the provision of workplace relations support role;
- Insurance Claims Officer to better support processing and management of insurance claims, risk, driving improvements in policies and procedures to reduce future claims and costs to Council;
- Program Lead for Monash National Innovation and Employment Cluster to assist in developing and coordinating an integrated approach to planning, including transport, community services, urban design, place making, open space and other essential infrastructure;
- Events Officer to support the successful delivery of Council's growing festivals and events programs and the implementation of Council's new safe events approval process;
- Recycling Education Officer to embark Council's journey of introducing food waste recycling to the municipality; and

- Other short-term engagements include a Project Officer for the development of the Glen Waverley Community Action Plan and a Social Inclusion Officer to develop a Social Inclusion Strategy for Council that will help address loneliness problems among the young and senior groups of the community.

Other employee budget increases include staff training due to additional compliance and particularly in risk management with the implementation to Council's Safe Events Process.

#### 4.1.8 Materials and services

	Forecast		Change	%
	Actual 2018/19 \$'000	Budget 2019/20 \$'000		
Building maintenance	5,431	5,561	(130)	(2.4%)
General maintenance	10,932	10,934	(3)	(0.0%)
Waste Management Services	17,265	19,027	(1,763)	(10.2%)
Local Law Services	7,509	4,948	2,561	34.1%
Fleet Management	870	940	(70)	(8.0%)
Utilities	4,370	4,891	(521)	(11.9%)
General Administration	11,841	10,141	1,701	14.4%
Information Technology	5,618	5,518	100	1.8%
Legal costs	1,091	963	128	11.7%
Insurance	1,843	1,980	(137)	(7.4%)
Consultants	1,941	2,446	(505)	(26.0%)
Other	2,056	1,937	119	5.8%
<b>Total materials and services</b>	<b>70,767</b>	<b>69,286</b>	<b>1,481</b>	<b>2.1%</b>

Materials and services includes the purchases of consumables and payments to contractors for the provision of services and utility costs. This is forecasted to decrease by 2.1% or \$1.5M compared to the 2018/19 forecast, primarily due to the following significant variances:

- Waste management costs are expected to increase by \$1.8M over the 2018/19 forecast. This includes additional budgets for disposal and collection services (\$827K), increase to recyclable collections of \$86K, Waste Transfer Station disposal costs (\$355K) and green waste disposal costs (\$144K) due to anticipated increases in contract rates and tonnages;
- Consultant budgets are expected to increase due to new budget initiatives. Some of these include the Monash Gallery of Art feasibility study for an Integrated Cultural Precinct (\$400K) however, this project will be matched with grant funding;

- There is also an Integrated Child and Family Hub Scope which will entail a review of the services provided to families and children from the Wellington kindergarten and Mulgrave Maternal Child Health Centre. Consultants will also be engaged to undertake business process improvements within Council’s Active Monash department which aims to improve major manual administration tasks and utilisation of cloud based technology;
- The significant reduction in budget within the Local law services is attributable to the provision of costs for the PIN Legal matter that was raised during 2018/19, this has also resulted in a lower than forecasted budget in Legal costs (\$128K); and
- General Administration is budgeted lower than the 2018/19 forecast by \$1.6M mostly due to budget reductions to fund positions under the workforce alignment initiative. This was particularly with contract staff (\$914K) and other reductions in budgets include operational costs due to the closure of the Oakleigh Recreation Centre and program costs tied to grant funding. Other budgets that have increased include marketing and promotion for the introduction of Food Organics waste recycling.

#### 4.1.9 Depreciation and amortisation

	Forecast	Budget 2019/20	Change	
	Actual 2018/19			
	\$'000	\$'000	\$'000	%
Property	7,552	8,040	(489)	(6.5%)
Plant & equipment	6,408	7,558	(1,150)	(17.9%)
Infrastructure	14,021	14,194	(173)	(1.2%)
<b>Total depreciation and amortisation</b>	<b>27,981</b>	<b>29,792</b>	<b>(1,811)</b>	<b>(6.5%)</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council’s property, plant and equipment, including infrastructure assets such as roads and drains. The increase of \$1.8M is due to the full year effect of depreciation on the 2018/19 capital works program and the impact of depreciation on the capital works completed for 2019/20. Significant upgrade of Council’s Business Technology infrastructure during 2018/19 has resulted in an increase to the depreciation expense for the plant & equipment asset class. Refer to Section 4.5 Capital Works program for a more detailed analysis of Council’s Capital Works program for the 2019/20 year.

#### 4.1.10 Other expenses

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Auditor Remuneration- VAGO	80	80	0	0.0%
Auditor Remunerations-Internal	211	230	(19)	(9.0%)
Councillor Allowances	452	463	(11)	(2.4%)
Operating Lease Rentals	763	832	(69)	(9.0%)
<b>Total other expenses</b>	<b>1,506</b>	<b>1,605</b>	<b>(99)</b>	<b>(6.6%)</b>

Other Expenses relates to a range of items including audit fees, lease payments and councillor allowances. It is expected that internal audit fees will increase by \$19K due to additional internal audits planned for the year and lease payments by \$69K associated with gym equipment and CPI increases on building leases.

## 4.2 Balance Sheet

This section analyses the movements in assets, liabilities and equity between 2018/19 and 2019/20. It also considers a number of key performance indicators.

	Forecast Actual 2019 \$'000	Budget 2020 \$'000	Variance \$'000
<b>Current Assets</b>			
Cash and cash equivalents	95,866	76,783	(19,083)
Trade and other receivables	8,774	9,014	240
Non-current assets classified as held for sale	0	11,965	11,965
Other Assets	4,559	2,203	(2,356)
<b>Total Current Assets</b>	<b>109,199</b>	<b>99,966</b>	<b>(9,233)</b>
<b>Non-Current Assets</b>			
Plant, Property & Equipment	3,351,608	3,374,543	22,935
Other assets	1,171	1,171	0
<b>Total Non-Current Assets</b>	<b>3,352,779</b>	<b>3,375,714</b>	<b>22,935</b>
<b>Total Assets</b>	<b>3,461,978</b>	<b>3,475,680</b>	<b>13,702</b>
<b>Current Liabilities</b>			
Trade and Other Payables	18,137	21,888	(3,751)
Trust Funds & Deposits	11,525	11,575	(50)
Provisions	16,585	17,701	(1,116)
Interest bearing loans and borrowings	0	0	0
<b>Total Current Liabilities</b>	<b>46,247</b>	<b>51,165</b>	<b>(4,918)</b>
<b>Non-Current Liabilities</b>			
Provisions	1,347	900	447
Other Liabilities	2,245	2,245	0
Interest bearing loans and borrowings	0	0	0
<b>Total Non-Current Liabilities</b>	<b>3,592</b>	<b>3,145</b>	<b>447</b>
<b>Total Liabilities</b>	<b>49,839</b>	<b>54,310</b>	<b>(4,471)</b>
<b>Net Assets</b>	<b>3,412,139</b>	<b>3,421,370</b>	<b>9,230</b>
<b>Equity</b>			
Accumulated surplus	1,003,011	1,016,518	13,507
Reserves	2,409,128	2,404,851	(4,277)
<b>Total equity</b>	<b>3,412,139</b>	<b>3,421,370</b>	<b>9,230</b>

Source: Section 3 Financial Statements

#### 4.2.1 Assets

Cash and Cash Equivalents includes items such as short term deposits of three months or less, cash held in the bank, and petty cash. Trade and other receivables are monies owed to Council by ratepayers and others. Current assets also includes land held for resale, the proceeds of which Council has resolved to use in the refurbishment of other infrastructure assets in the 2019/20 financial year. Short term debtors are not expected to change significantly in the budget. Other assets include 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.

Plant, Property and Equipment is the largest component of Council's net worth and represents the value of all the land, buildings, roads, vehicles and equipment which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program, contribution of non-monetary assets, depreciation of assets and through the sale of property, plant and equipment.

#### 4.2.2 Liabilities

Trade and Other Payables represents amounts owed by Council at 30 June. These liabilities are budgeted to increase over 2018/19 levels by \$4.5M. The increase in Current Liabilities relates to timing of cash payments and its effect on Trade Creditors.

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

#### 4.2.3 Borrowings

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

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Amount borrowed as at 30 June of the prior year	0	0	0	0.0%
Amount proposed to be borrowed	0	0	0	0.0%
Amount projected to be redeemed	0	0	0	0.0%
<b>Amount of borrowings as at 30 June</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

### 4.3 Statement of changes in Equity

#### 4.3.1 Reserves

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Variance \$'000
<b>Total cash and investments</b>	<b>95,866</b>	<b>76,783</b>	(19,083)
Restricted cash and investments			
- Statutory reserves	(11,388)	(10,990)	398
- Trust funds and deposits	(11,525)	(11,575)	(50)
<b>Unrestricted cash and investments</b>	<b>72,953</b>	<b>54,218</b>	(18,735)
- Discretionary reserves	(15,052)	(11,173)	3,879
<b>Unrestricted cash adjusted for discretionary reserves</b>	<b>57,901</b>	<b>43,045</b>	<b>(14,856)</b>

#### Statutory Reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenue for Council, they are not available for other purposes. At 30 June 2020, Statutory Reserves are expected to remain at \$11M after transfers from Drainage, Parking and Public Open Space Reserves for capital works projects.

#### Statutory Reserves comprise:

##### Drainage Reserve

New property developments are required to make a contribution towards Council's strategic drainage system where the development impacts on the current system. These funds are maintained by a catchment area and when any strategic drainage projects are undertaken, funds in that catchment area's account are utilised to fund the works. In 2019/20, \$666K will be drawn from this Reserve to fund drainage works listed in the Capital Works Program in Section 4.5.

##### Parking Reserve

When a development will increase the parking requirements for a centre, the developer has been required to pay a predetermined amount per additional parking space needed. In 2019/20, Council will draw \$2M from the parking reserve for the design of the Multi-Level Car Park in Montclair Avenue, Glen Waverley.

### **Public Open Space Reserve (POS)**

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

These funds are then used to either upgrade recreational facilities in existing open space areas or provide additional open space in the municipality. Funds budgeted to be received in 2019/20 (\$4.2M) will be allocated to eligible projects.

### **Unrestricted cash and investments**

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

### **Discretionary Reserves**

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

### **Discretionary Reserves comprise:**

#### **Development Reserve**

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

#### **Superannuation**

Council decided, as part of the Budget for 2016/17, to create a Reserve and set aside funds in the event of there being another superannuation call. A call to top up the Defined Benefits Superannuation Fund could arise if the Fund's performance was well below the targeted – Vested Benefits Index (VBI) of 100% set by the Australian Prudential Regulation Authority (APRA). As at December 2018, the VBI index, reported quarterly, was satisfactory and Council were advised that the fund had sufficient resources to support Council's superannuation obligations.

**Unexpended Grants Reserve**

Council created a reserve to quarantine funds related to grants received from state and federal government agencies to fund the Capital Works projects. Any funds unexpended at the end of the financial year will be held in a discretionary reserve.

**Unrestricted cash adjusted for Discretionary Reserves**

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

#### 4.4 Statement of Cash Flows

	Forecast Actual 2018/19 \$ '000	Budget 2019/20 \$'000	Variance \$'000
<b>Cash Flows from Operating Activities</b>			
<b>Receipts</b>			
Rates & Charges	121,323	125,740	4,417
User fees & fines	37,455	36,775	(680)
Grants - Operating	18,431	16,339	(2,092)
Grants - Capital	7,630	3,544	(4,086)
Contributions - monetary	6,898	6,587	(311)
Interest Revenue	2,529	2,414	(115)
Other receipts	896	762	(133)
GST reimbursed by Australian Tax Office	10,489	12,090	1,601
	<b>205,651</b>	<b>204,251</b>	<b>(1,400)</b>
<b>Payments</b>			
Employee Costs	(74,985)	(80,047)	(5,063)
Materials, Services and Contracts	(76,545)	(71,913)	4,632
Other Payments	(1,516)	(1,615)	(99)
GST paid to Australian Tax Office	(1,780)	(1,713)	67
	<b>(154,826)</b>	<b>(155,288)</b>	<b>(462)</b>
<b>Net Cash provided by/(used in) operating activities</b>	<b>50,825</b>	<b>48,963</b>	<b>(1,862)</b>
<b>Cash from Investing Activities</b>			
Payment for Property, Plant and Equipment	(48,258)	(69,150)	(20,892)
Proceeds from Sale of Property, Plant and Equipment	3,433	1,104	(2,329)
<b>Net Cash provided by/(used in) investing activities</b>	<b>(44,825)</b>	<b>(68,046)</b>	<b>(23,221)</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of Current Borrowings/Leases	-	-	-
Receipt from Redraw/New Borrowings	-	-	-
<b>Net Cash provided by/(used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>6,000</b>	<b>(19,083)</b>	<b>(25,083)</b>
Cash and cash equivalents at the beginning of the financial year	89,865	95,866	6,001
<b>Cash and cash equivalents at the end of the financial year</b>	<b>95,866</b>	<b>76,783</b>	<b>(19,083)</b>

Source: Section 3

#### 4.4.1 Net cash flows provided by / (used in) operating activities

The net cash from operating activities is a \$1.9M increase compared to the 2018/19 forecast, which is made up of lower than budgeted cash receipts of \$1.4M and higher than budgeted cash payments of \$462K. A reduction in grant income is largely due to the advance payment of the Victorian Grants Commission funding in 2018/19 (operating and capital) of \$6.2M is partially offset by higher than budgeted rates and charges (\$4.4M).

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 2018/19 \$'000	Budget 2019/20 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>17,488</b>	<b>9,230</b>	<b>(8,258)</b>
Depreciation	27,981	29,792	1,811
Net movement in current assets and liabilities	5,356	9,941	4,585
<b>Cash flows available from operating activities</b>	<b>50,825</b>	<b>48,963</b>	<b>(1,862)</b>

#### 4.4.2 Net cash flows provided by / (used in) investing activities

The increase in net cash outflows from investing activities of \$23.2M is primarily due to the increase in capital works expenditure.

#### 4.4.3 Net cash flows provided by / (used in) financing activities

Council has not budgeted for any loan facilities in 2019/20.

#### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source.

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

- New works for 2019/20
- Works carried forward from the 2018/19 year.

##### 4.5.1 Summary

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	10,801	33,703	(22,902)	-212%
Plant and equipment	8,952	10,569	(1,617)	-18.06%
Infrastructure	24,519	19,168	5,351	21.82%
<b>Total</b>	<b>44,274</b>	<b>63,440</b>	<b>(19,166)</b>	<b>-43.29%</b>

## **NEW WORKS**

### **PROPERTY (\$27.2M)**

Property comprises land improvements, buildings and building improvements including community facilities, municipal offices, and sporting pavilions.

Projects in 2019/20 include:

- \$15.6M for construction of the Oakleigh Recreation and Waverley Gymnastics Centre, including Federal Government funding of \$1.1M and Unexpended Grant Reserve funding (from the State Government) of \$1.1M. The project will continue into 2020/21 with a total project budget of \$24.4M;
- Commence construction of the Caloola Reserve Multi Sport Pavilion \$900K (in addition to carry forward funding of \$2.6M); and commencement of the design of the Mulgrave Reserve pavilion (\$200K including State Government grant \$100K);
- \$1.7M to continue with investigation and design of a new car park at Montclair Avenue;
- \$2.5M for integration of community facilities at the Euneva carpark level one;
- Community Centre upgrades at various sites (\$781K); and
- Various building fit-outs and plant renewal program (\$1.8M).

### **PLANT AND EQUIPMENT \$10M**

Plant and Equipment includes plant, machinery and equipment; business technology; fixtures fittings and furniture; and library books.

Projects in 2019/20 include:

- \$4.2M for renewal and upgrade of Information and communications technology, infrastructure and software;
- \$2.8M to maintain and replace Council's plant and fleet (partially funded by trade-ins of \$1.1M.); and
- \$1.3M to continue renewal of library books and resources.

## **INFRASTRUCTURE (\$18.1M)**

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

Road Projects (\$4.4M) in 2019/20 include:

- Completion of road reconstruction and associated footpath works at Atherton Road Oakleigh at a cost of \$1.28M in 2018/19 using the balance of grant funding from the Federal Government; and
- \$1.1M each for road resurfacing and kerb and channel.

Other Infrastructure projects include:

- \$4.2M for the footpath renewal and extensions program;
- \$1.8M for the renewal and upgrade of Council's stormwater infrastructure (including local drainage, wetlands and water sensitive urban design assets). The Drainage Contribution Program works are \$486K in 2019/20 and is funded from contributions made by developers. The construction project for this year is Carinya Court Mount Waverley (\$400K) with the balance of funds being utilised on design of future years' projects. In addition, Council will undertake drainage rehabilitation works at 161 Police Road Mulgrave (\$280K) and continue with Strategic Drainage works at 1558-1568 Dandenong Road Huntingdale (\$550K);
- Recreation and leisure projects (\$3.2M) include renewal of the sportsground at Princes Highway Reserve West (\$1.2M) and lighting upgrades at Scammell Reserve (\$260K) and Mayfield Park (\$327K);
- Parks, open space and streetscapes (\$3M) includes play spaces at Evelyn Street Reserve Clayton (\$200K), Electra Reserve Ashwood (\$300K), Melissa Street Mount Waverley (\$200K) and a sensory playspace at Wellesley Drive Glen Waverley (\$200K) after seeking ideas and feedback from the local community; and
- Continuation of the reserve signage upgrade (\$580K); Street tree strategy implementation (\$245K) and the Avendon Estate Cypress Windrow replacement (\$332K) will also occur in 2019/20.

### **CARRIED FORWARD WORKS (\$8.1M)**

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 2018/19 year it is forecast that \$8.1M of capital works will be incomplete and be carried forward into the 2019/20 year including:

- \$2.6M for construction of the Caloola Reserve Multi Sport Pavilion;
- \$2.1M for construction of the Oakleigh Recreation Centre;
- \$450K for the continued investigation and design of a new car park at Montclair Avenue Glen Waverley;
- Various other Building works (\$1.27M) including works at Clayton Community Centre (\$528K) and Damper Creek Reserve operations facility (\$230K);
- \$350K for design and construction commencement of Brentwood Reserve Pavilion;
- \$514K for completion of various computer and telecommunications projects; and
- \$816K for completion of various Infrastructure projects including footpaths and cycleways (\$342K) and drainage (\$352K).

	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contri.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	33,703	2,807	16,932	10,673	3,292	1,670	-	32,034	-
Plant and equipment	10,569	344	9,027	555	642	348	-	10,221	-
Infrastructure	19,168	69	14,920	2,652	1,526	1,525	115	17,527	-
<b>Total</b>	<b>63,440</b>	<b>3,220</b>	<b>40,878</b>	<b>13,880</b>	<b>5,461</b>	<b>3,542</b>	<b>115</b>	<b>59,782</b>	-

#### **Asset renewal (\$40.8M), upgrade (\$13.9M) expansion (\$5.5M) and new (\$3.2M)**

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. In 2019/20 Council will undertake significant expenditure on the renewal and upgrade of existing assets.

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

The major projects that constitute expenditure on renewal of assets include the Oakleigh Recreation Centre and Waverley Gymnastics development, Caloola Reserve Multi sport pavilion; Princes Highway Reserve sportsground development; Brentwood Reserve Pavilion; plant and equipment replacement including business technology equipment and library collections; road resurfacing and footpath replacement.

Projects for 2019/20 that will upgrade Council assets include Oakleigh Recreation Centre and Waverley Gymnastics redevelopment; various other building improvements and the Princes Highway West sportsground upgrade.

## **Funding Sources**

### **Grants (\$3.5M)**

Capital grants include all monies received from State and Federal Government sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for completion of the Atherton Road Reconstruction (1.28M); Oakleigh Recreation Centre and Waverley Gymnastics Redevelopment (\$1.05M). The Mayfield Park sports lighting upgrade will receive a State Government grant of \$164K.

### **Contributions (\$115K)**

In 2019/20 Council will receive sporting club contributions toward Scammell Reserve sports lighting upgrade (\$50K) and Mayfield Park sports lighting upgrade (\$65K).

### **Council Cash - Operations (\$59.8M)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$59.8M will be required to fund the 2019/20 program including Reserve funding of \$8.4M.

## 4.5.2 Current Budget

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contri.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>									
<b>Land</b>									
<b>Total Land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Land Improvements</b>									
2019-20 Oakleigh Heritage Precinct Conservation Program	36	0	32	4	0	0	0	36	0
<b>Total Land Improvements</b>	<b>36</b>	<b>0</b>	<b>32</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>0</b>
<b>Buildings and Building Improvements</b>									
Waverley Archers Modular Facility Development - Freeway Reserve	275	0	0	275	0	0	0	275	0
Mulgrave Reserve Pavilion	200	200	0	0	0	100	0	100	0
Brine Street Staff Room and Children's Library - Year 2	448	0	0	0	448	0	0	448	0
Oakleigh Recreation Centre Redevelopment	15,582	0	8,570	7,012	0	1,050	0	14,532	0
Caloola Reserve Multi-sport Pavilion	900	0	450	225	225	520	0	380	0
Euneva Car park Level 1 Community Infrastructure Project	2,500	2,500	0	0	0	0	0	2,500	0
Montclair Multi-level Car park - Montclair Avenue Glen Waverley	1,670	0	167	0	1,503	0	0	1,670	0
Waverley District Netball Amenities Upgrade	576	0	0	576	0	0	0	576	0
Equitable Access Glen Waverley Library Toilets Compliance Upgrade	132	0	0	132	0	0	0	132	0
Mulgrave Library Expanded Space (Scoping & Design)	55	0	0	0	55	0	0	55	0
Building HVAC & Mechanical Renewal Program	485	0	485	0	0	0	0	485	0
2019-20 Building Services Renewal Program	682	0	682	0	0	0	0	682	0
2019-20 Essential Hall Works at Various Locations Program	163	0	163	0	0	0	0	163	0
2019-20 Major Civic Buildings	250	0	0	250	0	0	0	250	0
2019-20 Essential Works at Community Centres	544	0	544	0	0	0	0	544	0
2019-20 Minor Works at Community Centres	237	0	154	83	0	0	0	237	0
2019-20 Early Years Reactive Projects	70	0	0	70	0	0	0	70	0
2019-20 Building Fit- Out Renewal Program	1,135	0	1,135	0	0	0	0	1,135	0
2019-20 Waste Transfer Station Improvement Works	240	0	120	120	0	0	0	240	0
2019-20 Monash Operations Centre - Compliance & Renewal Program	240	0	120	120	0	0	0	240	0
2019-20 Building Structures Renewal Program	561	0	561	0	0	0	0	561	0
2019-20 Shade Sail Renewal Program	73	0	73	0	0	0	0	73	0
Energy Performance Contracts	40	0	8	20	12	0	0	40	0
Refurbishment of Murals at Oakleigh Station	60	60	0	0	0	0	0	60	0
Ashwood Chadstone Pathways to Equality	47	47	0	0	0	0	0	47	0
<b>Total Buildings and Building Improvements</b>	<b>27,165</b>	<b>2,807</b>	<b>13,232</b>	<b>8,883</b>	<b>2,243</b>	<b>1,670</b>	<b>0</b>	<b>25,495</b>	<b>0</b>
<b>TOTAL PROPERTY</b>	<b>27,201</b>	<b>2,807</b>	<b>13,264</b>	<b>8,886</b>	<b>2,243</b>	<b>1,670</b>	<b>0</b>	<b>25,531</b>	<b>0</b>

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	Borrowings \$'000	
<b>PLANT AND EQUIPMENT</b>										
<b>Plant, Machinery and Equipment</b>										
2019-20 Fleet and Plant Renewal Program	2,784	0	2,784	0	0	0	0	2,784	0	
Polystyrene Extrusion Machine Upgrade	70	0	70	0	0	0	0	70	0	
2019-20 Equipment Replacement for MARC / CAHC/ ORC Program	150	0	117	33	0	0	0	150	0	
<b>Total Plant, Machinery and Equipment</b>	<b>3,004</b>	<b>0</b>	<b>2,971</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,004</b>	<b>0</b>	
<b>Fixtures, Fittings and Furniture</b>										
2019-20 Office Equipment Renewal Program	100	0	100	0	0	0	0	100	0	
2019-20 Closed Circuit Television System (CCTV) Renewal Program	180	0	180	0	0	0	0	180	0	
2019-20 Libraries and Gallery Furniture and Equipment Renewal Program	94	0	94	0	0	0	0	94	0	
2019-20 Residential Bin Replacement – Waste Management Service	200	0	200	0	0	0	0	200	0	
Monash Gallery of Art Collection Development and Acquisitions	54	0	0	0	54	0	0	54	0	
Monash Gallery of Art Retail Display and Storage Renewal	15	0	15	0	0	0	0	15	0	
<b>Total Fixtures, Fittings and Furniture</b>	<b>642</b>	<b>0</b>	<b>588</b>	<b>0</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>642</b>	<b>0</b>	
<b>Computers and Telecommunications</b>										
2019-20 BT Mobile Phone Renewal	187	0	112	0	75	0	0	187	0	
2019-20 BT iPad Renewal	81	0	73	0	8	0	0	81	0	
2019-20 BT Server & Storage Hardware Renewal	770	0	770	0	0	0	0	770	0	
2019-20 BT Infrastructure & Security Renewal	190	0	190	0	0	0	0	190	0	
2019-20 IP Telephony Renewal	474	0	474	0	0	0	0	474	0	
2019-20 BT PC & Laptop Renewal	462	0	462	0	0	0	0	462	0	
2019-20 BT Digital Strategy Implementations	444	0	267	0	178	0	0	444	0	
2019-20 Pathway Software Renewal Program	233	0	187	0	47	0	0	233	0	
2019-20 BT Windows Packaging Standard Operating Environment (SOE) Renewal	48	0	48	0	0	0	0	48	0	
2019-20 BT - Corporate Reporting Renewal	113	0	79	0	34	0	0	113	0	
2019-20 BT - Pathway Application & Database Upgrade	82	0	82	0	0	0	0	82	0	
2019-20 BT - Location Information Strategy Implementation	53	0	37	16	0	0	0	53	0	
AMIS Redevelopment Project	549	0	439	0	110	0	0	549	0	
Upgrade of Financial System - Oracle	380	0	380	0	0	0	0	380	0	
BT VM Online to Pathway Integration	150	0	0	75	75	0	0	150	0	
Upgrade of Maternal & Child Health Technology	76	0	76	0	0	0	0	76	0	
Readsoft & Process IT Upgrade	35	0	17	17	0	0	0	35	0	
Implementation of Aurion Self Service, Remote Access & Upgrades	10	0	6	4	0	0	0	10	0	

Capital Works Area	Project cost	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Monash Gallery of Art Point of Sale Upgrade	8	0	8	0	0	0	0	8	0
Halls Booking Replacement	38	0	38	0	0	0	0	38	0
Pathways Mobility (Pathway Smart Mobile)	76	0	38	38	0	0	0	76	0
EDNA Content Management Software Upgrade	75	0	38	38	0	0	0	75	0
BIS Upgrade	30	0	24	6	0	0	0	30	0
MGA Customer Relationship Management System	50	17	0	32	0	0	0	50	0
Legislative Compliance Software	48	0	0	48	0	0	0	48	0
i-Sense Oakleigh - The Smart Precinct	326	326	0	0	0	326	0	0	0
E-Services Implementation Program (ESI Program)	95	0	0	48	48	0	0	95	0
<b>Total Computers and Telecommunications</b>	<b>5,084</b>	<b>344</b>	<b>3,844</b>	<b>322</b>	<b>573</b>	<b>326</b>	<b>0</b>	<b>4,757</b>	<b>0</b>
<b>Library Books</b>									
2019-20 Library Collection Renewal Program	1,310	0	1,310	0	0	22	0	1,288	0
Cabena Community Based Parent Resource Service	15	0	0	0	15	0	0	15	0
<b>Total Library Books</b>	<b>1,325</b>	<b>0</b>	<b>1,310</b>	<b>0</b>	<b>15</b>	<b>22</b>	<b>0</b>	<b>1,303</b>	<b>0</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>10,055</b>	<b>344</b>	<b>8,713</b>	<b>355</b>	<b>642</b>	<b>348</b>	<b>0</b>	<b>9,707</b>	<b>0</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Right of Way Construction Connell Road to Wells Road Oakleigh	165	0	115	0	50	0	0	165	0
Right of Way Upgrade Moller Street to Warner Street Oakleigh	150	0	105	0	45	0	0	150	0
Road Reconstruction - Atherton Road, Oakleigh, between Clyde Street and Warrigal Road (Stage 2)	1,283	0	1,026	257	0	1,283	0	0	0
Road Reconstruction, Normanby Street Hughesdale Kangaroo/Barkly	34	0	22	12	0	0	0	34	0
Road Recon. Normanby Street Hughesdale - Dallas/Barkly (Design)	28	0	18	10	0	0	0	28	0
Traffic Management Road Safety Program - Road Humps Map 23	240	0	0	0	240	0	0	240	0
2019-20 Kerb and Channel Renewal Program	1,100	0	1,100	0	0	0	0	1,100	0
2019-20 Road Resurfacing Program	1,100	0	1,100	0	0	0	0	1,100	0
2019-20 Road Reserve Landscaping Improvement Program	100	0	100	0	0	0	0	100	0
2019-20 Waste Collection Truck Access Safety Improvements Program	38	0	0	38	0	0	0	38	0
2019-20 Road Hump Renewal Program	105	0	105	0	0	0	0	105	0
2019-20 Traffic Islands - New	50	0	0	0	50	0	0	50	0
Traffic Mngt Road Safety - Roundabout Windsor Ave M/W	20	0	0	0	20	0	0	20	0
Traffic Mngt Road Safety - Road Humps Stockdale Ave Clayton	10	0	0	0	10	0	0	10	0
<b>Total Roads</b>	<b>4,422</b>	<b>0</b>	<b>3,691</b>	<b>316</b>	<b>415</b>	<b>1,283</b>	<b>0</b>	<b>3,139</b>	<b>0</b>
<b>Bridges</b>									
Bridge Rehabilitation Waverley Golf Course Glen Waverley	115	0	115	0	0	0	0	115	0
<b>Total Bridges</b>	<b>115</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115</b>	<b>0</b>
<b>Footpaths and Cycleways</b>									
2019-20 Footpath Renewal Program	4,150	0	4,150	0	0	0	0	4,150	0
2019-20 Major Activity Centres Renewal Program	450	0	450	0	0	0	0	450	0
2019-20 Walking, Cycling Infrastructure Program	375	0	375	0	0	0	0	375	0
Notting Hill Neighbourhood Place Improvements	55	0	0	0	55	0	0	55	0
New Footpath 4 – 8 Fregon Road Clayton	18	0	0	0	18	0	0	18	0
New Footpath Salisbury Road Ashwood	25	0	0	0	25	0	0	25	0
New Footpath Freda Street Hughesdale	3	0	0	0	3	0	0	3	0
New Footpath 5-13 Ainslie Drive Wheelers Hill	35	0	0	0	35	0	0	35	0
Hughesdale Activity Centre - Streetscape Enhancement Works	115	0	0	115	0	0	0	115	0
<b>Total Footpaths and Cycleways</b>	<b>5,226</b>	<b>0</b>	<b>4,975</b>	<b>115</b>	<b>136</b>	<b>0</b>	<b>0</b>	<b>5,226</b>	<b>0</b>
<b>Other Infrastructure</b>									
2019-20 Structures Renewal Program	194	0	194	0	0	0	0	194	0
<b>Total Other Infrastructure</b>	<b>194</b>	<b>0</b>	<b>194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>194</b>	<b>0</b>

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	Borrowings \$'000
<b>Drainage</b>									
Development Contribution Plan, Gemini Court, Domino Court, Rochelle Court & Aquarius Court, Wheelers Hill (Design)	20	0	0	16	4	0	0	20	0
Development Contribution Plan, 16-18 Faulkner Street, Clayton (Design)	12	0	0	10	2	0	0	12	0
Development Contribution Plan, 29-32 Banksia Street, Clayton (Design)	10	0	0	8	2	0	0	10	0
Development Contribution Plan, 4 Layton Court, Glen Waverley (Design)	13	0	0	10	3	0	0	13	0
Development Contribution Plan, 16 Whitehaven Crescent, Mulgrave (Design)	17	0	0	13	3	0	0	17	0
Development Contribution Plan Highland Avenue, Oakleigh East (Design Only)	15	0	8	4	4	0	0	15	0
Development Contribution Plan, Carinya Court, Mount Waverley (Construction)	400	0	40	360	0	0	0	400	0
Strategic Drainage Improvements - 1558 - 1568 Dandenong Road, Huntingdale (Design & Construct)	550	0	330	110	110	0	0	550	0
Local Drainage Improvement 13-23 Beckett Street, Chadstone (Design)	8	0	6	2	0	0	0	8	0
Local Drainage Improvements 12 Muir Street, Mount Waverley (Design)	19	0	15	4	0	0	0	19	0
Local Drainage, 2 Lawson Street, Oakleigh East (Design)	6	0	1	5	0	0	0	6	0
Local Drainage Improvements 42-50 Morton Road, Burwood (Design)	10	0	8	2	0	0	0	10	0
Local Drainage, Fellows Street, Hughesdale (Design)	25	0	20	5	0	0	0	25	0
Drainage Rehabilitation, 161 Police Road, Mulgrave (Construction)	280	0	224	56	0	0	0	280	0
Drainage Rehabilitation, 28 Angus Drive, Glen Waverley (Design only)	20	0	16	4	0	0	0	20	0
Drainage Rehabilitation, View Street, Clayton	14	0	11	3	0	0	0	14	0
2019/2020 Outfall Creeks to Drains Program	70	0	68	3	0	0	0	70	0
2019/2020 Pit throat widening program	263	0	263	0	0	0	0	263	0
Litter Trap 12 Magid Avenue, Wheelers Hill	7	0	0	0	7	0	0	7	0
Litter Trap 80 Waimarie Drive, Mount Waverley	7	0	0	0	7	0	0	7	0
<b>Total Drainage</b>	<b>1,764</b>	<b>0</b>	<b>1,009</b>	<b>613</b>	<b>142</b>	<b>0</b>	<b>0</b>	<b>1,764</b>	<b>0</b>
<b>Recreational, Leisure and Community Facilities</b>									
Central Reserve South Landscape Works	211	63	127	21	0	0	0	211	0
Central Reserve Athletics - High Jump Long Jump Renewal	280	0	280	0	0	0	0	280	0
2019/20 Golf Course Renewal Projects	186	0	186	0	0	0	0	186	0
2019-2020 Sports Field Playing Surface Improvement	150	0	105	45	0	0	0	150	0
Scammell Reserve Sports Lighting Upgrade	260	0	260	0	0	12	50	198	0
Princes Highway Reserve West Sportsground Redevelopment	1,199	0	719	480	0	0	0	1,199	0
2019-2020 Sports Reserve Infrastructure Program	154	0	77	0	77	0	0	154	0
2019-2020 Sportsground Lighting Renewal Program	250	0	200	50	0	0	0	250	0
Mayfield Park Reserve Sports Lighting Upgrade, Mount Waverley	327	0	245	82	0	164	65	98	0
Ashwood Reserve, Waverley Hockey Club 2nd Pitch	230	0	0	0	230	0	0	230	0
<b>Total Rec, Leisure and Community Facilities</b>	<b>3,247</b>	<b>63</b>	<b>2,199</b>	<b>677</b>	<b>307</b>	<b>176</b>	<b>115</b>	<b>2,956</b>	<b>0</b>
<b>Waste Management</b>									
Post Closure Landfill Management	115	6	12	98	0	0	0	115	0
<b>Total Waste Management</b>	<b>115</b>	<b>6</b>	<b>12</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115</b>	<b>0</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Parks, Open Space and Streetscapes</b>									
2019-2020 Irrigation Systems Renewal Program	150	0	120	30	0	0	0	150	0
2019-20 Reserve Signage Upgrade Program	580	0	580	0	0	0	0	580	0
Equitable Access - Wellesley Drive Sensory Playspace	200	0	0	200	0	0	0	200	0
2019/20 Playground Renewal at Council Facilities	51	0	51	0	0	0	0	51	0
Evelyn Street Reserve Play Space Upgrade (Construction)	200	0	140	60	0	0	0	200	0
Electra Reserve Playspace Upgrade, Ashwood	300	0	150	150	0	0	0	300	0
Melissa Street Playspace Upgrade, Mount Waverley	200	0	140	60	0	0	0	200	0
2019-2020 Advanced Playspace Design	100	0	70	30	0	0	0	100	0
2019-2020 Reactive Playground Improvements	55	0	55	0	0	0	0	55	0
2019-2020 Public Lighting Replacement Program	61	0	55	6	0	0	0	61	0
Corporate Flags at Activity Centres in Monash	23	0	23	0	0	0	0	23	0
2019 - 20 Reserve Improvement Program	177	0	142	18	18	0	0	177	0
2019 - 20 Avendon Estate Cypress Windrow Replacement Program	332	0	266	50	17	0	0	332	0
2019 - 20 Street Tree Strategy Implementation	245	0	245	0	0	0	0	245	0
2019-2020 Public Litter Bin Replacement Program - Waste Management Service	65	0	65	0	0	0	0	65	0
2019 - 20 Bushland Reserve Revegetation Program	141	0	126	14	0	67	0	74	0
Glen Waverley Civic Centre Precinct Feasibility study	150	0	0	0	150	0	0	150	0
<b>Total Parks, Open Space and Streetscapes</b>	<b>3,030</b>	<b>0</b>	<b>2,228</b>	<b>618</b>	<b>184</b>	<b>67</b>	<b>0</b>	<b>2,963</b>	<b>0</b>
<b>Aerodromes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Aerodromes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Off Street Car Parks</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Off Street Car Parks</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Infrastructure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Other Infrastructure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>18,112</b>	<b>69</b>	<b>14,422</b>	<b>2,436</b>	<b>1,184</b>	<b>1,525</b>	<b>115</b>	<b>16,471</b>	<b>0</b>
<b>TOTAL NEW CAPITAL WORKS 2019/20</b>	<b>55,367</b>	<b>3,220</b>	<b>36,399</b>	<b>11,678</b>	<b>4,069</b>	<b>3,542</b>	<b>115</b>	<b>51,709</b>	<b>0</b>

### 4.5.3 Works carried forward from the 2018/19 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
Land	0	0	0	0	0	0	0	0	0
Land Improvements	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Buildings</b>									
Caloola Reserve Multi-sport Pavilion	2,575	0	1,288	644	644	0	0	2,575	0
Oakleigh Recreation Centre	2,100	0	1,155	945	0	0	0	2,100	0
Montclair Multi-level Car park - Montclair Avenue Glen Waverley	450	0	0	45	405	0	0	450	0
Brentwood Reserve Pavilion Redevelopment	350	0	350	0	0	0	0	350	0
Damper Creek Reserve Operations Facility Renewal	230	0	207	23	0	0	0	230	0
Waverley District Netball Amenities Upgrade	130	0	0	130	0	0	0	130	0
Oakleigh Service Centre Roof Replacement	114	0	114	0	0	0	0	114	0
Waste Transfer Station Perimeter Fence Replacement	26	0	26	0	0	0	0	26	0
Clayton Community Centre HVAC Design	89	0	89	0	0	0	0	89	0
Clayton Community Centre Building Fitout, Amenity & Air Locks	439	0	439	0	0	0	0	439	0
<b>Total Buildings</b>	<b>6,503</b>	<b>0</b>	<b>3,667</b>	<b>1,787</b>	<b>1,049</b>	<b>0</b>	<b>0</b>	<b>6,503</b>	<b>0</b>
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
<b>TOTAL PROPERTY</b>	<b>6,503</b>	<b>0</b>	<b>3,667</b>	<b>1,787</b>	<b>1,049</b>	<b>0</b>	<b>0</b>	<b>6,503</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Computers and Telecommunications</b>									
BT Enterprise Project Portfolio Management Solution (EPPM)	200	0	0	200	0	0	0	200	0
BT Asset Management Information System Implementation (AMIS)	100	0	100	0	0	0	0	100	0
BT Replacement BT Service Management Tool	74	0	74	0	0	0	0	74	0
BT Corporate Reporting Renewal	140	0	140	0	0	0	0	140	0
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>514</b>	<b>0</b>	<b>314</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>514</b>	<b>0</b>
<b>INFRASTRUCTURE</b>									
<b>Footpaths and Cycleways</b>									
New Footpath North side Alleford Street Oakleigh	73	0	0	0	73	0	0	73	0
New Footpath Abbeygate Street Oakleigh	24	0	0	0	24	0	0	24	0
Melbourne Water Pipe Track (Highbury Rd to Cherry St Glen Waverley)	245	0	0	0	245	0	0	245	0
<b>Drainage</b>									
Drainage Contribution Plan Hinkler Reserve Glen Waverley	180	0	0	180	0	0	0	180	0
Local Drainage 129 Clayton Road Oakleigh East	60	0	60	0	0	0	0	60	0
Wetland Water Management and Amenity Program	112	0	101	11	0	0	0	112	0
<b>Other Infrastructure</b>									
Structures Renewal Program	240	0	240	0	0	0	0	240	0
<b>Waste Management</b>									
Reg Harris Reserve Leachate Management	121	0	97	24	0	0	0	121	0
<b>TOTAL INFRASTRUCTURE</b>	<b>1,056</b>	<b>0</b>	<b>498</b>	<b>215</b>	<b>342</b>	<b>0</b>	<b>0</b>	<b>1,056</b>	<b>0</b>
<b>TOTAL CARRIED FORWARD WORKS 2018/19</b>	<b>8,072</b>	<b>0</b>	<b>4,479</b>	<b>2,202</b>	<b>1,391</b>	<b>0</b>	<b>0</b>	<b>8,072</b>	<b>0</b>
<b>TOTAL CAPITAL WORKS</b>	<b>63,440</b>	<b>3,220</b>	<b>40,879</b>	<b>13,880</b>	<b>5,462</b>	<b>3,542</b>	<b>115</b>	<b>59,782</b>	<b>0</b>

## 5. Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend
			Actual		Projections			
			2018/19	2019/20	2020/21	2021/22	2022/23	+o/-
<b>Operating position</b>								
Adjusted Underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	5.9%	3.7%	7.3%	5.0%	4.1%	o
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	2	236.1%	195.4%	150.1%	157.1%	156.8%	-
Unrestricted cash	Unrestricted cash / current liabilities		157.7%	106.0%	63.3%	32.3%	76.7%	-
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments / rate revenue		0.00%	0.00%	0.00%	0.00%	0.00%	o
Indebtedness	Non-current liabilities / own source revenue		2.2%	1.9%	1.9%	1.8%	1.8%	o
Asset renewal	Asset renewal expenditure / depreciation	4	112.3%	137.2%	87.9%	107.4%	118.2%	o
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue		65.6%	67.2%	64.4%	66.3%	67.1%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality	5	0.15%	0.2%	0.2%	0.2%	0.2%	o
<b>Efficiency</b>								
Expenditure level	Total expenses / No. of property assessments		\$ 2,226	\$ 2,264	\$ 2,359	\$ 2,427	\$ 2,504	+
Revenue level	Residential rate revenue/No. of residential assessments		\$ 1,414	\$ 1,444	\$ 1,480	\$ 1,517	\$ 1,555	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.9%	11.0%	11.0%	11.0%	11.0%	o

Key to Forecast Trend:

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

## Notes to indicators

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

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease from the 2018/19 forecast position as large capital works projects are earmarked for the next four years. The aim is to maintain a working capital ratio above 150%.

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

**4 Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. The trend reflects the Council's aim to bridge the asset renewal gap by funding more renewal capital works to upgrade the City's infrastructure and is a significant improvement from the 2018/19 forecast position.

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



# ANNUAL BUDGET 2019/20

## Appendix A Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charges in respect to various goods and services provided during 2019/20 year.

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>CORPORATE SERVICES</b>		
<b>RATES</b>		
Personal Service - Section 177 LGA Rent Demands	\$65.00	\$65.00
Personal Service / Field Call - Section 177 LGA	\$65.00	\$65.00
Debt Recovery Administration Monash Pac	\$25.00	\$25.00
Solicitor's Letter	\$25.00	\$25.00
Administrative Cost-Investigation/Search Fee	\$10.00	\$10.00
Debt Recovery ASIC Search Fee	\$25.00	\$25.00
Attempted Service Fee	\$48.00	\$49.00
Debt Recovery Admin Skip Tracing Successful/Unsuccessful	\$150.00	\$150.00
<b>CHIEF EXECUTIVE</b>		
<b>CUSTOMER SERVICE</b>		
Land Information Certificates	\$26.30	\$27.00
<b>MONASH SEMINAR &amp; TRAINING CENTRE</b>		
<b>Community Use</b>		
Community Hourly Rate Board Room	\$16.80	\$16.80
Community Hourly Rate Mtg Room 1	\$16.80	\$16.80
Community Hourly Rate Mtg Room 2	\$22.20	\$22.20
Community Hourly Rate Training Room	\$22.20	\$22.20
<b>Commercial Use</b>		
Commercial Hourly Rate Boardroom	\$27.50	\$28.60
Commercial Hourly Rate Mtg Room 1	\$27.50	\$28.60
Commercial Hourly Rate Mtg Room 2	\$36.80	\$38.30
Commercial Hourly Rate Training Room	\$36.80	\$38.30
<b>MONASH HALLS</b>		
<b>Community Use</b>		
Small Hall - Mon to Fri	\$20.30	\$20.30
Small Hall - Saturday/Sunday/Public Holidays	\$286.00	\$286.00
Small Hall - New Year's Eve	\$371.80	\$371.80
Small Meeting Room - Mon to Fri	\$11.20	\$11.20
Small Meeting Room - Saturday/Sunday/Public Holidays	\$102.85	\$102.85
Small Meeting Room - New Year's Eve	\$133.65	\$133.65
Medium Hall - Mon to Fri	\$28.00	\$28.00
Medium Hall - Saturday/Sunday/Public Holidays	\$525.80	\$525.80
Medium Hall - New Year's Eve	\$684.20	\$684.20
Medium Meeting Room - Mon to Fri	\$16.80	\$16.80
Medium Meeting Room - Saturday/Sunday/Public Holidays	\$114.40	\$114.40
Medium Meeting Room - New Year's Eve	\$148.50	\$148.50
Large Hall - Mon to Fri	\$33.70	\$33.70
Large Hall - Saturday/Sunday/Public Holidays	\$753.50	\$753.50
Large Hall - New Year's Eve	\$981.20	\$981.20
Large Meeting Room - Mon to Fri	\$22.20	\$22.20
Large Meeting Room - Saturday/Sunday/Public Holidays	\$119.90	\$119.90
Large Meeting Room - New Year's Eve	\$156.20	\$156.20
<b>Commercial Use</b>		
Small Hall - Mon to Fri	\$32.70	\$34.00
Small Hall - Saturday/Sunday/Public Holidays	\$462.00	\$480.50
Small Hall - New Year's Eve	\$602.80	\$626.90
Small Meeting Room - Mon to Fri	\$18.30	\$19.00
Small Meeting Room - Saturday/Sunday/Public Holidays	\$162.80	\$169.30
Small Meeting Room - New Year's Eve	\$212.00	\$220.50

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
Medium Hall - Mon to Fri	\$45.80	\$47.60
Medium Hall - Saturday/Sunday/Public Holidays	\$849.20	\$883.20
Medium Hall - New Year's Eve	\$1,107.40	\$1,151.70
Medium Meeting Room - Mon to Fri	\$27.50	\$28.60
Medium Meeting Room - Saturday/Sunday/Public Holidays	\$177.10	\$184.20
Medium Meeting Room - New Year's Eve	\$230.60	\$239.80
Large Hall - Mon to Fri	\$55.00	\$57.20
Large Hall - Saturday/Sunday/Public Holidays	\$1,227.60	\$1,276.70
Large Hall - New Year's Eve	\$1,593.60	\$1,657.30
Large Meeting Room - Mon to Fri	\$36.80	\$38.30
Large Meeting Room - Saturday/Sunday/Public Holidays	\$191.40	\$199.10
Large Meeting Room - New Year's Eve	\$248.20	\$258.10
<b>BATESFORD HUB</b>		
<b>Facility/Room Hire</b>		
Meeting Room 1 Community	\$11.20	\$11.20
Meeting Room 2 Community	\$16.80	\$16.80
Meeting Room 3 Community	\$16.80	\$16.80
Multi purpose room Community	\$28.00	\$28.00
Jordanville Centre Hire - Community	\$20.30	\$20.30
Meeting Room 1 Commercial	\$18.30	\$19.00
Meeting Room 2 Commercial	\$27.50	\$28.60
Meeting Room 3 Commercial	\$27.50	\$28.60
Multi purpose room Commercial	\$45.80	\$47.60
Jordanville Centre Hire	\$32.70	\$34.00
<b>CLAYTON COMMUNITY CENTRE</b>		
<b>Facility/Room Hire</b>		
Additional Cleaning	\$69.70	\$71.10
Bump In/Out & Rehearsal Community	\$64.90	\$64.90
Bump In/Out Rehearsal Commercial	\$103.00	\$107.10
Meeting Room Community	\$21.60	\$21.60
Meeting Room Commercial	\$40.90	\$42.50
Security Mon-Friday	\$45.30	\$46.20
Security Public Holiday	\$81.30	\$82.90
Security Saturday	\$55.80	\$56.90
Security Sunday	\$69.70	\$71.10
Supervising Technician	\$62.20	\$63.40
Theatrette Community	\$427.20	\$427.20
Theatrette Community	\$64.90	\$64.90
Theatrette Community	\$1,416.90	\$1,416.90
Theatrette Commercial	\$666.40	\$693.10
Theatrette Commercial	\$102.80	\$106.90
Theatrette Commercial	\$2,490.00	\$2,589.60
<b>COMMUNITY DEVELOPMENT &amp; SERVICES</b>		
<b>RESIDENTIAL CARE</b>		
Elizabeth Gardens- 2 bedrooms	\$112.50	\$115.50
Elizabeth Gardens - New Residents	\$42.80	\$43.95
<b>HOME AND COMMUNITY CARE</b>		
<b>Planned Activity Groups - Halcyon</b>		
Day	\$16.45	\$17.10
Evening	\$13.50	\$0.00
Full Cost Recovery including Social, Meal & Transport	\$97.80	\$101.70
Full Cost Recovery including Social and Meal	\$76.00	\$79.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Activity Hubs</b>		
Seniors Hub Social	\$5.30	\$5.50
Full Cost Recovery	\$27.00	\$28.00
<b>Allied Health OT</b>		
Low	\$10.40	\$10.80
Medium	\$10.40	\$10.80
High	\$10.40	\$10.80
<b>Home Maintenance including Garden Safety</b>		
Low	\$15.20	\$15.80
Medium	\$20.20	\$21.00
High	\$25.80	\$26.80
Full Cost Recovery	\$67.20	\$70.00
<b>Home Maintenance - Gutter Cleaning</b>		
Low	\$23.50	\$24.40
Medium	\$27.00	\$28.00
High	\$37.40	\$38.90
Full Cost Recovery	\$74.40	\$77.40
<b>General Home Care</b>		
Low	\$7.10	\$7.40
Medium	\$17.50	\$18.20
High	\$37.00	\$38.50
Full Cost Recovery	\$56.10	\$58.40
<b>Delivered Meals</b>		
Low	\$10.20	\$10.60
Medium	\$10.20	\$10.60
High	\$14.50	\$15.10
Full Cost Recovery	\$16.80	\$17.50
<b>Personal Care</b>		
Low	\$5.20	\$5.40
Medium	\$10.30	\$10.70
High	\$24.80	\$25.80
Full Cost Recovery	\$56.20	\$58.50
<b>Respite Care</b>		
Low	\$3.60	\$3.75
Medium	\$5.60	\$5.80
High	\$15.60	\$16.20
Full Cost Recovery	\$56.20	\$58.50
<b>Community Bus</b>		
Assisted Transport Charge	\$3.00	\$3.10
Community Bus Hire -11 seater + Driver	\$7.60	\$7.90
Community Bus Hire - 11 Seater + Driver	\$2.10	\$2.20
Community Bus Per Day Max - 11 Seater + Driver	\$75.90	\$79.00
<b>CHILDREN, YOUTH AND FAMILY SERVICE</b>		
<b>Child Care</b>		
Brine Street - Daily	\$120.00	\$127.00
Brine Street - Weekly	\$545.00	\$575.00
Late Fee	\$2.50	\$2.60
<b>Preschools</b>		
Enrolment Fee	\$13.75	\$14.10
<b>Immunisation</b>		
<b>Vaccines</b>		
Chicken Pox (Varicella) Vaccine	\$68.00	\$69.40
Boostrix Vaccine	\$47.00	\$48.00
Flu Vaccine	\$21.00	\$21.50

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Family Day Care</b>		
Parent Levy	\$2.25	\$2.75
Family Day Care Administration Fee	\$0.18	\$0.19
<b>YOUTH SERVICES</b>		
Bus Charges	\$7.30	\$7.45
Bus Charges	\$2.00	\$2.04
Bus Charges	\$73.00	\$74.46
<b>LIBRARIES</b>		
<b>Photocopy/Scanning Charges</b>		
B&W (A4 only)	\$0.20	\$0.20
B&W (A3)	\$0.30	\$0.30
Colour A4	\$1.00	\$1.00
Colour A3	\$1.50	\$1.50
Fax (1st page)	\$3.40	\$3.40
Fax (subsequent pages)	\$1.00	\$1.00
Printing	\$0.20	\$0.20
<b>Overdue Charges</b>		
Teen/Junior	\$0.40	\$0.40
Adult	\$0.40	\$0.40
<b>Other Library Charges</b>		
Literature Festival Workshops	\$10.50	\$10.50
Chargeable Programs	\$4.20	\$4.20
Library Bags	\$2.20	\$2.20
Sale of Redundant Library Books	\$0.50	\$0.50
Replacement Membership Card	\$3.70	\$3.70
<b>Lost and Damaged Books</b>		
Magazines and Paperbacks	\$7.00	\$5.00
Books	\$17.00	\$5.00
<b>Library Meeting Rooms</b>		
Weekdays and Saturdays - Community Rate	\$28.00	\$28.00
Weekdays and Saturdays - Commercial Rate	\$40.00	\$40.00
Sunday	\$370.00	\$370.00
<b>FESTIVAL SITE FEES</b>		
Carols by Candlelight - Commercial Vendor	\$365.00	\$440.00
Festival - Oakleigh Commercial vendor site fee	\$161.00	\$165.00
Festival - Clayton Commercial Vendor site fee	\$161.00	\$165.00
Festival vendors power fee	\$70.00	\$75.00
Marquee Weight	\$0.00	\$90.00
Events - Commercial Marquee Hire	\$180.00	\$185.00
Events - Community Marquee Hire	\$161.00	\$161.00
Events - Commercial Vendor Site Fee	\$83.00	\$83.00
Eaton Mall - Event Application Fee – Commercial	\$350.00	\$360.00
Eaton Mall - Event Application Fee – Community	\$100.00	\$105.00
<b>MONASH GALLERY OF ART</b>		
<b>Hire and Rental Charges</b>		
MGA Boardroom	\$85.00	\$85.00
Staff Charge (min 3 hrs)	\$65.00	\$65.00
Security Guard	\$200.00	\$200.00
Community rate: Gallery hire (after hours min 3 hours plus 1 hour pack up/down)	\$235.00	\$235.00
Community rate: Additional services Director and Curator led exhibition tour	\$135.00	\$135.00
Community rate: Additional services - Security	\$200.00	\$200.00
Community rate: MGA Board room (during business hours)	\$85.00	\$85.00
Community rate: MGA Board room (outside of business hours (3 hours min)	\$85.00	\$85.00
Community rate: Additional staff required (min 3 hours)	\$65.00	\$65.00
Commercial rate: Gallery hire (after hours - min 3 hours)	\$350.00	\$350.00
Commercial rate: Additional services Director and Curator led exhibition tour (per hour)	\$200.00	\$200.00
Commercial rate: Additional services - Security (per hour)	\$200.00	\$200.00
Commercial rate: MGA Board room (during business hours)	\$130.00	\$130.00
Commercial rate: MGA Board room (outside business hours)	\$130.00	\$130.00
Commercial rate: Additional staff required (min 3 hours)	\$65.00	\$65.00
<b>RECREATION SERVICES</b>		
<b>Waverley Golf Course</b>		
9 Holes Concession	\$15.60	\$16.00
9 Holes Concession Packaged (receive 10 rounds)	\$140.40	\$144.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
9 Holes Concession Packaged (receive 25 rounds)	\$343.20	\$352.00
9 Holes Mid Week	\$20.50	\$21.50
9 Holes Mid Week Packaged (receive 10 rounds)	\$184.50	\$193.50
9 Holes Mid Week Packaged (receive 25 rounds)	\$451.00	\$473.00
9 Holes Weekend	\$24.00	\$25.00
9 Holes Weekend Packaged (receive 10 rounds)	\$216.00	\$225.00
9 Holes Weekend Packaged (receive 25 rounds)	\$528.00	\$550.00
9 Hole Variable Pricing minimum	\$15.60	\$16.00
9 Hole Variable Pricing maximum	\$24.00	\$25.00
18 Holes Concession	\$20.70	\$21.50
18 Holes Concession Packaged (receive 10 rounds)	\$186.00	\$193.00
18 Holes Concession Packaged (receive 25 rounds)	\$455.00	\$472.50
18 Holes Mid Week	\$28.60	\$30.00
18 Holes Mid Week Packaged (receive 10 rounds)	\$255.00	\$265.00
18 Holes Mid Week Packaged (receive 25 rounds)	\$629.00	\$655.00
18 Holes Weekend	\$33.00	\$34.00
18 Holes Weekend Packaged (receive 10 rounds)	\$295.00	\$304.00
18 Holes Weekend Packaged (receive 25 rounds)	\$726.00	\$748.00
18 Holes Variable Pricing minimum	\$20.70	\$21.50
18 Holes Variable Pricing maximum	\$33.00	\$34.00
Twilight Rate	\$26.00	\$27.00
Practice Range - 60 Balls	\$12.00	\$12.00
Practice Range - 100 Balls	\$16.00	\$16.00
<b>Memberships</b>		
Platinum Adult (7 days Golf Course and Driving Range)	\$0.00	\$1,999.00
Gold Adult (7 days Golf) 12 Month	\$0.00	\$1,399.00
Silver Adult 5 Day Membership 12 Months	\$0.00	\$1,080.00
Bronze – Pensioner Concession (5 Days) 12 Months	\$0.00	\$950.00
Afternoon Twilight Membership	\$0.00	\$1,040.00
Junior – (7 days Golf) Memberships	\$0.00	\$485.00
Driving Range (7 Day Membership) -100 Balls per day	\$0.00	\$780.00
<b>Oakleigh Golf Course</b>		
9 Holes Concession	\$13.50	\$13.50
9 Holes Concession Packaged (receive 10 rounds)	\$121.50	\$121.50
9 Holes Concession Packaged (receive 25 rounds)	\$297.00	\$297.00
9 Holes Mid Week	\$17.50	\$18.20
9 Holes Mid Week Packaged (receive 10 rounds)	\$157.50	\$163.80
9 Holes Mid Week Packaged (receive 25 rounds)	\$385.00	\$400.00
9 Holes Weekend	\$20.00	\$20.80
9 Holes Weekend Packaged (receive 10 rounds)	\$180.00	\$187.20
9 Holes Weekend Packaged (receive 25 rounds)	\$440.00	\$458.60
9 Hole Variable Pricing minimum	\$13.50	\$13.50
9 Hole Variable Pricing maximum	\$20.00	\$20.80
18 Holes Concession	\$17.20	\$18.00
18 Holes Concession Packaged (receive 10 rounds)	\$154.80	\$162.00
18 Holes Concession Packaged (receive 25 rounds)	\$378.40	\$396.00
18 Holes Mid Week	\$23.00	\$24.00
18 Holes Mid Week Packaged (receive 10 rounds)	\$207.00	\$216.00
18 Holes Mid Week Packaged (receive 25 rounds)	\$506.00	\$528.00
18 Holes Weekend	\$26.00	\$27.00
18 Holes Weekend Packaged (receive 10 rounds)	\$234.00	\$243.00
18 Holes Weekend Packaged (receive 25 rounds)	\$572.00	\$594.00
18 Holes Variable Pricing minimum	\$17.20	\$18.00
18 Holes Variable Pricing maximum	\$26.00	\$27.00
Twilight Rate	\$17.00	\$17.70
<b>Memberships</b>		
Gold Adult (7 days Golf) 12 Month Memberships	\$0.00	\$830.00
Silver Adult 5 Day Membership 12 Months Memberships	\$0.00	\$725.00
Pensioners (7 days Golf) 12 Month Memberships	\$0.00	\$645.00
Pensioners Concession (5 Days) 12 Months Membership	\$0.00	\$540.00
Junior – (7 days Golf) Memberships	\$0.00	\$325.00
<b>ACTIVE RESERVES</b>		
<b>Hire Charges and Rental</b>		
Archery- Freeway Reserve	\$1,568.70	\$1,600.10
Association Fee - Annual Ungraded Pavilions	\$1,118.40	\$1,140.80
Athletics- Central Reserve	\$1,661.85	\$1,695.90
Athletics- Davies Reserve	\$734.10	\$748.70
Baseball- A Grade - Senior	\$330.00	\$336.60
Baseball- A Grade - Junior	\$165.00	\$168.30

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
Baseball- A Grade - Under 13	\$82.50	\$84.15
Baseball- B Grade - Senior	\$238.00	\$242.75
Baseball- B Grade - Junior	\$119.00	\$121.40
Baseball- B Grade - Under 13	\$59.50	\$60.70
Baseball- C Grade - Senior	\$220.00	\$224.40
Baseball- C Grade - Junior	\$110.00	\$112.20
Baseball- C Grade - Under 13	\$55.00	\$56.10
BMX - Stan Riley Reserve	\$754.50	\$769.60
Club Fee Annual Ungraded Pavilions : Different Use	\$381.40	\$389.05
Cricket - A Turf- Senior	\$7,455.00	\$7,604.10
Cricket - A Turf- Junior	\$3,727.50	\$3,802.05
Cricket - A Turf - Sunday Senior	\$3,727.50	\$3,802.05
Cricket - A Turf - Sunday Junior	\$1,863.75	\$1,901.05
Cricket - B Turf - Senior	\$2,943.00	\$3,001.85
Cricket - B Turf - Junior	\$1,471.50	\$1,500.95
Cricket - B Turf - Sunday Senior	\$1,471.50	\$1,500.95
Cricket - B Turf - Sunday Junior	\$735.75	\$750.50
Cricket - C Turf - Senior	\$2,943.00	\$3,001.85
Cricket - C Turf - Junior	\$1,471.50	\$1,500.95
Cricket - C Turf - Sunday Senior	\$1,471.50	\$1,500.95
Cricket - C Turf - Sunday Junior	\$735.75	\$750.50
Cricket - Synthetic - Senior	\$530.00	\$540.60
Cricket - Synthetic - Junior	\$265.00	\$270.30
Cricket - Synthetic - Under 13	\$132.50	\$135.15
Cricket- D Grade - Senior	\$530.00	\$540.60
Cricket- D Grade - Junior	\$265.00	\$270.30
Cricket- D Grade - Under 13	\$132.50	\$135.15
Croquet - Electra Reserve	\$956.40	\$975.50
Dog Clubs - Electra Reserve	\$976.20	\$995.70
Football - A Grade Reserve Senior	\$1,320.00	\$1,346.40
Football - A Grade Reserve Junior	\$660.00	\$673.20
Football - A Grade Reserve Under 13	\$330.00	\$336.60
Football - B Grade Reserve Senior	\$814.00	\$830.30
Football - B Grade Reserve Junior	\$407.00	\$415.15
Football - B Grade Reserve Under 13	\$203.00	\$207.05
Football - C Grade Reserve Senior	\$739.00	\$753.80
Football - C Grade Reserve Junior	\$369.50	\$376.90
Football - C Grade Reserve Under 13	\$184.75	\$188.45
Football - D Grade Reserve Senior	\$739.00	\$753.80
Football - D Grade Reserve Junior	\$369.50	\$376.90
Football - D Grade Reserve Under 13	\$184.75	\$188.45
Horse Riding - Drummie - Full usage	\$257.85	\$263.00
Horse Riding - Drummie - Restricted	\$257.85	\$263.00
Leased Properties - Bowls (per court)	\$456.25	\$474.50
Leased Properties - Bowls (per pavilion)	\$362.65	\$377.15
Leased Properties - Tennis (per court)	\$122.85	\$127.75
Leased Properties - Tennis (per pavilion)	\$362.65	\$377.15
Leased Properties - Waverley Advanced Gymnastics Club	\$12,698.80	\$13,206.75
Leased Properties - Waverley Basketball Association	\$4.70	\$4.90
Leased Properties - Waverley Hockey Club	\$1,450.60	\$1,508.60
Leased Properties - Waverley Night Netball Association	\$4.70	\$4.90
Netball - Ashwood College	\$754.50	\$769.60
Off Season Pavilion Fee	\$198.95	\$202.50
Pavilions - A Grade Junior	\$263.30	\$268.60
Pavilions - A Grade Senior	\$528.80	\$539.40
Pavilions - B Grade Junior	\$193.00	\$196.85
Pavilions - B Grade Senior	\$380.20	\$387.80

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
Pavilions - C Grade Junior	\$140.40	\$143.20
Pavilions - C Grade Senior	\$280.80	\$286.40
Pavilions - D Grade Junior	\$70.20	\$71.60
Pavilions - D Grade Senior	\$137.00	\$139.75
Rental of Reserve Commercial Rental	\$1,774.30	\$1,845.30
Rental of Reserve Commercial Rental > 3 hours	\$2,673.60	\$2,780.55
Rental of Reserve Cricket final exclusive use - Synthetic (Juniors)	\$128.75	\$131.35
Rental of Reserve Cricket final exclusive use - Synthetic (Seniors)	\$257.40	\$262.55
Rental of Reserve Cricket final exclusive use - Turf (Juniors)	\$251.50	\$256.55
Rental of Reserve Cricket final exclusive use - Turf (Seniors)	\$971.00	\$990.40
Rental of Reserve Cricket final shared use - Synthetic (Snr. & Jnr)	\$257.40	\$262.55
Rental of Reserve Cricket final shared use - Turf (Snr & Jnr)	\$965.10	\$984.40
Rental of Reserve - Central Reserve	\$18,138.65	\$18,501.40
Rental of Reserve Existing pitch use (turf cricket)	\$251.50	\$256.50
Rental of Reserve Existing pitch use with curator (turf cricket)	\$625.90	\$638.40
Rental of Reserve Fitness Group Franchise Rental	\$181.20	\$188.45
Rental of Reserve Football League final (Juniors)	\$228.10	\$232.70
Rental of Reserve Football League final (Seniors)	\$456.25	\$465.40
Rental of Reserve Full day	\$263.20	\$268.45
Rental of Reserve Half day	\$140.40	\$143.20
Rental of Reserve Half day - Monash Clubs (25%)	\$35.05	\$35.75
Rental of Reserve New pitch use (junior turf cricket)	\$251.50	\$256.25
Rental of Reserve New pitch use (senior turf cricket)	\$965.10	\$984.40
Rental of Reserve Rugby final (Juniors)	\$228.10	\$232.70
Rental of Reserve Rugby final (Seniors)	\$456.25	\$465.40
Rental of Reserve Soccer League final (Juniors)	\$228.10	\$232.70
Rental of Reserve Soccer League final (Seniors)	\$456.25	\$465.40
Rental of Storage Space - Poseidon Angling Club	\$198.95	\$202.95
Rugby Union & League - A Grade Senior	\$711.00	\$725.20
Rugby Union & League - A Grade Junior	\$355.50	\$362.60
Rugby Union & League - A Grade Under 13	\$177.75	\$181.30
Rugby Union & League - B Grade Senior	\$642.00	\$654.85
Rugby Union & League - B Grade Junior	\$321.00	\$327.40
Rugby Union & League - B Grade Under 13	\$160.50	\$163.70
Soccer - A Grade Senior	\$711.00	\$725.20
Soccer - A Grade Junior	\$355.00	\$362.10
Soccer - A Grade Under 13	\$177.50	\$181.05
Soccer - B Grade Senior	\$642.00	\$654.85
Soccer - B Grade Junior	\$321.00	\$327.60
Soccer - B Grade Under 13	\$160.50	\$163.70
Soccer - C Grade Senior	\$532.00	\$542.65
Soccer - C Grade Junior	\$266.00	\$271.30
Soccer - C Grade Under 13	\$133.00	\$135.65
Softball -Waverley Women's Centre Senior	\$205.00	\$209.10
Softball -Waverley Women's Centre Junior	\$102.50	\$104.55
Softball -Waverley Women's Centre Under 13	\$51.25	\$52.30
Touch Football - Senior Competition	\$897.75	\$915.70
Touch Football - Junior Competition	\$448.80	\$457.80
Soccer - Synthetic (Monash Tenant clubs 20hr per week)	\$11.00	\$11.20
Soccer - Synthetic (Monash based clubs)	\$22.00	\$22.45
Soccer - Synthetic (Monash based schools)	\$33.00	\$33.70
Soccer - Synthetic (Other users)	\$44.00	\$44.90
Soccer-Synthetic (Commercial use)	\$200.00	\$208.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>CLAYTON AQUATIC AND HEALTH CENTRE</b>		
<b>Entrance Fees</b>		
Entrance Fees - 25 visit Adult CAHC	\$151.80	\$154.00
Entrance Fees - 25 visit Child / Conc.	\$105.80	\$108.00
Entrance Fees - 25 visit Swim/Spa	\$255.30	\$260.00
Entrance Fees - 50 visit Adult CAHC	\$277.20	\$281.00
Entrance Fees - 50 visit Child / Conc.	\$193.20	\$197.00
Entrance Fees - Adult CAHC	\$6.60	\$6.70
Entrance Fees - Children CAHC	\$4.60	\$4.70
Entrance Fees - Conc. 25 visit Swim/Spa	\$177.10	\$182.00
Entrance Fees - Conc. Swim/Spa	\$7.70	\$7.90
Entrance Fees - Conc./Pensioner/Senior CAHC	\$4.60	\$4.70
Entrance Fees - Family Entry CAHC	\$19.40	\$19.80
Entrance Fees - Spectator Fees CAHC	\$1.00	\$1.00
Entrance Fees - Swim/Spa	\$11.10	\$11.30
<b>Facility/Room Hire</b>		
Lane Hire - 25m Pool Hire Casual	\$64.50	\$65.80
Lane Hire - 25m Pool Term Hire	\$51.60	\$52.60
Lane Hire - 25m Pool Hire Over 20hrs/week	\$48.40	\$49.40
Full Pool Booking - 25m Pool	\$368.10	\$375.50
Full Pool Booking - Learn To Swim Pool	\$124.90	\$127.40
Room Hire - Group Fitness Studio Casual	\$69.60	\$71.00
Room Hire - Group Fitness Studio - Term Hire	\$55.70	\$35.40
Room Hire - Group Fitness Studio - Over 20hrs/week	\$52.20	\$28.30
<b>Learn To Swim</b>		
Squad Program -GST	\$24.80	\$25.30
Concession Squad Program	\$22.30	\$22.80
Term Program Non GST	\$20.50	\$20.90
Concession Term Program	\$18.50	\$18.80
Privates (Not school) Non GST	\$63.20	\$64.50
Concession Privates (Not school) Non GST	\$56.90	\$58.10
Term Program Non GST Administration Fee	\$30.00	\$30.00
Schools 6-7 Ratio Non GST	\$10.00	\$10.00
Schools 8-9 Ratio Non GST	\$9.70	\$9.70
Schools 10+ Ratio Non GST	\$9.20	\$9.20
Schools Fun Day	\$12.10	\$12.30
Buses 1st Bus - No Seat Belt GST	\$317.50	\$323.90
Buses 1st Bus - With Seat Belt GST	\$452.00	\$461.00
Buses Consecutive Bus - No Seat Belt GST	\$81.50	\$83.10
Buses Consecutive Bus - With Seat Belt GST	\$99.20	\$101.20
Birthday Parties	\$31.60	\$31.60
Additional Party Leader	\$44.70	\$44.70
ASI Program	\$30.10	\$30.10
<b>Sub Total</b>		
<b>Membership Fees</b>		
<b>Membership Joining &amp; Administration Fees</b>		
Administration Fee	\$30.00	\$30.00
Joining Fee	\$50.00	\$50.00
Concession Joining Fee	\$19.00	\$19.00
<b>Club Memberships - Fortnightly</b>		
Red Club	\$37.20	\$37.90
Red Concession Club	\$33.50	\$34.10
Red Corporate Club	\$33.50	\$34.10
<b>Fortnightly Memberships</b>		
Red Flexi	\$42.40	\$43.20
Red Concession Flexi	\$38.20	\$38.90
Red Corporate Flexi	\$38.20	\$38.90
Red Prime of Life	\$27.30	\$27.80
Red Teen Fitness	\$27.30	\$27.80

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Club Memberships - Monthly</b>		
CAHC Club	\$80.60	\$82.10
CAHC Concession Club	\$72.50	\$73.90
CAHC Corporate Club	\$72.50	\$73.90
<b>Flexi Memberships - Monthly</b>		
CAHC Flexi	\$91.90	\$93.60
CAHC Concession Flexi	\$82.70	\$84.30
CAHC Corporate Flexi	\$82.70	\$84.30
CAHC Prime of Life	\$59.10	\$60.20
<b>Group Functional Training Memberships</b>		
Group Functional Training Membership - Members	\$32.00	\$0.00
Group Functional Training Membership - Non Member	\$42.50	\$0.00
<b>Personal Training Memberships - Fortnightly</b>		
PT Plus 1	\$81.00	\$82.50
PT Plus 2	\$162.00	\$165.00
PT Plus 3	\$243.00	\$247.50
<b>Personal Training Memberships - Monthly</b>		
CAHC PT Plus 1 Direct Debit	\$175.50	\$0.00
<b>Upfront Club Membership</b>		
Red Club 12 Months Upfront	\$967.00	\$985.00
Red Concession Club 12 Months Upfront	\$870.00	\$887.00
Red Corporate Club 12 Months Upfront	\$870.00	\$887.00
Red Prime of Life 12 Months Upfront	\$709.00	\$723.00
<b>Upfront Flexi Membership</b>		
Red Flexi 3 Months Upfront	\$385.00	\$355.00
Red Concession Flexi 3 Months Upfront	\$327.00	\$293.00
Red Prime of Life 3 Months Upfront	\$234.00	\$239.00
<b>Funded Membership</b>		
Funded Membership - 3 Months Upfront	\$611.00	\$468.00
Funded Membership - 6 Months Upfront	\$910.00	\$851.90
Funded Membership - 12 Months Upfront	\$1,218.00	\$1,217.00
<b>Sub Total</b>		
<b>Fitness Programs</b>		
Group Exercise	\$19.00	\$19.40
10 Visit Group Exercise	\$171.00	\$175.00
Group Exercise Concession	\$11.00	\$11.20
10 Visit Group Exercise Older Adult	\$99.00	\$101.00
10 Visit Teen Fitness	\$99.00	\$101.00
Active Link	\$7.20	\$7.30
10 Visit ActiveLink	\$64.80	\$66.00
Active Abilities	\$11.00	\$6.00
Active Kids	\$11.00	\$6.00
Casual Gym Visit	\$22.90	\$19.40
Casual Gym Concession	\$20.60	\$17.00
<b>Personal Training</b>		
Personal Training 1 Visit	\$54.00	\$55.00
Personal Training 5 Visits	\$243.00	\$248.00
Personal Training 10 Visits	\$459.00	\$468.00
Personal Training 20 Visits	\$864.00	\$880.00
Personal Training - Intro to PT	\$70.00	\$99.00
Group Personal Training 1 Session	\$90.00	\$92.00
Group Personal Training 5 Sessions	\$405.00	\$414.00
Special Personal Training Programs 0 PT + Group	\$14.90	\$15.20
Special Personal Training Programs 1 PT + Group	\$48.60	\$49.50
Special Personal Training Programs 2 PT + Group	\$86.40	\$88.00
<b>MONASH AQUATIC AND RECREATION CENTRE</b>		
<b>Entrance Fees</b>		
Adult Swim	\$8.20	\$8.40
Child Swim	\$6.20	\$6.30
Concession Swim	\$6.20	\$6.30
Family Swim	\$27.20	\$27.70
Non Swim Entry	\$2.00	\$2.00
25 Visit Adult Swim	\$188.60	\$193.00
25 Visit Concession Swim	\$142.60	\$145.00
50 Visit Adult Swim	\$344.40	\$353.00
50 Visit Concession Swim	\$260.40	\$266.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
Adult Swim/Spa/Sauna	\$15.50	\$15.80
Concession Swim/Spa/Sauna	\$12.50	\$12.80
25 Visit Swim/Spa/Sauna	\$356.50	\$363.00
25 Visit concession Swim/Spa/Sauna	\$287.50	\$294.00
<b>Facility/Room Hire</b>		
Lane Hires - 50m Pool	\$69.60	\$71.00
Lane Hires - 50m Pool - Term Hire	\$55.70	\$56.80
Lane Hires - 50m Pool - Over 10hrs per week	\$52.20	\$53.30
Lane Hires - 50m Pool - Over 30hrs per week PEAK	\$43.80	\$44.70
Lane Hires - 50m Pool - Over 30hrs per week OFF PEAK	\$23.70	\$24.10
Full Pool Booking - 50m pool	\$372.60	\$380.10
50m Pool Carnival - Setup/Equipment Hire	\$211.30	\$215.50
Lane Hires - 25m Pool Hire Casual	\$64.50	\$65.80
Lane Hires - 25m Pool - Term Hire	\$51.60	\$52.60
Lane Hires - 25m Pool - Over 20hrs per week	\$48.40	\$49.40
Lane Hires - 25m Pool - Over 30hrs per week PEAK	\$36.10	\$36.80
Lane Hires - 25m Pool - Over 30hrs per week OFF PEAK	\$19.40	\$19.70
Lane Hires - 25m Pool - Full Pool Booking	\$405.80	\$413.90
Learn To Swim Pool Lane Hire - Casual	\$34.70	\$35.40
Learn To Swim Pool Lane Hire - Term Hire	\$27.80	\$28.30
Learn To Swim Pool Lane Hire - Over 20 hrs per week	\$26.00	\$26.60
Learn To Swim Pool - Full Pool Booking	\$124.90	\$127.40
Warm Water Exercise Half Pool Hire - Casual	\$97.90	\$99.90
Warm Water Exercise Half Pool Hire - Term Hire	\$78.30	\$79.90
Warm Water Exercise Half Pool Hire - Over 20 hrs per week	\$73.40	\$74.90
Warm Water Exercise Full Pool Hire	\$195.70	\$199.60
Wave Pool Hire - Casual	\$182.80	\$186.50
Wave Pool Hire - Term Hire	\$146.20	\$149.20
Facility Hire - Casual Group booking (per person)	\$3.80	\$3.80
Room Hire - Aerobic Studio - Casual	\$114.60	\$116.90
Room Hire - Aerobic Studio - Term Hire	\$91.70	\$93.50
Room Hire - Aerobic Studio - Over 20hrs per week	\$86.00	\$87.70
Room Hire - Exercise Studio - Casual	\$114.60	\$116.90
Room Hire - Exercise Studio - Term Hire	\$91.70	\$93.50
Room Hire - Exercise Studio - Over 20hrs per week	\$86.00	\$87.70
Room Hire - Meeting Room - Casual	\$68.20	\$69.60
Room Hire - Meeting Room - Term Hire	\$54.60	\$55.70
Room Hire - Meeting Room - Over 20hrs per week	\$51.20	\$52.20
Room Hire - Crèche - Casual	\$83.70	\$85.40
Room Hire - Crèche - Term Hire	\$67.00	\$68.30
Room Hire - Crèche - Over 20hrs per week	\$62.80	\$64.10
<b>Learn to Swim</b>		
Squad Program -GST	\$24.80	\$25.30
Concession Squad Program - GST	\$22.30	\$22.80
Term Program Non GST	\$20.50	\$20.90
Concession Term Program	\$18.50	\$18.80
Privates (Not School) Non GST	\$63.20	\$64.50
Concession Privates (Not school) Non GST	\$56.90	\$58.10
Term Program Non GST Administration Fee	\$30.00	\$30.00
Schools 6-7 Ratio Non GST	\$10.00	\$10.00
Schools 8-9 Ratio Non GST	\$9.70	\$9.70
Schools 10+ Ratio Non GST	\$9.20	\$9.20
Schools Fun Day	\$12.10	\$12.30
Buses 1st Bus - No Seat Belt GST	\$317.50	\$323.90
Buses 1st Bus - With Seat Belt GST	\$452.00	\$461.00
Buses Consecutive Bus - No Seat Belt GST	\$81.50	\$83.10
Buses Consecutive Bus - With Seat Belt GST	\$99.20	\$101.20
Birthday Parties	\$31.60	\$31.60
Additional Party Leader	\$44.70	\$44.70
ASI Program	\$30.10	\$30.10
<b>Membership Fees</b>		
<b>Membership Joining &amp; Administration Fees</b>		
Administration Fee	\$ 30.00	\$ 30.00
Joining Fee	\$ 50.00	\$ 50.00
Concession Joining Fee	\$ 19.00	\$ 19.00
<b>Club Memberships - Fortnightly</b>		
Blue Club	\$45.90	\$46.80
Blue Concession Club	\$41.40	\$42.10
Blue Corporate Club	\$39.80	\$41.80
<b>Flexi Memberships - Fortnightly</b>		
Blue Flexi	\$50.90	\$51.90
Blue Concession Flexi	\$45.80	\$46.70
Blue Corporate Flexi	\$45.80	\$46.70

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
Blue Prime of Life	\$34.50	\$35.20
Blue Teen Fitness	\$34.50	\$35.20
Results (Incl. Blue access)	\$59.90	\$59.90
Results Concession (Incl. Blue access)	\$55.40	\$55.40
Results Only	\$32.00	\$32.00
<b>Club Memberships - Monthly</b>		
MARC Club	\$99.50	\$101.40
MARC Concession Club	\$89.60	\$91.20
MARC Corporate Club	\$86.30	\$90.60
<b>Flexi Memberships - Monthly</b>		
MARC Flexi	\$110.30	\$112.50
MARC Concession Flexi	\$99.30	\$101.20
MARC Corporate Flexi	\$99.30	\$101.20
MARC Prime Of Life	\$74.70	\$76.30
<b>Group Functional Training Memberships</b>		
Group Functional Training Membership - Members	\$32.00	\$0.00
Group Functional Training Membership - Non Member	\$42.50	\$0.00
<b>Personal Training Memberships - Monthly</b>		
MARC PT Plus 1	\$175.50	\$178.75
MARC PT Plus 2	\$351.00	\$357.50
<b>Personal Training Memberships - Fortnightly</b>		
PT Plus 1	\$81.00	\$82.50
PT Plus 2	\$162.00	\$165.00
PT Plus 3	\$243.00	\$247.50
<b>Upfront Club Membership</b>		
Blue Club 12 Months Upfront	\$1,193.00	\$1,217.00
Blue Concession Club 12 Months Upfront	\$1,076.00	\$1,095.00
Blue Corporate Club 12 Months Upfront	\$1,076.00	\$1,095.00
Blue Prime of Life 12 Months Upfront	\$897.00	\$915.20
<b>Upfront Flexi Membership</b>		
Blue Flexi 3 Months Upfront	\$472.00	\$468.00
Blue Concession Flexi 3 Months Upfront	\$399.00	\$391.00
Blue Prime of Life 3 Months Upfront	\$296.00	\$302.00
<b>Funded Membership</b>		
Funded Membership - 3 Months Upfront	\$611.00	\$468.00
Funded Membership - 6 Months Upfront	\$910.00	\$851.90
Funded Membership - 12 Months Upfront	\$1,218.00	\$1,217.00
<b>Fitness Programs</b>		
Group Exercise	\$19.00	\$19.40
10 Visit Group Exercise	\$171.00	\$175.00
Group Exercise Concession	\$11.00	\$11.20
10 Visit Group Exercise Older Adult	\$99.00	\$101.00
10 Visit Teen Fitness	\$99.00	\$101.00
Active Link	\$7.20	\$7.30
10 Visit ActiveLink	\$64.80	\$66.00
Active Abilities	\$11.00	\$6.00
Active Kids	\$11.00	\$6.00
Casual Gym	\$29.50	\$19.40
Casual Gym Concession	\$26.55	\$17.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Personal Training</b>		
Personal Training 1 Visit	\$54.00	\$55.00
Personal Training 5 Visits	\$243.00	\$248.00
Personal Training 10 Visits	\$459.00	\$468.00
Personal Training 20 Visits	\$864.00	\$880.00
Personal Training Group - Intro into PT	\$70.00	\$99.00
Group Personal Training 1 Session	\$90.00	\$92.00
Group Personal Training 5 Sessions	\$405.00	\$414.00
Special Personal Training Programs 0 PT + Group	\$14.90	\$15.20
Special Personal Training Programs 1 PT + Group	\$48.60	\$49.50
Special Personal Training Programs 2 PT + Group	\$86.40	\$88.00
<b>OAKLEIGH RECREATION CENTRE</b>		
<b>Membership Fees</b>		
<b>Membership Joining &amp; Administration Fees</b>		
Administration Fee	\$30.00	\$30.00
Joining Fee	\$50.00	\$50.00
Concession Joining Fee	\$19.00	\$19.00
<b>Club Memberships - Fortnightly</b>		
Orange Club	\$39.10	\$39.10
Orange Concession Club	\$35.20	\$35.20
Orange Corporate Club	\$35.20	\$35.20
Orange Stadium Club	\$29.60	\$29.60
<b>Flexi Memberships - Fortnightly</b>		
Orange Flexi	\$44.20	\$44.20
Orange Concession Flexi	\$39.80	\$39.80
Orange Corporate Flexi	\$39.80	\$39.80
Orange Prime of Life	\$28.60	\$28.60
Orange Stadium Flexi	\$0.00	-
Orange Teen Fitness	\$28.60	\$28.60
<b>Club Memberships - Monthly</b>		
ORC Club	\$84.70	\$84.70
ORC Club Concession	\$76.20	\$76.20
ORC Club Corporate	\$76.20	\$76.20
ORC Stadium Club	\$64.20	\$64.20
<b>Flexi Memberships - Monthly</b>		
ORC Flexi	\$95.80	\$95.80
ORC Concession Flexi	\$86.20	\$86.20
ORC Corporate Flexi	\$86.20	\$86.20
ORC Prime Of Life	\$61.90	\$61.90
<b>Group Functional Training Memberships</b>		
Group Functional Training Membership - Members	\$32.00	\$0.00
Group Functional Training Membership - Non Member	\$42.50	\$0.00
<b>Personal Training Memberships - Fortnightly</b>		
PT Plus 1	\$81.00	\$82.50
PT Plus 2	\$162.00	\$165.00
PT Plus 3	\$243.00	\$247.50
<b>Upfront Club Membership</b>		
Orange Club 12 Months Upfront	\$1,016.00	\$1,016.00
Orange Concession Club 12 Months Upfront	\$914.00	\$914.00
Orange Corporate Club 12 Months Upfront	\$914.00	\$914.00
Orange Prime of Life 12 Months Upfront	\$743.00	\$743.00
<b>Upfront Flexi Membership</b>		
Orange Flexi 3 Months Upfront	\$402.00	\$402.00
Orange Concession Flexi 3 Months Upfront	\$341.00	\$341.00
Orange Prime of Life 3 Months Upfront	\$245.20	\$245.20
<b>Funded Membership</b>		
Funded Membership - 3 Months Upfront	\$611.00	\$468.00
Funded Membership - 6 Months Upfront	\$910.00	\$851.90
Funded Membership - 12 Months Upfront	\$1,218.00	\$1,217.00
<b>CrossFit Memberships</b>		
CrossFit Membership	\$88.00	\$0.00
CrossFit Membership 6 Months Upfront	\$1,144.00	\$0.00
CrossFit Membership - Staff	\$54.70	\$0.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Fitness Programs</b>		
Group Exercise	\$19.00	\$19.40
10 Visit Group Exercise	\$171.00	\$175.00
Group Exercise Concession	\$11.00	\$11.20
10 Visit Group Exercise Older Adult	\$99.00	\$101.00
10 Visit Teen Fitness	\$99.00	\$101.00
Active Link	\$7.20	\$7.30
10 Visit ActiveLink	\$64.80	\$66.00
Active Abilities	\$11.00	\$6.00
Active Kids	\$11.00	\$6.00
Casual Gym	\$22.90	\$19.40
Casual Gym Concession	\$20.60	\$17.00
<b>Personal Training</b>		
Personal Training 1 Visit	\$54.00	\$55.00
Personal Training 5 Visits	\$243.00	\$248.00
Personal Training 10 Visits	\$459.00	\$468.00
Personal Training 20 Visits	\$864.00	\$880.00
Personal Training - Intro to PT	\$70.00	\$99.00
Group Personal Training 1 Session	\$90.00	\$92.00
Group Personal Training 5 Sessions	\$405.00	\$414.00
Special Personal Training Programs 0 PT + Group	\$14.90	\$15.20
Special Personal Training Programs 1 PT + Group	\$48.60	\$49.50
Special Personal Training Programs 2 PT + Group	\$86.40	\$88.00
<b>OAKLEIGH STADIUM</b>		
<b>Entrance Fees</b>		
Basketball Game Fee	\$76.50	\$76.50
Junior Basketball Game Fee	\$46.20	\$46.20
Basketball Senior Registration	\$201.80	\$201.80
Basketball Junior Registration U/18	\$116.70	\$116.70
Basketball Junior Registration U/12,14,16	\$77.70	\$77.70
Futsal Game Fee	\$76.50	\$76.50
Futsal Registration	\$188.40	\$188.40
MEBA Game Fee	\$36.80	\$36.80
Netball Game Fee	\$78.90	\$78.90
Netball Registration Fee	\$188.40	\$188.40
Table Tennis Hire	\$17.20	\$17.20
Senior Walk over fee less than 8 hrs	\$110.50	\$110.50
Senior Walk over fee more than 8 hrs	\$86.30	\$86.30
Junior Walk over fee less than 8 hrs	\$72.90	\$72.90
Junior Walk over fee more than 8 hrs	\$54.70	\$54.70
Monash Dribblers	\$4.70	\$4.70
Spectator Fee	\$2.00	\$2.00
<b>Facility/Room Hire</b>		
Casual Group Exercise Room	\$66.90	\$66.90
Casual cycle room / crossfit box	\$69.60	\$69.60
Casual hire Table Tennis room	\$53.20	\$53.20
Hire - Casual Court User Fee Adult	\$7.20	\$7.20
Hire - Casual Court User Fee Child	\$5.40	\$5.40
Hire - Casual Stadium Court	\$53.20	\$53.20
Hire - Casual Stadium Court + 50 hours per term per court	\$27.70	\$0.00
<b>OAKLEIGH AQUATIC CENTRE</b>		
<b>Entrance Fees</b>		
25 Visit Adult Swim	\$170.20	\$172.50
25 Visit Concession Swim	\$131.10	\$133.40
50 Visit Adult Swim	\$310.80	\$315.00
50 Visit Concession Swim	\$239.40	\$243.60
Adult Swim	\$7.40	\$7.50
Child Swim	\$5.70	\$5.80
Concession Swim	\$5.70	\$5.80
Family Swim	\$21.60	\$22.00
Non Swim Entry	\$2.00	\$2.00
Adult Season Pass	\$314.00	\$320.30
Child/Concession Season Pass	\$243.00	\$247.90
Family Season pass	\$486.00	\$495.70
Learn to Swim Term Program Non GST	\$20.50	\$20.90
Concession Learn to Swim Term Program Non GST	\$18.50	\$18.80
Birthday Parties	\$31.60	\$31.60

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Pool Hire</b>		
50m Pool Lane Hire Casual	\$69.60	\$71.00
50m Pool Lane Hire Term Hire	\$55.70	\$56.80
Pool Booking Multi Purpose Pool (hourly fee)	\$69.60	\$71.00
Pool Booking Dive Pool (hourly fee)	\$228.10	\$232.70
Pool Booking Dive Pool (term fee)	\$182.50	\$186.20
Full Pool Booking 50m Pool (hourly fee)	\$372.60	\$380.10
Lane Hires - 50m Pool - Over 10hrs per week	\$52.20	\$53.30
<b>CITY DEVELOPMENT</b>		
<b>COMMUNITY AMENITY</b>		
<b>PUBLIC HEALTH</b>		
<b>Food Premises</b>		
New Premises Approval Fee	\$200.00	\$208.00
Inspection Report on Transfer - Food Premises (within 10 working days)	\$216.00	\$224.64
Inspection Report on Transfer - Food Premises (within 5 working days)	\$300.00	\$312.00
Registration Temporary Premises	\$122.00	\$126.88
Transfer of Registration - Food Premises	\$192.50	\$200.20
Food Premises Reinspection Fee	\$135.00	\$140.40
<b>Class 1 Food Premises</b>	\$601.00	\$625.04
<b>Class 2 Food Premises</b>		
1- 10 employees	\$638.00	\$663.52
11-20 employees	\$751.00	\$781.04
20+ employees	\$1,200.00	\$1,248.00
<b>Class 3 Food Premises</b>	\$319.00	\$331.76
Higher risk off site activities	\$445.00	\$462.80
Not for profit food businesses/community groups	50% of full fee	
Overdue Renewal of registration fee - Food & Health Premise	\$109.00	\$113.00
<b>Health Premises</b>		
Hairdressers & Make-Up Premises (once only registration)	\$243.00	\$252.72
Beauty Therapy Premises	\$182.00	\$189.28
Skin Penetration Premises	\$263.00	\$273.52
Prescribed Accommodation base fee - Rooming houses etc.	\$235.00	\$244.40
Prescribed Accommodation - Per additional room	\$21.00	\$21.84
Prescribed Accommodation - Maximum	\$852.00	\$886.08
Inspection Report on Transfer - Health Premises (10 working days)	\$216.00	\$224.64
Inspection Report on Transfer - Health Premises (5 working days)	\$300.00	\$312.00
Transfer of Registration - Health Premises	\$151.00	\$157.04
New Premise Approval Fee - Health Premises	\$160.00	\$166.40
<b>Other Fees</b>		
Food Safety Program	\$59.60	\$61.98
Grey Water Permit Fee	\$346.00	\$359.84
<b>Health Fines</b>		
The value of a penalty unit for a financial year is fixed by the Treasurer under section 6 of the Monetary Units Act 2004.		
<b>COMMUNITY LAWS</b>		
<b>Animal Registration Fees</b>		
Dogs full fee	\$144.00	\$146.88
Cats full fee	\$122.40	\$124.85
Dogs full fee Concession (pension)	\$59.00	\$60.18
Cats full fee Concession (pension)	\$50.00	\$51.00
Dogs reduced fee (sterilised micro chipped or over 10 yrs old etc)	\$48.00	\$48.96
Cats reduced fee (sterilised micro chipped or over 10 yrs old etc)	\$40.80	\$41.62
Dogs reduced fee (sterilised micro chipped or over 10 yrs old etc) Concession (pension)	\$19.65	\$20.04
Cats reduced fee (sterilised micro chipped or over 10 yrs old etc) Concession (pension)	\$16.80	\$17.14
Dangerous Dogs/Restricted/Menacing/Guard	\$265.00	\$270.30
Dogs kept in foster care by a foster carer registered with Council (eligible for one period of registration only)	\$7.00	\$7.00
Cats kept in foster care by a foster carer registered with Council (eligible for one period of registration only)	\$4.00	\$4.00
Registraion as a foster carer	\$59.00	\$60.18

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
Pro rata registration fee will be applicable from 10 October 2019 to 9 April 2020. The fee will be 50% of the annual fee stated above.		
Note: Animal registration fees are non refundable.		
<b>Pound Release Fee</b>		
Animal Pound Release Fee (not inclusive of incidental costs charged by the pound contractor to the animal owner)	\$177.00	\$184.08
Sustenance fee per day (in circumstances an animal is held for longer than 8 days)	\$32.00	\$32.64
<b>Other Fees</b>		
Release of impounded items	\$88.20	\$89.96
Shopping trolley release fee	\$95.20	\$99.00
<b>Other Fees &amp; Charges - GST Free</b>		
Fire Hazard Removal or Land Clearance	Cost Recovery +\$159.20	Cost Recovery +\$162.38
<b>Other Permit Fees</b>		
Estate Agents A board signs	\$343.00	\$356.72
Keeping excess no. of animals re clause 129 of Local Law No 3 - Community Amenity	\$88.20	\$89.96
Other Animals re clause 130 of Local Law No 3 - Community Amenity	\$88.20	\$89.96
Permit to Film (for commercial purposes)	\$315.00	\$327.60
Registration of Animal Business	\$266.00	\$276.64
<b>Other Permit Fees Non GST</b>		
Community Law General Permit	\$88.20	\$89.96
Car Parking Agreements	\$1,752.00	\$1,822.08
Residential Parking Permit - additional permit special event permit	\$50.00	\$50.00
Residential Parking Permit - additional permits	\$150.00	\$150.00
Residential Parking Permit - Booklet of 10 Daily Permits	\$50.00	\$50.00
Residential Parking Permit - Booklet of 10 Daily Permits - Concession	\$25.00	\$25.00
Residential Parking Permit - Replacement Permit	\$25.00	\$25.00
Trader Parking Permit - additional permit	\$250.00	\$250.00
Trader Parking Permit - customer permit	\$2.50	\$2.50
Parking Bays-Builders Exemptions	\$60.30	\$62.71
Signs - A Frame	\$91.20	\$100.30
Goods	\$149.00	\$163.90
Additional signs and goods	\$219.00	\$227.76
Street Seating	\$219.00	\$242.00
Street Seating- additional seats over 10	\$402.50	\$418.60
Event Permit - Additional event costs may be applicable	\$206.50	\$214.76
<b>Derelict Vehicles</b>		
Impounded Vehicle Release Fee	\$343.20	\$343.20
Impounded vehicle storage fee	\$33.30	\$33.30
<b>Fines &amp; Infringements</b>		
Local Law Infringement per penalty unit as set by relevant Statutes		
<b>Parking</b>		
The value of a penalty unit for a financial year is fixed by the Treasurer under section 6 of the Monetary Units Act 2004. The Monash fee will be set to 0.5 Penalty Units for offences as per Council Resolution. The dollar value of all other Parking Infringements has been indexed by the State Government and is subject to annual review.		
<b>Other Infringements</b>		
The value of a penalty unit for a financial year is fixed by the Treasurer under section 6 of the Monetary Units Act 2004.		
<b>BUILDING CONTROL</b>		
Please note Building Control fees are subject to market forces and may be changed during the year at the discretion of the Chief Executive Officer.		
<b>Building Permit Fees</b>		
<b>Class 1a and 10</b>		
All Demolitions	\$895.00	\$930.00
Minor Works - Brick garages retaining walls pools	\$905.00	\$940.00
Minor Works - Carports, brick fences, reclads signs sheds etc.	\$750.00	\$780.00
Swimming pool barrier comprehensive report	\$120.00	\$180.00
Timber Fences	\$490.00	\$510.00
<b>Class 1b, 2-9 Internal</b>		

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
\$0 - \$60,000	\$1,255.00	\$1,305.00
\$60,001 - \$99,999	\$1,365.00	\$1,420.00
\$100,000 - \$499,999	\$1,735.00	\$1,805.00
\$500,000 - \$999,999	\$3,120.00	\$3,245.00
\$1,000,000 + subject to complexity	\$3,475.00	\$3,614.00
<b>Alterations/Additions</b>		
<b>Registered Builder</b>		
\$0 - \$30,000	\$1,100.00	\$1,145.00
\$30,000 - \$60,000	\$1,280.00	\$1,330.00
\$60,001 - \$100,000	\$1,460.00	\$1,520.00
\$100,001 - \$150,000	\$1,660.00	\$1,725.00
\$150,001 - \$180,000	\$1,830.00	\$1,900.00
\$180,001 - \$220,000	\$2,110.00	\$2,195.00
\$220,000 +	Cost divided by 110	
<b>Owner Builder</b>		
\$0 - \$30,000	\$1,320.00	\$1,320.00
\$30,000 - \$60,000	\$1,570.00	\$1,570.00
\$60,001 - \$100,000	\$1,740.00	\$1,740.00
\$100,001 - \$150,000	\$1,975.00	\$1,975.00
\$150,001 - \$180,000	\$2,215.00	\$2,215.00
\$180,001 - \$220,000	\$2,380.00	\$2,380.00
\$220,001 +	Cost divided by 90	
<b>Dwellings</b>		
Up to \$150,000	\$1,735.00	\$1,805.00
\$150,001 - \$200,000	\$1,945.00	\$2,020.00
\$200,001 - \$250,000	\$2,110.00	\$2,195.00
\$250,001 - \$300,000	\$2,380.00	\$2,475.00
\$300,001 +	Cost divided by 125	
<b>Owner Builders</b>		
Up to \$150,000	\$2,110.00	\$2,195.00
\$150,001 - \$200,000	\$2,310.00	\$2,400.00
\$200,001 - \$250,000	\$2,475.00	\$2,575.00
\$250,001 - \$300,000	\$2,650.00	\$2,755.00
\$300,001 +	Cost divided by 110	
<b>Dual Occupancy</b>		
<b>Internal</b>		
1 Additional Unit	\$1,965.00	\$2,045.00
2 New Units to \$350,000	\$2,690.00	\$2,800.00
\$350,001 + (Negotiated)	Cost divided by 130	
<b>Owner Builder</b>		
1 Additional Unit	\$2,390.00	\$2,485.00
2 New Units to \$350,000	\$3,120.00	\$3,245.00
\$350,001 + (Negotiated)	Cost divided by 110	
<b>Multi Units/Houses</b>		
<b>Internal</b>		
3 - 5 Units	\$1,360.00	\$1,415.00
6 or more Units	\$1,270.00	\$1,320.00
<b>Owner Builder</b>		
3 - 5 Units	\$1,705.00	\$1,775.00
6 or more Units	\$1,580.00	\$1,645.00
<b>Shopfronts - Internal</b>	\$1,250.00	\$1,300.00
<b>Shop Fitouts - Internal</b>		
Small Projects	\$1,260.00	\$1,310.00
Medium Projects	\$1,460.00	\$1,520.00
Major Projects > \$150,000	Cost divided by 100	
Lodgement fee	\$118.90	\$118.90
<b>Removal of Hose Reels</b>	\$1,045.00	\$1,085.00
<b>Temporary Structures</b>	\$460.00	\$480.00
<b>Temporary Structures - urgent (&lt; 5 days)</b>	\$895.00	\$930.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Building Applications or Building Amendments</b>		
Class 1 and 10 (with Form 13) MINOR	\$252.00	\$262.00
Class 1 and 10 (with Form 13) MAJOR	\$465.00	\$485.00
Class 2- 9 MINOR	\$465.00	\$485.00
Class 2-9 MAJOR	\$655.00	\$680.00
Lodgement fee (if over \$5,000)	\$118.90	\$118.90
<b>Lapsed Permit Renewal</b>		
Class 1 or 10	\$806.00	\$840.00
Class 2 to 9	\$990.00	\$1,030.00
<b>Community Groups</b>		
When Building on Council property normal permit fees will be payable.		
<b>Permits for Essential Services</b>		
Charges same as other permit and application fees shown above.		
<b>Lodgement Fees</b>		
	\$118.90	\$118.90
<b>Dispensations (Report and Consent)</b>		
Class 1 & 10 (flood & sitting etc)	\$283.40	\$283.40
Class 10 (fences)	\$233.00	\$283.40
Class 2 to 9	\$283.40	\$283.40
Modification Application	\$160.00	\$166.00
Regulation 502 or 503 Statement	\$302.00	\$315.00
<b>Extension of Time for Building Permits</b>		
Class 1 or 10	\$412.00	\$430.00
Class 2 to 9	\$580.00	\$605.00
<b>Inspection Fees</b>		
Contract or Finalisation of Lapsed Building Permit	\$252.00	\$262.00
Out of Hours Building	\$142.00	\$148.00
Removal of Buildings	\$515.00	\$535.00
Retention of Buildings	\$675.00	\$710.00
<b>Other Services</b>		
Place of Public Entertainment (POPE)	\$860.00	\$895.00
Class 1 - 10	\$137.00	\$142.00
Class 2 - 9	\$155.00	\$161.00
Part 12 Inspection of Essential Safety Measures	\$710.00	\$740.00
Illegally Erected or Altered Buildings for Retention	55% of scheduled permit fee for class of building	
<b>Request for Information</b>		
Request for Information	\$46.10	\$46.10
Copy of occupancy permit or certificate of final inspection	\$46.10	\$46.10
Details of permits issued in preceding 10 years and information on flooding/termites.	\$46.10	\$46.10
<b>Copies of Documents</b>		
Copy of Plans - Class 1 or 10 - minor - small office shop (A0-A2)	\$28.60	\$30.00
Copy of Plans - Class 1 or 10 - minor - small office shop (A3-A4)	\$1.77	\$1.85
Copy of Plans - Class 2 - 9 - minor - small office shop - retrieval	\$228.00	\$240.00
Copy of Plans - Class 1 or 10 dwelling shed garage etc (Each additional building permit)	\$42.60	\$44.00
Copy of Plans - Class 1 or 10 dwelling shed garage etc	\$165.00	\$170.00
Copy of Plans - Class 2 to 9 - major - supermarket, factory, s/centr, hotel - retrieval	\$435.00	\$455.00
Copy of Plans - Class 2 to 9 - major - supermarket, factory, s/centr, hotel	\$28.60	\$30.00
Copy of Plans - Class 2 to 9 - major - supermarket, factory, s/centre, hotel (A4)	\$1.77	\$1.85
To View Plans - Class 2 - 9 Commercial/Industrial	\$228.00	\$240.00
<b>STATUTORY PLANNING</b>		
<b>TOWN PLANNING APPLICATION FEES (STATUTORY)</b>		
<b>Service Charges</b>		
Property Enquiries	\$145.00	\$150.00
<b>S.173 Agreements</b>		
Subdivision approvals (preparation & administration)	\$900.00	\$935.00
Other Specific Requirements	As required	
<b>Extension of Time - Planning Permit</b>		
Change of use/use permits	\$1,240.70	\$1,286.10
VicSmart/Single dwelling fee	\$188.20	\$195.10

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
\$0 - \$100,000	\$1,080.00	\$1,119.90
\$100,001 - \$1,000,000	\$1,457.00	\$1,510.00
\$1,000,000 +	\$3,213.00	\$3,330.70
<b>TOWN PLANNING APPLICATION FEE GST FREE</b>		
<b>Application for Permit</b>		
Application for Permit - Class 1	\$1,241.00	\$1,286.10
Application for Permit - Class 2	\$188.00	\$195.10
Application for Permit - Class 3	\$592.00	\$614.10
Application for Permit - Class 4	\$1,213.00	\$1,257.20
Application for Permit - Class 5	\$1,310.00	\$1,358.30
Application for Permit - Class 6	\$0.00	\$1,459.50
Class 7 - new - VicSmart	\$188.00	\$195.10
Class 8 - new - VicSmart	\$404.00	\$419.10
Class 9 - new - VicSmart	\$188.00	\$195.10
Class 10 - new - VicSmart	\$0.00	\$195.10
Application for Permit - Class 11	\$1,080.00	\$1,119.90
Application for Permit - Class 12	\$1,457.00	\$1,510.00
Application for Permit - Class 13	\$3,213.00	\$3,330.70
Application for Permit - Class 14	\$8,190.00	\$8,489.40
Application for Permit - Class 15	\$24,151.00	\$25,034.60
Application for Permit - Class 16	\$54,282.00	\$56,268.30
Application for Permit - Class 17	\$1,241.00	\$1,286.10
Application for Permit - Class 18	\$1,241.00	\$1,286.10
Application for Permit - Class 19	\$1,241.00	\$1,286.10
Application for Permit - Class 20	\$1,241.00	\$1,286.10
Application for Permit - Class 21	\$1,241.00	\$1,286.10
Application for Permit - Class 22	\$0.00	\$1,286.10
<b>Sect. 72 Amendment to Permit</b>		
Sect. 72 Amendment to Permit - Class 1	\$1,241.00	\$1,286.10
Sect. 72 Amendment to Permit - Class 2	\$1,241.00	\$1,286.10
Sect. 72 Amendment to Permit - Class 3	\$188.00	\$195.10
Sect. 72 Amendment to Permit - Class 4	\$592.00	\$614.10
Sect. 72 Amendment to Permit - Class 5	\$1,213.00	\$1,257.20
Sect. 72 Amendment to Permit - Class 6	\$1,310.00	\$1,358.30
Sect. 72 Amendment to Permit - Class 7	\$188.00	\$195.10
Sect. 72 Amendment to Permit - Class 8	\$404.00	\$419.10
Sect. 72 Amendment to Permit - Class 9	\$188.00	\$195.10
Sect. 72 Amendment to Permit - Class 10	\$1,080.00	\$1,119.90
Sect. 72 Amendment to Permit - Class 11	\$1,457.00	\$1,510.00
Sect. 72 Amendment to Permit - Class 12	\$3,213.00	\$3,330.70
Sect. 72 Amendment to Permit - Class 13 - 18	\$3,213.00	\$3,213.00
Sect. 72 Amendment to Permit - Class 14 - 19	\$0.00	\$1,286.10
<b>Other Town Planning Fees - GST Free</b>		
Satisfaction of Responsible Authority fee	\$310.00	\$320.00
Sect.57A Amendment to Permit Application	40% of original application fee	40% of original application fee
To amend or end a S173 Agreement		\$643.00
<b>Statutory Fees - GST Free</b>		
Planning Certificates of Compliance	\$307.00	\$317.90
<b>Other Statutory Fees - GST Free</b>		
Sect. 29A Demolition Requests	\$65.40	\$83.10
<b>Subdivision Fees</b>		
Certify a Plan of Subdivision	\$164.50	\$170.50
Any other application for certification under Subdivision Act	\$132.40	\$137.30
<b>Public Notification</b>		
Residential	\$148.40	\$180.00
Commercial <\$1M	\$302.10	\$360.00
Commercial >\$1M	\$583.00	\$650.00
Notification >15 Properties	\$29.25	\$7.50
Notification >100 Properties	\$14.45	\$15.00
Additional Sign - Standard A2	\$67.00	\$75.00
Larger Sign - A0	\$140.00	\$145.00
Larger Sign - A1	\$96.50	\$100.00
<b>Photocopies/Sale of Publications</b>		
Permit Enquiries		
Copies of Permits	\$212.00	\$220.00
General Photocopies	\$6.95	\$0.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
General Photocopies	\$1.10	\$1.85
Plan Printing	\$34.00	\$30.00
Heritage Study	\$34.00	\$35.00
Character Study	\$67.00	\$70.00
<b>STRATEGIC PLANNING</b>		
<b>PLANNING SCHEME AMENDMENT</b>		
<b>Other Service Charges</b>		
Adoption of Amendment Pursuant to Sec.29	\$462.20	\$462.20
Consider Request to Amend Planning Scheme	\$2,929.30	\$2,929.30
Consider Submission to Amendment	\$14,518.60	\$14,518.60
<b>INFRASTRUCTURE SERVICES</b>		
<b>ENGINEERING ADMINISTRATION</b>		
<b>Service Charges</b>		
Vehicle Crossing Permit	\$137.00	\$139.00
Road Opening Permit	\$137.00	\$139.00
Stormwater Connection Permit	\$137.00	\$139.00
Occupy Part of Roadway - Hoardings	\$137.00	\$139.00
Legal Point of Discharge	\$141.20	\$146.80
Building Over Easement - Minor	\$131.00	\$136.20
Building Over Easement - Major	\$567.00	\$589.70
Access through Reserves Permit	\$149.00	\$155.00
<b>Building Permit Fees</b>		
Builders Infringement	\$200.00	\$200.00
Asset Protection Permit + security bond (Veranda, Pergola, Decking greater than \$30,000 in value)	\$0.00	\$160.00
Asset Protection Permit + security bond (Carport, Above Ground Swimming Pool, Restumping, reblocking and underpinning, Internal House Renovation)	\$155.00	\$160.00
Asset Protection Permit + security bond (In-Ground Swimming Pool, Landscaping, Garage)	\$205.00	\$215.00
Asset Protection Permit + security bond (Demolition)	\$310.00	\$325.00
Asset Protection Permit + security bond (House Additions, Office Fitouts)	\$470.00	\$490.00
Asset Protection Permit + security bond (Single Dwelling Construction)	\$780.00	\$810.00
Asset Protection Permit + security bond (Unit Development construction only)	\$625.00	\$650.00
Asset Protection Permit + security bond (Dual Occupancy Construction)	\$935.00	\$970.00
Asset Protection Permit + security bond (Multi-Storey Development >2 but <5 Storeys)	\$1,765.00	\$1,835.00
Asset Protection Permit + security bond (Multi-Storey Development >5 Storeys)	\$2,790.00	\$2,900.00
<b>WASTE MANAGEMENT</b>		
Big Bin (Commercial)	\$245.80	\$255.60
Tenant Big Bin (Commercial)	\$245.80	\$0.00
Ratepayer Big Bins - Upgrade or Additional Bin	\$207.11	\$211.25
Skip Bins	\$58.30	\$59.45
<b>Hard Rubbish</b>		
Hard Rubbish - at call collection	\$143.00	\$143.00
Hard Rubbish - at call collection concession	\$128.70	\$123.00
<b>WASTE TRANSFER STATION</b>		
<b>Tipping Fees</b>		
Commercial Soil m3 (for loads >1.5m3)	\$322.00	\$330.00
Gas Bottles (up to 9kg)	\$14.80	\$15.20
Residential Soil up to and per ½ m3	\$117.00	\$120.00
Concession-General Waste up to and per ½ m3	\$48.00	\$49.20
Concession-Green Waste up to and per ½ m3	\$20.00	\$21.80
Concrete/Bricks up to and per 1/2 m3	\$33.00	\$33.80
Single Item	\$6.00	\$6.00

2019/20 Fees & Charges Schedule	2018/19 Unit Fee (incl GST)	2019/20 Unit Fee (incl GST)
<b>Tipping Fees</b>		
General Waste up to and per ½ m3	\$55.00	\$56.40
Green Waste up to and per ½ m3	\$25.00	\$27.00
Mixed General / Green Waste up to and per 1/2m3	\$58.00	\$59.45
Oil - over 30 Litres (charge to per 5 litre container)	\$2.50	\$2.50
Mattress and/or Base	\$29.00	\$29.70
Fridges/Air Conditioners	\$10.00	\$20.00
Polystyrene handling fee per 1/2m3 (for loads >1/2m3)	\$5.50	\$6.00
Polystyrene commercial handling fee per 1/2m3 (for loads >1/2m3)	\$21.20	\$25.00
Car Boot-General Waste	\$26.00	\$26.60
Car Boot-Green Waste	\$0.00	\$17.00
<b>Tyres</b>		
Car with Rims	\$12.00	\$12.30
Car without Rims	\$7.80	\$8.00
Heavy Truck with Rims	\$46.00	\$47.15
Heavy Truck without Rims	\$26.50	\$27.15
Light truck with Rims	\$18.60	\$19.00
Light truck without Rims	\$11.50	\$11.80
Motorcycle	\$3.50	\$3.50
Solid (up to 60cm)	\$48.00	\$49.00
Solid Large (>1.90m)	\$415.00	\$425.00
Solid Large (0.60 to 1.50 m)	\$86.00	\$88.00
Solid Large (1.50 to 1.90 m)	\$228.00	\$233.00