

HUME CITY COUNCIL **ANNUAL BUDGET** 2019/20

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The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the Local Government Planning and Reporting Regulations 2014. While every effort has been made to ensure that the information contained in this document has been accurate and complies to relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

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Mayor's Introduction

It gives me great pleasure to present the 2019/20 Budget to the community of Hume City Council.

Council's resources are allocated on the basis of strong governance, financial management, social justice and environmental sustainability, with our annual budget enabling us to deliver on these key platforms.

Hume City continues to be a diverse, growing municipality, and Council acknowledges the need to fund new community initiatives to meet the expectations of its expanding population and our community's dynamic, ever-changing needs, and this Budget delivers both for our community today and in preparation for the future.

Results of Council's Resident Surveys were analysed, along with feedback from Councillors, pop-up engagements and community and key stakeholder forums to determine what the community's priorities were for the coming year and beyond.

Council's general rate increase for 2019/20 is 2.5%. The Victorian Government established the Fair Go Rates System (FGRS), which is a framework limiting the maximum amount councils may increase rates in a year without seeking additional approval. The Minister for Local Government set a rate cap of 2.5% for all councils for the 2019/20 year, and Hume is working within this rate cap to expand its facilities while delivering quality services to our community.

The 2019/20 Budget includes total income of \$404.47 million and operating expenditure of \$267.66 million, generating a surplus of \$136.81 million. The 2019/20 capital works program includes \$86.65 million of new works, which will enable Council to respond to the growth in demand across the municipality.

Council's commitment to sustainable development and growth continues through this Budget, with many projects to commence, continue or be completed that will benefit the whole community.

The highlights of the 2019/20 capital works program are as follows:

- Land (\$1.53 million) – including the purchase for the construction of a road at Cloverton Boulevard in Lockerbie;
- Land improvements (\$20.59 million) – including the commencement of Mt Aitken District Recreation Reserve, leachate management upgrades at Riddell Road Landfill and Bolinda Road resource recovery facility, the continued implementation of the McMahon Recreation Reserve master plan and open space upgrades across the City;
- Buildings (\$28.08 million) – including finalisation of works on the Town Hall Broadmeadows adaptive re-use, the Hume Global Learning Centre in Sunbury, the Greenvale West Community Centre, Merrifield North Community Centre, Kalkallo Community Centre and the upgrade to the Macedon Street office in Sunbury;
- Heritage (\$0.01 million) – for the installation of public art pieces at various Council sites;
- Plant and equipment (\$7.57 million) – including Council's fleet replacement program;
- Furniture and equipment (\$3.9 million) - including an upgrade to Council's information systems, replacement of Council's library catalogue and the replacement of and additional kerbside bins;
- Roads (\$16.42 million) – including the duplication of Roxburgh Park Drive, reconstruction of Hanson Road in Craigieburn, Wildwood Road South in Wildwood, Mitchell Street rural road in Kalkallo and local road resurfacing and resealing across the City;

- Bridges (\$0.40 million) – including repairs to the pedestrian bridge at Stonebridge Way over Attwood Creek in Attwood;
- Footpaths and cycleways (\$3.33 million) - including footpath rehabilitation works, a new footpath at Racecourse Road between Menzies and Curtain Drive in Sunbury and implementation of the Walking and Cycling Strategy across the City;
- Car parks (\$1.6 million) – including a car park to service the future development of the Broadmeadows Town Centre, new indented parking bays on narrow streets and resurfacing of existing car parks across the City;
- Drainage (\$3.14 million) – including new drainage to service the future development of the Broadmeadows Town Centre and the upgrade and rehabilitation of drainage infrastructure at various locations across the city;

Please refer to Section 4.5 for an entire listing of the 2019/20 capital works program.

With the introduction of the FGRS, Council has had a strong focus on maintaining expenditure at 2018/19 levels where possible and on achieving efficiency gains. This has been achieved while still maintaining and, in many instances, improving service levels.

The Budget delivers an additional \$9 million towards the provision of day-to-day Council services including pre-schools, child care, aged services and leisure services across the municipality and also includes a number of new initiatives that will add to the extensive services already provided by Council as detailed below:

- Deliver a range of parenting education programs to build the capacity of parents to support the health, wellbeing and aspirations of their children from 0-24 years.
- Investigate the forward supply of employment land in Hume, aligned to population growth, including regional considerations and State Government Advocacy.
- Review the outcomes of the pilot/trial site in 2018/19, to assess opportunities to establish local markets and food truck parks.
- Assess community interest and plan for a Youth Leadership Summit to be delivered in 2020.
- Review the provision of Council immunisation sessions and redistribute program resources in line with identified community needs. Target 'hard to reach cohorts' including newly arrived residents, refugees and indigenous groups within the community.
- Seek opportunities to support the Hume Interfaith Network (HIN) to advance a welcoming and inclusive community by:
 - Facilitating HIN presence at Council events and festivals; and
 - Supporting HIN in the delivery of their strategic plan.
- Continue to participate in, and provide sponsorship and support to community-led events.

- Explore the establishment of a formal land management partnership with traditional owners to support the land management of Council-owned land which has cultural heritage significance.
- Finalise and adopt a Housing Diversity Strategy.
- Continue to progress implementation of the Greater Broadmeadows Framework Plan priorities, including:
 - Further investigation to deliver an east-west connection across the Merlynston Creek;
 - Progressing Stage 2 of Meadowlink Railway Crescent to Broadmeadows Station; and
 - Continued advocacy to the State Government to progress the re-development of Broadmeadows Railway Station.
- Continue to improve road cleaning and public litter collection by the implementation of an additional amenity crew.
- Undertake initiatives to improve the quality of local streets, parking and traffic management including:
 - Develop and implement regular reporting on Council's compliance with its Road Management Plan;
 - Continue to implement Council's Parking on Narrow Streets Policy, and as part of its scheduled review, investigate how the "Urban Forest Principles" may be incorporated to increase tree canopy coverage when developing solutions such as indented parking; and
 - Undertake Local Area Traffic Management (LATM) studies in the Somerton industrial area and Sunbury West, implement local traffic and road safety improvements and review the LATM process to determine future approaches and alternatives.
- Investigate options for, and if feasible, establish a trial of a new Council traineeship program (SponsorME@HCC) to support local employment pathways for residents from refugee/emerging communities, or those who are experiencing long-term unemployment.
- Support community led events and projects that promote awareness and understanding of Aboriginal and Torres Strait Islander culture including celebrations for:
 - NAIDOC Week;
 - Reconciliation Week; and
 - Annual Welcome Baby to Country event.
- Plan and commence a major review of Hume Horizons 2040.
- Review of Council's General Amenity Local Law and associated Codes.

The 2019/20 Budget continues the principles of prudent and sustainable long-term financial management, developed through a rigorous process of consultation and review, and Council endorses it as financially responsible in delivering the critical services required by our community, now and into the future.

Cr Carly Moore
Mayor

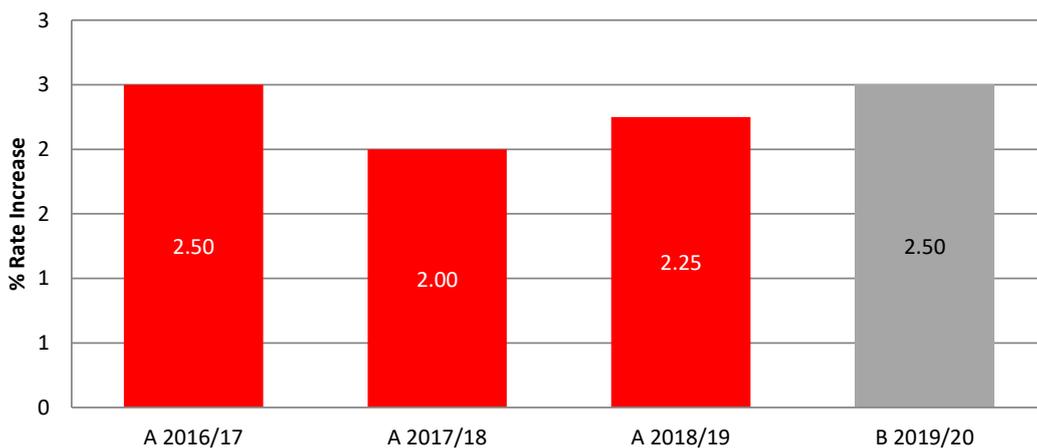
Chief Executive Officer's Summary

Council has prepared a budget for the 2019/20 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay.

The 2019/20 Budget presented in this report has been developed through a rigorous process of consultation and review with Councillors, Council officers and the Hume community. It will deliver improved services, increased maintenance and an upgrade of Council owned assets and infrastructure.

Key budget information is provided below about the rate increase, comprehensive result, service levels, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

1. Rates

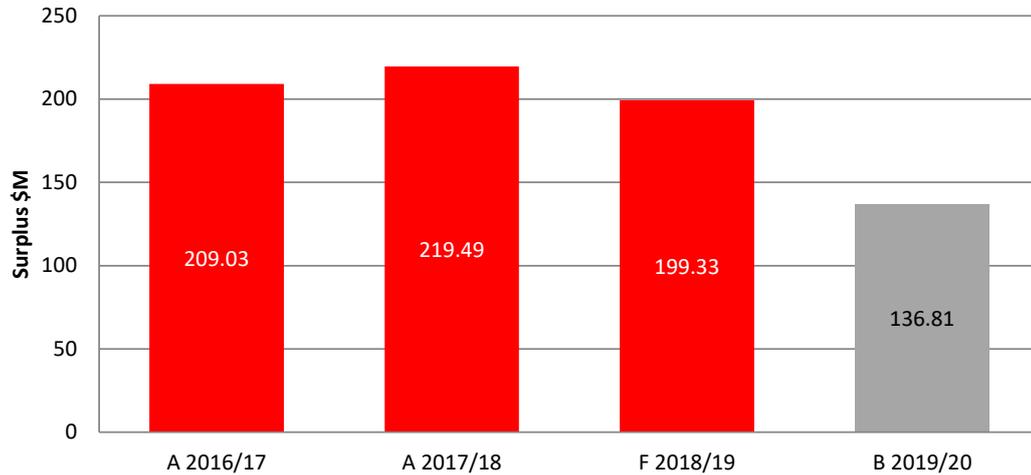


Council's rate increase for 2019/20 is in accordance with the Victorian Government's Fair Go Rates System (FGRS). (see section 4.1.1 for further information on the application of the FGRS).

Rates and charges collected are expected to be \$191.93 million and include rates in lieu from Commonwealth properties of \$16.67 million and \$3 million generated from supplementary rates. The level of total rates also reflects an expected growth rate of approximately 3.64% per annum.

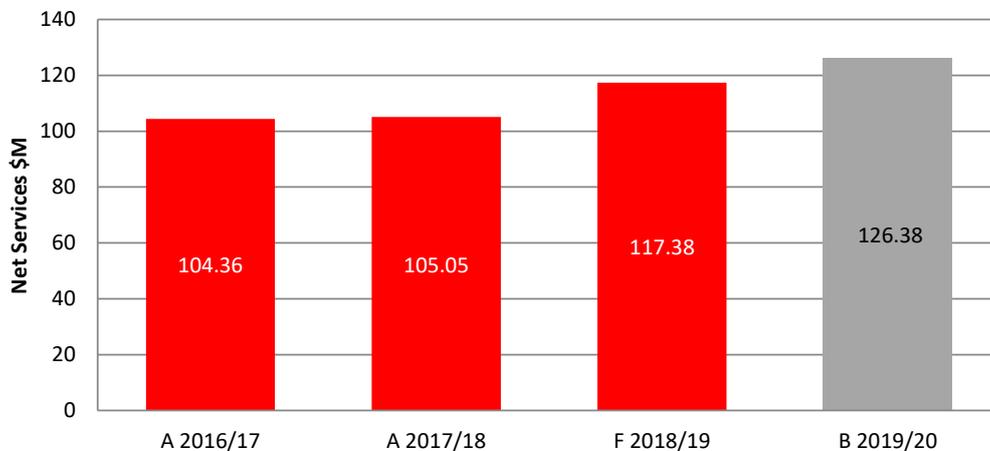
This rate increase will go towards maintaining service levels, meeting the cost of a number of internal and external influences affecting the operating Budget and towards capital works to address the asset renewal needs of the City. (The rate increase for the 2018/19 year was 2.25%).

2. Comprehensive result



The expected surplus for the 2019/20 year is \$136.81 million which is a decrease of \$62.52 million over the forecast result for 2018/19 predominately due to a reduction in expected developer contributions and capital grants for capital projects in 2019/20 linked to Capital Works. (The forecast result for the 2018/19 year is a surplus of \$199.33 million).

3. Services

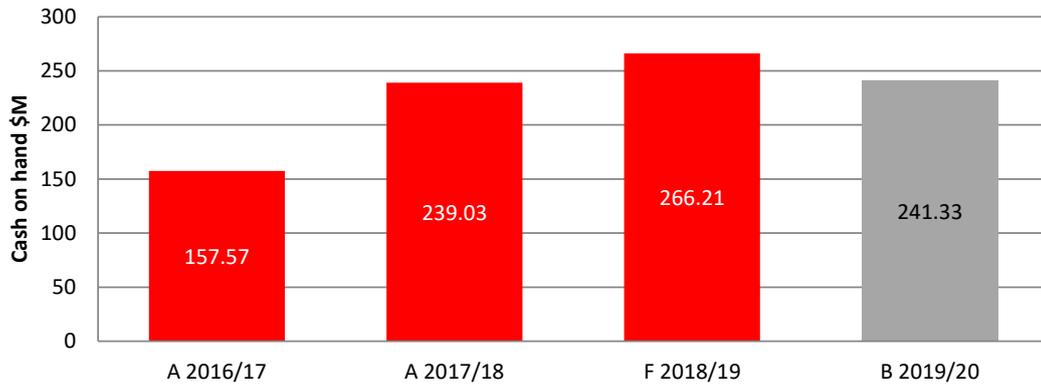


The net cost of services delivered to the community for the 2019/20 year is expected to be \$126.38 million which is an increase of \$9 million over the 2018/19 forecast.

A key factor influencing the development of the 2019/20 Budget has been information compiled through consultation with key stakeholders including: community satisfaction surveys, telephone surveys, budget simulator, pop-up engagements and issues arising from resident and other stakeholder requests and feedback. The information states that, while there is a relatively high level of satisfaction with most services provided by Council, there are some areas requiring additional attention.

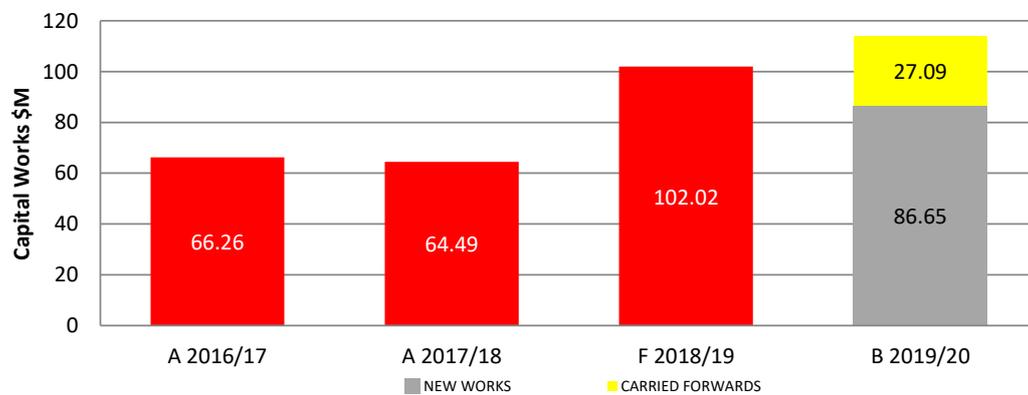
For the 2019/20 year, service levels have been maintained and a number of new activities and initiatives proposed to cater for our growing community. (The forecast net cost for the 2018/19 year is \$117.38 million).

4. Cash and investments



Cash and investments are expected to decrease by \$24.88 million to \$241.33 million as at 30 June 2020. The decrease in cash and investments is in line with Council's Strategic Resource Plan and the expected spend of the 2018/19 capital works carried forward in 2019/20. (Cash and investments are forecast to be \$266.21 million as at 30 June 2019).

5. Capital works

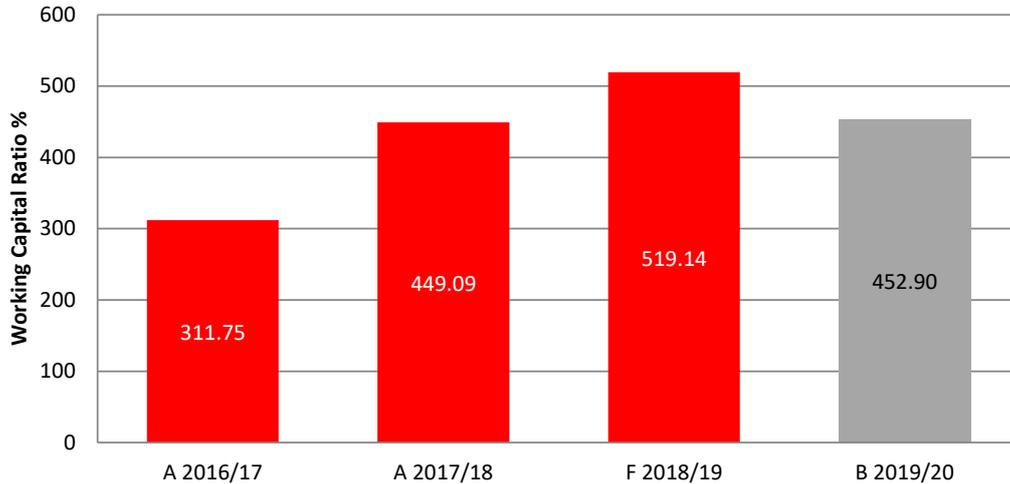


The capital works program for the 2019/20 year is expected to be \$113.74 million of which \$27.09 million relates to projects which will be carried forward from the 2018/19 year. The carried forward component is fully funded from the 2018/19 Budget. Of the \$113.74 million in capital funding required, \$105.46 million will come from Council cash and reserves, \$8.19 million from external capital grants and capital cash contributions of \$0.09 million. (Capital works is projected to be \$102.02 million for the 2018/19 year).

The 2019/20 Budget has been prepared with the future social, environmental and economic sustainability of the City in mind. Council acknowledges the need to fund new community and organisational initiatives to meet the expectations of its rapidly growing population. The program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

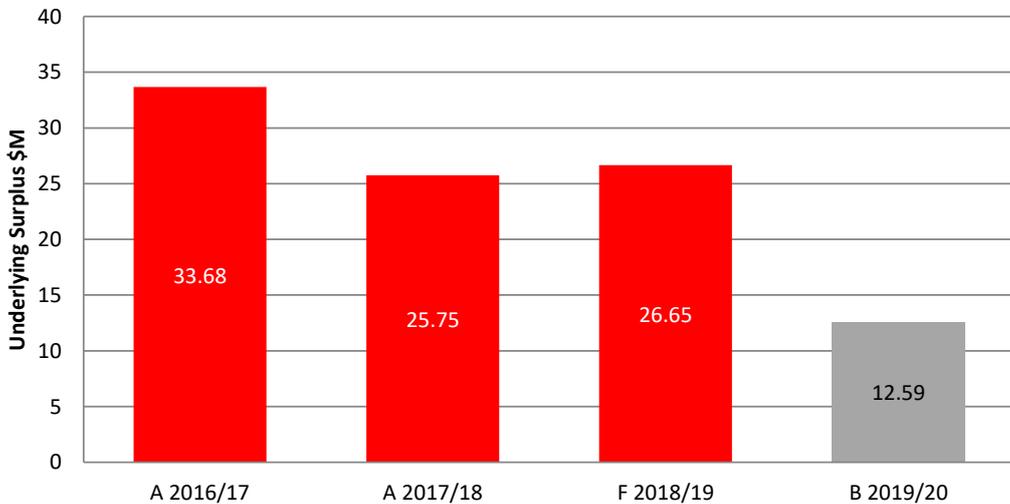
Please refer to section 4.5 for the entire listing of the 2019/20 capital works program.

6. Financial position



The financial position is expected to increase with ratepayer's equity (net worth) to increase by \$195.15 million to \$3.82 billion while the working capital ratio (net current assets) will decrease from 519% to 453% at 30 June 2020. This is mainly due to a decrease in cash and investments as detailed above. Total equity is forecast to be \$3.63 billion as at 30 June 2019). The decrease in cash and investments is in line with Council's Strategic Resource Plan.

7. Financial Sustainability

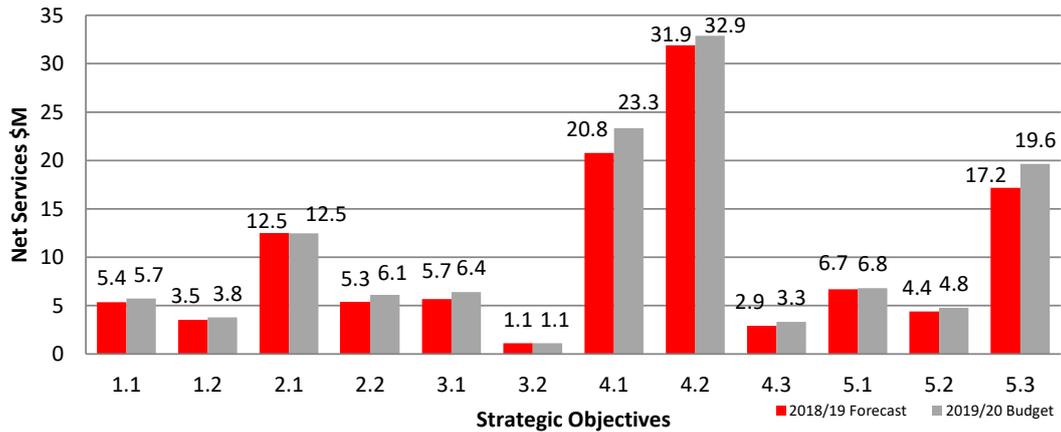


A high level Strategic Resource Plan for 2019/20 to 2022/23 has been developed. The key objective of the Plan is financial sustainability, while still achieving the Council's strategic objectives as specified in the Council Plan.

The Plan projects that Council's operating result will be \$136.81 million and the underlying result will be \$12.59 million in 2019/20.

The underlying result, which is a measure of financial sustainability, is steady over the SRP period.

8. Strategic objectives



Descriptions of Strategic Objectives

1.1 Support Skill Development and Education Opportunity	4.1 Urban Development, Environment and Natural Heritage
1.2 Support Business Growth and Local Jobs	4.2 Well Designed and Maintained City
2.1 Foster an Active and Healthy Community	4.3 Connected Community Via Efficient Transport Networks
2.2 Strengthen Community Safety and Respectful Behaviour	5.1 Visions and Aspirations
3.1 Foster Socially Connected and Supported Communities	5.2 Create a Community Actively Involved in City Life
3.2 Strengthen Community Connections Through Local Events and the Arts	5.3 Responsible and Transparent Governance, Services and Infrastructure

The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the Budget to achieve the strategic objectives as set out in the Council Plan for the 2019/20 year.

This Budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed Budget information is available throughout this document.

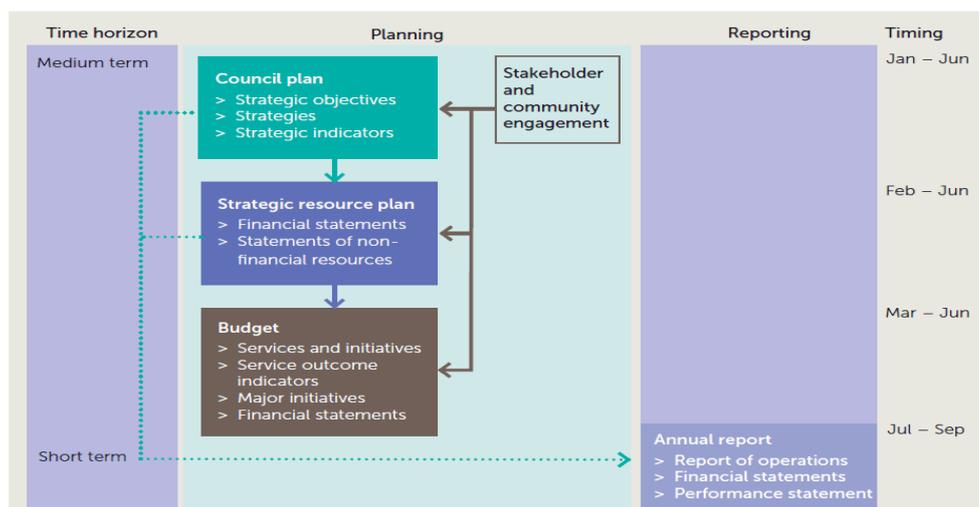
Domenic Isola
Chief Executive Officer

1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Hume Horizons 2040), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

Feeding in to the above, Council has a long term plan (Hume Horizons 2040) which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

1.2 Our purpose

VISION

Hume City Council will be recognised as a leader in achieving social, environmental and economic outcomes with a common goal of connecting our proud community and celebrating the diversity of Hume.

MISSION

To enhance the social, economic and environmental prosperity of our community through vision, leadership, excellence and inclusion.

WE VALUE

Our Citizens

We will promote democratic representation and genuinely engage our citizens to promote a sense of belonging within a healthy, safe, strong and diverse community.

We will lead the way to identify community needs and best practice service delivery models and advocate for an integrated approach to service provision.

Our services and facilities will be high quality and we will pursue efficiency and continuous improvement through customer focus and innovation.

Our Staff

We will demonstrate this by encouraging, supporting and developing our employees to achieve service excellence and a sense of unity, pride and fulfilment.

Partnerships with the Federal and State Governments

We will work together to achieve the equitable provision of services and infrastructure to meet current and future community needs.

Our Community Organisations

We will work in partnership with them to build community wellbeing, resilience and capacity.

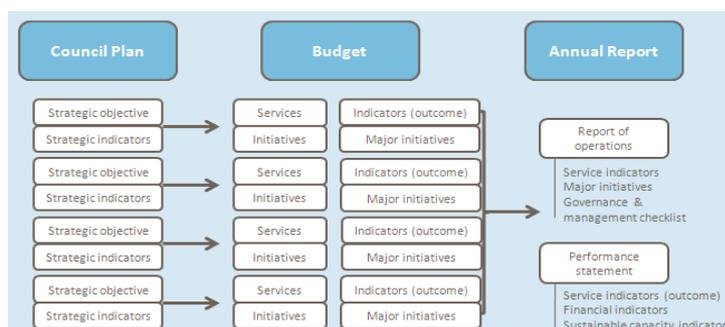
1.3 Strategic objectives

Council delivers services and initiatives under 28 service areas. Each contributes to the achievement of one of the 12 Strategic Objectives as set out in the Council Plan for the years 2017-21 incorporating the Strategic Resource Plan 2019-2022. The following table lists the five themes and the 12 Strategic Objectives as described in the Council Plan.

Theme	Description
<p>1. A Well-educated and Employed Community</p>	<p>Hume is a City that is committed to life-long learning by providing access to education, no matter what stage of life.</p> <p>1.1. Strategic Objective - Support and enhance skill development and educational opportunities to reduce disadvantage, improve employment prospects and quality of life.</p> <p>1.2. Strategic Objective - Create conditions which support business growth and create local jobs for Hume residents.</p>
<p>2. A Healthy and Safe Community</p>	<p>Hume City is a healthy, safe and welcoming community where all residents are encouraged to live active and fulfilling lives.</p> <p>2.1. Strategic Objective - Foster a community which is active and healthy.</p> <p>2.2. Strategic Objective - Strengthen community safety and respectful behaviour.</p>
<p>3. A Culturally Vibrant and Connected Community</p>	<p>Hume is a City of great cultural diversity and a leading example of how people can work together to celebrate what makes them different and foster a sense of belonging for all.</p> <p>3.1. Strategic Objective - Foster socially connected and supported communities.</p> <p>3.2. Strategic Objective - Strengthen community connections through local community events and the arts.</p>
<p>4. A Sustainably Built and Well-Maintained City with an Environmentally Aware Community</p>	<p>Thoughtful planning, innovative design and timely and sustainable provision of physical and social infrastructure are central in developments across Hume City.</p> <p>4.1. Strategic Objective - Facilitate appropriate urban development while protecting and enhancing the City's environment, natural heritage and rural spaces.</p> <p>4.2. Strategic Objective - Create community pride through a well-designed and maintained City.</p> <p>4.3. Strategic Objective - Create a connected community through efficient and effective walking, cycling, public transport and car networks.</p>
<p>5. A Well-Governed and Engaged Community</p>	<p>The community is well-informed and engaged in decision making, helping to create a community that is highly engaged and well-connected.</p> <p>5.1. Strategic Objective - Realise the vision and aspirations of Hume's community by implementing Hume Horizons 2040.</p> <p>5.2. Strategic Objective - Create a community actively involved in civic life.</p> <p>5.3. Strategic Objective - Provide responsible and transparent governance, services and infrastructure which respond to community needs.</p>

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 several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1.1: Support and enhance skill development and educational opportunities to reduce disadvantage, improve employment prospects and quality of life.

From birth, Hume residents will have access to a diverse range of high quality learning opportunities that support ongoing skill development, active participation in community life and pathways to employment.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Lifelong Learning	Inspires learning in Hume through the provision of public libraries, accessible computers and WiFi, educational programs and support to Neighbourhood Houses.	<i>Exp</i>	5,142	5,650	7,529
		<i>Rev</i>	(1,761)	(1,773)	(1,873)
		Net	3,381	3,877	5,656
Early Childhood Education and Care	Provides preschool, day care, three year old activity groups and occasional care. It also supports children with additional needs, learning difficulties and developmental concerns to access and participate in education.	<i>Exp</i>	18,715	20,849	20,456
		<i>Rev</i>	(19,370)	(19,920)	(21,118)
		Net	(655)	929	(662)
Governance and Associated Statutory Services	Provides executive oversight and governance of Hume City Council, including divisional management, instruments of delegation and the management of legal and statutory responsibilities. This service ensures the effective and efficient allocation of Council resources, in accordance with the principles of the Local Government Act and legislative requirements.	<i>Exp</i>	459	562	751
		<i>Rev</i>	-	-	-
		Net	459	562	751

Major Initiatives

- 1) Complete construction of the HGLC Sunbury and deliver targeted programs and activities to support the opening of the centre, and that are responsive to local community needs.

Other Initiatives

1) Deliver a range of parenting education programs to build the capacity of parents to support the health, wellbeing and aspirations of their children from 0-24 years.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual
Libraries	Participation	9.67%

* refer to table at end of section 2.12 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Objective 1.2: Create conditions which support business growth and create local jobs for Hume residents.

Hume City will be seen as an attractive place to do business, with a prosperous and resilient local economy that creates local employment opportunities for our residents.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Economic Development	Economic Development supports existing business growth and encourages new business investment to promote jobs growth within Hume City. This includes attracting new and diverse business to the City, business training, promotion and networking events, job creation programs, tourism support and development and management of the Sunbury Visitors Information Centre.	<i>Exp</i>	1,966	2,475	2,806
		<i>Rev</i>	(621)	(637)	(731)
		Net	1,345	1,838	2,075
Lifelong Learning	Inspires learning in Hume through the provision of public libraries, accessible computers and WiFi, educational programs and support to Neighbourhood Houses.	<i>Exp</i>	1,834	2,196	2,234
		<i>Rev</i>	(372)	(511)	(518)
		Net	1,462	1,685	1,716

Major Initiatives

2) Deliver a range of programs and activities to support the opening of the StartNorth Coworking Space and Accelerator Programs, including:

- Delivering a range of masterclasses to build small business management capabilities;
- Hosting a 'Big Ideas Day' to develop business ideas and support start-ups in Hume; and
- Undertaking promotional and marketing campaigns to attract Hume businesses to utilise the coworking space, accelerator program and business events.

Other Initiatives

2) Investigate the forward supply of employment land in Hume, aligned to population growth, including regional considerations and State Government Advocacy.

3) Review the outcomes of the pilot/trial site in 2018/19, to assess opportunities to establish local markets and food truck parks.

2.3 Strategic Objective 2.1: Foster a community which is active and healthy.

Active lifestyles are encouraged, and the health and wellbeing of Hume's residents will be supported through accessible and affordable leisure, social and health services.

Services

Service area	Description of services provided		2017/18	2018/19	2019/20
			Actual \$'000	Forecast \$'000	Budget \$'000
Facility Management / Facilities Hire	Manages and maintains Council facilities for internal and external use including Council's office, community halls, leisure facilities, sports stadiums and function/training rooms at Learning Centres.	<i>Exp</i>	24	32	10
		<i>Rev</i>	(2)	(19)	(18)
		Net	22	13	(8)
Disability Support Services	Provides a range of services to assist the elderly, disabled and those with special needs. This includes home, respite and personal care, delivered meals, community transport, property maintenance and social inclusion programs. The service also ensures that open spaces, facilities and recreation options are accessible for people of all abilities.	<i>Exp</i>	68	80	86
		<i>Rev</i>	-	(2)	-
		Net	68	78	86
Youth Services	Address the needs of young people (aged 12 – 24) across the municipality. Services including counselling, outreach activities and youth development programs and events are provided from Youth Centres, schools and community locations.	<i>Exp</i>	1,134	1,549	1,774
		<i>Rev</i>	(84)	(106)	(92)
		Net	1,050	1,443	1,682
Leisure, Health and Wellbeing	Manages leisure centres, aquatic facilities, sports stadiums and provides a range of activities and programs at these locations. This service is also responsible for initiatives targeting obesity, physical activity, nutrition, tobacco and alcohol through delivery of the Municipal Public Health and Wellbeing Plan.	<i>Exp</i>	16,859	17,983	18,036
		<i>Rev</i>	(10,109)	(13,094)	(13,291)
		Net	6,750	4,889	4,745
Aged Support Services	Provides support and maintenance services to assist the elderly and those with special needs through care and social inclusion programs. This includes active ageing activities, senior citizens groups, dementia support, a community safety register and personal care to assist older people to remain living in their own homes.	<i>Exp</i>	11,540	11,838	10,521
		<i>Rev</i>	(8,111)	(8,598)	(7,426)
		Net	3,429	3,240	3,095
Family Support and Health	Provides programs and support in the areas of wellbeing, child safety, socialisation and connection to their community. The service offers Maternal and Child Health consultations, case management, immunisation, parenting education, in-home support and physical development assessments.	<i>Exp</i>	5,732	6,477	6,264
		<i>Rev</i>	(3,734)	(3,649)	(3,387)
		Net	1,998	2,828	2,877

Major Initiatives

3) Scope, design and construct facility upgrades as part of the Sports Pavilion Plan, including pavilions at Boardman Reserve, Gladstone Park Reserve, Progress Reserve, Bulla Tennis Club, Seth Raistrick Reserve, Greenvale Equestrian, Langama Park and Mt Aitken District Recreation Reserve.

4) Continue implementation of the Sports Ground Lighting Strategy including lighting upgrades at Gibb Reserve Soccer Pitch, Dallas Public Tennis Court, Langama Park Reserve Pitch 1, John McMahon Reserve Oval 1, Sunbury Recreation Reserve Outdoor Netball Court and Greenvale Recreation Reserve Oval 2 (AFL/Cricket).

5) Deliver capital works at leisure facilities including Craigieburn Lawn Bowls, Sunbury Aquatic and Leisure Centre, Broadmeadows Aquatic and Leisure Centre, Sunbury Skate Park, Craigieburn Sprint and Broadmeadows Basketball Stadium.

6) Review Council's walking and cycling network to develop a priority list of improvements to existing infrastructure and development of new links.

Other Initiatives

4) Assess community interest and plan for a Youth Leadership Summit to be delivered in 2020.

5) Review the provision of Council immunisation sessions and redistribute program resources in line with identified community needs. Target 'hard to reach cohorts' including newly arrived residents, refugees and indigenous groups within the community.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual
Aquatic Facilities	Utilisation	5.49
Food safety	Health and safety	97.02%
Maternal and Child Health	Participation	70.93%
		60.22% (Aboriginal)

* refer to table at end of section 2.12 for information on the calculation of Service Performance Outcome Indicators

2.4 Strategic Objective 2.2: Strengthen community safety and respectful behaviour.

Council will actively encourage respectful behaviour within our community and undertake safety initiatives to ensure that the City remains safe for all residents, visitors, road users and animals.

Services

Service area	Description of services provided	2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Community Safety	Provides a safe municipality through the provision of school crossing supervision, emergency response and recovery and enforcing City Laws and State Government legislation. This includes regulations for parking, litter, animal management, fire prevention, road rules, environmental protection and pollution.	<i>Exp</i> 10,904 <i>Rev</i> (5,988) Net 4,916	11,341 (6,002) 5,339	12,051 (5,941) 6,110

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual
Animal Management	Health and safety	24

* refer to table at end of section 2.12 for information on the calculation of Service Performance Outcome Indicators

2.5 Strategic Objective 3.1: Foster socially connected and supported communities.

With a strong sense of Social Justice, Council will continue to support our community in undertaking initiatives that strengthen social connections and inclusive behaviours that recognise and value the contribution of all.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Cemetery Services	Council provides an administrative service to the Sunbury and Bulla Cemetery Trusts on a fee for service basis including accepting funeral bookings, dealing with maintenance contractors, selling plots, maintaining the cemeteries and coordinating plaque orders and installations.	<i>Exp</i>	377	290	250
		<i>Rev</i>	(427)	(320)	(296)
		Net	(50)	(30)	(46)
Community Development	Fosters community strength and resilience within the context of the Social Justice Charter and provides funding for community projects which build community capacity and enhance community wellbeing. The service delivers events and festivals which celebrate the cultural diversity of the City and environmental educational programs under the Live Green banner.	<i>Exp</i>	992	857	844
		<i>Rev</i>	(182)	(141)	(75)
		Net	810	716	769
Facility Management / Facilities Hire	Manages and maintains Council facilities for internal and external use including Council's office, community halls, leisure facilities, sports stadiums and function/training rooms at Learning Centres.	<i>Exp</i>	4,820	4,655	5,187
		<i>Rev</i>	(90)	(171)	(42)
		Net	4,730	4,484	5,145
Indigenous Support	Provides assistance for the Aboriginal and Torres Strait Islander community through disability respite, holiday programs, planned activity groups, parent engagement programs and community engagement and recognition activities.	<i>Exp</i>	249	194	229
		<i>Rev</i>	(106)	(131)	(121)
		Net	143	63	108
Governance and Associated Statutory Services	Provides executive oversight and governance of Hume City Council, including divisional management, instruments of delegation and the management of legal and statutory responsibilities. This service ensures the effective and efficient allocation of Council resources, in accordance with the principles of the Local Government Act and legislative requirements.	<i>Exp</i>	442	447	423
		<i>Rev</i>	-	-	-
		Net	442	447	423

Major Initiatives

7) Complete construction, and deliver a range of programs, activities and events to support the opening of the Town Hall Broadmeadows. This will include:

- A number of major opening events to promote the Town Hall Broadmeadows; and
- A range of promotional and marketing activities to attract business conferences, weddings, private and community events.

Other Initiatives

6) Seek opportunities to support the Hume Interfaith Network (HIN) to advance a welcoming and inclusive community by:

- Facilitating HIN presence at Council events and festivals; and
- Supporting HIN in the delivery of their strategic plan.

2.6 Strategic Objective 3.2: Strengthen community connections through local community events and the arts.

Participation in community life will be strengthened by Council through enhancing appropriate places and spaces that facilitate and support cultural expression, the arts and local community events.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Arts and Culture	Provides a range of programs and activities at leisure centres and community facilities including dance programs, active movement activities and an all abilities disco. This service also supports local artists by providing access to exhibition space and secures funding and partnerships for arts initiatives.	<i>Exp</i>	363	465	360
		<i>Rev</i>	(119)	(155)	(77)
		Net	244	310	283
Community Development	Fosters community strength and resilience within the context of the Social Justice Charter and provides funding for community projects which build community capacity and enhance community wellbeing. The service delivers events and festivals which celebrate the cultural diversity of the City and environmental educational programs under the Live Green banner.	<i>Exp</i>	647	857	887
		<i>Rev</i>	(82)	(65)	(54)
		Net	565	792	833

Other Initiatives

7) Continue to participate in, and provide sponsorship and support to community-led events.

2.7 Strategic Objective 4.1: Facilitate appropriate urban development while protecting and enhancing the City's environment, natural heritage and rural spaces.

Council will display strong leadership in protecting and enhancing our natural and built environment, while ensuring developments provide a diverse range of affordable housing options.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Waste Management	Provides household waste collection including garbage, recycling and green waste and supports local businesses with responsible waste disposal and litter management. It also includes community education and engagement programs through schools, anti-litter campaigns, hard waste collection and waste diversion from landfill or dumping.	<i>Exp</i>	20,002	21,081	21,172
		<i>Rev</i>	(6,079)	(4,541)	(2,810)
		Net	13,923	16,540	18,362
City Development	Ensures that statutory planning, open space infrastructure assets and urban design of the City are conducted in accordance with legal specifications and responsible land management planning schemes. The service ensures social justice and environmental sustainability principles are embedded in Council's planning processes.	<i>Exp</i>	13,867	14,265	14,874
		<i>Rev</i>	(10,166)	(10,449)	(10,314)
		Net	3,701	3,816	4,560
Governance and Associated Statutory Services	Provides executive oversight and governance of Hume City Council, including divisional management, instruments of delegation and the management of legal and statutory responsibilities. This service ensures the effective and efficient allocation of Council resources, in accordance with the principles of the <i>Local Government Act 1989</i> and legislative requirements.	<i>Exp</i>	322	430	418
		<i>Rev</i>	-	-	-
		Net	322	430	418

Other Initiatives

8) Explore the establishment of a formal land management partnership with traditional owners to support the land management of Council-owned land which has cultural heritage significance.

9) Finalise and adopt a Housing Diversity Strategy.

10) Continue to progress implementation of the Greater Broadmeadows Framework Plan priorities, including:

- Further investigation to deliver an east-west connection across the Merlynston Creek;
- Progressing Stage 2 of Meadowlink Railway Crescent to Broadmeadows Station; and
- Continued advocacy to the State Government to progress the re-development of Broadmeadows Railway Station.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual
Waste collection	Waste diversion	35.09%
Statutory planning	Decision making	53.85%

* refer to table at end of section 2.12 for information on the calculation of Service Performance Outcome Indicators

2.8 Strategic Objective 4.2: Create community pride through a well-designed and maintained City.

The urban design of the City will be further enhanced to provide a high-quality and well-maintained public realm that continues to improve liveability and pride of place.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Transport, Roads and Drainage	Is responsible for asphalt repairs, engineering investigations, civil and traffic design and underground drainage cleaning and stormwater drainage maintenance. In addition, the service manages transport planning and contracts with external service providers for road line marking. This service is also responsible for Council's Road Management Plan and compliance and enforcement of government regulations.	<i>Exp</i>	6,898	6,679	4,643
		<i>Rev</i>	(527)	(524)	(407)
		Net	6,371	6,155	4,236
City Amenity and Appearance	Is responsible for road cleaning, public litter collection and minimisation and maintenance of Council's waste and litter infrastructure. This includes road and footpath sweeping and repairs, graffiti removal and cleansing activities that ensure the city remains clean and well presented.	<i>Exp</i>	1,299	2,301	2,646
		<i>Rev</i>	(55)	(75)	(42)
		Net	1,244	2,226	2,604
Parks and Open Space	Provides maintenance and provision of parks, sports fields, forests, conservation reserves, play spaces and open spaces. In doing so, the service ensures Council is complying with legislation and risk management procedures for these public areas.	<i>Exp</i>	19,345	23,593	25,853
		<i>Rev</i>	(526)	(493)	(262)
		Net	18,819	23,100	25,591
Governance and Associated Statutory Services	Provides executive oversight and governance of Hume City Council, including divisional management, instruments of delegation and the management of legal and statutory responsibilities. This service ensures the effective and efficient allocation of Council resources, in accordance with the principles of the Local Government Act and legislative requirements.	<i>Exp</i>	434	427	441
		<i>Rev</i>	-	-	-
		Net	434	427	441

Other Initiatives

11) Continue to improve road cleaning and public litter collection by the implementation of an additional amenity crew.

2.9 Strategic Objective 4.3: Create a connected community through efficient and effective walking, cycling, public transport and car networks.

Council will continue to plan for and deliver a connected community with enhancements that facilitate integrated and efficient walking, cycling, public transport and car networks.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Transport, Roads and Drainage	Is responsible for asphalt repairs, engineering investigations, civil and traffic design and underground drainage cleaning and stormwater drainage maintenance. In addition, the service manages transport planning and contracts with external service providers for road line marking. This service is also responsible for Council's Road Management Plan and compliance and enforcement of government regulations.	<i>Exp</i>	3,474	3,690	4,060
		<i>Rev</i>	(906)	(760)	(743)
		Net	2,568	2,930	3,317

Other Initiatives

- 12) Undertake initiatives to improve the quality of local streets, parking and traffic management including:
- Develop and implement regular reporting on Council's compliance with its Road Management Plan;
 - Continue to implement Council's Parking on Narrow Streets Policy, and as part of its scheduled review, investigate how the "Urban Forest Principles" may be incorporated to increase tree canopy coverage when developing solutions such as indented parking; and
 - Undertake Local Area Traffic Management (LATM) studies in the Somerton industrial area and Sunbury West, implement local traffic and road safety improvements and review the LATM process to determine future approaches and alternatives.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual
Roads	Satisfaction	64

* refer to table at end of section 2.12 for information on the calculation of Service Performance Outcome Indicators

2.10 Strategic Objective 5.1: Realise the vision and aspirations of Hume's community by implementing Hume Horizons 2040.

Council will support our community's vision and aspirations through a highly engaged workforce that responds to local community need and is supported by effective and efficient financial and strategic planning.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Council and Service Planning	Manages Council planning and reporting and legislative requirements under the Local Government Act. It develops and reports on progress and achievements of the Council Plan and Community Plan and supports Council's Auditor Committee and Internal Audit contract. The service also provides strategic advice on emerging social issues and policy matters to inform Council's decision making and service planning processes and to advocate for improved community outcomes.	<i>Exp</i>	2,901	3,269	3,343
		<i>Rev</i>	(19)	(19)	(22)
		Net	2,882	3,250	3,321
Human Resources	Ensures that staff pay and conditions are in accordance with the Enterprise Agreement and Awards. The service also provides Organisational Development and Workplace Health, Safety and Wellbeing. It facilitates a positive workplace culture through training and development opportunities, staff reward and recognition, employee support schemes and industrial relations.	<i>Exp</i>	3,964	3,986	4,026
		<i>Rev</i>	(406)	(547)	(545)
		Net	3,558	3,439	3,481

Other Initiatives

- 13) Investigate options for, and if feasible, establish a trial of a new Council traineeship program (SponsorME@HCC) to support local employment pathways for residents from refugee/emerging communities, or those who are experiencing long-term unemployment.
- 14) Support community led events and projects that promote awareness and understanding of Aboriginal and Torres Strait Islander culture including celebrations for:
- NAIDOC Week;
 - Reconciliation Week; and
 - Annual Welcome Baby to Country event.
- 15) Plan and commence a major review of Hume Horizons 2040.

2.11 Strategic Objective 5.2: Create a community actively involved in civic life.

Hume residents will be kept informed and empowered to actively participate in decision-making processes at all levels of government.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Communications and Advocacy	Provides support to the organisation in delivering information to Hume residents, businesses, visitors and employees through a range of communication channels. The service supports Councils advocacy and grants, print and digital media communications and is responsible for Council's corporate branding and reputation management.	<i>Exp</i>	2,209	2,093	2,217
		<i>Rev</i>	-	-	-
		Net	2,209	2,093	2,217
Organisation and Community Intelligence	Provides an internal records management service to ensure organisational knowledge is maintained through the archiving, retrieval and storage of information in accordance with the Public Records, Freedom of Information and Information Privacy Acts. The Geographic Information System provides mapping and spatial assistance in undertaking social research and community consultation to inform service planning and strategy development.	<i>Exp</i>	2,106	2,299	2,549
		<i>Rev</i>	-	-	-
		Net	2,106	2,299	2,549

Major Initiatives

8) Continue development of Council's website to improve online transactions and communications.

2.12 Strategic Objective 5.3: Provide responsible and transparent governance, services and infrastructure which respond to community needs.

With prudent financial management, Council will continue to plan for the long-term sustainability of the City and provide services and infrastructure that responds to community needs in an open and transparent manner.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Governance and Associated Statutory Services	Provides executive oversight and governance of Hume City Council, including divisional management, instruments of delegation and the management of legal and statutory responsibilities. This service ensures the effective and efficient allocation of Council resources, in accordance with the principles of the Local Government Act and legislative requirements.	<i>Exp</i>	2,848	3,103	2,911
		<i>Rev</i>	(227)	(92)	-
		Net	2,621	3,011	2,911
Facility Management / Facilities Hire	Manages and maintains Council facilities for internal and external use including Council's office, community halls, leisure facilities, sports stadiums and function/training rooms at Learning Centres.	<i>Exp</i>	2,479	3,195	4,441
		<i>Rev</i>	(1,990)	(2,049)	(2,606)
		Net	489	1,146	1,835
Information Technology	Is an internal service that supports efficient and reliable access to information, communications and technology (ICT). This includes service support, maintenance, security and adherence to Council standards and procedures.	<i>Exp</i>	4,583	5,403	5,762
		<i>Rev</i>	(3)	(2)	-
		Net	4,580	5,401	5,762

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Finance and Procurement Services	Ensures Council's procurement is undertaken in accordance with legislation and contract works and services provided meet best practice. This service also levies and collects general rates and special charge schemes. Accounting services analyse, review, monitor and report information about financial activity within Council, for use in planning, performance evaluation, and operational control.	<i>Exp</i>	4,896	5,631	5,621
		<i>Rev</i>	(6,868)	(8,272)	(6,921)
		<i>Net</i>	(1,972)	(2,641)	(1,300)
Asset Management and Infrastructure Development	Is responsible for monitoring and management of Council assets (roads, drains, bridges, etc.) to ensure infrastructure is maintained to appropriate standards. This includes efficient management, supply and control of Council fleet vehicles, plant and equipment and the development and delivery of Council's annual Capital Works Program.	<i>Exp</i>	7,410	7,887	7,954
		<i>Rev</i>	(483)	(408)	(384)
		<i>Net</i>	6,927	7,479	7,570
Customer Service	Handles enquiries from the public from three Customer Service Centres via face-to-face interactions, telephone, email and web chat. Customer Service Centres receive payments, distribute information and connect people with Council services and activities.	<i>Exp</i>	3,168	2,781	2,868
		<i>Rev</i>	(5)	(8)	-
		<i>Net</i>	3,163	2,773	2,868

Other Initiatives

16) Review of Council's General Amenity Local Law and associated Codes.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual
Governance	Satisfaction	56

* refer to table at end of section 2.12 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Food Safety	Health and Safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food]
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
Animal Management	Health and Safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
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
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
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.
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community

2.13 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1.1 Support skill development and education opportunities	5,745	28,736	(22,991)
1.2 Support business growth and local jobs	3,791	5,040	(1,249)
2.1 Foster a community which is active and healthy	12,477	36,691	(24,214)
2.2 Strengthen community safety and respectful behaviour	6,110	12,051	(5,941)
3.1 Foster socially connected and supported communities	6,399	6,933	(534)
3.2 Strengthen community connections through local events and the arts	1,116	1,247	(131)
4.1 Facilitate urban development while protecting the environment and natural heritage	23,340	36,464	(13,124)
4.2 Well designed and maintained city	32,872	33,583	(711)
4.3 Connected community via efficient transport networks	3,317	4,060	(743)
5.1 Realise the communities visions and aspirations	6,802	7,369	(567)
5.2 Create a community actively involved in city life	4,766	4,766	-
5.3 Responsible and transparent governance, services and infrastructure	19,646	29,557	(9,911)
Total	126,381	206,497	(80,116)
Expenses added in:			
Depreciation and amortisation	51,248		
Finance costs	200		
Other items not attributable to a service	10,514		
Deficit before funding sources	188,343		
Funding sources added in:			
Rates and charges	(191,929)		
Other items not attributable to a service	(9,006)		
Total funding sources	(200,935)		
Underlying surplus for the year	(12,592)		
Add			
Grants - capital	(8,187)		
Contributions - monetary	(87)		
Contributions - developer	(13,573)		
Contributions - non-monetary	(101,259)		
Fair value adjustments for investment property	(1,115)		
Surplus for the year	(136,813)		

3. Financial statements

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

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government Planning and Reporting Regulations 2014*.

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

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projections 2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1.1 (i)	182,991	191,929	201,350	212,688	224,198
Statutory fees and fines	4.1.2	14,567	14,574	15,124	15,791	16,153
User fees	4.1.3	29,491	28,756	31,241	33,108	34,999
Grants - operating	4.1.4 (a)	47,144	37,609	47,548	49,201	50,781
Grants - capital	4.1.4 (b)	15,194	8,187	5,925	4,402	3,327
Contributions - monetary	4.1.5	1,276	411	326	327	329
Contributions - developer	4.1.5	35,493	13,573	12,220	9,945	8,768
Contributions - non-monetary	4.1.5	118,549	101,259	94,983	88,529	84,277
Fair value adjustments for investment property		961	1,115	1,139	1,167	1,195
Net gain on property development		1,930	-	-	-	-
Other income	4.1.6	8,061	7,061	7,322	7,583	7,843
Total income		455,657	404,474	417,178	422,741	431,870
Expenses						
Employee costs	4.1.7	109,574	122,288	129,191	136,811	144,655
Materials and services	4.1.8	89,618	87,443	95,530	101,012	107,783
Depreciation and amortisation	4.1.9	46,199	51,248	56,531	61,004	64,917
Finance costs	4.1.10	817	200	201	201	201
Other expenses	4.1.11	10,116	6,482	6,722	6,968	7,219
Total expenses		256,324	267,661	288,175	305,996	324,775
Surplus for the year		199,333	136,813	129,003	116,745	107,095
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment		57,051	58,332	62,031	65,424	68,673
Total comprehensive result		256,384	195,145	191,034	182,169	175,768

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
Assets						
Current assets						
Cash and cash equivalents		266,212	241,326	235,849	241,672	244,971
Trade and other receivables		32,210	33,556	35,001	36,558	38,227
Other assets		2,341	2,400	2,460	2,521	2,584
Total current assets	4.2.1	300,763	277,282	273,310	280,751	285,782
Non-current assets						
Trade and other receivables		92	92	92	92	92
Financial assets		310	310	310	310	310
Property, plant, equipment and infrastructure		3,356,647	3,578,108	3,771,450	3,943,179	4,119,290
Investment property		45,562	46,677	47,816	48,985	50,179
Intangible assets		17,993	16,357	14,722	13,086	11,450
Total non-current assets	4.2.1	3,420,604	3,641,544	3,834,390	4,005,652	4,181,321
Total assets		3,721,367	3,918,826	4,107,700	4,286,403	4,467,103
Liabilities						
Current liabilities						
Trade and other payables		24,813	26,716	25,092	21,429	25,882
Trust funds and deposits		4,033	4,033	4,033	4,033	4,033
Provisions		29,089	30,459	31,905	33,438	35,058
Interest-bearing loans and borrowings	4.2.3	-	16	9	6	-
Total current liabilities	4.2.2	57,935	61,224	61,039	58,906	64,973
Non-current liabilities						
Trust funds and deposits		5,815	6,939	6,939	6,939	6,939
Provisions		30,463	28,349	26,383	25,056	23,921
Interest-bearing loans and borrowings	4.2.3	-	15	6	-	-
Total non-current liabilities	4.2.2	36,278	35,303	33,328	31,995	30,860
Total liabilities		94,213	96,527	94,367	90,901	95,833
Net assets		3,627,154	3,822,299	4,013,333	4,195,502	4,371,270
Equity						
Accumulated surplus		1,862,031	1,999,495	2,146,810	2,270,689	2,431,007
Reserves		1,765,123	1,822,804	1,866,523	1,924,813	1,940,263
Total equity		3,627,154	3,822,299	4,013,333	4,195,502	4,371,270

Statement of Changes in Equity
For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019 Forecast Actual					
Balance at beginning of the financial year		3,370,770	1,670,107	1,585,812	114,851
Surplus for the year		199,333	199,333	-	-
Net asset revaluation increment		57,051	-	57,051	-
Transfers to other reserves		-	(36,765)	-	36,765
Transfers from other reserves		-	29,356	-	(29,356)
Balance at end of the financial year		3,627,154	1,862,031	1,642,863	122,260
2020 Budget					
Balance at beginning of the financial year		3,627,154	1,862,031	1,642,863	122,260
Surplus for the year		136,813	136,813	-	-
Net asset revaluation increment		58,332	-	58,332	-
Transfers to other reserves	4.3.1	-	(13,573)	-	13,573
Transfers from other reserves	4.3.1	-	14,224	-	(14,224)
Balance at end of the financial year		3,822,299	1,999,495	1,701,195	121,609
2021					
Balance at beginning of the financial year		3,822,299	1,999,495	1,701,195	121,609
Surplus for the year		129,003	129,003	-	-
Net asset revaluation increment		62,031	-	62,031	-
Transfers to other reserves		-	(12,220)	-	12,220
Transfers from other reserves		-	30,532	-	(30,532)
Balance at end of the financial year		4,013,333	2,146,810	1,763,226	103,297
2022					
Balance at beginning of the financial year		4,013,333	2,146,810	1,763,226	103,297
Surplus for the year		116,745	116,745	-	-
Net asset revaluation increment		65,424	-	65,424	-
Transfers to other reserves		-	(9,945)	-	9,945
Transfers from other reserves		-	17,079	-	(17,079)
Balance at end of the financial year		4,195,502	2,270,689	1,828,650	96,163
2023					
Balance at beginning of the financial year		4,195,502	2,270,689	1,828,650	96,163
Surplus for the year		107,095	107,095	-	-
Net asset revaluation increment		68,673	-	68,673	-
Transfers to other reserves		-	(8,768)	-	8,768
Transfers from other reserves		-	61,991	-	(61,991)
Balance at end of the financial year		4,371,270	2,431,007	1,897,323	42,940

Statement of Cash Flows

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		Actual	2019/20	2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		181,310	190,184	199,507	210,736	222,136
Statutory fees and fines		14,640	14,646	15,196	15,862	16,224
User fees		29,639	29,083	31,566	33,432	35,321
Grants - operating		47,144	37,609	47,548	49,201	50,781
Grants - capital		15,194	8,187	5,925	4,402	3,327
Contributions - monetary		1,457	411	326	327	329
Contributions - developer		35,493	13,573	12,220	9,945	8,768
Interest received		5,522	4,750	5,000	5,250	5,500
Property rental		2,221	2,111	2,122	2,133	2,143
Other income		318	200	200	200	200
DCP equalisation trust		319	1,124	-	-	-
Employee costs		(111,326)	(119,661)	(126,732)	(134,185)	(141,858)
Materials and services		(88,283)	(80,682)	(86,734)	(92,261)	(97,634)
Grants, contributions and donations		(4,638)	(4,067)	(4,165)	(4,266)	(4,369)
Utilities		(6,573)	(7,343)	(8,033)	(8,768)	(9,555)
Other payments		(2,490)	(2,415)	(2,557)	(2,702)	(2,850)
Net cash provided by operating activities	4.4.1	119,947	87,710	91,389	89,306	88,463
Cash flows from investing activities						
Payments for property, plant, equipment and infrastructure		(90,480)	(107,978)	(97,649)	(71,325)	(85,957)
Payment to developers for LIK/WIK		(3,818)	(5,400)	-	(12,948)	-
Proceeds from sales of property, plant, equipment and infrastructure		868	800	800	800	800
Proceeds from property development		1,242	-	-	-	-
Proceeds from sale of financial assets		200,415	-	-	-	-
Net cash provided by / (used in) investing activities	4.4.2	108,227	(112,578)	(96,849)	(83,473)	(85,157)
Cash flows from financing activities						
Finance costs		(11)	-	(1)	(1)	(1)
Repayment of borrowings		(559)	(18)	(16)	(9)	(6)
Net cash used in financing activities	4.4.3	(570)	(18)	(17)	(10)	(7)
Net increase/(decrease) in cash and cash equivalents		227,604	(24,886)	(5,477)	5,823	3,299
Cash and cash equivalents at the beginning of the financial year		38,608	266,212	241,326	235,849	241,672
Cash and cash equivalents at the end of the financial year		266,212	241,326	235,849	241,672	244,971

Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Forecast	Budget*	Strategic Resource Plan Projections		
		Actual		2020/21	2021/22	2022/23
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		30	8,901	-	-	-
Land improvements		15,121	29,060	22,111	20,305	32,157
Buildings		49,009	35,489	21,768	13,980	20,768
Total property		64,160	73,450	43,879	34,285	52,925
Plant and equipment						
Heritage		50	294	135	75	75
Plant and equipment		4,774	8,143	5,070	5,070	5,070
Furniture and equipment		4,438	3,970	2,739	2,692	3,145
Total plant and equipment		9,262	12,407	7,944	7,837	8,290
Infrastructure						
Roads		17,519	17,070	25,907	17,159	15,276
Bridges		188	390	390	755	6,786
Footpaths and cycleways		6,057	3,511	5,257	4,002	3,328
Car parks		2,410	2,913	8,514	703	1,650
Drainage		2,424	3,994	2,920	2,440	1,016
Total infrastructure		28,598	27,878	42,988	25,059	28,056
Total capital works expenditure	4.5.1	102,020	113,735	94,811	67,181	89,271
Represented by:						
New asset expenditure		37,675	47,111	46,004	25,904	47,065
Asset renewal expenditure		31,178	34,449	27,447	27,236	28,265
Asset upgrade expenditure		16,582	25,918	12,906	11,516	12,441
Asset expansion expenditure		16,585	6,257	8,454	2,525	1,500
Total capital works expenditure	4.5.1	102,020	113,735	94,811	67,181	89,271
Funding sources represented by:						
Grants		15,194	8,187	5,925	4,402	3,327
Contributions		532	87	-	-	-
Council cash		86,294	105,461	88,886	62,779	85,944
Total capital works expenditure	4.5.1	102,020	113,735	94,811	67,181	89,271

* Includes the carried forward component from 2018/19

Statement of Human Resources

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2020/21	2021/22	2022/23
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	109,574	122,288	129,191	136,811	144,655
Total staff expenditure	109,574	122,288	129,191	136,811	144,655
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	1,095	1,173	1,201	1,227	1,251
Total staff numbers*	1,095	1,173	1,201	1,227	1,251

* Forecast total staff numbers for 2018/19 includes vacancies. Budgeted staff numbers for 2018/19 were 1,135.

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

Department	Budget	Comprises	
	2019/20	Permanent Full/Part time	Casual
	\$'000	\$'000	\$'000
Assets	5,980	5,966	15
Capital works and building maintenance	3,258	3,258	-
Chief executive officer	832	832	-
Communications and events	1,797	1,797	1
Communications, engagement and advocacy	996	996	-
Community and activity centre planning	1,532	1,532	-
Community development and learning	7,895	7,474	421
Community services	1,161	1,161	-
Corporate services	566	566	-
Customer service	4,961	4,436	524
Economic development	1,953	1,897	55
Family, youth and children services	20,661	20,230	431
Finance and property development	4,165	4,137	28
Governance	4,095	4,095	-
Health and community wellbeing	15,707	15,587	119
Human resources	3,342	3,342	-
Information and technology	3,021	3,021	-
Leisure centres and sports	12,560	9,386	3,174
Organisational performance and engagement	1,040	1,040	-
Parks	6,134	6,134	-
Planning and development	537	537	-
Statutory planning and building control services	5,048	5,029	18
Strategic planning	1,618	1,618	-
Subdivisional development	2,414	2,414	-
Sustainable environment	2,596	2,596	-
Sustainable infrastructure and services	551	529	22
Waste	7,870	7,834	36
Total expenditure	122,288	117,444	4,844

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

Department	Budget 2019/20	Comprises	
		Permanent Full/Part time	Casual
Assets	57.30	57.00	0.30
Capital works and building maintenance	27.60	27.60	-
Chief executive officer	4.00	4.00	-
Communications and events	15.40	15.40	-
Communications, engagement and advocacy	7.40	7.40	-
Community and activity centre planning	12.60	12.60	-
Community development and learning	71.60	65.80	5.80
Community services	7.00	7.00	-
Corporate services	3.00	3.00	-
Customer service	51.90	43.70	8.20
Economic development	16.40	15.80	0.60
Family, youth and children services	249.70	244.50	5.20
Finance and property development	35.50	35.10	0.40
Governance	37.20	37.20	-
Health and community wellbeing	144.10	143.20	0.90
Human resources	18.10	18.10	-
Information and technology	26.30	26.30	-
Leisure centres and sports	131.20	93.50	37.70
Organisational performance and engagement	8.60	8.60	-
Parks	60.20	60.20	-
Planning and development	3.10	3.10	-
Statutory planning and building control services	48.10	47.90	0.20
Strategic planning	13.60	13.60	-
Subdivisional development	21.00	21.00	-
Sustainable environment	22.10	22.10	-
Sustainable infrastructure and services	3.20	3.00	0.20
Waste	77.10	76.70	0.40
Total expenditure	1,173.30	1,113.40	59.90

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in 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.

This will raise total rates and charges for 2019/20 to \$193.01m (excluding rebates).

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

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
General rates*	160,188	169,812	9,624	6.01%
Service rates and charges	2,703	2,771	68	2.52%
Supplementary rates	4,356	3,000	(1,356)	(31.13%)
Interest on rates and charges	823	761	(62)	(7.53%)
Rates in lieu	15,971	16,666	695	4.35%
Total rates and charges	184,041	193,010	8,969	4.87%

*These items are subject to the rate cap established under the FGRS.

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	2018/19	2019/20	Change
	cents/\$CIV*	cents/\$CIV*	
Uniform General rate for all rateable properties	0.33868	0.33056	(2.40%)

* Subject to Valuer General certification.

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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	124,438	129,678	5,240	4.21%
Commercial	7,916	8,465	549	6.94%
Industrial	19,111	21,928	2,817	14.74%
Rural	8,723	9,741	1,018	11.67%
Total amount to be raised by general rates	160,188	169,812	9,624	6.01%

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	2018/19	2019/20	Change	
	Number	Number	\$'000	%
Residential	75,712	78,899	3,187	4.21%
Commercial	2,687	2,682	(5)	(0.19%)
Industrial	5,093	5,158	65	1.28%
Rural	1,504	1,495	(9)	(0.60%)
Total number of assessments	84,996	88,234	3,238	3.81%

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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	36,743,063	39,230,024	2,486,961	6.77%
Commercial	2,337,472	2,560,928	223,456	9.56%
Industrial	5,642,823	6,633,804	990,981	17.56%
Rural	2,575,506	2,946,869	371,363	14.42%
Total value of land	47,298,864	51,371,625	4,072,760	8.61%

4.1.1(g) 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	Per Rateable Property	Change	
	2018/19	2019/20	\$	%
	\$	\$	\$	%
Optional Garbage Charges				
Garbage (upgrade from 140L to 240L)	108.40	111.10	2.70	2.49%
Garbage (additional service 240L)	250.30	256.50	6.20	2.48%
Garbage (additional service 140L)	144.70	148.30	3.60	2.49%
Garbage (additional 80L)	83.30	85.40	2.10	2.52%
Garbage discount (80L first service)	19.40 discount	19.90 discount	0.50	2.58%
Optional Recycling Charges				
Recycle (additional 140L or 240L)	66.00	67.60	1.60	2.42%
Optional Organics Charges				
Organics 140L service	80.30	82.30	2.00	2.49%
Organics 240L service	101.20	104.70	3.50	3.46%
Organics 140L additional service	80.30	82.30	2.00	2.49%
Organics 240L additional service	101.20	104.70	3.50	3.46%

4.1.1(h) 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	2018/19	2019/20	\$'000	Change %
	\$'000	\$'000		
Garbage	195	200	5	2.56%
Organic	2,508	2,571	63	2.51%
Total	2,703	2,771	68	2.52%

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

Type of Charge	2018/19	2019/20	\$'000	Change %
	\$'000	\$'000		
Rates and charges	167,020	175,263	8,243	4.94%

Type of Charge	2018/19	2019/20	\$'000	Change %
	\$'000	\$'000		
General rates	160,188	169,812	9,624	6.01%
Less agricultural land use rebate	(589)	(600)	(11)	1.87%
Less Council pension rebate	(461)	(481)	(20)	4.34%
Total general rates	159,138	168,731	9,593	6.03%
Add service charge - recycling and garbage	195	200	5	2.56%
Add service charge - organics	2,508	2,571	63	2.51%
Add projected supplementary rate income	4,356	3,000	(1,356)	(31.13%)
Add interest on rates and charges	823	761	(62)	(7.53%)
Total general rates and service charges	167,020	175,263	8,243	4.94%
Add rates in lieu from Commonwealth properties	15,971	16,666	695	4.35%
Total	182,991	191,929	8,938	4.88%

4.1.1(j) Fair Go Rates System Compliance

Hume City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2018/19	2019/20
Total general rates	\$ 160,187,553	\$ 169,812,336
Number of rateable properties	84,996	88,234
Base average rates	\$ 1,843.30	\$ 1,877.63
Maximum rate increase (set by the State Government)	2.25%	2.50%
Capped average rate	\$ 1,884.77	\$ 1,924.57
Maximum general rates and municipal charges revenue	\$ 160,198,018	\$ 169,812,498
Budgeted general rates and municipal charges revenue	\$ 160,187,553	\$ 169,812,336
Budgeted Supplementary Rates	\$ 3,000,000	\$ 3,000,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 163,187,553	\$ 172,812,336

* Please note variance to amount 4.1.1 (c) is due to rounding

4.1.1(k) 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 \$3m and 2018/19: \$4.4m);
- 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; and
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.2 Statutory fees and fines

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Land information certificates	190	210	20	10.53%
Building fines and infringements	2,440	2,440	-	0.00%
Registrations and permits	2,092	2,104	12	0.57%
Subdivisions	3,974	4,008	34	0.86%
Traffic / PERIN / animals	4,062	4,044	(18)	(0.44%)
Town planning	1,722	1,700	(22)	(1.28%)
Other / miscellaneous	87	68	(19)	(21.84%)
Total statutory fees and fines	14,567	14,574	7	0.05%

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

Statutory fees and fines are forecast to increase by 0.1% or \$0.01 million compared to 2018/19. It is expected that the level of development activity will plateau.

4.1.3 User fees

	Forecast Actual 2018/19	Budget 2019/20	Change	
	\$'000	\$'000	\$'000	%
Landfill / garbage	4,265	2,733	(1,532)	(35.92%)
Recreational facilities	13,553	13,764	211	1.56%
Community services	5,773	6,362	589	10.20%
Building	1,462	1,462	-	0.00%
General and supplementary valuation data	974	654	(320)	(32.85%)
Cemetery fees	319	295	(24)	(7.52%)
Town planning	421	431	10	2.38%
Other/ miscellaneous	2,724	3,055	331	12.15%
Total user fees	29,491	28,756	(735)	(2.49%)

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

User fees are projected to decrease by 2.49% or \$0.74 million over 2018/19. The main reason is due to the expected reduction in waste disposal at one of Councils landfills due to the loss of a major commercial customer that accounted for \$1.2 million and the sale of the general revaluation data which will now occur every year (previously occurred biennially) \$0.3 million. Offsetting this is the additional revenue generated from the opening of the Town Hall Broadmeadows \$0.6 million.

In addition, Council plans to increase user charges for all areas with at least expected inflationary trends over the Budget period to maintain parity of user charges with the costs of service delivery.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast	Actual	Budget		Change
	2018/19 \$'000	2019/20 \$'000	2019/20 \$'000	\$'000	%
Grants were received in respect of the following:					
Summary of grants					
Commonwealth funded grants	27,943	18,605	(9,338)	(33.42%)	
State funded grants	34,395	27,191	(7,204)	(20.94%)	
Total grants received	62,338	45,796	(16,542)	(26.54%)	
(a) Operating Grants					
<i>Recurrent - Commonwealth Government</i>					
Victoria grants commission - general purpose	13,915	6,933	(6,982)	(50.18%)	
Victoria grants commission - local roads	2,582	1,276	(1,306)	(50.58%)	
Aged and disability services	5,323	5,488	165	3.10%	
Economic development	250	50	(200)	(80.00%)	
Family, youth and children's services	3,059	3,160	101	3.30%	
Community Strengthening	807	367	(440)	(54.52%)	
Population health	27	36	9	33.33%	
<i>Recurrent - State Government</i>					
Statutory planning and building control services	50	-	(50)	(100.00%)	
Economic development	50	280	230	460.00%	
Public health services	25	25	-	0.00%	
City laws	513	530	17	3.31%	
Leisure centres and sport	75	98	23	31%	
Environmental services	32	35	3	-	
Parks	65	112	47	72.31%	
Waste and cleansing services	227	35	(192)	(1)	
Sustainable environment	84	23	(61)	(72.62%)	
Aged and disability services	2,567	939	(1,628)	(63.42%)	
Family and children's services	12,516	13,691	1,175	9.39%	
Youth services	69	57	(12)	(17.39%)	
Health and community wellbeing management	2	2	-	0%	
Population health	249	108	(141)	(56.63%)	
Maternal and child health	2,847	2,689	(158)	(5.55%)	
Community strengthening	1,730	1,675	(55)	(3.18%)	
Communications and events	80	-	(80)	(100.00%)	
Total recurrent grants	47,144	37,609	(9,535)	(20.23%)	
(b) Capital Grants					
<i>Non-recurrent - Commonwealth Government</i>					
Asset development	1,980	1,295	(685)	(34.60%)	
<i>Non-recurrent - State Government</i>					
Asset development	13,214	6,892	(6,322)	(47.84%)	
Total non-recurrent grants	15,194	8,187	(7,007)	(46.12%)	
Total Grants	62,338	45,796	(16,542)	(26.54%)	

Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

Operating grants are expected to decrease by 20.23% or \$9.54 million compared to the 2018/19 forecast. This is due to the expected 50% advance payment of the Victorian Grants Commission's 2019/20 allocation in 2018/19 of \$8.2 million.

Capital grants are expected to decrease by 46.12% or \$7.01 million compared to the 2018/19 forecast due to specific funding for large capital works projects in 2018/19 including the Town Hall Broadmeadows adaptive re-use, South Community Hub in Lockyerbie, Aitken Hill Community Centre in Craigieburn and Greenvale West Community Hub.

4.1.5 Contributions

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Monetary - operating	744	324	(420)	(56.45%)
Monetary - capital	532	87	(445)	(83.65%)
Total monetary	1,276	411	(865)	(67.79%)
Developer	35,493	13,573	(21,920)	(61.76%)
Non-monetary	118,549	101,259	(17,290)	(14.58%)
Total contributions	155,318	115,243	(40,075)	(25.80%)

This includes all cash contributions received by Council from developers, State, Federal and community sources and contributions from other parties towards property development costs.

Contributions are expected to decrease by 25.8% or \$40.08 million as follows:

Contributions monetary - capital includes all monies received for the purposes of funding the capital works program. They are expected to decrease by 83.65% or \$0.4 million compared to 2018/19 due to funding received for one off capital projects including the Potter St carpark in Craigieburn of \$0.3m.

Contributions developer includes all monies received from developers for the purposes of funding development costs. They are expected to decrease by 61.76% or \$21.92 million compared to 2018/19 due to higher than expected developer contributions received in 2018/19, entering into works in-kind and land in-kind agreements for the delivery of infrastructure rather than cash payments and a slowing of activity.

Contributions non-monetary include roads, footpaths, drainage and land contributed by developers as part of the developer contribution scheme. They are expected to decrease by 14.58% or \$17.3 million as this reflects the expected slow down in subdivisional growth in 2019/20 within the municipality.

4.1.6 Other income

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Interest	5,522	4,750	(772)	(13.98%)
Investment property rental	1,049	1,001	(48)	(4.58%)
Other rent	1,172	1,110	(62)	(5.29%)
Other	318	200	(118)	(37.11%)
Total other income	8,061	7,061	(1,000)	(12.41%)

Other income predominately includes interest on investments and property rental.

The expected decrease in interest earned in 2019/20 is due to an expected decrease in investment rates.

4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Salaries and wages	85,454	95,341	(9,887)	(11.57%)
Superannuation	8,590	9,628	(1,038)	(12.08%)
Workcover	1,685	1,688	(3)	(0.18%)
Annual leave and long service leave	7,081	9,042	(1,961)	(27.69%)
Fringe benefits tax	99	98	1	1.01%
Other employee related expenses	6,665	6,491	174	2.61%
Total employee costs	109,574	122,288	(12,714)	(11.60%)

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

Employee benefits are expected to increase by \$12.71 million compared to the 2018/19 forecast. This increase relates to four key factors:

- The implementation of the terms of the EBA which will result in an increase on 1 July 2019;
- Anticipated non-EBA wages growth to keep pace with the growing demands in service delivery, maintenance of open space, roads and infrastructure needs. Additional funding will be available to cover some of these costs; and
- The fulfilment of current unfilled advertised positions which has resulted in expected savings of \$5.02 million in the 2018/19 forecast when compared to the 2018/19 Budget. Budget on budget employee benefits are expected to increase by \$7.69 million.

4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Materials	13,931	13,445	486	3.49%
Capital works expensed	4,000	4,000	-	-
Fleet expenses	2,886	2,956	(70)	(2.43%)
Contractors and consultants	60,656	57,913	2,743	4.52%
Insurance	1,572	1,786	(214)	(13.61%)
Building and utility charges	6,573	7,343	(770)	(11.71%)
Total materials and services	89,618	87,443	2,175	2.43%

Materials and services include the purchase of consumables and payments to contractors for the provision of services and are forecast to decrease by 2.43% or \$2.18 million compared to 2018/19.

Agency staff expenses are expected to decrease by 70% or \$4.8 million as a full complement of staff is budgeted for in 2019/20.

Building and utility expenses are expected to increase by 11.71% or \$0.8 million due to the Town Hall Broadmeadows and HGLC Sunbury becoming operational.

4.1.9 Depreciation and amortisation

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Property	11,734	13,016	(1,282)	(10.93%)
Plant and equipment	5,812	6,447	(635)	(10.93%)
Infrastructure	27,394	30,389	(2,995)	(10.93%)
Intangible assets (landfill restoration assets)	1,259	1,396	(137)	(10.88%)
Total depreciation and amortisation	46,199	51,248	(5,049)	(10.93%)

Depreciation is an accounting charge which attempts to measure the usage of Council's property, plant, equipment and infrastructure assets such as roads and drains. The increase of \$5.05 million for 2019/20 is due to the completion of the 2018/19 capital works program during the year and expected developer contributed assets.

4.1.10 Finance Costs

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Loan interest	11	-	11	100.00%
Leave provision interest	606	-	606	100.00%
Landfill interest	200	200	-	-
Total Finance Costs	817	200	617	75.52%

The decrease of \$0.6 million for 2019/20 is due to a non-cash book entry associated with the net present value (NPV) of its future liabilities for employee benefits and landfill rehabilitation and aftercare costs.

As at 30 June 2019 Council will have no bank borrowings and all finance costs relate to non-cash book entries.

4.1.11 Other expenses

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	%
Grants, contributions and donations	4,638	4,067	571	12.31%
Auditors' remuneration	236	247	(11)	(4.66%)
Councillors' allowances	442	449	(7)	(1.58%)
Operating rentals	1,203	1,072	131	10.89%
Bank charges	609	647	(38)	(6.24%)
Written down value of infrastructure assets replaced	2,988	-	2,988	100.00%
Total other expenses	10,116	6,482	3,634	35.92%

Other expenses relate to a range of unclassified items including contributions to community groups, bank charges, operating leases and councillor allowances. Other expenses are expected to decrease by 35.92% or \$3.63 million compared to the 2018/19 forecast. This is mainly due to a decrease in the EPA levy payable (contributions) and the writing off of the written down value of infrastructure assets, such as roads which were replaced during 2018/19. No amount had been budgeted for in 2019/20 as these amounts cannot be reliably predicted.

4.2 Balance Sheet

4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$24.89 million during the year mainly due to the carried forward component of the 2018/19 capital works program.

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.

Property, plant, equipment and infrastructure is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by the Council over many years. The increase in this balance includes the net result of the capital works program, developer contributed assets, the revaluation of Council's assets, the disposal of property, plant and equipment and the depreciation of non-current assets.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase in total by \$1.9 million in line with the increase in operating expenditure and the capital works program.

Provisions include accrued long service leave, annual leave, rostered days off owing to employees and landfill rehabilitation works. Employee entitlements are only expected to increase marginally due to more active management of entitlements.

4.2.3 Borrowings

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

	2018/19	2019/20
	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	559	49
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	559	18
Amount of borrowings as at 30 June	-	31*

* Represents operating lease repayments as required by AASB 16 whereby Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value. Council has no other borrowings.

4.3 Statement of changes in Equity

4.3.1 Equity

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations;
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed; and
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows from operating activities

Operating activities refers to the cash generated or used in the normal service delivery functions of Council. The increase in cash provided from operating activities is mainly due to strong revenue as a result of continued strong growth throughout the City, offset by an increase in employee costs as a result of the EBA increase and new positions created to cater for growth and a reduction in developer contributions and capital grants.

The net cash provided by operating activities does not equal the surplus 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. These include items such as depreciation and non-monetary developer contributions.

4.4.2 Net cash flows from investing activities

Investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of financial assets and other assets such as vehicles, property, equipment, etc. The increase in payments for investing activities is due to the expected completion of the carried forward component of the 2018/19 capital works program.

Capital works expenditure is disclosed in Section 4.5 of this report.

4.4.3 Net cash flows from financing activities

Financing activities refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. The decrease is due to a reduction in borrowings.

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. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000	%
Property	64,160	73,450	9,290	14.48%
Plant and equipment	9,262	12,407	3,145	33.96%
Infrastructure	28,598	27,878	(720)	(2.52%)
Total	102,020	113,735	11,715	11.48%

The capital works program for the 2019/20 year is expected to be \$113.74 million of which \$27.08 million relates to projects which will be carried forward from the 2018/19 year.

Property \$73.45 million

The property class comprises land, land improvements including playground equipment, playing surfaces, buildings and building improvements including community centres, Council offices, sports facilities and pavilions. Highlights for the 2019/20 budget include the commencement of Mt Aitken District Recreation Reserve, leachate management upgrades at Riddell Road Landfill and Bolinda Road resource recovery facility, the continued implementation of the McMahon Recreation Reserve master plan and open space upgrades across the City, finalisation of works on the Town Hall Broadmeadows adaptive re-use, the Hume Global Learning Centre in Sunbury, the Greenvale West Community Centre, Merrifield North Community Centre, Kalkallo Community Centre and the upgrade to the Macedon Street office in Sunbury and the purchase for the construction of a road at Cloverton Boulevard in Lockerbie.

Plant and Equipment \$12.41 million

The Plant and equipment class includes scheduled replacement of Councils fleet and plant items, furniture and equipment including computers and telecommunications, library books and additional kerbside bins and items purchased or constructed which are of historical or cultural significance.

Infrastructure \$27.88 million

The Infrastructure class includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures. Highlights of the 2019/20 budget include the duplication of Roxburgh Park Drive, reconstruction of Hanson Road in Craigieburn, Wildwood Road South in Wildwood, Mitchell Street rural road in Kalkallo and local road resurfacing and resealing across the City, footpath rehabilitation works, new footpath works and construction of walking and cycling paths across the city, a car park at the Broadmeadows Town Centre in Broadmeadows, new indented parking bays on narrow streets and resurfacing of existing car parks across the City and new drainage to service the development of the Hume Central in Broadmeadows and the upgrade and rehabilitation of drainage infrastructure at various locations across the City.

	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	73,450	38,935	8,422	22,271	3,822	(6,262)	(87)	(67,100)	-
Plant and equipment	12,407	1,549	8,592	2,266	-	(30)	-	(12,378)	-
Infrastructure	27,878	6,627	17,435	1,381	2,435	(1,895)	-	(25,983)	-
Total	113,735	47,111	34,449	25,918	6,257	(8,187)	(87)	(105,461)	-

Of the \$113.74 million in capital funding required, \$105.46 million will come from Council cash and reserves, \$8.19 million from external capital grants, capital cash contributions of \$0.09 million.

4.5.2 Current Budget

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY											
Land Improvements											
Broadmeadows Valley Park Management Plan Implementation	Meadow Valley	Broadmeadows	100	100	-	-	-	-	-	(100)	-
Jack Roper Reserve Master Plan Implementation	Meadow Valley	Broadmeadows	100	100	-	-	-	-	-	(100)	-
Bolinda Road Open Space Master Plan Implementation	Aitken	Campbellfield	100	100	-	-	-	-	-	(100)	-
Integrated Water Management Plan Actions	Citywide	Citywide	90	-	90	-	-	-	-	(90)	-
Sports Ground Lighting Audit and Upgrade Program	Citywide	Citywide	770	-	770	-	-	(50)	-	(720)	-
Open Space Upgrades	Citywide	Citywide	1,366	-	-	1,366	-	-	-	(1,366)	-
Playspace Replacement Program	Citywide	Citywide	810	-	810	-	-	-	-	(810)	-
Hume's Places-Local Shopping Centre Upgrades/Urban Renewal	Citywide	Citywide	150	-	-	150	-	-	-	(150)	-
Irrigation Installation and Upgrade	Citywide	Citywide	122	-	-	122	-	-	-	(122)	-
Sportground Surfaces - Sub-Surface Drainage	Citywide	Citywide	149	149	-	-	-	-	-	(149)	-
Sports Infrastructure Replacement	Citywide	Citywide	30	-	30	-	-	-	-	(30)	-
Children's Services Yard Refurbishment and Redevelopment	Citywide	Citywide	100	-	100	-	-	-	-	(100)	-
Greenvale Recreation Reserve Master Plan	Meadow Valley	Greenvale	850	-	-	850	-	-	-	(850)	-
Hume Central Public Realm Works	Meadow Valley	Broadmeadows	151	151	-	-	-	-	-	(151)	-
Broadmeadows Town Park Precinct Enhancement	Meadow Valley	Broadmeadows	230	-	-	230	-	(23)	-	(207)	-
Galaxyland Regional Playspace Redevelopment	Jacksons	Sunbury	790	-	790	-	-	-	-	(790)	-
Buchan Street Reserve Master Plan Implementation	Meadow Valley	Meadow Heights	90	90	-	-	-	-	-	(90)	-
Dog Off Leash Site Improvements	Citywide	Citywide	195	195	-	-	-	-	-	(195)	-
Warm Season Grass Conversion	Citywide	Citywide	66	-	-	66	-	-	-	(66)	-
Seabrook Reserve Masterplan	Meadow Valley	Broadmeadows	111	-	-	111	-	-	-	(111)	-
McMahon Recreation Reserve Master Plan	Jacksons	Sunbury	1,035	1,035	-	-	-	-	-	(1,035)	-
Willowbrook Recreation Reserve Master Plan	Meadow Valley	Westmeadows	277	-	-	277	-	-	-	(277)	-
D.S. Aitken Recreation Reserve Master Plan	Aitken	Craigieburn	440	-	-	440	-	-	-	(440)	-
Craigieburn Bowling Club Synthetic Green rehabilitation	Aitken	Craigieburn	320	-	320	-	-	-	-	(320)	-
Mt Aitken District Recreation Reserve- Highlands	Aitken	Craigieburn	2,500	2,500	-	-	-	-	-	(2,500)	-
Sunbury Park Master Plan Implementation	Jacksons	Sunbury	500	-	-	500	-	-	-	(500)	-
Bolinda Road Landfill Master Plan Stage 3 Works	Aitken	Campbellfield	233	233	-	-	-	-	-	(233)	-
Elmhurst Park Site Development Plan	Meadow Valley	Gladstone Park	500	-	-	500	-	-	-	(500)	-
Kevin DeLaine Reserve Site Development Plan	Meadow Valley	Dallas	84	-	-	84	-	-	-	(84)	-
Progress Reserve Master Plan Review and Implementation	Meadow Valley	Coolaroo	550	-	-	550	-	-	-	(550)	-
Derby Street Reserve Site Development Plan	Jacksons	Tullamarine	350	-	-	350	-	-	-	(350)	-
HTCC Playspace and Landscaping	Aitken	Craigieburn	850	850	-	-	-	-	-	(850)	-
Drummond Street Reserve - Upgrade Sport Ground Surface,Lighting and Single Toilet Cubicle	Meadow Valley	Greenvale	505	-	-	505	-	-	-	(505)	-
SPRINT Track - Construction 2nd Shade Shelter	Aitken	Craigieburn	160	160	-	-	-	-	-	(160)	-
Community Gardens Infrastructure Upgrades	Citywide	Citywide	107	-	-	107	-	-	-	(107)	-
Langama Park Reserve - Shade and Seating	Jacksons	Sunbury	138	138	-	-	-	-	-	(138)	-
Duncan Court Reserve Improvement Works	Meadow Valley	Westmeadows	50	-	-	50	-	-	-	(50)	-
Sunningdale Child Care Centre - removal of sandpit in babies yard	Jacksons	Sunbury	13	-	-	13	-	-	-	(13)	-
McEwen Drive Preschool shade sail	Jacksons	Sunbury	17	-	-	17	-	-	-	(17)	-
Malcolm Creek preschool - shade sail for outdoor play space	Aitken	Craigieburn	12	12	-	-	-	-	-	(12)	-
Dallas Tennis Court Upgrade	Meadow Valley	Dallas	66	-	-	66	-	-	-	(66)	-
Craigieburn Lawn Bowls Turf Green Upgrade	Aitken	Craigieburn	237	-	-	237	-	-	-	(237)	-
Installation of fence at Aston Pavilion	Aitken	Craigieburn	33	33	-	-	-	-	-	(33)	-
Installation of a fence to oval at Ardlie St	Meadow Valley	Westmeadows	33	33	-	-	-	-	-	(33)	-
Gladstone Park Reserve Fence	Meadow Valley	Gladstone Park	88	-	88	-	-	-	-	(88)	-
Riddell Road Landfill - Resource Recovery Facility Upgrade - Design Only	Jacksons	Sunbury	40	-	-	40	-	-	-	(40)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bolinda Rd Resource Recovery Facility -Leachate Management Upgrade	Aitken	Campbellfield	1,103	-	-	1,103	-	-	-	(1,103)	-
ANZAC Park Landscape Works	Aitken	Craigieburn	200	-	-	200	-	-	-	(200)	-
Tullamarine Tennis Club Pathway Upgrade	Jacksons	Tullamarine	52	-	52	-	-	(30)	-	(22)	-
Livvi's Place - Water Play	Aitken	Craigieburn	200	200	-	-	-	(200)	-	-	-
A new fence at Ripplebrook Drive	Meadow Valley	Broadmeadows	83	83	-	-	-	-	-	(83)	-
Riddell Road Landfill Leachate Management Upgrade	Jacksons	Sunbury	1,862	-	-	1,862	-	-	-	(1,862)	-
Riddell Road Landfill Landfill Gas Management	Jacksons	Sunbury	796	-	-	796	-	-	-	(796)	-
Riddell Road Landfill Capping	Jacksons	Sunbury	159	-	-	159	-	-	-	(159)	-
Riddell Road Side Liner Construction	Jacksons	Sunbury	85	-	-	85	-	-	-	(85)	-
Land purchase Lot 1 at 139-157 Johnstone Street	Meadow Valley	Jacana	65	65	-	-	-	-	-	(65)	-
Botanical Garden Study in Broadmeadows Town Park	Meadow Valley	Broadmeadows	50	50	-	-	-	-	-	(50)	-
Fencing around 3 soccer pitches	Citywide	Citywide	120	120	-	-	-	-	-	(120)	-
Fencing for Lynda Blundell Senior Citizens Centre	Meadow Valley	Dallas	75	75	-	-	-	-	-	(75)	-
Sunbury Recreation Reserve Netball Court	Jacksons Ward	Sunbury	240	240	-	-	-	(100)	-	(140)	-
Land Improvements			20,594	6,711	3,050	10,834	-	(403)	-	(20,192)	-
Buildings											
Broadmeadows Town Hall - Adaptive Re-use	Meadow Valley	Broadmeadows	3,800	-	-	-	3,800	-	-	(3,800)	-
Hume Global Learning Centre	Jacksons	Sunbury	3,100	3,100	-	-	-	-	-	(3,100)	-
Greenvale West Community Centre Project	Aitken	Greenvale	4,000	4,000	-	-	-	-	-	(4,000)	-
Public Toilet Program	Citywide	Citywide	643	-	-	643	-	-	-	(643)	-
Disability Action Plan	Citywide	Citywide	260	-	-	260	-	-	-	(260)	-
Greenhouse Action Plan	Citywide	Citywide	949	-	-	949	-	-	-	(949)	-
Leisure Centre Pool Plant and Capital Projects Upgrade	Citywide	Citywide	170	-	170	-	-	-	-	(170)	-
Bolinda Road Resource Recovery Centre Upgrade	Aitken	Campbellfield	440	-	440	-	-	-	-	(440)	-
Sunbury Aquatic Centre Changeroom Upgrade, Floor Repairs and car park	Jacksons	Sunbury	158	-	158	-	-	-	-	(158)	-
Portable Building Purchase	Aitken	Roxburgh Park	80	80	-	-	-	-	-	(80)	-
Skate, scooter, bmx strategy 2013 implementation	Citywide	Citywide	710	710	-	-	-	-	-	(710)	-
Merrifield North Community Centre	Aitken	Mickleham	3,734	3,734	-	-	-	(776)	-	(2,958)	-
Construct a Pavilion at Arena District Active Reserve Greenvale North (Mt Aitken)	Aitken	Roxburgh Park	-	-	-	-	-	-	-	-	-
Kalkallo Community Centre (construction)	Aitken	Kalkallo	2,000	2,000	-	-	-	-	-	(2,000)	-
Mt Aitken District Recreation Reserve Pavilion - Highlands	Aitken	Craigieburn	1,000	1,000	-	-	-	(1,000)	-	-	-
Construct public amenities at Greenvale Gardens	Aitken	Greenvale	319	319	-	-	-	-	-	(319)	-
Roxburgh Park Youth and Recreation Centre Children's Room redevelopment	Aitken	Roxburgh Park	80	-	-	80	-	-	-	(80)	-
Sunbury Aquatic and Leisure Centre Upgrades	Jacksons	Sunbury	115	-	-	115	-	-	-	(115)	-
Cloverton Southern Active Open Space Pavilion 1&2	Aitken	Kalkallo	498	498	-	-	-	-	-	(498)	-
Boardman Reserve Pavilion 2 Upgrade	Jacksons	Sunbury	24	-	-	24	-	-	-	(24)	-
Boardman Reserve Pavilion 3 & Social Room Upgrade	Jacksons	Sunbury	26	-	-	26	-	-	-	(26)	-
Gladstone Park Reserve Sports Pavilion Upgrade	Meadow Valley	Gladstone Park	23	-	-	-	23	-	-	(23)	-
Progress Reserve Pavilion Upgrade	Meadow Valley	Coolaroo	23	-	-	23	-	-	-	(23)	-
Bulla Village Tennis Club Modular Pavilion	Jacksons	Bulla	582	-	582	-	-	-	-	(582)	-
Seth Raistrick Reserve pavilion upgrade	Aitken	Campbellfield	203	-	-	203	-	-	-	(203)	-
Greenvale Equestrian Centre	Meadow Valley	Greenvale	825	-	-	825	-	(200)	-	(625)	-
Leo Dineen Reserve Pavilions and social room	Jacksons	Tullamarine	23	-	-	23	-	-	-	(23)	-
Langama Park Pavilion 2	Jacksons	Sunbury	23	-	-	23	-	-	-	(23)	-
Bradford Avenue Preschool - replace flooring in Unit 1	Aitken	Greenvale	20	-	20	-	-	-	-	(20)	-
Sunningdale Child Care Room 4 cupboard & adult sink upgrade	Jacksons	Sunbury	9	-	-	9	-	-	-	(9)	-
Hilton street Preschool-extension of storeroom and additional children's toilet	Aitken	Craigieburn	27	-	-	27	-	-	-	(27)	-
Craigieburn Leisure Centre 3 year old and play group program improvements	Aitken	Craigieburn	37	-	37	-	-	-	-	(37)	-
Homestead Child and Family Centre- Foyer bathroom reconfiguration	Aitken	Roxburgh Park	10	-	-	10	-	-	-	(10)	-
Riddell Rd Landfill & Bolinda Rd Resource Recovery Facility - E-waste acceptance	Aitken	Campbellfield	200	200	-	-	-	(104)	-	(96)	-
Goonawarra Neighbourhood House - Refurbishment Works	Jacksons	Sunbury	57	-	-	57	-	-	-	(57)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Selwyn Neighbourhood House - Refurbishment Works	Aitken	Craigieburn	44	-	44	-	-	-	-	(44)	-
Jacksons Hill Arts and Cultural Precinct	Jacksons	Sunbury	150	-	150	-	-	(1,000)	-	850	-
Sunbury Youth Centre Youth Hub reconfiguration	Jacksons	Sunbury	100	-	-	100	-	-	-	(100)	-
Roxburgh Park Youth Centre - re-development of internal space	Aitken	Roxburgh Park	100	-	100	-	-	-	-	(100)	-
Sunbury Aquatic and Leisure Centre Upgrades	Jacksons	Sunbury	120	-	120	-	-	-	-	(120)	-
Eric Boardman Reserve upgrade-additional funding to match State grant requirement	Jacksons	Sunbury	300	-	-	300	-	(1,800)	-	1500	-
Langama Park Reserve upgrade - Extra funding to meet State grant requirement	Jacksons	Sunbury	303	-	-	303	-	(900)	-	598	-
Activation of Patullos Lane Reserve-Installation of an Exiloo	Aitken	Roxburgh Park	440	440	-	-	-	-	-	(440)	-
Highgate Reserve Shelter	Aitken	Craigieburn	55	55	-	-	-	-	-	(55)	-
Leo Dineen Reserve Shelter	Jacksons	Tullamarine	55	55	-	-	-	-	-	(55)	-
Hume Men's Shed (Craigieburn) Development Project	Aitken	Craigieburn	250	250	-	-	-	-	(87)	(163)	-
Macedon Street Office Upgrade	Jacksons	Sunbury	1,700	-	-	1,700	-	-	-	(1,700)	-
Toilets and BBQ facilities at The Nook	Jacksons	Sunbury	300	300	-	-	-	-	-	(300)	-
Buildings			28,079	16,741	1,820	5,696	3,822	(5,780)	(87)	(22,213)	-
Land											
Land for Bonds Lane Roundabout (0.03ha)- Property 51	Meadow Valley	Greenvale	56	56	-	-	-	-	-	(56)	-
Land for Cloverton Blvd (2.11ha) - National Pacific portion	Aitken	Kalkallo	1,474	1,474	-	-	-	-	-	(1,474)	-
Land			1,531	1,531	-	-	-	-	-	(1,531)	-
TOTAL PROPERTY			50,204	24,982	4,870	16,530	3,822	(6,182)	(87)	(43,935)	-
PLANT AND EQUIPMENT											
Plant and Equipment											
Fleet Capital Replacement Program	Citywide	Citywide	5,372	-	5,372	-	-	-	-	(5,372)	-
Broadmeadows Aquatic and Leisure Centre Upgrade	Meadow Valley	Broadmeadows	1,655	-	-	1,655	-	-	-	(1,655)	-
Clarke Oval Stadium Cooling	Jacksons	Sunbury	140	140	-	-	-	-	-	(140)	-
Broadmeadows Basketball Stadium -Cooling Units in the Upstairs Two Courts	Meadow Valley	Broadmeadows	250	250	-	-	-	-	-	(250)	-
Seniors Exercise Equipment - Gladstone Park Seniors Centre	Meadow Valley	Gladstone Park	95	95	-	-	-	-	-	(95)	-
Seniors Exercise Equipment - Sunbury Seniors Citizen Centre	Jacksons	Sunbury	55	55	-	-	-	-	-	(55)	-
Plant and Equipment			7,567	540	5,372	1,655	-	-	-	(7,567)	-
Furniture and Equipment											
Asset Management System	Citywide	Citywide	132	132	-	-	-	-	-	(132)	-
Kerbside Bins - New and Maintenance	Citywide	Citywide	786	-	786	-	-	-	-	(786)	-
Litter Bin Infrastructure Replacement	Citywide	Citywide	105	-	105	-	-	-	-	(105)	-
Library Stock Replacement	Citywide	Citywide	786	-	786	-	-	-	-	(786)	-
Equipment Replacement and Upgrade, Software and Related Projects	Citywide	Citywide	1,415	-	1,415	-	-	-	-	(1,415)	-
Sports Pavilion Bin Cage program	Citywide	Citywide	10	10	-	-	-	-	-	(10)	-
Basketball Stadium Asset Renewal Program	Citywide	Citywide	30	-	30	-	-	-	-	(30)	-
Premier's Reading Challenge	Citywide	Citywide	30	-	-	30	-	(30)	-	-	-
CCTV Policy Implementation	Citywide	Citywide	94	-	94	-	-	-	-	(94)	-
Barrymore Rd Preschool - replace Children's Lockers in Unit 2	Meadow Valley	Greenvale	4	-	4	-	-	-	-	(4)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Sunningdale Child Care Centre - Cleaners Cupboard Upgrade	Jacksons	Sunbury	6	6	-	-	-	-	-	(6)	-
Splash Outdoor Gym Equipment	Aitken	Craigieburn	66	66	-	-	-	-	-	(66)	-
Virtual Fitness Classes - New Projectors, Sound system & Screens to run classes	Meadow Valley	Broadmeadows	33	33	-	-	-	-	-	(33)	-
Bookshop shelving initiative	Citywide	Citywide	6	-	-	6	-	-	-	(6)	-
Booking system for Community facilities	Citywide	Citywide	400	400	-	-	-	-	-	(400)	-
Furniture and Equipment			3,902	647	3,220	35	-	(30)	-	(3,872)	-
Heritage											
Public Art Project	Citywide	Citywide	75	75	-	-	-	-	-	(75)	-
Natural Heritage Interpretation Action Plan	Citywide	Citywide	30	30	-	-	-	-	-	(30)	-
Heritage			105	105	-	-	-	-	-	(105)	-
TOTAL PLANT AND EQUIPMENT			11,574	1,292	8,592	1,690	-	(30)	-	(11,544)	-
INFRASTRUCTURE											
Roads											
Local Road Spray Reseal	Citywide	Citywide	1,250	-	1,250	-	-	-	-	(1,250)	-
Local Road Asphalt Resurfacing	Citywide	Citywide	5,470	-	5,470	-	-	-	-	(5,470)	-
Kerb and Channel Rehabilitation	Citywide	Citywide	315	-	315	-	-	-	-	(315)	-
Kerb and Channel Rehabilitation Associated with Road Asphalt Resurfacing	Citywide	Citywide	385	-	385	-	-	-	-	(385)	-
Traffic Management Facilities	Citywide	Citywide	798	798	-	-	-	-	-	(798)	-
Local Area Traffic Management (LATM) Facilities	Citywide	Citywide	390	390	-	-	-	-	-	(390)	-
Clunes Avenue Reconstruction	Meadow Valley	Dallas	550	-	550	-	-	-	-	(550)	-
Mortlake Avenue Reconstruction	Meadow Valley	Dallas	320	-	320	-	-	-	-	(320)	-
Wildwood Road South Reconstruction	Jacksons	Wildwood	1,500	-	1,500	-	-	(1,295)	-	(205)	-
Hanson Road Reconstruction	Aitken	Craigieburn	1,700	-	1,700	-	-	-	-	(1,700)	-
Viaduct Road (Buckland Way)- Land purchase & construction Jacksons Hill boundry to Watsons Rd	Jacksons	Sunbury	100	100	-	-	-	-	-	(100)	-
Roxburgh Park Drive duplication	Aitken	Roxburgh Park	2,200	-	-	-	2,200	-	-	(2,200)	-
Sunbury Pop Festival Access Track	Jacksons	Diggers Rest	100	100	-	-	-	-	-	(100)	-
Mitchell St, Kalkallo rural road reconstruction	Aitken	Kalkallo	990	-	990	-	-	-	-	(990)	-
Road recon-Macedon St Service Rd b/w Jackson St & Vaughan St-Spec Charge Scheme	Jacksons	Sunbury	115	115	-	-	-	-	-	(115)	-
Extension of Mitchells Lane at Home St to central median island	Jacksons	Sunbury	40	-	-	-	40	-	-	(40)	-
Road Design for Capital Works Program	Citywide	Citywide	200	-	200	-	-	-	-	(200)	-
Roads			16,423	1,503	12,680	-	2,240	(1,295)	-	(15,128)	-
Car Parks											
Carpark Resurfacing	Citywide	Citywide	250	-	250	-	-	-	-	(250)	-
Indented Parking on Narrow Streets	Citywide	Citywide	400	400	-	-	-	-	-	(400)	-
Broadmeadows Town Centre - Carpark Construction	Meadow Valley	Broadmeadows	750	750	-	-	-	-	-	(750)	-
Westmeadows Hall Carpark Expansion	Meadow Valley	Westmeadows	45	-	-	-	45	-	-	(45)	-
Eric Boardman Reserve car park 3	Jacksons	Sunbury	150	-	-	-	150	-	-	(150)	-
Car Parks			1,595	1,150	250	-	195	-	-	(1,595)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage											
Drainage Rehabilitation Works	Citywide	Citywide	500	-	500	-	-	-	-	(500)	-
Drainage Infrastructure Upgrade	Citywide	Citywide	395	-	-	395	-	-	-	(395)	-
Hume Central Implementation - Servicing Infrastructure	Meadow Valley	Broadmeadows	1,750	1,750	-	-	-	-	-	(1,750)	-
Denham Court Drainage Upgrade	Meadow Valley	Westmeadows	495	-	-	495	-	-	-	(495)	-
Drainage			3,140	1,750	500	890	-	-	-	(3,140)	-
Footpaths & Cycleways											
Meadowlink Path - Seabrook Reserve to Broadmeadows CAD	Meadow Valley	Broadmeadows	50	50	-	-	-	(600)	-	550	-
Footpath Rehabilitation	Citywide	Citywide	2,785	-	2,785	-	-	-	-	(2,785)	-
Walking & Cycling Strategy Implementation	Citywide	Citywide	150	150	-	-	-	-	-	(150)	-
Racecourse Road (Between Menzies Dr & Curtain Dr) -New Footpath Works	Jacksons	Sunbury	222	222	-	-	-	-	-	(222)	-
Papworth Place - New Footpath Works	Meadow Valley	Meadow Heights	38	38	-	-	-	-	-	(38)	-
Mt Holden Masterplan	Jacksons	Sunbury	40	40	-	-	-	-	-	(40)	-
New Footpath-Somerton Rd (North side) between McPherson Blvd and bus stop	Aitken	Roxburgh Park	43	43	-	-	-	-	-	(43)	-
Footpaths & Cycleways			3,328	543	2,785	-	-	(600)	-	(2,728)	-
Bridges											
Stonebridge Way over Attwood Creek Repair	Meadow Valley	Attwood	330	-	330	-	-	-	-	(330)	-
Pedestrian footbridge over Moonee Ponds Creek	Meadow Valley	Westmeadows	60	60	-	-	-	-	-	(60)	-
Bridges			390	60	330	-	-	-	-	(390)	-
TOTAL INFRASTRUCTURE			24,876	5,006	16,545	890	2,435	(1,895)	-	(22,981)	-
TOTAL NEW CAPITAL WORKS 2019/20			86,654	31,280	30,007	19,110	6,257	(8,107)	(87)	(78,460)	-

4.5.3 Works carried forward from the 2018/19 year

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY											
Land Improvements											
Northcorp Festival Site Services	Meadow Valley	Broadmeadows	100	100	-	-	-	-	-	(100)	-
Broadmeadows Valley Park Management Plan Implementation	Meadow Valley	Broadmeadows	305	305	-	-	-	-	-	(305)	-
Jack Roper Reserve Master Plan Implementation	Meadow Valley	Broadmeadows	200	200	-	-	-	-	-	(200)	-
Jacana Valley Masterplan	Meadow Valley	Jacana	415	-	-	415	-	-	-	(415)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bolinda Road Open Space Master Plan Implementation	Aitken	Campbellfield	250	250	-	-	-	-	-	(250)	-
North West FM Antenna	Meadow Valley	Coolaroo	99	99	-	-	-	-	-	(99)	-
Sunbury Town Centre Redevelopment (final stage)	Jacksons	Sunbury	725	-	725	-	-	-	-	(725)	-
Energy Efficiency Works (CEEP)	Meadow Valley	Broadmeadows	250	-	-	250	-	-	-	(250)	-
Hothlyn Drive Reserve Landscape Works	Aitken	Craigieburn	140	-	-	140	-	-	-	(140)	-
Sports Ground Lighting Audit and Upgrade Program	Citywide	Citywide	523	-	523	-	-	-	-	(523)	-
Open Space Upgrades	Citywide	Citywide	450	-	-	450	-	-	-	(450)	-
Playspace Replacement Program	Citywide	Citywide	253	-	253	-	-	-	-	(253)	-
Hume's Places-Local Shopping Centre Upgrades/Urban Renewal	Citywide	Citywide	454	-	-	454	-	-	-	(454)	-
Hume Central Public Realm Works	Meadow Valley	Broadmeadows	573	573	-	-	-	-	-	(573)	-
Broadmeadows Town Park Precinct Enhancement	Meadow Valley	Broadmeadows	640	-	-	640	-	-	-	(640)	-
Galaxyland Regional Playspace Redevelopment	Jacksons	Sunbury	347	-	347	-	-	-	-	(347)	-
Dog Off Leash Site Improvements	Citywide	Citywide	180	180	-	-	-	-	-	(180)	-
Seabrook Reserve Masterplan	Meadow Valley	Broadmeadows	30	-	-	30	-	-	-	(30)	-
McMahon Recreation Reserve Master Plan	Jacksons	Sunbury	320	320	-	-	-	-	-	(320)	-
Willowbrook Recreation Reserve Master Plan	Meadow Valley	Westmeadows	910	-	-	910	-	-	-	(910)	-
D.S. Aitken Recreation Reserve Master Plan	Aitken	Craigieburn	445	-	-	445	-	-	-	(445)	-
Elmhurst Park Site Development Plan	Meadow Valley	Gladstone Park	462	-	-	462	-	-	-	(462)	-
Kevin DeLaine Reserve Site Development Plan	Meadow Valley	Dallas	97	-	-	97	-	-	-	(97)	-
Livvi's Place - Shade and Artwork	Aitken	Craigieburn	32	-	-	32	-	-	-	(32)	-
HTCC Playspace and Landscaping	Aitken	Craigieburn	75	75	-	-	-	-	-	(75)	-
Splash outdoor projects - 2 shade shelters	Aitken	Craigieburn	30	-	-	30	-	-	-	(30)	-
Gladstone Park Tennis Club -Upgrade Courts 4-6 Including Drainage	Meadow Valley	Gladstone Park	160	-	-	160	-	-	-	(160)	-
			8,465	2,103	1,847	4,515	-	-	-	(8,465)	-
Land Improvements											
Buildings											
DS Aitken Reserve Pavilion Upgrade	Aitken	Craigieburn	577	-	-	577	-	-	-	(577)	-
Jacksons Hill VU Site-Building Maintenance	Jacksons	Sunbury	273	-	273	-	-	-	-	(273)	-
Greenvale West Community Centre Project (Stage1&2)	Aitken	Greenvale	2,364	2,364	-	-	-	-	-	(2,364)	-
Aitken Hill Community Centre	Aitken	Craigieburn	-	-	-	-	-	(80)	-	80	-
Greenhouse Action Plan	Citywide	Citywide	606	-	-	606	-	-	-	(606)	-
Leisure Centre Pool Plant and Capital Projects Upgrade	Citywide	Citywide	238	-	238	-	-	-	-	(238)	-
Craigieburn Leisure Centre - reuse of existing facility	Aitken	Craigieburn	80	-	80	-	-	-	-	(80)	-
Bolinda Road Resource Recovery Centre Upgrade	Aitken	Campbellfield	600	-	600	-	-	-	-	(600)	-
Sunbury Aquatic Centre Changeroom Upgrade, Floor Repairs and car park	Jacksons	Sunbury	450	-	450	-	-	-	-	(450)	-
Skate, scooter, bmx strategy 2013 implementation	Citywide	Citywide	564	564	-	-	-	-	-	(564)	-
Merrifield North Community Centre	Aitken	Mickleham	1,208	1,208	-	-	-	-	-	(1,208)	-
Kalkallo Community Centre (construction)	Aitken	Kalkallo	319	319	-	-	-	-	-	(319)	-
Craigieburn Youth Centre Upgrade - change front entry to improve accessibility	Aitken	Craigieburn	64	-	64	-	-	-	-	(64)	-
Roxburgh Park Youth and Rec Centre Children's Room redevelopment	Aitken	Roxburgh Park	13	-	-	13	-	-	-	(13)	-
Cloverton Southern Active Open Space Pavilion 1&2	Aitken	Kalkallo	26	26	-	-	-	-	-	(26)	-
Seth Raistrick Reserve pavilion upgrade	Aitken	Campbellfield	15	-	-	15	-	-	-	(15)	-
Greenvale Equestrian Centre	Meadow Valley	Greenvale	14	-	-	14	-	-	-	(14)	-
			7,410	4,480	1,705	1,225	-	(80)	-	(7,330)	-
Buildings											
Land											
Broadmeadows Town Centre - Land acquisition for additional carparking	Meadow Valley	Broadmeadows	5,470	5,470	-	-	-	-	-	(5,470)	-
New Depot Development - Land Acquisition	Aitken	Craigieburn	1,900	1,900	-	-	-	-	-	(1,900)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land			7,370	7,370	-	-	-	-	-	(7,370)	-
TOTAL PROPERTY			23,245	13,953	3,552	5,740	-	(80)	-	(23,165)	-
PLANT AND EQUIPMENT											
Plant and Equipment											
Broadmeadows Aquatic and Leisure Centre Upgrade	Meadow Valley	Broadmeadows	576	-	-	576	-	-	-	(576)	-
			576	-	-	576	-	-	-	(576)	-
Furniture and Equipment											
Asset Management System	Citywide	Citywide	69	69	-	-	-	-	-	(69)	-
			69	69	-	-	-	-	-	(69)	-
Heritage											
Public Art Project	Citywide	Citywide	189	189	-	-	-	-	-	(189)	-
			189	189	-	-	-	-	-	(189)	-
TOTAL PLANT AND EQUIPMENT			834	258	-	576	-	-	-	(834)	-
INFRASTRUCTURE											
Roads											
Dallas Shops Upgrade	Meadow Valley	Dallas	20	-	-	20	-	-	-	(20)	-
Traffic Management Facilities	Citywide	Citywide	364	364	-	-	-	-	-	(364)	-
Local Area Traffic Management (LATM) Facilities	Citywide	Citywide	263	263	-	-	-	-	-	(263)	-
			647	627	-	20	-	-	-	(647)	-
Car Parks											
Carpark Resurfacing	Citywide	Citywide	116	-	116	-	-	-	-	(116)	-
Broadmeadows Town Centre - Carpark Construction	Meadow Valley	Broadmeadows	732	732	-	-	-	-	-	(732)	-
Dallas Shopping Centre -Cultural Precinct Stage 2	Meadow Valley	Dallas	471	-	-	471	-	-	-	(471)	-
			1,318	732	116	471	-	-	-	(1,318)	-
Drainage											
Drainage Rehabilitation Works	Citywide	Citywide	610	-	610	-	-	-	-	(610)	-
Fairways Lake -Fairways Boulevard Drainage work	Aitken	Craigieburn	165	-	165	-	-	-	-	(165)	-
Hume Central Implementation - Servicing Infrastructure	Meadow Valley	Broadmeadows	79	79	-	-	-	-	-	(79)	-

Capital Works Area	Ward	Locality	Project Cost	Asset expenditure types				Summary of Funding Sources			
				New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash/Reserves	Borrowings
				\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage			854	79	775	-	-	-	-	(854)	-
Footpaths & Cycleways											
Meadowlink Path - Seabrook Reserve to Broadmeadows CAD	Meadow Valley	Broadmeadows	45	45	-	-	-	-	-	(45)	-
Walking & Cycling Strategy Implementation	Citywide	Citywide	70	70	-	-	-	-	-	(70)	-
Donnybrook Road Shared Path Construction Merrifield Stage 29	Aitken	Mickleham	68	68	-	-	-	-	-	(68)	-
Footpaths & Cycleways			183	183	-	-	-	-	-	(183)	-
TOTAL INFRASTRUCTURE			3,002	1,620	890	491	-	-	-	(3,002)	-
TOTAL CARRIED FORWARD CAPITAL WORKS FROM 2018/19			27,081	15,831	4,443	6,808	-	(80)	-	(27,001)	-