

KNOX

your city



Proposed Budget 2021-22

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Mayor & CEO's Introduction

On behalf of Knox City Council, we are pleased to present the proposed Annual Budget for 2021-22.

The 2021-22 budget outlines the broad range of services provided by Council at this incredibly significant time. These services range from early years programs, support for older residents, and providing service for the vulnerable members of the community, through to urban planning and critical infrastructure delivery.

This year has presented us with continued challenges as a result of the coronavirus (COVID-19) pandemic. Undoubtedly, these challenges have been far reaching and have touched all Knox residents, businesses, community groups and the wider community in different ways.

The budget proposes a 1.5 percent rate increase as Council aims to balance, the best it can, the financial pressures facing our community with the need for continued investment in community services, infrastructure and reinvigorating the local economy.

The 2021-22 proposed budget supports a number of key initiatives including:

- Respond to emerging social and health issues caused through COVID-19
- Prioritise mental health and wellbeing initiatives
- Support the implementation of the State Government Reform for the roll out of 3 year old kindergarten in the Knox municipality
- Implementation of Year 1 actions of the Climate Response Plan

Council will continue to deliver critical infrastructure, with a capital works program of \$125.98 million in 2021-22 including \$75.23 million in upgrades and renewals.

Some of the major projects funded in this year's budget include:

- \$23.9 million to improve parks, reserves and community facilities including:
 - \$8.5 million on Knox Regional Netball centre,
 - \$3.2 million in playground and recreation reserve upgrades across 10 locations, and
 - \$1.1 million on floodlighting at Knox Park Athletics Track, Kings Park oval, Lewis Park oval and Templeton Reserve.
- \$15.4 million to improve and expand community buildings including \$4.8 million on Fairfield Park pavilion.
- \$18.1 million on civil infrastructure including:
 - \$9.0 million on roads,
 - \$4.4 million on footpath and cycleway renewal and upgrades, and
 - \$4.1 million on drainage for flood mitigation and renewal.
- A second instalment of \$12.5 million towards the new basketball courts and gymnasium at Knox Regional Sports Park, to be delivered by the Victorian Government.

The 2021-22 draft budget was developed through a rigorous process of consultation and review, and Council endorses it as financially responsible. Council has always been committed to ensuring that you, as the ratepayer, get the best value for your money. We welcome your feedback on this budget to help us ensure it reflects community needs. This can be done by making a public submission until 5pm 26 May 2021. There will also be an opportunity to be heard at the public submissions hearing on 7 June 2021 at 6.30pm.

Cr Lisa Cooper
Mayor

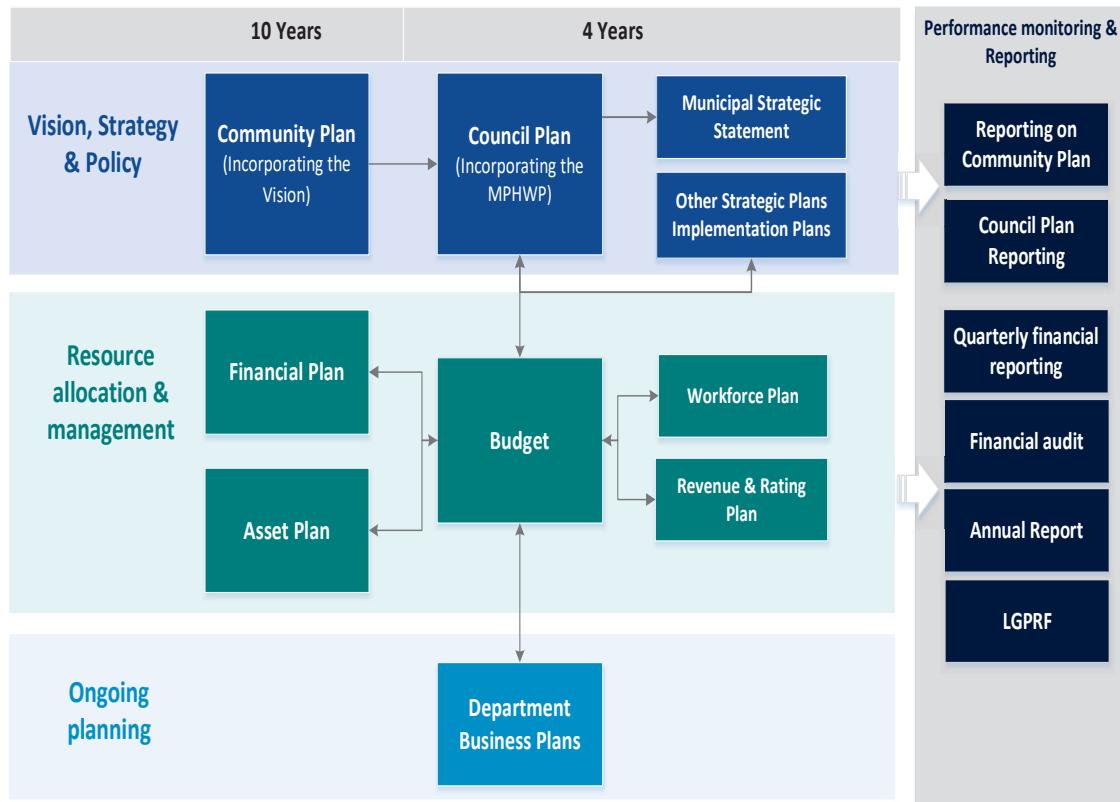
Tony Doyle
Chief Executive Officer

Link to the Community and Council Plans

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

Planning and Accountability Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the key directions described in the Council Plan. The diagram below depicts Knox’s integrated planning and reporting framework. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Our Community Vision

Knox's ten year community vision was developed with and for the community and forms part of the Community Plan 2021-31. The Community Plan 2021-31 and Council Plan 2021-25 are currently under development and will be adopted by 31 October 2021.

Knox: where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive.

Key Directions

Together with the community, Council identified five key directions, with associated strategies, as the framework for progressing towards achievement of the vision.

Opportunity and innovation

Knox strives to be a city of opportunity, embracing innovation and change, and providing local learning and employment opportunities for all. It's a place where people and business can thrive.

Neighbourhoods, housing and infrastructure

Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community.

Natural environment and sustainability

Knox's environment is protected and enhanced to ensure sustainability for future generations.

Connection, resilience and wellbeing

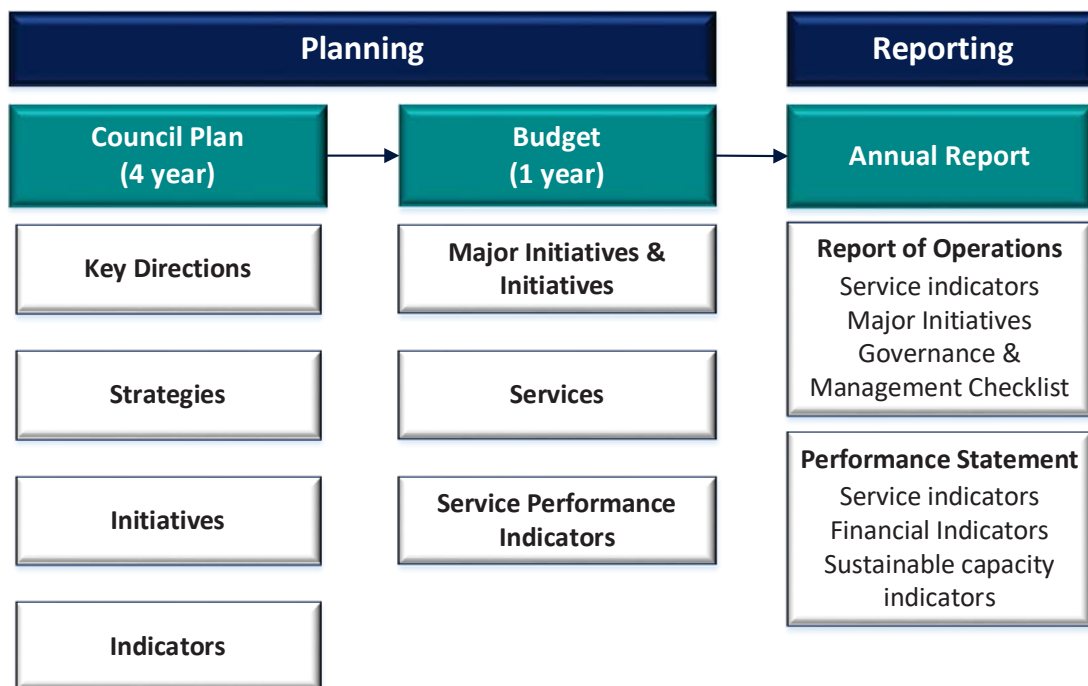
Knox is a place to call home. Our community is strong, healthy and we support and respect each other.

Civic engagement and integrity

Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard

Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021-22 year and how these will contribute to achieving the key directions 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



Opportunity & Innovation

Knox strives to be a city of opportunity, embracing innovation and change, and providing local learning and employment opportunities for all. It's a place where people and business can thrive.

Strategies

The strategies we will undertake to achieve success in this area are:

Maximise the local economy by supporting existing businesses and attracting new investment

Encourage and support opportunities for skills development and lifelong learning for all people in Knox

Support organisations in Knox to navigate recovery and new ways of working

Services

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

Service	2019-20	2020-21	2021-22	
	Actual \$'000	Forecast \$'000	Budget \$'000	
Economic Development				
The Economic Development service aims to realise Knox's potential as a prosperous, sustainable economy. It provides an integrated approach to information, advice and action to generate local employment opportunities, encourage and attract new investment, and position the municipality as a leading vibrant and diverse place of business. The services focuses on initiatives and projects around business support, partnerships and alliances, investment facilitation and research. The service contributes to the overall health and wellbeing of the Knox Community.	Inc	21	502	13
	Exp	1,276	2,331	1,540
	Net Deficit	1,255	1,829	1,527
Investment & Partnership				
This service creates the projects and implementation frameworks required to help Council activate its priorities from the Community and Council Plans. The service employs a venture planning and partnership building approach to align people, capital and ambition to create a sustainable and resilient City.	Inc	0	0	0
	Exp	451	500	486
	Net Deficit	451	500	486

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Innovation				
The Innovation service is responsible for the development and deployment of strategies to support the organisation transforming to a customer centric, innovative, continuous improvement capable organisation. The service is responsible for the development, deployment and support of Knox LEAN and other innovation methods as developed and assessed suitable for Council. The team tracks and reports the organisational activity and benefits associated with the programs.	Inc	0	0	0
	Exp	693	142	768
	Net	693	142	768
	Deficit			
TOTAL				
	Inc	21	502	13
	Exp	2,419	2,973	2,795
	Net	2,399	2,471	2,782
	Deficit			

Initiatives

Major Initiative	Implement business recovery programs identified through Knox recovery planning and continue to monitor the impacts of COVID to inform future programs.
	Coordinate the implementation of the Retail Activation Strategy.
Initiatives	Support, connect and strengthen the creative industry sector through arts, cultural and economic development programs.
	Support the implementation of the State Government Reform for the roll out of 3 year old kindergarten in the Knox municipality.

Neighbourhoods, housing and infrastructure

Building on what's great about our city, Knox's housing and infrastructure will meet the changing needs of our community.

Strategies

The strategies we will undertake to achieve success in this area are:

Plan for and support diverse housing to meet changing community needs

Create, enhance and maintain places and spaces for people to live, work, play and connect

Provide, maintain and advocate for accessible and sustainable ways to move around Knox

Services

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

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Asset Management				
The Asset Management service provides strategic direction for asset management incorporating the development of processes and systems to maintain and regularly update Council's asset register and management system, collection of asset condition data and the development and implementation of strategic asset management plans for all asset categories. The service also provides asset preservation and protection functions in areas associated with subdivision, private developments; Council capital infrastructure projects and works undertaken by service authorities; contractors and government agencies. The service also manages the coordination, planning, development and monitoring of the delivery of Council's Capital Works Program.	Inc	6	0	0
	Exp	1,429	1,727	1,589
	Net	1,423	1,727	1,589
	Deficit			
Building				
Council's Building service provides for building assessment and regulatory services in accordance with the Building Act 1993 and other relevant legislation. The service issues Building Permits, performs building inspections, responds to complaints with inspections; and performs swimming pool inspections.	Inc	838	953	1,235
	Exp	1,394	1,411	1,428
	Net	555	458	193
	Deficit			

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Community Transport				
Council's Community Transport service offers residents who are older, who have a disability and/or are in other ways disadvantaged, to be engaged in community life through the provision of transport. The buses in operation enable people to do activities such as shopping, participate in senior citizen clubs or go to the library. The Community Transport Service is also used to transport residents to attend Council events, for the Council induction program and other Council activities.	Inc	21	7	28
	Exp	281	282	349
	Net Deficit	260	274	321
Facilities				
Facilities provides building services, including capital construction, programmed and reactive maintenance and ancillary services (e.g. graffiti control, security, essential safety measures) for all Council buildings; internal architectural advice and building management services on land where Council has an interest.	Inc	50	13	14
	Exp	3,120	2,707	2,729
	Net Deficit	3,070	2,694	2,715
Major Initiatives				
The Major Initiatives Unit provides for the delivery of major projects supplementing the full program of capital projects being delivered by the various delivery teams across Council. The Unit utilises a combination of internal and specialist skills – and include architectural, quantity surveying, project management, construction management, specialist engineering and site supervision services.	Inc	0	0	0
	Exp	331	274	350
	Net Deficit	331	274	350
Municipal Strategic Social Planning				
The Municipal Strategic Social Planning service supports the planning and implementation of the Community and Council Plans and related Council strategic plans and enables Council and community partners to make informed, effective decisions. The service conducts research, strategic planning, analysis and community consultation to identify relevant data to inform the development of evidence-based social policy and strategic planning responses and strategies for Council. This Service supports and advises on service planning and community facility development within Knox service and facility proposals.	Inc	40	3	0
	Exp	445	448	278
	Net Deficit	405	445	278

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Open Space Management				
Open Space Management provides planning, design, consultation and implementation of enhanced passive open space. The service also includes the development of policy and provision of planning and landscape architectural design expertise for other areas of Council.	Inc	316	235	206
	Exp	11,288	11,615	11,706
	Net Deficit	10,972	11,379	11,500
Operations				
Operations is responsible for the management and delivery of maintenance services and delivery of new, renewed and upgraded Council infrastructure assets. This includes Parks Services, Works Services, Construction, and Fleet Management. The service provides well maintained infrastructure assets that meet present day and future needs of the community, in compliance with various Acts and regulations and Council policies.	Inc	211	286	241
	Exp	3,349	2,912	3,371
	Net Deficit	3,138	2,626	3,130
Planning				
The Planning Approvals service provides for statutory planning assessment and enforcement and regulatory services under of the Planning and Environment Act and related Acts and Regulations.	Inc	1,644	1,696	1,810
	Exp	3,345	3,439	3,740
	Net Deficit	1,701	1,742	1,930
Social and Community Infrastructure				
The Social and Community Infrastructure service supports the organisation through an integrated approach to the development of community infrastructure plans relevant to the needs of local communities and the broader municipality. The service also manages the development, monitoring, compliance and review of all Community Wellbeing community facility licences and leases.	Inc	111	15	122
	Exp	389	448	497
	Net Deficit	279	433	375

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Strategic Land Use Planning				
<p>The Strategic Land Use Planning Service undertakes research to inform planning policies and decisions. It also proactively updates the Knox Planning Scheme to reflect the Community and Council Plans. This includes the preparation and assessment of planning scheme amendments, internal referral responses to planning applications, provision of general strategic land use planning advice to internal and external customers, and a statutory requirement to review the Knox Planning Scheme every four years. Community engagement and consultation is a core part of this service.</p>	Inc	4	124	20
	Exp	1,895	2,749	2,276
	Net Deficit	1,891	2,625	2,255
Traffic and Transport				
<p>Traffic and Transport provides local traffic management (on roads, footpaths, shared paths, etc.), advice and advocacy for broad transport choices for a range of traffic and transport services as provided by Council and others.</p>	Inc	31	20	20
	Exp	3,581	3,641	3,619
	Net Deficit	3,549	3,621	3,599
Total				
	Inc	3,272	3,352	3,697
	Exp	30,848	31,651	31,933
	Net Deficit	27,576	28,300	28,236

Initiatives

Major Initiative	Facilitate the implementation of actions to support the Boronia Renewal program.
	Develop a Social and Affordable Housing Strategy and Action Plan to increase the supply of social housing and address homelessness in Knox.
	In response to the Victorian Government's Kindergarten Expansion Reform, continue to work with the State Government to plan for early years infrastructure in the municipality.
	Advocate to State and Federal Governments for funding to implement Stage 2 of the Lewis Park Master Plan.
Initiatives	
	Update Council's flood modelling across Knox.
	Advocate to State Government for improved public transport and arterial road connectivity in Knox.
	Progress implementation of the Knox Central program.

Service Performance Indicators

Service	Indicator	2019-20 Actual	2020-21 Forecast	2021-22 Budget
Statutory Planning	Decision Making	58.62%	58.00%	59.00%
Roads	Satisfaction	68.00	68.00	69.00

Natural environment and sustainability

Knox's environment is protected and enhanced to ensure sustainability for future generations.

Strategies

The strategies we will undertake to achieve success in this area are:

Preserve and enhance our biodiversity, waterways and urban landscape

Prepare for, mitigate and adapt to the effects of climate change

Lead by example and encourage our community to reduce waste

Services

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

Service	2019-20	2020-21	2021-22	
	Actual \$'000	Forecast \$'000	Budget \$'000	
Biodiversity				
Biodiversity provides for the conservation, enhancement and celebration of local biodiversity within the City of Knox. The service provides bushland management to protect and enhance over 40 Council bushland reserves, over 120 sites of biological significance as well as education/awareness programs in order to increase the appreciation and understanding of the values of biodiversity within the broader community. This includes encouraging and supporting active participation by members of the community in the conservation and enhancement of remnant vegetation on public and private land.	Inc	12	5	40
	Exp	1,361	1,319	1,404
	Net	1,349	1,314	1,364
	Deficit			
Integrated Water Management				
The Integrated Water Management service provides technical and strategic advice and drainage advice/ services related to developer and resident enquiries and the provision of integrated water management. The service aims to safeguard the community against flooding, provide a municipal drainage system that is safe and fit for purpose, ensure that stormwater is a valued and well used resource and maintain clean waterways.	Inc	81	60	45
	Exp	3,022	2,953	2,280
	Net	2,941	2,893	2,235
	Deficit			

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Sustainable Futures				
Sustainable Futures provides for environmental planning, community engagement in sustainability, policy development and project implementation. The service provides a range of learning and engagement programs that focus on supporting Council and the community to move towards environmental, social and economic sustainability.	Inc	101	0	0
	Exp	486	597	603
	Net Deficit	385	597	603
Waste Management				
The Waste Management service aims to minimise waste and provides waste collection and disposal services for the Knox community.	Inc	8,817	8,957	8,074
	Exp	16,494	20,893	23,191
	Net Deficit	7,676	11,936	15,117
TOTAL				
	Inc	9,011	9,022	8,159
	Exp	21,362	25,763	27,477
	Net Deficit	12,351	16,741	19,318

Initiatives

Major Initiative	Undertake vegetation mapping analysis and habitat corridor planning to manage our urban biodiversity
Initiatives	Commence implementation of the high priority Year 1 actions of the Climate Response Plan including the development of a landfill solar farm business case.
	Enhance Knox's Waste and Recycling Education programs to focus on reducing waste to landfill and increasing recycling

Service Performance Indicators

Service	Indicator	2019-20 Actual	2020-21 Forecast	2021-22 Budget
Waste Collection	Waste Diversion	53.44%	53.00%	54.00%

Connection, resilience and wellbeing

Knox is a place to call home. Our community is strong, healthy and we support and respect each other.

Strategies

The strategies we will undertake to achieve success in this area are:

Support our community to improve their physical, mental and social health and wellbeing

Foster inclusivity, equality, belonging and safety within our community

Support the community to identify and lead community strengthening initiatives

Honour and integrate First Nations culture into actions and environments

Services

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

Service		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Active Communities				
Active Communities works to encourage Knox residents as they get older to socialise and participate in activities that will enable them to have greater independence and live active and healthy lives in the community. This is achieved by promoting active ageing and by providing events and programs, support to 11 Senior Citizens Clubs and other older person's support groups within the municipality. Food Services provides meals that are nutritionally balanced, and can cater for people with special dietary needs or allergies.	Inc	995	1003	662
	Exp	2352	2367	2102
	Net	1356	1364	1441
	Deficit			
Active Living				
Active Living provides a range of Commonwealth Home Support Programme (CHSP) services that support over 2,500 frail older people, people who have a disability and their carers. The service helps eligible Knox residents maximise their independence, remain living in their own homes, stay connected to the community and enhance their quality of their life.	Inc	4,660	4,784	800
	Exp	4,709	4,889	1,134
	Net	48	105	334
	Deficit			

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Arts & Cultural Services				
Arts and Cultural Services delivers and engages the local community in a range of arts and cultural services and programs, including performing arts, events, festivals, arts courses, performances and public art projects.	Inc	267	72	198
	Exp	2,008	1,816	2,304
	Net	1,741	1,743	2,106
	Deficit			
Business Performance (Community Access & Support)				
Business Performance provides Home Maintenance and Home Modification services through the Commonwealth Home Support Programme (CHSP) and supports frail older people, people who have a disability and their carers. The service helps eligible Knox residents maximise their independence, remain living in their own homes, stay connected to the community and enhance their quality of their life.	Inc	384	433	443
	Exp	717	791	806
	Net	333	357	363
	Deficit			
Community Access, Equity and Safety				
The Community Access, Equity and Safety service supports and advocates for the disadvantaged and marginalised communities and fosters an accessible, inclusive, safe and supportive Council and community.	Inc	73	0	0
	Exp	784	788	782
	Net	711	788	782
	Deficit			
Community Partnerships				
Community Partnerships supports and strengthens local not-for-profit groups to be active, sustainable and resilient. This service also supports the development of new community organisations and community mobilisation and activity, as appropriate, in response to changing community needs and dynamics.	Inc	3	0	0
	Exp	1,798	2,704	1,974
	Net	1,795	2,704	1,974
	Deficit			
Community Safety				
This service provides advice, support and programs to strengthen community safety in order that neighbourhood amenity is protected, people feel safe and enjoy public spaces and individual rights are preserved.	Inc	857	418	890
	Exp	2,488	2,588	2,308
	Net	1,631	2,171	1,418
	Deficit			

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Emergency Management				
Emergency Management coordinates and delivers Council's legislative and community focused responsibilities for emergency and fire management. It includes services to mitigate risk to people and property, preparedness/ planning through to response and recovery.	Inc	69	8	9
	Exp	470	598	574
	Net	401	590	566
	Deficit			
Integrated Services (Family and Children's Services)				
Integrated Services provides high quality, integrated early years and family support services including: <ul style="list-style-type: none"> • Integrated early years hubs (where Council's centre-based early education and care services are located and integrated with Maternal and Child Health, playgroup and funded kindergarten (preschool)) • Maternal and Child Health • Community and supported playgroups • State Government funded kindergarten (preschool) – Council is an Early Years Management Organisation • Additional support (including the Preschool Field Officer Program) • Coordination and support for early years service operations and facility management 	Inc	13,752	15,350	16,008
	Exp	19,220	20,137	21,212
	Net	5,468	4,787	5,205
	Deficit			
Leisure Services				
Leisure Services provides strategic advice and management for Council's leisure facilities to enable the provision of sport, leisure, recreation and wellbeing to the Knox municipality. Attracting over 1.9 million annual visitations across the major leisure facilities, the strategic management provided by Leisure Services to community organisations contributes to the positive physical and mental health outcomes for the community. This service includes the management, operation and/or support for Council's leisure facilities including 2 Council managed leisure centres (including aquatic facilities).	Inc	1,844	1,408	2,605
	Exp	3,416	3,791	3,732
	Net	1,572	2,383	1,127
	Deficit			

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Libraries				
The Libraries service provides resources and programs and a variety of media for education, information, leisure and personal development. There are currently five branch libraries in Knox and one library service bus. The service is managed by the Eastern Regional Library Corporation, a formal partnership between Maroondah, Yarra Ranges and Knox Councils	Inc	0	0	0
	Exp	4,805	4,742	5,140
	Net Deficit	4,805	4,742	5,140
Local Laws				
This service provides local law and parking enforcement, school crossing supervision, and animal management programs to the community.	Inc	3,300	2,775	4,035
	Exp	4,383	4,116	5,396
	Net Deficit	1,082	1,341	1,361
Occupational Therapy				
Occupational Therapy provides a service that aims to maximise the safety and independence of frail older people, people who have a disability and their carers in their home. This is achieved by providing education about alternate ways of completing tasks and the use of aides and equipment. The Occupational Therapist (OT) can also make recommendations for the home modifications service and/or referrals to other useful local services, such as a podiatrist.	Inc	155	209	160
	Exp	179	229	279
	Net Deficit	24	20	118
Strategy, Learning and Evaluation (Family and Children's Services)				
Strategy, Learning and Evaluation provides: <ul style="list-style-type: none"> • Strategic planning for children and families in the municipality, including Council's early years services and infrastructure. • Strategic policy development, research, monitoring, and evaluation for projects and matters impacting children and families in the Knox community. • Support for Council's Early Years Advisory Committee. • Partnerships between Council and non-Council early years services and community managed programs. • Coordinated professional development, quality assurance and policy development for Council's early years services. 	Inc	3	70	250
	Exp	662	833	529
	Net Deficit	659	763	579

Service		2019-20	2020-21	2021-22
		Actual	Forecast	Budget
		\$'000	\$'000	\$'000
Youth Services				
Youth Services promotes, develops and encourages physical, social and mental wellbeing of young people by providing, facilitating, planning, funding and advocating for the needs of young people, their families and their community. Youth Services includes delivery of youth counselling and referral, youth leadership development, parenting programs, and partnerships with schools in Knox.	Inc	195	309	106
	Exp	1,157	1,299	1,116
	Net Deficit	962	991	1,010
TOTAL				
	Inc	26,558	26,838	26,166
	Exp	49,148	51,688	49,688
	Net Deficit	22,590	24,849	23,522

Initiatives

Major Initiative	Respond to emerging social and health issues caused by COVID-19.
Initiatives	Prioritise mental health and wellbeing initiatives by focusing on community partnerships and collective impact.
	Work in partnership with local First Nations people, relevant services and key networks to progress Reconciliation.
	Develop a Resilience Plan to support the community to cope with stresses, emergencies and disasters.
	Contribute to the collective efforts in preventing and responding to family violence.

Service Performance Indicators

Service	Indicator	2019-20 Actual	2020-21 Forecast	2021-22 Budget
Animal Management	Service Standard	5.00	8.00	8.00
Aquatic Facilities	Utilisation	1.69	2.50	2.50
Food Safety	Health & Safety	100%	100%	100%
Maternal and Child Health	Participation	76.27%	80.00%	80.00%
	Participation by Aboriginal children	80.36%	81.00%	82.00%
Libraries	Participation	12.87%	13.00%	13.00%

Civic engagement and integrity

Knox Council is a trusted and respected leader in our community, acting appropriately and ensuring all voices are heard.

Strategies

The strategies we will undertake to achieve success in this area are:

Provide opportunities for all people in Knox to have their say

Manage our resources effectively to ensure financial sustainability and improved customer experience

Ensure our processes are transparent and our decisions are accountable

Services

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

Service		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Communications				
Communications is responsible for providing the community with information about how Council is investing its resources in order to respond to the needs of the community and facilitating community access to services. Functions include media relations, reputation management, advocacy, digital experience and internal communication.	Inc	17	0	0
	Exp	1,589	1,905	1,963
	Net	1,572	1,905	1,963
	Deficit			
Customer Service				
Council's Customer Service is designed to support the delivery of a range of programs and services to the community via telephone and counter contact centres. The service supports the organisation to provide personalised, responsive customer service via all Council's contact channels, including online. The team provides guidance and support for all customer interactions and exists to support information and connection between Council and the community.	Inc	37	8	0
	Exp	1,526	1,951	2,089
	Net	1,489	1,943	2,089
	Deficit			

Service		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Financial Services				
Financial Services provides the strategic thinking, leadership, service delivery and management of all matters relating to financial management. The service is responsible for leading the processes for budgeting and forecasting, regular financial reporting, Annual Financial Accounts preparation, rating services and management of the debtors and creditors and provides oversight of Council's property management obligations. The service works closely with Governance to develop and support the organisational financial compliance frameworks and works across the organisation educating and supporting stakeholders.	Inc	926	850	895
	Exp	3,843	3,279	3,336
	Net Deficit	2,917	2,430	2,441
Governance				
The Governance service provides key internal and external services to Councillors, staff and the community to facilitate a well governed organisation. The service has overall responsibility for legislative compliance, Councillor support and development, Council meetings and the maintenance of the Civic Centre meeting rooms. The service is responsible for Council's integrity framework, including the Audit Committee, fraud and corruption prevention, privacy compliance and Freedom of Information.	Inc	52	219	1
	Exp	3,872	4,663	3,950
	Net Deficit	3,821	4,445	3,949
Human Resources				
The Human Resources service provides strategic and operational leadership, services and programs for all aspects of human resource management. These include industrial and employee relations, recruitment, induction, corporate learning and development, leadership development, organisational culture, performance management workforce planning, remuneration and employee safety, health and wellbeing. This service works across the organisation, developing and implementing programs, and works with stakeholders to educate and build capability and continuously develop their teams. This service also includes Council's risk management systems, insurances and the front line support to customers and residents for insurance related issues.	Inc	635	2,888	148
	Exp	7,802	11,117	7,636
	Net Deficit	7,167	8,229	7,488

Service	2019-20	2020-21	2021-22	
	Actual	Forecast	Budget	
	\$'000	\$'000	\$'000	
Information Technology				
Information technology incorporates provision of information technology services and IT support for the organisation. This encompasses hardware and software support as well as internal and external telecommunications. This service is a key foundation platform for efficient service delivery for the community and the organisation.	Inc	1	0	0
	Exp	6492	6792	7240
	Net Deficit	6491	6792	7240
Research and Mapping				
Research and Mapping supports an evidence-based approach to policy development and decision-making by undertaking specialist research and mapping activities. The service also provides advice, builds organisational capacity and develops and implements new tools and applications in the area of research and mapping. The service is responsible for the maintenance of Council's GIS system, spatial database and on-line data resources	Inc	0	0	0
	Exp	88	84	107
	Net Deficit	88	84	107
Strategy and Business Intelligence				
The Strategy and Business Intelligence team is an integrated suite of functions designed to enhance business insights, strategic planning and engagement to shape decision-making. The team leads the organisation in the development and implementation of Councils Strategic Planning Framework, including the Community and Council plans and aims to improve outcomes for the Knox community through developing and sharing crucial insights.	Inc	0	0	0
	Exp	460	794	945
	Net Deficit	460	794	945
TOTAL				
	Inc	1,668	3,965	1,045
	Exp	25,673	30,585	27,267
	Net Deficit	24,005	26,620	26,222

Initiatives

Major Initiative	Develop a Customer Experience Strategy.
Initiatives	Implement priority actions of the Community Engagement Framework and Action Plan. Develop a procurement policy to ensure commercial and best practice outcomes.

Service Performance Indicators

Service	Indicator	2019-20 Actual	2020-21 Forecast	2021-22 Budget
Governance	Satisfaction	58.00	59.00	60.00

Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
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 financial year) / Number of children enrolled in the MCH service] x100

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

Reconciliation with Budgeted Operating Result

Key Directions	Income \$'000	Expenditure \$'000	Net Cost \$'000
Opportunity and innovation	13	2,795	2,782
Neighbourhoods, housing and infrastructure	3,697	31,933	28,236
Natural environment and sustainability	8,159	27,477	19,318
Connection, resilience and wellbeing	26,166	49,688	23,522
Civic engagement and integrity	1,045	27,267	26,222
Total Net Cost of Activities and Initiatives	39,079	139,160	100,081
Non Attributable Expenditure			
Effective corporate governance			2,905
Depreciation			25,576
Amortisation - intangible assets			778
Amortisation - right of use assets			1,311
Capital projects - operational expenses			17,461
Borrowing costs			743
Finance costs - leases			69
Total Non Attributable Expenditure			48,843
Deficit before Funding Sources			148,924
Funding Sources			
Rates and charges			108,849
Garbage charges			15,368
Victoria Grants Commission (VGC) - grants - operating - recurrent			6,522
Interest			150
Developers' contributions			6,000
Grants - capital			15,111
Contributions and donations - capital			1,685
Contributions - non monetary assets			2,000
Net loss on disposal of property, infrastructure, plant & equipment			(38,645)
Total Funding Sources			117,040
Surplus / (Deficit) for the Year			(31,884)

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021-22 has been supplemented with projections to 2024-25.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

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

3.1 Comprehensive Income Statement

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
INCOME						
Rates and charges	4.1.1	122,130	126,247	130,487	135,205	140,695
User fees	4.1.2	13,833	16,212	17,547	20,017	21,061
Statutory fees and fines	4.1.3	2,682	4,098	4,545	4,610	4,669
Grants - operating	4.1.4	29,920	21,757	20,247	20,624	21,000
Grants - capital	4.1.4	9,468	15,111	3,172	2,504	1,953
Contributions - monetary	4.1.5	7,872	8,326	8,088	18,200	7,729
Contributions - non-monetary	4.1.5	2,000	2,000	2,000	2,000	2,000
Other income	4.1.6	1,136	1,031	1,037	1,048	1,059
TOTAL INCOME		189,041	194,782	187,123	204,208	200,166
EXPENSES						
Employee costs	4.1.7	79,651	75,491	75,542	77,150	78,975
Materials and services	4.1.8	69,860	77,561	69,428	70,850	70,382
Contributions and donations	4.1.9	6,683	5,787	5,758	5,815	5,870
Depreciation	4.1.10	24,133	25,576	26,806	27,863	28,734
Amortisation - intangible assets	4.1.11	778	778	778	778	778
Amortisation - right of use assets	4.1.12	992	1,311	1,346	1,390	1,403
Borrowing costs		153	743	1,365	1,474	1,369
Finance costs - leases		25	69	71	73	74
Bad and doubtful debts		145	75	76	77	78
Net loss (gain) on disposal of property, infrastructure, plant and equipment		(567)	38,645	(3,280)	(4,880)	(2,380)
Other expense	4.1.13	656	630	669	643	654
TOTAL EXPENSES		182,509	226,666	178,559	181,233	185,937
SURPLUS / (DEFICIT) FOR THE YEAR		6,532	(31,884)	8,564	22,975	14,229
TOTAL COMPREHENSIVE RESULT		6,532	(31,884)	8,564	22,975	14,229
LESS						
Grants - capital - non recurrent		7,569	13,200	1,250	570	0
Contributions and donations - capital		2,280	1,685	900	10,500	0
Contributions - non-monetary		2,000	2,000	2,000	2,000	2,000
UNDERLYING SURPLUS (DEFICIT) FOR THE YEAR		(5,317)	(48,769)	4,414	9,905	12,229

3.2 Balance Sheet

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
CURRENT ASSETS						
Cash and cash equivalents		39,443	26,996	29,552	31,693	32,384
Other financial assets		0	0	0	0	0
Trade and other receivables		16,135	16,638	17,215	17,846	18,560
Other assets		550	558	568	579	594
Inventories		6	6	6	6	6
TOTAL CURRENT ASSETS	4.2.1	56,134	44,198	47,341	50,124	51,544
NON CURRENT ASSETS						
Investments in associates		4,920	4,920	4,920	4,920	4,920
Property, infrastructure, plant and equipment		2,015,070	2,040,062	2,066,717	2,081,052	2,091,846
Right-of-use assets	4.2.4	813	813	813	813	813
Intangible assets		614	614	614	614	614
TOTAL NON CURRENT ASSETS	4.2.1	2,021,417	2,046,409	2,073,064	2,087,399	2,098,193
TOTAL ASSETS		2,077,551	2,090,607	2,120,405	2,137,523	2,149,737
CURRENT LIABILITIES						
Trade and other payables		14,139	14,350	14,601	14,890	15,265
Trust funds and deposits		1,616	1,640	1,669	1,702	1,745
Provisions		18,788	19,268	19,761	20,267	20,786
Interest-bearing loans and borrowings	4.2.3	3,835	8,379	11,196	11,783	12,783
Lease liabilities	4.2.4	362	362	362	362	362
TOTAL CURRENT LIABILITIES	4.2.2	38,740	43,999	47,589	49,004	50,941
NON CURRENT LIABILITIES						
Provisions		3,954	3,983	4,012	4,043	4,074
Interest-bearing loans and borrowings	4.2.3	36,121	75,773	93,388	86,085	82,102
Lease liabilities	4.2.4	459	459	459	459	459
TOTAL NON CURRENT LIABILITIES	4.2.2	40,534	80,215	97,859	90,587	86,635
TOTAL LIABILITIES		79,274	124,214	145,448	139,591	137,576
NET ASSETS		1,998,277	1,966,393	1,974,957	1,997,932	2,012,161
EQUITY						
Accumulated surplus		715,066	694,776	703,286	725,705	743,377
Reserves		1,283,211	1,271,617	1,271,671	1,272,227	1,268,784
TOTAL EQUITY		1,998,277	1,966,393	1,974,957	1,997,932	2,012,161

3.3 Statement of Changes in Equity

For the four years ending 30 June 2025

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021 FORECAST					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		1,991,745	697,657	1,255,640	38,448
Surplus/(deficit) for the year		6,532	6,532	0	0
Net asset revaluation increment (decrement)		0	0	0	0
Transfer to other reserves		0	(5,134)	0	5,134
Transfer from other reserves		0	16,011	0	(16,011)
BALANCE AT END OF THE FINANCIAL YEAR		1,998,277	715,066	1,255,640	27,571
2022 BUDGET					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		1,998,277	715,066	1,255,640	27,571
Surplus/(deficit) for the year		(31,884)	(31,884)	0	0
Net asset revaluation increment (decrement)		0	0	0	0
Transfer to other reserves	4.3.1	0	(6,054)	0	6,054
Transfer from other reserves	4.3.1	0	17,648	0	(17,648)
BALANCE AT END OF THE FINANCIAL YEAR	4.3.2	1,966,393	694,776	1,255,640	15,977
2023					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		1,966,393	694,776	1,255,640	15,977
Surplus/(deficit) for the year		8,564	8,564	0	0
Net asset revaluation increment (decrement)		0	0	0	0
Transfer to other reserves		0	(6,554)	0	6,554
Transfer from other reserves		0	6,500	0	(6,500)
BALANCE AT END OF THE FINANCIAL YEAR		1,974,957	703,286	1,255,640	16,031
2024					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		1,974,957	703,286	1,255,640	16,031
Surplus/(deficit) for the year		22,975	22,975	0	0
Net asset revaluation increment (decrement)		0	0	0	0
Transfer to other reserves		0	(7,056)	0	7,056
Transfer from other reserves		0	6,500	0	(6,500)
BALANCE AT END OF THE FINANCIAL YEAR		1,997,932	725,705	1,255,640	16,587
2025					
BALANCE AT BEGINNING OF THE FINANCIAL YEAR		1,997,932	725,705	1,255,640	16,587
Surplus/(deficit) for the year		14,229	14,229	0	0
Net asset revaluation increment (decrement)		0	0	0	0
Transfer to other reserves		0	(7,057)	0	7,057
Transfer from other reserves		0	10,500	0	(10,500)
BALANCE AT END OF THE FINANCIAL YEAR		2,012,161	743,377	1,255,640	13,144

3.4 Statement of Cash Flows

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		2020-21	2021-22	2022-23	2023-24	2024-25
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES						
Rates and charges		121,653	125,913	130,087	134,760	140,177
User fees		13,717	16,093	17,423	19,886	20,926
Statutory fees and fines		2,632	4,047	4,492	4,554	4,610
Grants - operating		29,920	21,757	20,247	20,624	21,000
Grants - capital		9,468	15,111	3,172	2,504	1,953
Contributions - monetary		7,872	8,326	8,088	18,200	7,729
Interest received		70	150	150	150	150
Other receipts		1,066	881	887	898	909
Net movement in trust deposits		32	24	29	33	43
Employee costs		(79,231)	(74,982)	(75,020)	(76,614)	(78,425)
Materials and services		(69,716)	(77,432)	(69,263)	(70,646)	(70,103)
Contributions and donations		(6,683)	(5,787)	(5,758)	(5,815)	(5,870)
Short-term, low value and variable lease payments		(7)	(8)	(8)	(8)	(8)
Other payments		(649)	(602)	(661)	(635)	(646)
NET CASH PROVIDED BY / (USED IN) OPERATING ACTIVITIES	4.4.1	30,144	33,491	33,865	47,891	42,445
CASH FLOWS FROM INVESTING ACTIVITIES						
Proceeds from sale of property, infrastructure, plant and equipment		4,361	20,532	14,067	15,667	13,167
Payments for property, infrastructure, plant and equipment		(74,309)	(108,523)	(63,026)	(51,764)	(49,092)
Payments for investments		0	0	0	0	0
Proceeds from sale of investments		9,900	0	0	0	0
NET CASH PROVIDED BY / (USED IN) INVESTING ACTIVITIES	4.4.2	(60,048)	(87,991)	(48,959)	(36,097)	(35,925)
CASH FLOWS FROM FINANCING ACTIVITIES						
Finance costs		(153)	(743)	(1,365)	(1,474)	(1,369)
Proceeds from borrowings		40,906	48,030	28,811	4,480	8,800
Repayment of borrowings		(950)	(3,834)	(8,379)	(11,196)	(11,783)
Interest paid - lease liability		(25)	(70)	(71)	(73)	(74)
Repayment of lease liabilities		(1,015)	(1,330)	(1,346)	(1,390)	(1,403)
NET CASH PROVIDED BY / (USED IN) FINANCING ACTIVITIES	4.4.3	38,763	42,053	17,650	(9,653)	(5,829)
NET INCREASE (DECREASE) IN CASH HELD		8,859	(12,447)	2,556	2,141	691
Cash and cash equivalents at the beginning of the financial year		30,584	39,443	26,996	29,552	31,693
CASH AND CASH EQUIVALENTS AT END OF YEAR		39,443	26,996	29,552	31,693	32,384

3.5 Statement of Capital Works

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
PROPERTY						
Land and Buildings		34,715	37,701	31,463	23,967	20,910
TOTAL PROPERTY		34,715	37,701	31,463	23,967	20,910
PLANT AND EQUIPMENT						
Plant, machinery and equipment		2,751	2,135	2,457	2,011	2,695
Computers and telecommunications		7,324	10,421	4,809	4,805	3,100
Artworks		185	120	123	124	125
TOTAL PLANT AND EQUIPMENT		10,260	12,676	7,389	6,940	5,920
INFRASTRUCTURE						
Roads		10,431	9,141	9,794	10,409	10,913
Bridges		1,441	545	467	425	385
Footpaths and cycleways		5,525	4,643	5,614	5,360	5,856
Drainage		3,818	5,486	4,545	3,184	3,381
Recreational, leisure and community facilities		17,397	54,097	11,339	7,699	6,948
Off street car parks		984	1,168	1,240	1,326	848
Other infrastructure		796	527	252	259	266
TOTAL INFRASTRUCTURE		40,392	75,607	33,251	28,662	28,597
TOTAL CAPITAL WORKS EXPENDITURE	4.5.1	85,367	125,984	72,103	59,569	55,427
REPRESENTED BY						
Asset renewal		36,116	39,255	36,688	35,053	37,324
Asset upgrade		20,264	35,970	20,560	21,485	14,787
Asset new		26,125	42,800	14,435	2,961	3,281
Asset expansion		2,862	7,959	420	70	35
TOTAL CAPITAL WORKS EXPENDITURE	4.5.1	85,367	125,984	72,103	59,569	55,427
CAPITAL WORKS FUNDING SOURCE						
EXTERNAL						
Loan proceeds		40,906	48,030	28,811	4,480	8,800
Grants - capital		9,468	15,111	3,172	2,504	1,953
Contributions - capital		2,280	1,685	900	10,500	0
TOTAL EXTERNAL FUNDING		52,654	64,826	32,883	17,484	10,753
INTERNAL						
Proceeds from sale of fixed assets		3,167	20,532	14,067	15,667	13,167
Movement in reserve funds		12,724	16,944	6,500	6,500	10,500
Rate funding		16,822	23,682	18,653	19,918	21,007
TOTAL INTERNAL FUNDING		32,713	61,158	39,220	42,085	44,674
TOTAL CAPITAL WORKS FUNDING SOURCES	4.5.1	85,367	125,984	72,103	59,569	55,427

3.6 Statement of Human Resources

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	2020-21	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000	\$'000
	FTE	FTE	FTE	FTE	FTE
STAFF EXPENDITURE					
Employee costs - operating	79,651	75,491	75,542	77,150	78,975
Employee costs - capital	3,228	2,454	3,684	3,507	3,595
TOTAL STAFF EXPENDITURE	82,879	77,945	79,226	80,657	82,570
STAFF NUMBERS					
Full time equivalent (FTE) employees	717.03	718.43	715.83	713.13	713.13
TOTAL STAFF NUMBERS	717.03	718.43	715.83	713.13	713.13

A summary of human resources expenditure categorized according to the organizational structure of Council is included below:

	Budget 2021-22 \$'000	Comprises			
		Permanent			
		Full Time \$'000	Part Time \$'000	Casual \$'000	Temporary \$'000
DEPARTMENT					
CEO	3,158	2,565	593	0	0
City Centre	4,228	2,936	1,293	0	0
City Strategy and Integrity	16,684	12,477	3,866	200	140
Connected Communities	27,956	13,584	13,349	149	874
Infrastructure	15,940	14,169	1,049	5	717
People and Innovation	7,525	5,170	2,052	8	295
TOTAL PERMANENT STAFF EXPENDITURE	75,491	50,901	22,202	362	2,026
Capitalised labour costs	2,454				
TOTAL EXPENDITURE	77,945				

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

	Budget 2020-21 FTE	Comprises			
		Permanent			
		Full Time FTE	Part Time FTE	Casual FTE	Temporary FTE
DEPARTMENT					
CEO	21.43	16.00	5.43	0.00	0.00
City Centre	42.07	30.00	12.07	0.00	0.00
City Strategy and Integrity	150.28	104.00	42.86	1.92	1.50
Connected Communities	280.94	140.00	132.01	1.70	7.23
Infrastructure	165.40	151.00	7.55	0.05	6.80
People and Innovation	58.31	42.00	13.03	0.08	3.20
TOTAL PERMANENT STAFF FTE	718.43	483.00	212.95	3.75	18.73

3.7 Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2025

	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
CEO				
Permanent - Full Time	2,519	2,580	2,643	2,706
Female	1,832	1,876	1,922	1,968
Male	687	704	721	738
Self-described gender	0	0	0	0
Permanent - Part Time	639	654	670	687
Female	639	654	670	687
Male	0	0	0	0
Self-described gender	0	0	0	0
Total CEO	3,158	3,234	3,313	3,393
City Centre				
Permanent - Full Time	2,521	2,782	2,862	2,948
Female	2,003	2,210	2,274	2,342
Male	518	572	588	606
Self-described gender	0	0	0	0
Permanent - Part Time	1,708	1,885	1,940	1,996
Female	1,599	1,765	1,816	1,869
Male	109	120	124	127
Self-described gender	0	0	0	0
Total City Centre	4,229	4,667	4,802	4,944
City Strategy and Integrity				
Permanent - Full Time	11,271	11,309	11,542	11,765
Female	5,393	5,411	5,522	5,629
Male	5,878	5,898	6,020	6,136
Self-described gender	0	0	0	0
Permanent - Part Time	5,072	5,089	5,194	5,295
Female	3,765	3,778	3,856	3,931
Male	1,307	1,311	1,338	1,364
Self-described gender	0	0	0	0
Total City Strategy and Integrity	16,343	16,398	16,736	17,060
Connected Communities				
Permanent - Full Time	12,796	12,563	12,845	13,162
Female	11,381	11,178	11,429	11,711
Male	1,415	1,385	1,416	1,451
Self-described gender	0	0	0	0
Permanent - Part Time	14,137	13,836	14,148	14,498
Female	13,353	13,069	13,363	13,693
Male	784	767	785	805
Self-described gender	0	0	0	0
Total Connected Communities	26,933	26,399	26,993	27,660

	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000
Infrastructure				
Permanent - Full Time	14,560	14,580	14,926	15,294
Female	2,903	2,907	2,976	3,049
Male	11,657	11,673	11,950	12,245
Self-described gender	0	0	0	0
Permanent - Part Time	658	659	674	692
Female	658	659	674	692
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Infrastructure	15,218	15,239	15,600	15,986
People and Innovation				
Permanent - Full Time	5,384	5,259	5,330	5,488
Female	3,106	3,034	3,075	3,166
Male	2,278	2,225	2,255	2,322
Self-described gender	0	0	0	0
Permanent - Part Time	1,838	1,796	1,821	1,874
Female	1,838	1,796	1,821	1,874
Male	0	0	0	0
Self-described gender	0	0	0	0
Total People and Innovation	7,222	7,055	7,151	7,362
Casuals, temporary and other expenditure	2,388	2,550	2,555	2,570
Capitalised labour costs	2,454	3,684	3,507	3,595
Total staff expenditure	77,945	79,226	80,657	82,570

	2021-22	2022-23	2023-24	2024-25
	FTE	FTE	FTE	FTE
CEO				
Permanent - Full Time	17.00	17.00	17.00	17.00
Female	12.00	12.00	12.00	12.00
Male	5.00	5.00	5.00	5.00
Self-described gender	0	0	0	0
Permanent - Part Time	4.44	4.44	4.44	4.44
Female	4.44	4.44	4.44	4.44
Male	0	0	0	0
Self-described gender	0	0	0	0
Total CEO	21.44	21.44	21.44	21.44
City Centre				
Permanent - Full Time	25.00	25.00	25.00	25.00
Female	20.00	20.00	20.00	20.00
Male	5.00	5.00	5.00	5.00
Self-described gender	0	0	0	0
Permanent - Part Time	17.07	17.07	17.07	17.07
Female	15.91	15.91	15.91	15.91
Male	1.16	1.16	1.16	1.16
Self-described gender	0	0	0	0
Total City Centre	42.07	42.07	42.07	42.07

	2021-22 FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE
City Strategy and Integrity				
Permanent - Full Time	101.00	101.00	101.00	101.00
Female	48.00	48.00	48.00	48.00
Male	53.00	53.00	53.00	53.00
Self-described gender	0	0	0	0
Permanent - Part Time	45.86	45.86	45.86	45.86
Female	33.83	33.83	33.83	33.83
Male	12.03	12.03	12.03	12.03
Self-described gender	0	0	0	0
Total City Strategy and Integrity	146.86	146.86	146.86	146.86
Connected Communities				
Permanent - Full Time	129.00	129.00	129.00	129.00
Female	115.00	115.00	115.00	115.00
Male	14.00	14.00	14.00	14.00
Self-described gender	0	0	0	0
Permanent - Part Time	143.00	143.00	143.00	143.00
Female	134.65	134.65	134.65	134.65
Male	8.35	8.35	8.35	8.35
Self-described gender	0	0	0	0
Total Connected Communities	272.00	272.00	272.00	272.00
Infrastructure				
Permanent - Full Time	151.00	151.00	151.00	151.00
Female	30.00	30.00	30.00	30.00
Male	121.00	121.00	121.00	121.00
Self-described gender	0	0	0	0
Permanent - Part Time	7.55	7.55	7.55	7.55
Female	7.55	7.55	7.55	7.55
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Infrastructure	158.55	158.55	158.55	158.55
People and Innovation				
Permanent - Full Time	41.00	41.00	41.00	41.00
Female	24.00	24.00	24.00	24.00
Male	17.00	17.00	17.00	17.00
Self-described gender	0	0	0	0
Permanent - Part Time	14.03	14.03	14.03	14.03
Female	14.03	14.03	14.03	14.03
Male	0	0	0	0
Self-described gender	0	0	0	0
Total People and Innovation	55.03	55.03	55.03	55.03
Casuals, temporary and other expenditure	22.48	19.88	17.18	17.18
Capitalised labour costs	0	0	0	0
Total staff expenditure	718.43	715.83	713.13	713.13

5. Notes on 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 budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021-22 the FGRS cap has been set at 1.5%. 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 will increase by 1.5% in line with the rate cap.

Council's Residential Garbage Charge for the 2021-22 financial year has been set at an amount to ensure only full cost recovery inclusive of the State Government Landfill Levy. The Residential Garbage Charge will increase by \$25 (10.78%) in line with the projected increase in costs.

This will raise total rates and charges for 2021-22 to \$126,247,230, exclusive of optional services.

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

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
General rates *	107,130	109,223	2,093	2.0%
Rate rebates	(1,205)	(1,205)	0	0.0%
Residential garbage charge	13,871	15,368	1,497	10.8%
Service rates and charges	2,043	2,030	(13)	(0.6%)
Supplementary rates and rate adjustments	291	250	(41)	(14.1%)
Interest on rates and charges	0	581	581	100.0%
Total rates and charges	122,130	126,247	4,117	3.4%

* General rates 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	Budget 2020-21 cents/\$CIV	Budget 2021-22 cents/\$CIV	Change %
Differential rate for Vacant Land or Derelict Land	0.52177	0.51311	-1.7%
Differential rate for Retirement Village Land properties	0.13465	0.12828	-4.7%
Differential rate for Commercial Land properties	0.42078	0.42759	1.6%
Differential rate for Industrial Land properties	0.44603	0.45325	1.6%
Differential rate for Residential Land properties	0.16831	0.17104	1.6%
Recreational Land rate for rateable recreational properties	0.16831	0.17104	1.6%

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	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
Rates				
Vacant Land or Derelict Land	1,674	1,655	(19)	(1.1%)
Retirement Village Land	1,195	1,214	19	1.6%
Commercial Land	14,265	14,494	229	1.6%
Industrial Land	17,432	17,688	256	1.5%
Residential Land	72,798	74,362	1,564	2.1%
Recreational Land Rate	57	60	3	5.3%
Total amount to be raised by general rates *	107,421	109,473	2,052	1.9%

* Total rates to be raised in the 2021-22 Budget includes Supplementary Rates of \$250,000. The total rates to be raised in the 2020-21 Forecast includes Supplementary Rates of \$290,967.

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	Budget 2020-21 Number	Budget 2021-22 Number	Change Number	%
Vacant Land or Derelict land	435	412	(23)	(5.3%)
Retirement Village Land	1,887	1,884	(3)	(0.2%)
Commercial Land	2,524	2,525	1	0.0%
Industrial Land	3,636	3,672	36	1.0%
Residential Land	59,423	59,831	408	0.7%
Recreational Land Rate	7	7	0	0.0%
Total number of assessments	67,912	68,331	419	0.6%

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	Budget	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Vacant Land or Derelict Land	320,750	312,540	(8,210)	(2.6%)
Retirement Village Land	868,125	888,105	19,980	2.3%
Commercial Land	3,392,277	3,393,775	1,498	0.0%
Industrial Land	3,908,340	3,907,095	(1,245)	(0.0%)
Residential Land	43,236,675	43,528,553	291,878	0.7%
Recreational Land Rate	34,925	34,925	0	0.0%
Total value of land	51,761,092	52,064,993	303,901	0.6%

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	Per Rateable	Change	
	Property 2020-21 \$	Property 2021-22 \$	\$	%
Residential Garbage Charge	232	257	25	10.8%
Garbage Surcharge – 120 Litre Bin	54	54	0	0.0%
Additional Household Bins	255	289	34	13.3%
Optional Household Green Waste Bin	109	95	(14)	(12.8%)
Additional Recycle Bin	88	84	(4)	(4.5%)
Additional Recycle Bin - Industrial / Commercial	159	159	0	0.0%
Optional Industrial / Commercial Garbage, Daily Service	1,294	1,651	357	27.6%
Optional Industrial / Commercial Garbage, Weekly Service	423	478	55	13.0%
Waste Management and Recycling for Non Rateable Properties – Daily Service (240 Litre Bin)	1,080	1,294	214	19.8%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (240 Litre Bin)	232	257	25	10.8%
Waste Management and Recycling for Non Rateable Properties – Weekly Service (120 Litre Bin)	172	217	45	26.2%
<i>Dorset Square</i>				
– Annual Waste Charge, office based premises	305	336	31	10.2%
– Annual Waste Charge, retail based premises	908	999	91	10.0%
– Annual Waste Charge, food based premises less than 200 square metres floor area.	2,722	2,994	272	10.0%
– Annual Waste Charge, food based premises greater than 200 square metres floor area.	6,347	6,982	635	10.0%
Additional Hard Waste Service	NEW	115	115	100.0%

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	Forecast	Budget	Change	
	2020-21	2021-22	\$	%
	\$	\$	\$	%
Residential Garbage Charge	13,871,192	15,368,600	1,497,408	10.8%
Garbage Surcharge – 120 Litre Bin	2,042,820	2,029,644	(13,176)	(0.6%)
Additional Household Bins	265,200	322,524	57,324	21.6%
Optional Household Green Waste Bin	4,900,000	4,129,650	(770,350)	(15.7%)
Additional Recycle Bin	80,384	75,432	(4,952)	(6.2%)
Optional Industrial / Commercial Garbage Service	1,241,731	1,250,924	9,193	0.7%
Non Rateable Properties	75,903	75,432	(471)	(0.6%)
<i>Dorset Square:</i>				
Office based premises	5,185	5,704	519	10.0%
Retail based premises	12,712	12,984	272	2.1%
Food based premises less than 200 square metres floor area	8,166	8,983	817	10.0%
Food based premises greater than 200 square metres	12,694	13,963	1,269	10.0%
Total	22,515,987	23,293,840	777,853	3.5%

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

	Forecast	Budget	Change	
	2020-21	2021-22	\$'000	%
	\$'000	\$'000	\$'000	%
Total General Rates to be Raised				
- Refer item 4.1.1(c)	107,421	109,473	2,052	1.9%
Total Service Charges and Service Rates to be Raised				
- Refer item 4.1.1(h)	22,516	23,294	778	3.5%
Total rates and charges	129,937	132,767	2,830	2.2%

4.1.1 (j) Fair Go Rates System Compliance

Knox City Council is fully compliant 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.

	2020-21	2021-22
Total Rates	\$ 105,274,841	\$ 107,855,404
Number of Rateable Properties	67,912	68,331
Base Average Rate	\$ 1,550.17	\$ 1,578.43
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$ 1,581.17	\$ 1,602.10
Maximum General Rates and Municipal Charges Revenue	\$ 107,380,338	\$ 109,473,235
Revenue	\$ 107,130,337	\$ 109,223,235
Budgeted Supplementary Rates	\$ 250,000	\$ 250,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 107,380,337	\$ 109,473,235

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 (2021-22: estimated \$250,000 and 2020/21: \$290,967)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1 (l) Differential rates

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

- A general rate of 0.51311% (0.51311 cents in the dollar of capital improved value) for all rateable Vacant Land or Derelict Land; and
- A general rate of 0.12828% (0.12828 cents in the dollar of capital improved value) for all rateable Retirement Village Land; and
- A general rate of 0.17104% (0.17104 cents in the dollar of capital improved value) for all rateable Recreational Land; and
- A general rate of 0.45325% (0.45325 cents in the dollar of capital improved value) rateable Industrial Land; and
- A general rate of 0.42759% (0.42759 cents in the dollar of capital improved value) for all rateable Commercial Land; and
- A general rate of 0.17104% (0.17104 cents in the dollar of capital improved value) for all rateable Residential Land.

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

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

Vacant Land or Derelict Land

Definition/Characteristics

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Retirement Village Land

Definitions/Characteristics:

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

Residential Land

Definitions/Characteristics:

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

Commercial Land

Definitions/Characteristics:

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

Objective:

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

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Requirement to ensure that infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

Industrial Land

Definitions/Characteristics:

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

Objective:

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

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Requirement to ensure that infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

Recreational Land

Definitions/Characteristics:

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

Objective:

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

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council in cultural and recreational sporting programs and infrastructure.

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

4.1.2 User fees

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Waste management services	6,656	5,944	(712)	(10.7%)
Child care/children's programs	2,076	3,652	1,576	75.9%
Leisure centre and recreation	1,177	2,489	1,312	111.5%
Registration and other permits	1,574	2,161	587	37.3%
Building services	671	618	(53)	(7.9%)
Aged and health services	813	469	(344)	(42.3%)
Other fees and charges	866	879	13	1.5%
Total user fees	13,833	16,212	2,379	17.2%

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. The principal sources of fee income arise from services such as child care, kindergartens, recreational facilities and projected income from home care and garbage charges for optional services. User fees are budgeted to increase by 17.20% on the current year forecast.

The user fees in the current year forecast have been impacted by COVID-19, in particular due to the closure of Community facilities during the pandemic, the waiving of fees for not-for-profit organisations and other leisure groups, and the waiving of food premises permit fees. The decrease in parent fees for Council's early year hubs and kindergartens was offset by an increase in Government grants received.

4.1.3 Statutory fees and fines

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Permits	2,002	2,332	330	16.5%
Infringements and costs	430	1,341	911	211.9%
Town planning fees	139	161	22	15.8%
Court recoveries	0	152	152	100.0%
Land information certificates	110	111	1	0.9%
Other statutory fees and fines	1	1	0	0.0%
Total statutory fees and fines	2,682	4,098	1,416	52.8%

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include animal registrations, planning fees and parking fines. Increases in statutory fees and fines are made in accordance with legislative requirements. Statutory fees and fines are budgeted to increase by 52.80% on the current year forecast due to an expected increase in infringements and related costs.

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

4.1.4 Grants

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

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	18,172	21,244	3,072	16.9%
State funded grants	21,216	15,624	(5,592)	(26.4%)
Total grants received	39,388	36,868	(2,520)	(6.4%)
(a) Operating grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission	6,458	6,522	64	1.0%
Family and children - early years hubs	3,428	3,804	376	11.0%
General home care	4,108	660	(3,448)	(83.9%)
Aged care	231	147	(84)	(36.4%)
Recurrent - State Government				
Family and children - kindergarten	5,290	5,690	400	7.6%
Family and children - maternal and child health	1,757	1,727	(30)	(1.7%)
General home care	920	800	(120)	(13.0%)
School crossing supervisors	704	721	17	2.4%
Family and children - early years hubs	433	474	41	9.5%
Community health	144	138	(6)	(4.2%)
Family and children - youth services	299	102	(197)	(65.9%)
Aged care	0	6	6	0.0%
Other	35	35	0	0.0%
Total recurrent operating grants	23,807	20,826	(2,981)	(12.5%)
Non-recurrent - Commonwealth Government				
General home care	227	0	(227)	(100.0%)
Community health	54	0	(54)	(100.0%)
Non-recurrent - State Government				
Family and children - kindergarten	2,043	890	(1,153)	(56.4%)
Environmental planning	154	20	(134)	(87.0%)
Aged care	68	11	(57)	(83.8%)
Community health	10	10	0	0.0%
Family and children - early years hubs	251	0	(251)	(100.0%)
Recreational, leisure and community facilities	30	0	(30)	(100.0%)
Family and children - youth services	10	0	(10)	(100.0%)
Community safety	0	0	0	0.0%
Other	3,266	0	(3,266)	(100.0%)
Total non-recurrent operating grants	6,113	931	(5,182)	(84.8%)
Total operating grants	29,920	21,757	(8,163)	(27.3%)

Operating grants include all monies received from State and Federal Government sources which assists Council in funding the delivery of services to ratepayers. Overall, the level of operating grants is projected to decrease by 27.28% or \$8.163 million compared to 2020-21. Grants received in 2020-21 related to COVID-19 include \$2.766 million received for the Working for Victoria Fund and \$0.500 million received for the outdoor dining program. \$2.043 million was received from the State Government for the Kindergarten service, with parent fees being waived. There will be a reduction in grants received for general home care in 2021-22, with this program to cease.

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
(b) Capital grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission - local roads	1,166	1,178	12	1.0%
Roads to recovery	733	733	0	0.0%
Recreational, leisure and community facilities	550	0	(550)	(100.0%)
Recurrent - State Government				
Recreational, leisure and community facilities	1,750	5,000	3,250	185.7%
Roads and bridges	2,000	0	(2,000)	(100.0%)
Buildings	117	0	(117)	(100.0%)
Total recurrent capital grants	6,316	6,911	595	9.4%
Non-recurrent - Commonwealth Government				
Roads and bridges	367	4,800	4,433	1,207.9%
Recreational, leisure and community facilities	850	3,400	2,550	300.0%
Non-recurrent - State Government				
Recreational, leisure and community facilities	1,116	0	(1,116)	(100.0%)
Roads and bridges	628	0	(628)	(100.0%)
Bridges	71	0	(71)	(100.0%)
Other	120	0	(120)	(100.0%)
Total non-recurrent capital grants	3,152	8,200	5,048	160.2%
Total capital grants	9,468	15,111	5,643	59.6%
Total grants	39,388	36,868	(2,520)	(6.4%)

Capital grants include all monies received from State and Federal Government and community sources which assists Council in funding the capital works program. Overall the level of capital grants is projected to increase by 59.60% or \$5.643 million compared to 2020-21. This increase is due to specific funding expected for some large capital works projects in 2021-22.

Refer to section 4.5 'Capital works program' for a more detailed analysis of the grants and contributions expected to be received during the 2021-22 financial year.

4.1.5 Contributions

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Monetary	7,872	8,326	454	5.8%
Non-monetary	2,000	2,000	0	0.0%
Total contributions	9,872	10,326	454	4.6%

Monetary contributions include charges paid by developers in regard to recreational lands, drainage and car parking in accordance with planning permits issued for property development. Monetary contributions are budgeted to increase by 5.77% on the current year forecast.

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

4.1.6 Other income

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Rent	484	551	67	13.8%
Reimbursements	524	211	(313)	(59.7%)
Interest	70	150	80	114.3%
Other	58	119	61	105.2%
Total other income	1,136	1,031	(105)	(9.2%)

Other income relates to a range of items such as interest, cost recovery and other miscellaneous income items.

4.1.7 Employee costs

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Wages and salaries	58,193	57,587	(606)	(1.0%)
Annual leave and long service leave	8,234	8,420	186	2.3%
Superannuation	5,791	6,061	270	4.7%
Agency staff	5,676	1,960	(3,716)	(65.5%)
WorkCover	1,498	1,163	(335)	(22.4%)
Fringe benefits tax	259	300	41	15.8%
Total employee costs	79,651	75,491	(4,160)	(5.2%)

Employee costs include all labour related expenditure such as wages and salaries, and on-costs including allowances, leave entitlements, employer superannuation and WorkCover. Employee costs are budgeted to decrease by 5.22% on the current year forecast. An increase has been allowed to cover the estimated Enterprise Agreement (EA) increment, together with an allowance for other periodic increments in employee banding structure provided for in Awards, and the increase in the superannuation guarantee rate from 9.50% to 10.00%. The superannuation guarantee rate will increase 0.50% per year, until it reaches 12.00% in 2025-26.

The 2020-21 forecast employee costs have been inflated by the employee costs relating to the Working for Victoria Fund. Corresponding grant income was received to offset these costs.

4.1.8 Materials and services

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Contract payments				
Waste Management	19,589	21,060	1,471	7.5%
Operating Projects Expenditure	11,058	17,461	6,403	57.9%
Operations Maintenance	6,494	5,706	(788)	(12.1%)
Active Ageing & Disability	1,134	1,107	(27)	(2.4%)
Community Law	338	886	548	162.1%
People & Culture	778	753	(25)	(3.2%)
Corporate Services	1,122	526	(596)	(53.1%)
Other	3,148	2,747	(401)	(12.7%)
Administration costs	7,380	7,654	274	3.7%
Information technology	3,410	3,853	443	13.0%
Consultants	3,237	3,848	611	18.9%
Utilities	3,294	3,511	217	6.6%
Consumable materials and equipment	3,468	2,950	(518)	(14.9%)
Insurance	1,899	1,898	(1)	(0.1%)
Building maintenance	1,718	1,572	(146)	(8.5%)
Finance and legal costs	1,040	1,142	102	9.8%
General maintenance	753	887	134	17.8%
Total materials and services	69,860	77,561	7,701	11.0%

Materials and services include payments for the provision of services by external providers, materials and utility costs including electricity, water, gas and telephones. Materials and services are expected to increase by 11.02% on the current year forecast.

Contract payments includes capital expenditure which is operational in nature. This is budgeted to increase by \$6.403 million on the current year forecast due to the capital projects being undertaken (including capital works to be carried forward to 2021-22).

4.1.9 Contributions and donations

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Contribution to the Eastern Regional Libraries Corporati	4,114	4,383	269	6.5%
Community support payments	2,569	1,404	(1,165)	(45.3%)
Total contributions and donations	6,683	5,787	(896)	(13.4%)

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

Council's funding of the Eastern Regional Libraries Corporation is budgeted to increase 6.54% on the current year forecast. The 2020-21 forecast expenditure is lower than budgeted due to a COVID-19 related reduction in the amount paid in the first quarter of the 2021 financial year due to the closure of all libraries.

4.1.10 Depreciation

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Property	4,761	5,050	289	6.1%
Plant and equipment	1,736	1,952	216	12.4%
Infrastructure	17,636	18,574	938	5.3%
Total depreciation	24,133	25,576	1,443	6.0%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation is budgeted to increase by 5.98% on the current year forecast. This increase is due to the forecast completion of the 2020-21 capital works program and the full year effect of depreciation on the 2020-21 capital works program.

Refer to section 4.5 'Capital works program' for a more detailed analysis of Council's capital works program for the 2021-22 financial year.

4.1.11 Amortisation – Intangible assets

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Intangible assets	778	778	0	0.0%
Total amortisation - intangible assets	778	778	0	0.0%

Amortisation is an accounting measure which attempts to allocate the value of an intangible asset over its useful life. Council's intangible assets is software. Amortisation of intangible assets is budgeted to be consistent with the current year forecast.

4.1.12 Amortisation – Right of use assets

	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Right of use assets	992	1,311	319	32.2%
Total amortisation - right of use assets	992	1,311	319	32.2%

Commencing for the 2019-20 financial year, the implementation of *AASB 16 Leases* requires most operating leases to be recognised on the balance sheet, including the creation of a right of use asset. Similar to intangible assets, right of use assets are amortised over the life of the lease.

4.1.13 Other expenses

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Councillors allowances	391	399	8	2.0%
Auditor's remuneration - internal	150	160	10	6.7%
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	60	63	3	5.0%
Operating lease rentals - short term, low value	55	8	(47)	(85.5%)
Total other expenses	656	630	(26)	(4.0%)

Other expenses relate to a range of unclassified items including Councillor allowances, audits and low value lease expenses. Other expenses are budgeted to decrease by 3.96% on the current year forecast.

4.2 Balance Sheet

4.2.1 Assets

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
CURRENT ASSETS				
Cash and cash equivalents	39,443	26,996	(12,447)	(31.6%)
Other financial assets	0	0	0	0.0%
Trade and other receivables	16,135	16,638	503	3.1%
Other assets	550	558	8	1.5%
Inventories	6	6	0	0.0%
TOTAL CURRENT ASSETS	56,134	44,198	(11,936)	(21.3%)
NON CURRENT ASSETS				
Investments in associates	4,920	4,920	0	0.0%
Property, infrastructure, plant and equipment	2,015,070	2,040,062	24,992	1.2%
Right-of-use assets	813	813	0	0.0%
Intangible assets	614	614	0	0.0%
TOTAL NON CURRENT ASSETS	2,021,417	2,046,409	24,992	1.2%
TOTAL ASSETS	2,077,551	2,090,607	13,056	0.6%

Cash and cash equivalents include cash held in the bank, petty cash, and the value of investments in term deposits or other highly liquid investments with short maturities of three months or less. Other financial assets include term deposits held with an original maturity of greater than 90 days. These balances are projected to decrease by \$12.447 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are budgeted to increase by 3.12% on the current year forecast.

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

Investments in associates is Council's 36.39% ownership interest in Eastern Regional Libraries Corporation.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment etc. which has been built up by Council over many years. The \$24.992 million increase in this balance is attributable to the anticipated capitalisation of the budgeted capital works program of \$125.984 million and the contribution of non-monetary assets of \$2.000 million. This is offset by \$26.354 million in depreciation and amortisation expense, \$17.461 million in capital expenditure deemed to be operational in nature, and the disposal of \$59.177 million of non-current assets through the sale of property, plant and equipment. The majority of the disposal of non-current assets is the transfer of the Knox Regional Sports Park assets to the State Government.

The implementation of AASB 16 Leases requires most operating leases to be recognised on the balance sheet as a right of use asset. Council's right of use assets relate to property and information technology leases.

4.2.2 Liabilities

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
CURRENT LIABILITIES				
Trade and other payables	14,139	14,350	211	1.5%
Trust funds and deposits	1,616	1,640	24	1.5%
Provisions	18,788	19,268	480	2.6%
Interest-bearing loans and borrowings	3,835	8,379	4,544	118.5%
Lease liabilities	362	362	0	0.0%
TOTAL CURRENT LIABILITIES	38,740	43,999	5,259	13.6%
NON CURRENT LIABILITIES				
Provisions	3,954	3,983	29	0.7%
Interest-bearing loans and borrowings	36,121	75,773	39,652	109.8%
Lease liabilities	459	459	0	0.0%
TOTAL NON CURRENT LIABILITIES	40,534	80,215	39,681	97.9%
TOTAL LIABILITIES	79,274	124,214	44,940	56.7%

Trade and other payables are those to whom Council owes money as at 30 June. Trade and other payables are budgeted to increase by 1.49% on the current year forecast.

Trust funds and deposits include refundable deposits, the fire services levy and retention amounts. Trust funds and deposits are budgeted to increase by 1.49% on the current year forecast.

Provisions include accrued annual leave and long service leave owing to employees. These employee entitlements are split between those entitlements expected to be paid within twelve months and those expected to be paid beyond the next year. Total provisions are budgeted to increase by 2.24% on the current year forecast.

Interest-bearing loans and borrowings are split between Council borrowings expected to be repaid within the next twelve months and those expected to be repaid beyond the next year. Refer to section 4.2.3 'Borrowings' for further information on Council's interest-bearing loans and borrowings.

The implementation of *AASB 16 Leases* requires most operating leases to be recognised on the balance sheet as a lease liability. The lease liability is split between lease liabilities expected to be repaid within the next twelve months and those expected to be repaid beyond the next year.

4.2.3 Borrowings

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

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000
Amount borrowed as at 30 June of the prior year	0	39,956
Amount proposed to be borrowed	40,906	48,030
Amount projected to be redeemed	950	3,834
Amount of borrowings as at 30 June	39,956	84,152

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

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000
RIGHT-OF-USE ASSETS		
Property	457	457
Computers and telecommunications	356	356
TOTAL RIGHT-OF-USE ASSETS	813	813
LEASE LIABILITIES		
Current lease liabilities		
Property	193	193
Computers and telecommunications	169	169
Total current lease liabilities	362	362
Non-current lease liabilities		
Property	264	264
Computers and telecommunications	195	195
Non-current lease liabilities	459	459
TOTAL LEASE LIABILITIES	821	821

4.3 Statement of Changes in Equity

4.3.1 Reserves

	Opening Balance \$'000's	Transfer to Reserve \$'000's	Transfer from Reserve \$'000's	Closing Balance \$'000's
Statutory Reserves				
HACC Capital Grant	341	0	0	341
Open Space	11,717	6,000	6,872	10,845
Total Statutory Reserves	12,058	6,000	6,872	11,186
Discretionary Reserves				
Aged Care Reserve	4,357	0	1,081	3,276
Basketball Stadium infrastructure	100	26	0	126
Blue Hills Reserve	3	0	0	3
City Futures	247	0	0	247
Knox Regional Sports Park - Football Renewal	727	0	727	0
Mountain Gate Reserve	140	0	0	140
Revegetation Net Gain	406	0	0	406
Revolving Energy Fund	31	0	0	31
Scoresby Recreational Reserve	144	28	0	172
Stamford Park Project	8,654	0	8,264	390
State Basketball Centre Asset Renewal	704	0	704	0
Total Discretionary Reserves	15,513	54	10,776	4,791
Total Reserves	27,571	6,054	17,648	15,977

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

Discretionary reserves are funds set aside by Council for a specific purpose but are not protected by statute. The nature and purpose of the reserves are as follows:

HACC capital grant reserve

The purpose of this reserve is to refurbish, upgrade and maintain minor capital within the Home and Community Care funded programs.

Open space reserve

The Open Space Reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developer's contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Aged care reserve

The purpose of this reserve is to set aside the proceeds from the divestment of the Amaroo Gardens Aged Care Facility by Council on 2 November 2011 for aged services and infrastructure within the Knox municipality.

Basketball stadium infrastructure reserve

The purpose of this reserve is to improve basketball stadium facilities within the Knox municipality.

Blue Hills reserve

The purpose of this reserve is to construct the Early Years Hubs facilities for the benefit of the Knox Community.

City futures fund

The purpose of this reserve is to construct major facilities within the Knox municipality.

Knox Regional Sports Park - Football pitch replacement fund

The purpose of this reserve is to provide for future football pitch replacement at Knox Regional Sports Park.

Mountain Gate reserve

The purpose of this reserve is to enhance community facilities within Mountain Gate.

Revegetation net gain reserve

The purpose of this reserve is to ensure any loss of vegetation through development is re-established in a sustainable location.

Revolving energy fund

The purpose of this reserve is to re-invest savings in energy costs to be invested in further works to minimise energy consumption.

Scoresby Recreation reserve

The purpose of this reserve is to invest the income derived from lease of this site into the Scoresby Recreation Reserve.

Stamford Park reserve

The purpose of this reserve is to develop the Stamford Park site for the benefit of the Knox Community.

State basketball centre asset renewal fund

The purpose of this reserve is to provide for asset renewal works at the State Basketball Centre (Knox Regional Sports Park).

4.3.2 Equity

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
EQUITY				
Accumulated surplus	715,066	694,776	(20,290)	(2.8%)
Reserves	1,283,211	1,271,617	(11,594)	(0.9%)
TOTAL EQUITY	1,998,277	1,966,393	(31,884)	(1.6%)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. \$31.884 million of the \$20.290 million decrease in accumulated surplus results directly from the surplus for the year. An amount of \$11.594 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

The net decrease in equity or net assets of \$31.884 million results directly from the 2021-22 financial year budgeted operating surplus.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Description	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Cash flow from operating activities				
Rates and charges	121,653	125,913	4,260	3.5%
User fees	13,717	16,093	2,376	17.3%
Statutory fees and fines	2,632	4,047	1,415	53.8%
Grants - operating	29,920	21,757	(8,163)	(27.3%)
Grants - capital	9,468	15,111	5,643	59.6%
Contributions - monetary	7,872	8,326	454	5.8%
Interest received	70	150	80	114.3%
Other receipts	1,066	881	(185)	(17.4%)
Net movement in trust deposits	32	24	(8)	(25.0%)
Employee costs	(79,231)	(74,982)	4,249	(5.4%)
Materials and services	(69,716)	(77,432)	(7,716)	11.1%
Contributions and donations	(6,683)	(5,787)	896	(13.4%)
Short-term, low value and variable lease payments	(7)	(8)	(1)	14.3%
Other payments	(649)	(602)	47	(7.2%)
Net cash provided by operating activities	30,144	33,491	3,347	11.1%

Operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The 2021-22 budgeted capital grants income is budgeted to increase by \$5.643 million. This is due to specific funding for some large capital works projects in 2021-22. Refer to section 4.5 'Capital works program' for a more detailed analysis of Council's capital works program for the 2021-22 financial year.

The 2021-22 operating grants income is budgeted to decrease by \$8.163 million on the 2020-21 forecast. This is mainly due to the operating grants received in 2020-21 related to COVID-19 including \$2.766 million received for the Working for Victoria Fund and \$0.500 million received for the outdoor dining program. \$2.043 million was received from the State Government for the Kindergarten service, with parent fees being waived. There will be a reduction in grants received for general home care in 2021-22, with this program to cease.

Materials and services are budgeted to increase by \$7.716 million. Included in materials and services is capital expenditure which is operational in nature. This expenditure is budgeted to increase by \$6.403 million on the current year forecast due to capital projects being undertaken (including capital works to be carried forward to 2021-22). Materials and services also includes \$21.060 million for waste management. This is an increase of \$1.471 million on the current year forecast.

4.4.2 Net cash flows provided by/used in investing activities

Description	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Cash flow from investing activities				
Proceeds from sale of property, infrastructure, plant and equipment	4,361	20,532	16,171	370.8%
Payments for property, infrastructure, plant and equipment	(74,309)	(108,523)	(34,214)	46.0%
Payments for investments	0	0	0	0.0%
Proceeds from sale of investments	9,900	0	(9,900)	(100.0%)
Net cash used in investing activities	(60,048)	(87,991)	(27,943)	46.5%

Investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, plant and equipment.

The decrease in net cash inflows from investing activities is mainly due to a \$34.214 million increase in payments for property, infrastructure, plant and equipment, together with a \$9.900 million decrease in proceeds from the sale of investments (term deposits held longer than 90 days). This is partially offset by a \$16.171 million increase in proceeds from the sale of property, infrastructure, plant and equipment.

4.4.3 Net cash flows provided by/used in financing activities

Description	Forecast	Budget	Change	
	2020-21 \$'000	2021-22 \$'000	\$'000	%
Cash flow from financing activities				
Finance costs	(153)	(743)	(590)	385.6%
Proceeds from borrowings	40,906	48,030	7,124	17.4%
Repayment of borrowings	(950)	(3,834)	(2,884)	303.6%
Interest paid - lease liability	(25)	(70)	(45)	180.0%
Repayment of lease liabilities	(1,015)	(1,330)	(315)	31.0%
Net cash used in financing activities	38,763	42,053	3,290	8.5%

Financing activities refers to the cash generated or used in the financing of Council functions and include proceeds from and repayment of borrowings from financial institutions.

The 2021-22 budget includes new borrowings of \$48.030 million. The new borrowings are forecast to take place at the end of the financial year.

Refer to section 4.2.3 'Borrowings' for further information on Council borrowings.

4.5 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2021-22 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	Budget	Change	
	2020-21	2021-22	\$'000	%
	\$'000	\$'000	\$'000	
Property	34,715	37,701	2,986	8.6%
Plant and equipment	10,260	12,676	2,416	23.5%
Infrastructure	40,392	75,607	35,215	87.2%
Total contributions	85,367	125,984	40,617	47.6%

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expans'n	Grants	Contrib.	Council Cash*	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	37,701	10,674	6,032	13,470	7,525	3,000	160	18,531	16,010
Plant and equipment	12,676	1,514	7,316	3,411	434	0	0	12,676	0
Infrastructure	75,607	30,611	25,907	19,089	0	12,111	400	31,076	32,020
Total	125,984	42,800	39,255	35,970	7,959	15,111	560	62,283	48,030

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

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrowings \$'000
Property Buildings	15,428	185	5,532	4,092	5,619	3,000	160	8,084	4,184
Knox Athletics Track - New Shade Structure	100	100	0	0	0	0	0	0	100
Schultz Reserve - New Shade Structure	50	50	0	0	0	0	0	50	0
Modular Building Program (Modern Construction System) (Scoping Only)	35	35	0	0	0	0	0	35	0
Replacements of components for all Council owned buildings based on Building Asset Management Systems	5,532	0	5,532	0	0	0	0	5,532	0
Stamford Park Development Facility Upgrades as per Buildings Asset Management Plan	1,230	0	0	1,230	0	0	0	1,230	0
Boronia Precinct Planning (Design Only)	500	0	0	500	0	0	0	0	500
Community Toilet Replacement Program	361	0	0	361	0	0	0	361	0
Family & Children Buildings and Facilities Upgrades	309	0	0	309	0	0	0	0	309
Three-Year-Old Kindergarten Facility Management (Scoping Only)	278	0	0	278	0	0	0	88	190
Upgrades to Early Years Facilities	250	0	0	250	0	0	0	0	250
Knox Leisureworks - Major Redevelopment (Scoping Only)	200	0	0	200	0	0	0	0	200
Millers Homestead Upgrade	155	0	0	155	0	0	0	0	155
Early Years Facility Emergency Warning System	150	0	0	150	0	0	0	0	150
Solar panels in Community Facilities	100	0	0	100	0	0	0	0	100
Energy Retrofits in Community Buildings	80	0	0	80	0	0	0	0	80
Schultz Reserve - Pavilion Refurbishment	75	0	0	75	0	0	0	0	75
Installation of Electronic Entry System	60	0	0	60	0	0	0	0	60
Updates all Kindergarten Signage	60	0	0	60	0	0	0	0	60
Council Kindergartens Lockers Installation	50	0	0	50	0	0	0	0	50
Boronia Progress Hall Upgrade	40	0	0	40	0	0	0	0	40
Kitchen Retrofitting Program at sports pavilions	25	0	0	25	0	0	0	0	25
Milpera Reserve - Pavilion Refurbishment (Design Only)	20	0	0	20	0	0	0	0	20
Park Ridge Reserve - Pavilion Refurbishment (Design Only)	20	0	0	20	0	0	0	0	20
Ferntree Gully Library - Café Blinds	20	0	0	20	0	0	0	0	20
The Basin Community House - Kitchen Upgrade	10	0	0	10	0	0	0	10	0
Fairpark Reserve - Pavilion Upgrade	4,840	0	0	0	4,840	3,000	160	0	1,680
Carrington Park Activity Centre - Redevelopment	569	0	0	0	569	0	0	569	0
Alice Johnson Kindergarten - Verandah Extension	65	0	0	0	65	0	0	65	0
Berrabri Preschool - Verandah Upgrade	55	0	0	0	55	0	0	55	0
Knox Infolink Redevelopment	30	0	0	0	30	0	0	30	0
Park Crescent Children and Family Centre Refurbishment (Scoping Only)	30	0	0	0	30	0	0	30	0
Liberty Avenue Kindergarten - Verandah Extension (Design Only)	10	0	0	0	10	0	0	10	0
Park Ridge Kindergarten - Verandah Extension (Design Only)	10	0	0	0	10	0	0	10	0
Billoo Kindergarten - Storage & Verandah Extension (Scoping Only)	10	0	0	0	10	0	0	10	0
Total Property	15,428	185	5,532	4,092	5,619	3,000	160	8,084	4,184

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Plant and Equipment									
Plant, machinery and equipment	2,135	0	2,135	0	0	0	0	2,135	0
Plant and machinery replacement program	2,135	0	2,135	0	0	0	0	2,135	0
Computers and telecommunications	6,149	767	3,655	1,457	270	0	0	6,149	0
Artworks	80	80	0	0	0	0	0	80	0
Public Art Project	80	80	0	0	0	0	0	80	0
Total Plant and Equipment	8,364	847	5,790	1,457	270	0	0	8,364	0
Infrastructure									
Roads	9,061	0	8,658	403	0	1,911	0	7,150	0
Road Surface Renewal Program across multiple locations within Knox	5,193	0	5,193	0	0	1,911	0	3,282	0
Wilhelma Avenue, Bayswater	525	0	525	0	0	0	0	525	0
High Risk Road Failure Program Malvern Street, Bayswater	500	0	500	0	0	0	0	500	0
Edinburgh Road, Bayswater	418	0	418	0	0	0	0	418	0
Murene Court, Boronia	400	0	400	0	0	0	0	400	0
Industrial Road Renewal Program across multiple locations within Knox	350	0	350	0	0	0	0	350	0
Violen Street, Bayswater	250	0	250	0	0	0	0	250	0
Winnifred Crescent, Knoxfield	175	0	175	0	0	0	0	175	0
Programmed works from June Yearly Audits Sullivan Court, Wantirna	165	0	165	0	0	0	0	165	0
Wanaka Close, Rowville	150	0	150	0	0	0	0	150	0
Avalon Road, Rowville (Design Only)	135	0	135	0	0	0	0	135	0
Mountain Gate Drive - Ferntree Gully (Design Only)	97	0	97	0	0	0	0	97	0
Mossfield Avenue, Ferntree Gully (Design Only)	70	0	70	0	0	0	0	70	0
Faraday Street, Boronia (Design Only)	65	0	65	0	0	0	0	65	0
Studfield Shops, Rear Laneway, Wantirna South (Design Only)	45	0	45	0	0	0	0	45	0
Adele Avenue, Ferntree Gully (Design Only)	45	0	45	0	0	0	0	45	0
Amesbury Road - Bike Lane	40	0	40	0	0	0	0	40	0
Buckingham Drive, Rowville - Local Area Traffic Management Treatment	35	0	35	0	0	0	0	35	0
Parking Management Plan Implementation Sasseuss Avenue - Parking Lane & Sharrow (Design Only)	120	0	0	120	0	0	0	120	0
Alma Avenue - New School Crossing	120	0	0	40	0	0	0	120	0
Liberty Avenue - Local Area Traffic Management (Design Only)	40	0	0	40	0	0	0	40	0
Moira Avenue - Splitter Island	30	0	0	30	0	0	0	30	0
Dobson Street - Traffic Device	15	0	0	15	0	0	0	15	0
Maryborough Road - Rumble Strips	15	0	0	15	0	0	0	15	0
Kellets Road - Lakesfield Drive Footpath link (Design Only)	10	0	0	10	0	0	0	10	0
Bridges	3	0	0	3	0	0	0	3	0
Bridge Renewal Program across multiple locations within Knox	545	0	545	0	0	0	0	545	0
Footpaths and cycleways	4,381	1,079	3,303	0	0	732	0	3,649	0
High Street Road, Wantirna South - Shared Path	347	347	0	0	0	347	0	0	0
Napoleon Road, Lysterfield - Shared Path	156	156	0	0	0	156	0	0	0
Bergins Road, Rowville	130	130	0	0	0	130	0	0	0
Malvern Street, Bayswater	120	120	0	0	0	100	0	20	0
Mountain Highway, Upper Ferntree Gully - North Side between Jersey Road and Army Road (Design Only)	80	80	0	0	0	0	0	80	0
Ferntree Gully Road - Shared Path	80	80	0	0	0	0	0	80	0
Francis Crescent, Ferntree Gully	44	44	0	0	0	0	0	44	0
Short Street, Boronia	35	35	0	0	0	0	0	35	0
Ferntree Gully Road, Scoresby	29	29	0	0	0	0	0	29	0
Regency Terrace, Lysterfield - Shared Path	24	24	0	0	0	0	0	24	0
Cypress Avenue, Boronia	20	20	0	0	0	0	0	20	0

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Pleasant Road, Ferntree Gully	10	10	0	0	0	0	0	10	0
Ferntree Gully Road, Ferntree Gully	4	4	0	0	0	0	0	4	0
Footpaths Renewal Program across multiple locations within Knox	2,786	0	2,786	0	0	0	0	2,786	0
Shared Path Renewal Program across multiple locations within Knox	517	0	517	0	0	0	0	517	0
Drainage	4,120	30	2,800	1,290	0	2,218	0	1,902	0
Gilbert Reserve - Wetland Scoping and Analysis (Design Only)	30	30	0	0	0	0	0	30	0
Drainage Renewal Program across multiple locations within Knox	2,750	0	2,750	0	0	2,218	0	532	0
Water Sensitive Urban Design System Renewal Program across multiple locations within Knox	50	0	50	0	0	0	0	50	0
Cardiff Street - Flood Mitigation Design	640	0	0	640	0	0	0	640	0
Olive Bank Road - Water Sensitive Urban Design	400	0	0	400	0	0	0	400	0
Flood Mitigation Reactive Upgrade Works	250	0	0	250	0	0	0	250	0
Recreational, leisure and community facilities	23,946	3,600	7,951	12,395	0	7,050	400	9,476	7,020
Knox Hockey Facility Development	3,500	3,500	0	0	0	0	400	0	3,100
Tormore Reserve - Safety Fencing	100	100	0	0	0	0	0	100	0
Egan Lee Reserve - Oval (Top) Renewal	1,500	0	1,500	0	0	0	0	1,500	0
Playground Renewal Program	1,145	0	1,145	0	0	0	0	1,145	0
Windermere Reserve - Oval Renewal	850	0	850	0	0	850	0	0	0
Street Tree Replacement Program	525	0	525	0	0	0	0	525	0
Glenfern Park - Tennis Court Renewal	400	0	400	0	0	0	0	400	0
Eildon Park Reserve - Tennis Court Renewal	350	0	350	0	0	0	0	350	0
Reta Matthews Reserve - Tennis Courts Renewal	350	0	350	0	0	0	0	350	0
Fairpark Reserve - Netball Court Renewal	300	0	300	0	0	0	0	300	0
Fairpark Reserve - Re-turfing	250	0	250	0	0	0	0	250	0
Talaskia Reserve - Cricket Net Renewal	250	0	250	0	0	0	0	250	0
Dobson Park - Cricket Net Renewal	250	0	250	0	0	0	0	250	0
Significant Municipal Site Renewal	229	0	229	0	0	0	0	229	0
Carrington Park Reserve - Tennis Court Renewal	175	0	175	0	0	0	0	175	0
Knox Gardens Reserve - Oval #2	150	0	150	0	0	0	0	150	0
Kings Park - Sportsfield Drainage (Oval #2)	150	0	150	0	0	0	0	150	0
Lewis Park - New Irrigation (Oval #2)	150	0	150	0	0	0	0	150	0
Knox Regional Netball Centre - Court Renewal	100	0	100	0	0	0	0	100	0
Park Furniture Renewal	75	0	75	0	0	0	0	75	0
Bush Boulevard Renewal	75	0	75	0	0	0	0	75	0
Parkland Asset Renewal	75	0	75	0	0	0	0	75	0
Reserve Paths Renewal	75	0	75	0	0	0	0	75	0
Reactive Sportsfield Surface Renewal	60	0	60	0	0	0	0	60	0
Oversowing of Sportsfields	60	0	60	0	0	0	0	60	0
Stormwater Harvesting Infrastructure Renewal	60	0	60	0	0	0	0	60	0
Knox Gardens - Tennis Courts Renewal	50	0	50	0	0	0	0	50	0
Exner Reserve - Tennis Courts Renewal	50	0	50	0	0	0	0	50	0
Wantirna Reserve - Tennis Courts Renewal (Design Only)	50	0	50	0	0	0	0	50	0
Public Tennis / Netball / Basketball Court Renewal	50	0	50	0	0	0	0	50	0
Golf Practice Nets Installations	50	0	50	0	0	0	0	50	0
Open Space Asset Artwork Renewal	42	0	42	0	0	0	0	42	0
Reactive Park Signage Renewal	20	0	20	0	0	0	0	20	0
Llewellyn Reserve - Cricket Pitch Renewal (Oval #1)	20	0	20	0	0	0	0	20	0
Wantirna Reserve - Sportsfield Renewal	15	0	15	0	0	0	0	15	0
Knox Regional Netball Centre, Ferntree Gully - Building Redevelopment and Associated Works	8,250	0	0	8,250	0	5,000	0	0	3,250

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrowings \$'000
HV Jones, Ferntree Gully - Masterplan Stage 3	610	0	0	610	0	0	0	610	0
Lewis Park, Wantirna South - Masterplan (Design Only)	515	0	0	515	0	0	0	515	0
Quarry Reserve, Ferntree Gully - Masterplan Stage 3	400	0	0	400	0	400	0	0	0
Kings Park Reserve - Masterplan Implementation	400	0	0	400	0	0	0	400	0
Knox Park Athletics - Track Lighting	300	0	0	300	0	0	0	0	300
Kings Park - Oval #1 Floodlighting Upgrade	300	0	0	300	0	300	0	0	0
Carrington Park Precinct	300	0	0	300	0	0	0	0	300
Lewis Park - Oval #1 Floodlighting Upgrade	250	0	0	250	0	250	0	0	0
Templeton Reserve - Floodlighting Upgrade	250	0	0	250	0	250	0	0	0
Llewelyn Reserve - Masterplan Implementation	200	0	0	200	0	0	0	200	0
Wally Tew Reserve - Stormwater Harvest Upgrade Design	120	0	0	120	0	0	0	120	0
Principal Avenue Tree Works	100	0	0	100	0	0	0	100	0
Replanting of priority areas within Knox including tree reserves and open space	100	0	0	100	0	0	0	100	0
Carrington Park Reserve - Stormwater Harvest Upgrade Design	80	0	0	80	0	0	0	80	0
Knox Community Gardens - New Facility Planning	70	0	0	70	0	0	0	0	70
Fairpark Reserve - Safety Fencing	50	0	0	50	0	0	0	50	0
Major Crescent Reserve - Landscape Plan (Design Only)	25	0	0	25	0	0	0	25	0
Lakesfield Reserve - Masterplan (Design Only)	25	0	0	25	0	0	0	25	0
Flamingo Reserve - Landscape Plan (Design Only)	25	0	0	25	0	0	0	25	0
Schultz Reserve - Landscape Plan (Design Only)	25	0	0	25	0	0	0	25	0
Off street car parks	965	35	700	230	0	0	0	965	0
Gilmour Reserve - New Car Park (Design Only)	35	35	0	0	0	0	0	35	0
Program for asphalt resurfacing, patching, linemarking and kerb and channel renewal	700	0	700	0	0	0	0	700	0
Knox Skate & BMX Park - Access Road & Carpark	155	0	0	155	0	0	0	155	0
Wally Tew Reserve - Carpark Upgrade	40	0	0	40	0	0	0	40	0
Egan Lee Reserve - Carpark Extension (Design Only)	35	0	0	35	0	0	0	35	0
Other infrastructure	13,012	12,620	242	150	0	0	0	512	12,500
Knox Regional Sport Park - Facility Contribution	12,500	12,500	0	0	0	0	0	0	12,500
Community Placemaking Program - Murals & Lighting	105	105	0	0	0	0	0	105	0
Scoping/Installation of Public Charging Outlets	10	10	0	0	0	0	0	10	0
Knox Pop Up Events Kit Upkeep	5	5	0	0	0	0	0	5	0
Fire Hydrant replacement program	142	0	142	0	0	0	0	142	0
Street furniture renewal program	100	0	100	0	0	0	0	100	0
Asbestos Removal Program	100	0	0	100	0	0	0	100	0
Essential Service Building Code Measures	50	0	0	50	0	0	0	50	0
Total Infrastructure	56,030	17,364	24,199	14,468	0	11,911	400	24,199	19,520
Total Capital Works	79,822	18,396	35,520	20,018	5,889	14,911	560	40,647	23,704

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

4.5.3 Works carried forward from 2019-20 year

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property									
Land and Buildings	22,273	10,489	500	9,378	1,906	0	0	10,446	11,827
Operations Centre Relocation	4,000	4,000	0	0	0	0	0	0	4,000
Westfield Library	3,864	3,864	0	0	0	0	0	0	3,864
Modular Building Program (Modern Construction System)	2,616	2,616	0	0	0	0	0	0	2,616
Heany Park - Scout/Community Pavilion	9	9	0	0	0	0	0	9	0
Replacements of components for all Council owned buildings based on Building Asset Management Systems	500	0	500	0	0	0	0	500	0
Stamford Park Development	8,800	0	0	8,800	0	0	0	8,800	0
Facility Upgrades as per Buildings Asset Management Plan	420	0	0	420	0	0	0	0	420
Arts Facility Upgrade	70	0	0	70	0	0	0	70	0
Millers Homestead Upgrade	68	0	0	68	0	0	0	68	0
F W Kerr Preschool - External Upgrade	20	0	0	20	0	0	0	20	0
Carrington Park Activity Centre - Redevelopment	920	0	0	0	920	0	0	920	0
Rowville Children and Family Centre - Refurbishment	500	0	0	0	500	0	0	0	500
Fairpark Reserve - Pavilion Upgrade	426	0	0	0	426	0	0	0	426
Park Crescent Children and Family Centre Refurbishment	60	0	0	0	60	0	0	60	0
Total Property	22,273	10,489	500	9,378	1,906	0	0	10,446	11,827
Plant and Equipment									
Computers and telecommunications	4,272	627	1,527	1,954	164	0	0	4,272	0
Artworks	40	40	0	0	0	0	0	40	0
Public Art Project	40	40	0	0	0	0	0	40	0
Total Plant and Equipment	4,312	667	1,527	1,954	164	0	0	4,312	0
Infrastructure									
Roads	95	0	24	71	0	0	0	95	0
Chandler Road, Boronia	24	0	24	0	0	0	0	24	0
Macaulay Place - Shared Safety Zone	50	0	0	50	0	0	0	50	0
Parking Management Plan Implementation	21	0	0	21	0	0	0	21	0
Footpaths and cycleways	262	262	0	0	0	0	0	262	0
Burwood Highway, Upper Ferntree Gully - Shared Path Link 1	162	162	0	0	0	0	0	162	0
Mountain Highway, The Basin	100	100	0	0	0	0	0	100	0
Drainage	1,366	250	421	695	0	0	0	1,366	0
Egan Lee Reserve - Wetland Construction	250	250	0	0	0	0	0	250	0
Water Sensitive Urban Design System Renewal Program across multiple locations within Knox	421	0	421	0	0	0	0	421	0
1825 Ferntree Gully Road - Flood Mitigation Works	435	0	0	435	0	0	0	435	0
Forest Road to Koolunga Reserve, Ferntree Gully - Wetland Construction	200	0	0	200	0	0	0	200	0
Albert Street and Chandler Road Irrigation	60	0	0	60	0	0	0	60	0
Off street car parks	203	0	0	203	0	0	0	203	0
Rowville Recreation Reserve - Carpark	163	0	0	163	0	0	0	163	0
Wantirna Reserve - Carpark Upgrade	40	0	0	40	0	0	0	40	0
Recreational, leisure and community facilities	5,150	237	1,263	3,651	0	199	0	4,951	0
Dog Parks - Installations	200	200	0	0	0	0	0	200	0
Gilbert Park Reserve - New Drainage	37	37	0	0	0	37	0	0	0
Playground Renewal Program	545	0	545	0	0	0	0	545	0
Wantirna Reserve - Tennis Court Renewal	468	0	468	0	0	0	0	468	0
Eildon Park Reserve - Tennis Court Renewal	143	0	143	0	0	0	0	143	0
Renewal	108	0	108	0	0	0	0	108	0

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrowings \$'000
Knox Regional Netball Centre, Ferntree Gully - Development and Subsequent Implementation of Masterplan	1,046	0	0	1,046	0	0	0	1,046	0
Peregrine Reserve, Rowville - Masterplan Stage 2	376	0	0	376	0	0	0	376	0
Talaskia Reserve, Upper Ferntree Gully - Masterplan Stage 3	362	0	0	362	0	0	0	362	0
Lewis Park, Wantirna South - Masterplan	300	0	0	300	0	0	0	300	0
HV Jones , Ferntree Gully - Development of Masterplan	277	0	0	277	0	0	0	277	0
Scoresby Reserve - Masterplan Stage 4	208	0	0	208	0	0	0	208	0
Quarry Reserve, Ferntree Gully - Masterplan Stage 3	200	0	0	200	0	0	0	200	0
Knox Regional Netball Centre - Outdoor Courts Floodlight	198	0	0	198	0	0	0	198	0
Gilbert Park, Knoxfield - Masterplan	163	0	0	163	0	163	0	0	0
Llewelyn Reserve - Masterplan Implementation	115	0	0	115	0	0	0	115	0
Revegetation - Strategic Road Corridors Bush Boulevards - Design and Implementation	108	0	0	108	0	0	0	108	0
Principal Avenue Tree Works	87	0	0	87	0	0	0	87	0
Gilbert Park - Floodlighting Upgrade	50	0	0	50	0	0	0	50	0
The Basin Triangle - Masterplan	30	0	0	30	0	0	0	30	0
Kings Park Reserve - Masterplan	30	0	0	30	0	0	0	30	0
Other infrastructure	12,500	12,500	0	0	0	0	0	0	12,500
Knox Regional Sport Park - Facility Contribution	12,500	12,500	0	0	0	0	0	0	12,500
Total Infrastructure	19,577	13,248	1,708	4,620	0	199	0	6,877	12,500
Total Carried Forward Capital Works 2020/21	46,162	24,405	3,735	15,952	2,070	199	0	21,636	24,327

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

4.6 Summary of Capital Works Expenditure

For the four years ended 30 June 2025

2022/23	Total Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property									
Buildings	31,463	11,235	6,022	14,206	0	0	900	6,022	24,541
Total Property	31,463	11,235	6,022	14,206	0	0	900	6,022	24,541
Plant and Equipment									
Plant, machinery and equipment	2,457	0	2,457	0	0	0	0	2,457	0
Computers and telecommunications	4,809	0	3,120	1,689	0	0	0	4,809	0
Artworks	123	80	43	0	0	0	0	123	0
Total Plant and Equipment	7,389	80	5,620	1,689	0	0	0	7,389	0
Infrastructure									
Roads	9,794	0	9,449	345	0	0	0	9,794	0
Bridges	467	0	467	0	0	0	0	467	0
Footpaths and cycleways	5,614	1,765	3,849	0	0	0	0	3,899	1,715
Drainage	4,545	1,000	2,800	745	0	0	0	4,545	0
Recreational, leisure and community facilities	11,339	350	7,534	3,455	0	1,250	0	7,534	2,555
Off street car parks	1,240	0	700	120	420	0	0	1,240	0
Other infrastructure	252	5	247	0	0	0	0	252	0
Total Infrastructure	33,251	3,120	25,046	4,665	420	1,250	0	27,731	4,270
Total Capital Works Expenditure	72,103	14,435	36,688	20,560	420	1,250	900	41,142	28,811

2023/24	Total Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property									
Buildings	23,967	1,250	5,947	16,770	0	0	10,500	8,987	4,480
Total Property	23,967	1,250	5,947	16,770	0	0	10,500	8,987	4,480
Plant and Equipment									
Plant, machinery and equipment	2,011	0	2,011	0	0	0	0	2,011	0
Computers and telecommunications	4,805	0	3,100	1,705	0	0	0	4,805	0
Artworks	124	80	44	0	0	0	0	124	0
Total Plant and Equipment	6,940	80	5,155	1,705	0	0	0	6,940	0
Infrastructure									
Roads	10,409	0	10,184	225	0	0	0	10,409	0
Bridges	425	0	425	0	0	0	0	425	0
Footpaths and cycleways	5,360	1,006	4,354	0	0	0	0	5,360	0
Drainage	3,184	20	2,884	280	0	0	0	3,184	0
Recreational, leisure and community facilities	7,699	600	5,129	1,970	0	570	0	7,129	0
Off street car parks	1,326	0	721	535	70	0	0	1,326	0
Other infrastructure	259	5	254	0	0	0	0	259	0
Total Infrastructure	28,662	1,631	23,951	3,010	70	570	0	28,092	0
Total Capital Works Expenditure	59,569	2,961	35,053	21,485	70	570	10,500	44,019	4,480

2024/25	Total Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expans'n \$'000	Grants \$'000	Contrib. \$'000	Council Cash* \$'000	Borrow-ings \$'000
Property									
Buildings	20,910	1,250	6,083	13,577	0	0	0	12,110	8,800
Total Property	20,910	1,250	6,083	13,577	0	0	0	12,110	8,800
Plant and Equipment									
Plant, machinery and equipment	2,695	0	2,695	0	0	0	0	2,695	0
Computers and telecommunications	3,100	0	3,100	0	0	0	0	3,100	0
Artworks	125	80	45	0	0	0	0	125	0
Total Plant and Equipment	5,920	80	5,840	0	0	0	0	5,920	0
Infrastructure									
Roads	10,913	0	10,653	260	0	0	0	10,913	0
Bridges	385	0	385	0	0	0	0	385	0
Footpaths and cycleways	5,856	1,036	4,820	0	0	0	0	5,856	0
Drainage	3,381	60	2,971	350	0	0	0	3,381	0
Recreational, leisure and community facilities	6,983	850	5,568	530	35	0	0	6,983	0
Off street car parks	813	0	743	70	0	0	0	813	0
Other infrastructure	266	5	261	0	0	0	0	266	0
Total Infrastructure	28,597	1,951	25,401	1,210	35	0	0	28,597	0
Total Capital Works Expenditure	55,427	3,281	37,324	14,787	35	0	0	46,627	8,800

5. Financial Performances Indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Expected Bands	Notes	Actual 2019-20	Forecast 2020-21	Budget 2021-22	Projections			Trend + / o / -
							2022-23	2023-24	2024-25	
Operating Position (measures whether a council is able to generate an underlying surplus)										
Adjusted Underlying Result	Adjusted Underlying Surplus (Deficit) / Adjusted Underlying Revenue	> 0%	1		(3.00%)	(27.41%)	2.41%	5.18%	6.17%	+
Liquidity (measures whether a council is able to generate sufficient cash to pay bills on time)										
Working Capital	Current Assets / Current Liabilities	100.00% - 200.00%	2		144.90%	100.45%	99.48%	102.29%	101.18%	o
Unrestricted Cash	Unrestricted Cash / Current Liabilities	50.00% - 100.00%	3		69.41%	33.45%	36.36%	38.70%	45.64%	+
Obligations (measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities)										
Loans and Borrowings	Interest Bearing Loans and Borrowings / Rate Revenue	< 80.00%	4		32.72%	66.66%	80.15%	72.38%	67.44%	-
Loans and borrowings	Interest and Principal Repayments / Rate Revenue	0% - 10.00%	4		0.90%	3.63%	7.47%	9.37%	9.35%	-
Indebtedness	Non Current Liabilities / Own Source	< 80.00%	5		27.88%	52.01%	60.86%	53.74%	49.45%	-
Asset Renewal	Asset Renewal Expenditure / Depreciation	90.00% - 110.00%	6		149.65%	153.48%	136.86%	125.80%	129.89%	o
Stability (measures whether a council is able to generate revenue from a range of sources)										
Rates Concentration	Rate Revenue / Adjusted Underlying Revenue	50.00% - 80.00%	7		68.93%	70.97%	71.31%	70.74%	71.00%	o
Rates Effort	Rate Revenue / Property Values (CIV)	0.20% - 0.60%	8		0.24%	0.24%	0.25%	0.26%	0.26%	o

Indicator	Measure	Expected Bands	Notes	Actual 2019-20	Forecast 2020-21	Budget 2021-22	Projections			Trend + / o / -
							2022-23	2023-24	2024-25	
Efficiency (measures whether a council is using resources efficiently)										
Expenditure Level	Total Expenditure / No. of Assessments	N/A			\$2,687	\$3,317	\$2,590	\$2,607	\$2,651	o
Revenue Level	Residential Rate Revenue / No. of Residential Assessments	N/A			\$1,581	\$1,609	\$1,639	\$1,674	\$1,716	o
Workforce Turnover	No. of Resignations & Terminations / Average No. of Staff	5.00% - 10.00%			10.00%	10.00%	10.00%	10.00%	10.00%	o

Key to Forecast Trend:

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

Notes on indicators

5.2.1 Adjusted underlying results

Adjusted underlying result is the net surplus or deficit for the year (per Australian Accounting Standards) adjusted for non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure other than grants and non-monetary asset contributions. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period. The significant decrease in 2021-22 is largely driven by the net loss anticipated on the disposal of property, infrastructure, plant and equipment, in particular the transfer of the Knox Regional Sports Park assets to the State Government. This transfer has been carried forward from the 2020-21 financial year.

5.2.2 Working capital

Working capital (current assets / current liabilities) is the proportion of current liabilities represented by current assets. It is a general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due. The working capital ratio is anticipated to remain around 100% for the four year period, with the decline from the current year forecast due to a reduction of cash and cash equivalents together with the utilisation of interest-bearing loans and borrowings to fund the Capital Works Program.

5.2.3 Unrestricted cash

Unrestricted cash means all cash and cash equivalents other than restricted cash, including cash that will be used to fund capital expenditure from the previous financial year. Restricted cash means cash and cash equivalents, within the meaning of Accounting Standard *AASB 107 Statement of Cash Flows*, that are not available for use other than for a purpose for which it is restricted. The decline from the current year forecast demonstrates a reduction of cash and cash equivalents together with the utilisation of interest-bearing loans and borrowings to fund the Capital Works Program. Statutory reserve balances will remain steady before a decrease in 2024-25.

5.2.4 Debt compared to rates

Loans and borrowings means interest bearing loans and borrowings compared to rates and charges revenue. The balance of interest bearing loans and borrowings is shown as a percentage of rates revenue. Loans and borrowings also refers to interest and principal repayments compared to rate revenue. The ratio describes Council's cash flow debt repayment capacity through the inclusion of interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue. The trend indicates an increased reliance on debt against annual rate revenue in 2021-22 due to borrowings to fund the Capital Works Program, with further increases in the subsequent years.

5.2.5 Indebtedness

Indebtedness compares non-current liabilities to own source revenue. Own source revenue is defined as adjusted underlying revenue other than revenue that is not under the control of Council (including government grants). Interest-bearing borrowings will increase in 2021-22 to fund the Capital Works Program. There will be a further increase in 2022-23 followed by slight decreases in the following two years.

5.2.6 Asset renewal

Asset renewal is calculated as asset renewal expenditure as a percentage of depreciation. This indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Council's asset renewal indicator is greater than 100% through the four year outlook.

5.2.7 Rates concentration

Rates concentration is measured as rate revenue compared to adjusted underlying revenue. Adjusted underlying revenue is defined as total income excluding non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. Rates concentration reflects the extent of reliance on rate revenues to fund all of Council's on-going services. The trend is relatively steady for rates concentration.

5.2.8 Rates effort

Rates effort, which is intended to examine the community's capacity to pay, presents rate revenue as a percentage of the capital improved value of rateable properties in the municipality. The trend is relatively steady for rates effort.

6. Schedule of Fees and Charges

This appendix presents the fees and charges which will be charged in respect to various goods and services during the financial year 2021-22. Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees and are made in accordance with legislative requirements. These fees are updated as of 1 July 2021 and will be reflected on Council's website.

Knox City Council

2021-22 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
CEO - CHIEF FINANCIAL OFFICER				
REVENUE & PROPERTY SERVICES				
<i>Land Information Certificates are a standard charge fixed by State Government (Statutory) legislation. Summons Costs recovered are fully recoverable from the outstanding rate debtors.</i>				
Summons Costs Recovered (Legal Costs)	Scale of Costs	Scale of Costs	Scale of Costs	N
Land Information Certificates - Urgent Requests Additional Fee	Per Certificate	\$37.50	\$39.00	Y
Reproduction of a Valuation and Rate Notice - Electronic Delivery Only - Up to 3 years old	Per Notice	\$12.00	\$13.00	Y
Reproduction of a Valuation and Rate Notice - Mail of Printed Document - Up to 3 years old	Per Notice	\$37.50	\$39.00	Y
Reproduction of a valuation and rate notice - greater than 3 years old	Per Hour	\$80.00	\$84.00	Y
Recovery of cost incurred to undertake a Field Call	Per Field Call	\$80.00	\$84.00	Y
Recovery of Council's Agency's Professional Costs to prepare Field Call documentation.	Per Field Call	\$70.00	\$73.00	Y

Knox City Council

2021-22 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
City Strategy and Integrity - City Planning and Building				
PLANNING SERVICES				
<i>The Planning and Subdivision fees indicated below are for the processing and administration of development applications. Most of these fees are prescribed by State Regulations. Only those that are at the discretion on Council are indicated below.</i>				
Secondary Consent & Extension of Time Requests				
Secondary Consent Requests	Per Request	\$385.00	\$400.00	Y
Extension of Time Request - For all permits other than Multi Dwelling Permits for more than two dwellings or tree removal on single dwelling sites	Per Request	\$260.00	\$270.00	Y
Extension of Time Request - For Tree Removal or Pruning (single dwelling sites only).	Per Request	\$80.00	\$85.00	Y
Extension of Time Request - For Multi Dwelling Permits of more than two dwellings	Per Request	\$680.00	\$708.00	Y
Bonds (Refundable)				
Works Bond	Per Request	150% of the estimated cost of works. Minimum bond amount - \$5,000 for incomplete works bond and \$2,000 for maintenance bond.	150% of the estimated cost of works. Minimum bond amount - \$5,000 for incomplete works bond and \$2,000 for maintenance bond.	N
Landscaping Bond	Per Request	\$6,300.00	\$6,600.00	N
Fee to process Bonds for uncompleted works bonds, landscaping bonds and maintenance bonds.	Per Request	\$365.00	\$400.00	Y
Fee to provide a quote for a Bond for uncompleted works bonds, landscaping bonds and maintenance bonds.	Per Request	\$120.00	\$125.00	Y
Application Advertising				
- Public Notice sign for displaying on site	Per Site	\$55.00	\$60.00	Y
- Erection and Management of Public Notices	Per Site	\$220.00	\$230.00	Y
- Mail notices up to 10 inclusively	Flat Rate	\$192.00	\$200.00	Y
- Each additional mail notices between 11 and 50 for mail notices up to 10 is to be added on plus each additional mail notice charge).	Per Additional Notice	\$19.00	\$15.00	Y
- Mail notices between 51 and 100 inclusively	Flat Rate	\$1,000.00	\$1,040.00	Y
- Mail notices between 101 and 200 inclusively	Flat Rate	\$2,185.00	\$2,273.00	Y
- Mail notices greater than 200	Flat Rate	\$2,755.00	\$2,866.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
- Standard letter request for planning information	Flat Rate	\$85.00	\$90.00	Y
Planning (Miscellaneous)				
Planning Application - tree removal (Single dwelling sites only - Development sites fee is as specified in Clause 21 of the Planning and Environment (Fees) Regulations 2016)	Per Application	\$165.00	\$170.00	Y
Planning Application - tree pruning (Single dwelling sites only - Development sites fee is as specified in Clause 21 of the Planning and Environment (Fees) Regulations 2016)	Per Application	\$83.00	\$85.00	Y
Planning File Recall (Residential)	Per Request	\$190.00	\$198.00	Y
Planning File Recall (Industrial / Commercial)	Per Request	\$270.00	\$280.00	Y
Refund Request	Per Request	Cost of Service	Cost of Service	Y
Planning Historical Searches Residential (Provision of Permit Details where there are 5 or more planning permits that apply to the site)	Per Request	\$75.00	\$78.00	Y
Planning Historical Searches Commercial (Provision of Permit Details where there are 5 or more planning permits that apply to the site)	Per request	\$250.00	\$260.00	Y
Net Gain Fee	Per Plant	\$37.00	\$39.00	Y
Pre-Application Request	Per Request	\$260.00	\$275.00	Y
Dishonoured Cheque Fee	Per Cheque	\$33.00	\$35.00	Y
BUILDING SERVICES				
<i>The Building Services fees provide for the assessment, administration and inspection works necessary for the issue of Building Permits and other miscellaneous site inspections. Most Building Surveying and Permit services are open to market competition (hence GST applies to these), and the fees should be varied on a commercial basis.</i>				
Domestic Permits				
Single Dwellings #	Per Permit	Value/100 or minimum fee of \$2,500.00	Value/100 or minimum fee of \$2,500.00	Y
Multi Dwelling applications (Class 1) #	Per Permit	Value/100 or minimum fee of \$3,700.00	Value/100 or minimum fee of \$3,700.00	Y
Dwellings Additions (including Dependant Relative Units) #	Per Permit	Value/100 or minimum fee of \$1,350.00	Value/100 or minimum fee of \$1,350.00	Y
Variation Permits / Renewals #	Per Permit	\$290.00	\$300.00	Y
Signs, Aerials, Retaining Walls etc #	Per Permit	\$590.00	\$600.00	Y
Sheds, Carports, (non brick) Garages, Verandas, decks, Above Ground Swimming Pools etc. #	Per Permit	\$730.00	\$750.00	Y
In ground Swimming Pools and Brick Garages #	Per Permit	\$885.00	\$900.00	Y
Demolitions #	Per Permit	\$790.00	\$820.00	Y
Minor Variation to Report & Consent decisions #	Per request	\$95.00	\$99.00	N
Industrial / Commercial Permits				
Minor works up to \$10,000 #	Per Permit	\$590.00	\$600.00	Y
Minor works \$10,000 to \$30,000 #	Per Permit	\$1,250.00	\$1,300.00	Y
Fit out Permits	Per Permit	\$1,250.00	\$1,300.00	Y
Classes 2 - 9 (up to \$10,000) #	Per Permit	\$590.00	\$600.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Classes 2 - 9 (\$10,000 - \$50,000) #	Per Permit	\$1,900.00	\$1,950.00	Y
Classes 2 - 9 (above \$50,000) #	Per Permit	(Cost/2,000 + square root of cost) * 4.5 or minimum fee of \$2,100	(Cost/2,000 + square root of cost) * 4.5 or minimum fee of \$2,100	Y
<i># Fees may be varied by up to 20% by either the Manager City Planning or Co-ordinator Building Services.</i>				

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Building (Miscellaneous)				
Building over easements. Building over public space (other than where the public space will be occupied for 6 months or more and the cost of the project exceeds \$5m), and other Council approvals. *	Per request	\$300.00	\$310.00	N
Building Over public space - where public land is occupied for 6 months or more and the cost of the project exceeds \$5m	Per Week Occupied	\$2 per square metre per day (minimum fee of \$200 per week & maximum fee of \$500 per week)	\$2 per square metre per day (minimum fee of \$200 per week & maximum fee of \$500 per week)	N
Council notification of Report and Consent applications	Per Request	\$285.00	\$295.00	Y
Extension of Time Request for existing Building Permit - 12 Months *	Per Request	\$185.00	\$190.00	Y
Sundry Additional Inspection (In Area) *	Per Inspection	\$205.00	\$215.00	Y
Building File Recall Residential	Per Permit	\$190.00	\$198.00	Y
Building File Recall Industrial/Commercial	Per Permit	\$270.00	\$280.00	Y
Occupancy Permit - Public Entertainment *	Per Permit	\$590.00	\$615.00	Y
Occupancy Permit - Public Entertainment - 5 Year Permit *	Per Permit	\$1,210.00	\$1,260.00	Y
Building Historical Searches Residential (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$75.00	\$78.00	Y
Building Historical Searches Commercial (Provision of Permit Details where there are 5 or more building permits that apply to the site)	Per Information	\$250.00	\$260.00	Y
Refund Request	Per Request	Variable	Variable	Y
Dishonoured Cheque Fee	Flat Rate	\$33.00	\$35.00	Y
<i>* Non Statutory Fees may be varied by up to 20% by either the Manager City Planning or Co-ordinator Building Services.</i>				
City Strategy and Integrity - City Futures				
Custom and/or Printed Maps				
<i>Quoted prices available upon request</i>				
Electronic Files and/or Printed Copies	Per Request	Variable	Variable	Y
City Strategy and Integrity - City Safety and Health				
TRAFFIC ENFORCEMENT, ANIMAL CONTROL & LOCAL LAWS				
<i>Fees relate to Council's Amenity Local Law, Domestic Animals Act and Road Rules Victoria.</i>				
<i>Infringement fines are set in legislation. Permit application, Annual Renewal & Registration fees are at Council's discretion and have been calculated based on cost recovery.</i>				
<i>For ease of use, administration fees have been rounded.</i>				
Permit (including Application) Fees				
More than 2 dogs				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N
More than 2 cats				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
More than 25 small birds				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
More than 5 large birds				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N
More than 5 reptiles or rodents				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N
More than 5 poultry				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N
Permit (other) - i. e. any other permit triggered by the Local Law				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Annual	\$86.00	\$90.00	N
Temporary Accommodation/Camping (on public or private land)				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee	Per Permit	\$86.00	\$90.00	N
Display or sell goods or services on public land				
Application Fee	On Application	\$152.00	\$159.00	N
Permit fee for single day use	Charge	\$86.00	\$90.00	N
Initial Permit/ Renewal fee for period up to 12 months	Per Permit	\$433.00	\$451.00	N
Fitness Groups - Seasonal Permit (Max. 10 sessions) - on public land not managed by Council's Leisure Services	6 Monthly	\$0.00	\$0.00	Y
To place tables and chairs on footpath (street furniture)				
Application Fee	On Application	\$146.00	\$152.00	N
Initial Permit/ Renewal Fee - Per seated person	Per Person	\$37.00	\$39.00	N
Initial Permit/ Renewal Fee - Each Table	Per Table	\$29.00	\$31.00	N
Roadside Trading				
Application Fee	On Application	\$146.00	\$152.00	N
Permit for one day only	Per Application	\$213.00	\$222.00	N
Permit for 2-7 days	Per Application	\$421.00	\$438.00	N
Permit for up to one month	Per Application	\$1,180.00	\$1,228.00	N
Municipal-Wide Trading Permit (including shared bicycle/scooter operators or other business models)				
Application Fee	On Application	\$572.00	\$595.00	N
Permit for up to one month	Per Application	\$1,612.00	\$1,677.00	N
Place a Commercial Waste Bin				
Application Fee	On Application	\$0.00	\$0.00	N
Initial Permit/ Renewal Fee	Annual	\$0.00	\$0.00	N
Place a clothing recycling bin on public land				
Application Fee	On Application	\$152.00	\$159.00	N
Initial Permit/ Renewal Fee - directly operated by fundraising organisation under the Fundraising Act 1998	Per Bin	\$135.00	\$141.00	N
Initial Permit/ Renewal Fee - Other	Per Bin	\$568.00	\$591.00	N
Place a Rubbish Skip bin on public land				
Application Fee	On Application	\$152.00	\$159.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Accredited provider Permit/ Renewal Fee - including up to 20 placements per annum	Annual	\$909.00	\$946.00	Y
Accredited provider - placement of additional bin over 20	Per Bin	\$24.00	\$25.00	Y
Permit Fee - Single Placement	Per Bin	\$94.00	\$98.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
To garage a long or heavy vehicle (in a residential area)				
Application Fee	On Application	\$152.00	\$159.00	N
Permit Fee	Annual	\$209.00	\$218.00	N
Keeping of more than 2 unregistered vehicles on private land				
Application Fee	On Application	Not Applicable	Not Applicable	N
Permit Fee	Per Permit	Not Applicable	Not Applicable	
Fireworks on public land				
Application Fee	On Application	\$152.00	\$159.00	N
Permit Fee	Per Permit	\$86.00	\$90.00	N
Fundraising				
Application Fee	On Application	Not Applicable	Not Applicable	
Permit Fee	Per Permit	\$86.00	\$90.00	N
Signage				
To erect an "A" frame sign or other sign less than 600mm by 900mm in size (on Public Land)				
Application Fee	On Application	\$146.00	\$152.00	N
Initial Permit/ Renewal Fee	Annual	\$83.00	\$87.00	N
Erect or place a sign (up to 1800mm by 900mm in size) (on Public Land)				
Application Fee	On Application	\$146.00	\$152.00	N
Initial Permit/ Renewal Fee	Annual	\$140.00	\$146.00	N
Erect or place Large Sign (greater than 1800mm x 900mm) (on Public Land)				
Application Fee	On Application	\$146.00	\$152.00	N
Initial Permit/ Renewal Fee	Annual	\$201.00	\$210.00	N
Temporary signage in a public place				
Application Fee	On Application	\$146.00	\$152.00	N
Permit Fee - up to 6 weeks	Per Permit	\$83.00	\$87.00	N
Real Estate - Open for Inspection/ Auction signage (on Public Land) (per office location)				
Application Fee	On Application	\$152.00	\$159.00	N
Permit/ Renewal Fee - Single Placement	Per Permit	\$86.00	\$90.00	N
Initial Permit/ Renewal Fee - Annual Permit	Annual	\$627.00	\$653.00	N
Real Estate - Advertising Board specifically for a property for lease/ sale (on Public Land)				
Application Fee	On Application	\$152.00	\$159.00	N
Permit Fee - up to 3 months	Per Permit	\$86.00	\$90.00	N
Burning Off Permits				
Permit issued outside the bushfire management overlay area	Per Permit	\$67.00	\$70.00	N
Permit issued within the bushfire management overlay area	Per Permit	No Charge	No Charge	
Works undertaken on private property				
Land management fee for works undertaken on private property (i.e. unsightly properties/fire hazard clearances or similar)	Charge	\$194.00 + Actual cost of works	\$202.00 + Actual cost of works	N
Parking Permits (Domestic)				
Initial permit (up to 2 permits)	No Charge	\$0.00	\$0.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Third and subsequent permit	Per Permit	\$51.00	\$54.00	N
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$26.00	\$28.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Parking Permits (Commercial)				
Service provided by Council on behalf of private business (Sec 90D Road Safety Act) - optional service provided at request by private business	Per Permit	\$25.00	\$28.00	Y
Operated by Council initial permit (up to 4 permits)(Council land)	Per Permit	\$25.00	\$28.00	Y
Operated by Council (Fifth and subsequent permits)	Per Permit	\$51.00	\$54.00	Y
Replacement (lost, stolen or changeover vehicle)	Per Permit	\$25.00	\$26.00	Y
Private Parking Area Agreements (Sec 90D Road Safety Act)				
Application Fee	Per Permit	\$853.00	\$888.00	Y
Permit/ Renewal Fee	Per Permit	\$325.00	\$344.00	Y
Registration Fees				
<p><i>The fee structure for animal registration renewals reflects Government fees associated with animal registrations of \$4.10 (to increase by CPI on the 01/07/21) per dog or cat and \$20 per Domestic Animal Business. Fees in this section have been rounded up or down consistent with Councils strategic approach to animal registrations within the Domestic Animal Management Plan. All Animal Registration Fees below, unless otherwise noted, apply for the 2021 Animal Registration year, which registers an animal for the period 10 April 2021 to 9 April 2022 in accordance with the Domestic Animal Act.</i></p>				
Category 1D - Dog that meets any one of the following: * Desexed; * over 10 years old; * registered and owner current member of an approved association; * kept for breeding at licensed premises; * kept for working stock. * undergone obedience training which complies with the regulations.	Annual	\$50.00	\$52.00	N
Category 1DP - Pensioner Concession Rebate for Category 1D (Dog Desexed - also over 10 years old, current member of an approved association, kept for breeding at licensed premises, kept for working stock)	Annual	\$25.00	\$26.00	N
Category 2DH - Dog Unsterilised and Microchipped - Only applies to current registrations and not new registrations.	Annual	\$88.00	\$92.00	N
Category DLP - Pensioner Concession Rebate for Category 2DH (Dog Unsterilised and Microchipped) - Only applies to current registrations and not new registrations.	Annual	\$33.00	\$34.00	N
Category 1J - Dog or Cat meets 3 categories (i.e. desexed, microchipped, obedience trained, breeder etc) (registered pre 10 April 2016)	Annual	\$34.00	\$36.00	N
Category 1JP - Pensioner Concession Rebate for Dog or Cat meets 3 categories (i.e. desexed, microchipped, obedience trained, breeder etc) (registered pre 10 April 2016)	Annual	\$17.00	\$18.00	N
Category 2D - Dog Unsterilised	Annual	\$196.00	\$204.00	N
Category 2DP - Pensioner Concession Rebate for Dog Unsterilised	Annual	\$98.00	\$102.00	N
Category 2R Declared Menacing Dog, Restricted Breed Dog, Declared Dangerous Dog (no Pensioner Concession Rebate applies)	Annual	\$330.00	\$344.00	N
Category 1DF - Dog that is kept in foster care by a registered foster carer	Annual	\$8.00	\$8.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Cat 1C - Cat that meets any one of the following: * desexed; * over 10 years old; * current member of an approved association; * kept for breeding at licensed premises.	Annual	\$46.00	\$48.00	N
Category 1CP - Pensioner Concession Rebate for Cat 1C - Cat Desexed (also over 10 years old, current member of an approved association)	Annual	\$23.00	\$24.00	N
Category 2C - Cat Unsterilised (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$196.00	\$204.00	N
Category 2CP - Pensioner Concession Rebate for Cat 2C - Cat unsterilized (exempt under the Domestic Animal Act from requirement to be desexed)	Annual	\$98.00	\$102.00	N
Category 2CH - Cat Unsterilised and Microchipped - Only applies to current registrations and not new registrations.	Annual	\$88.00	\$92.00	N
Category 1CF - Cat that is kept in foster care by a registered foster carer	Annual	\$8.00	\$8.00	N
Registration incentive (dog) - first year of registration is free with evidence that the dog is purchased from a registered animal shelter (ie. Vic Animal Aid, RSPCA, Lost Dogs Home) - within 30 days of purchase.	First Registration Per Animal	\$0.00	\$0.00	N
Registration incentive (cat) - first year of registration is free with evidence that the cat is purchased from a registered animal shelter (ie. Vic Animal Aid, RSPCA, Lost Dogs Home) - within 30 days of purchase.	First Registration Per Animal	\$0.00	\$0.00	N
Unsterilised Puppy registration - discounted initial registration at the desexed registration rate for unsterilised puppies under 6 months of age.	First Registration Per Animal	\$50.00	\$52.00	N
Accessing of Pet register information	Per Entry Inspected	\$11.50	\$12.00	N
Refund of Animal Registration: Eligible if animal dies within 1 month of new registration, or 1 month from 10 April for registration renewals.		Refund of the applicable registration fee	Refund of the applicable registration fee	
50% pro-rata of Animal Registration fees apply on 10 October. (Does not apply for animals registered at the Pound (upon release after being impounded)).		50% of the applicable registration fee	50% of the applicable registration fee	
Domestic Animal Business Registration				
Animal Business Registration	Annual	\$265.00	\$276.00	N
Foster Carer Registration				
Foster Carer Registration	Annual	\$54.00	\$57.00	N
Pound Release Fees				
Release of domestic dog from pound (reclaim within 8 days) - unregistered	Per Animal	\$296.00	\$308.00	N
Release of domestic dog from pound (reclaim within 8 days) - registered	Per Animal	\$250.00	\$250.00	N
Release of domestic cat from pound (reclaimed within 8 days) - unregistered	Per Animal	\$156.00	\$163.00	N
Release of domestic cat from pound (reclaimed within 8 days) - registered	Per Animal	\$122.00	\$122.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Per day sustenance fee (if held beyond the 8 days impounding fee period)	Per Animal Per Day	\$35.00	\$37.00	N
Livestock				
Impounding fees for large animal - horse, cow or similar	Per Animal	\$374.00	\$389.00	N
Impounding fees for sheep, goat, pig or similar sized animal	Per Animal	\$250.00	\$260.00	N
Posting formal notice	Per Notice	\$22.00	\$23.00	Y
Advertisement in newspaper (animal to be sold at auction after statutory 14 day impound period)	Per Advert	\$314.00	\$327.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Offences under the Amenity Local Laws				
<i>Fines and penalties applied under legislation are not reported in this document.</i>				
Release of Impounded goods				
Large Sign (greater than 1800mm x 900mm) i.e. real estate board	Per Sign	\$260.00	\$271.00	N
Medium sign (greater than 900mm or 600mm or less than 1800mm x 900mm) i.e. A-frame sign	Per Sign	\$175.00	\$182.00	N
Small sign (less than 900mm in height or 600mm in width) i.e. pointer board	Per Sign	\$78.00	\$82.00	N
Shopping trolley	Per Trolley	\$125.00	\$130.00	N
Skip bin / Bulk waste container / Shipping container / Clothing recycling bin	Per Item	\$638.00	\$664.00	N
Other Items not mentioned above	Per Item	\$191.00	\$199.00	Y
Impounded Vehicle Release				
Impounded Vehicle Administration fee	Per Vehicle	\$292.00	\$304.00	N
Towing fee for Car	Per Vehicle	\$238.00	\$248.00	N
Towing fee for Oversized Vehicle (incl Truck, Bus, large trailer, etc)	Per Vehicle	\$584.00	\$608.00	N
Storage fee (up to 5 days)	Per Vehicle	\$303.00 + actual costs for offsite storage (if required)	\$316.00 + actual costs for offsite storage (if required)	N
Day storage fee (day 6 onwards)	Per Vehicle Per Day	\$52.00 + actual costs for offsite storage (if required)	\$55.00 + actual costs for offsite storage (if required)	N
Archived records retrieval fee	Per Request	\$29.00	\$31.00	N
HEALTH SERVICES				
Public Health & Wellbeing Act Registration Fee				
Skin Penetrators / Beauty Therapies - single operation	Per Annum	\$165.00	\$172.00	N
Hairdressers / Skin Penetrators / Beauty Therapies - multiple operation	Per Annum	\$224.00	\$233.00	N
One-off registration for Hairdressing business/ premise (unchanged proprietor) - single operation	One-off registration	\$270.00	\$281.00	N
Aquatic Facilities Category 1 (high usage e.g. Leisure Works/Learn to Swim programmes)	Per Annum	New Fee	\$315.00	N
Aquatic Facilities Category 1 (low usage)	Per Annum	New Fee	\$215.00	N
Health Act Accommodation Registration Fees				
Up to 20 residents	Per Annum	\$371.00	\$386.00	N
21-40 residents	Per Annum	\$573.00	\$596.00	N
More than 40 residents	Per Annum	\$865.00	\$900.00	N
Food Act Registration Fees -Includes Food Act Legislative amendments. Registration Fees include registration and first follow up inspection.				
Class 1A Hospitals	Per Annum	\$632.00	\$658.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Class 1A Additional Inspection Fee	Per Inspection	\$223.00	\$232.00	N
Class 1B Aged Care Facilities, Child Care Centres, Meals on Wheels	Per Annum	\$485.00	\$505.00	N
Class 1B Additional Inspection Fee	Per Inspection	\$148.00	\$154.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Class 2A Large Supermarkets - 3 plus departments	Per Annum	\$2,055.00	\$2,138.00	N
Class 2A Additional Inspection Fee	Per Inspection	\$297.00	\$309.00	N
Class 2B Minimarts, Bakery, Food Manufacturer small, Restaurant, Take Away Food Premises, Caterers, mobile and temporary premises. (50% discount for mobile food vans and temporary premises linked to a fixed premises located in the municipality of Knox).	Per Annum	\$632.00	\$658.00	N
Class 2B Additional Inspection Fee	Per Inspection	\$225.00	\$234.00	N
Class 2CG Class 2 Community Group registration	Per Annum	\$159.00	\$166.00	N
Class 2CG Class 2 Community Group registration - single event registration	Per Application	\$88.00	\$92.00	N
Class 2 Commercial business - single event registration	Per Application	\$148.00	\$154.00	N
Class 2 Food vending machines	Per Vending Machine	\$85.00	\$89.00	N
Class 2HB Home Businesses	Per Annum	\$451.00	\$470.00	N
Class 2HB Additional Inspection Fee	Per Inspection	\$133.00	\$139.00	N
Class 2ES Supermarkets - 3 plus departments. That hold non standard FSP	Per Annum	\$2,163.00	\$2,250.00	N
Class 2ES Additional Inspection Fee	Per Inspection	\$297.00	\$309.00	N
Class 2E Premises that hold non standard FSP's and are subject to independent audit	Per Annum	\$514.00	\$535.00	N
Class 2E Additional Inspection Fee	Per Inspection	\$224.00	\$233.00	N
Class 3S Large Supermarkets that sell potentially hazardous pre-packed foods. e.g. ALDI	Per Annum	\$1,622.00	\$1,687.00	N
Class 3S Additional Inspection Fee	Per Inspection	\$213.00	\$222.00	N
Class 3 Accommodation Meals, Health Food Premises, Bar, Kiosks, Fruit and Vegetable Premises, Confectionary Packaging, Food Vehicles, Pre Packaged Food Premises (High Risk), Full Year Sporting Clubs, Mobile and Temporary Premises, Distributor, Importer, Winery, Warehouse. (50% discount for mobile food vans and temporary premises linked to a fixed premises located in the municipality of Knox)	Per Annum	\$355.00	\$370.00	N
Class 3 Additional Inspection Fee	Per Inspection	\$133.00	\$139.00	N
Class 3CG Class 3 Community Group - single event registration	Per Application	\$88.00	\$92.00	N
Class 3CG Class 3 Community Group events - annual registration	Per Annum	\$159.00	\$166.00	N
Class 3 Commercial business - single event registration	Per Application	\$148.00	\$154.00	N
Class 3 Food vending machines	Per Vending Machine	\$85.00	\$89.00	N
Class 3 Club - Seasonal Sporting Club	Per Annum	\$179.00	\$187.00	N
Class 3 Club Additional Inspection Fee	Per Inspection	\$133.00	\$139.00	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Late Payment Fee for Food Registration Renewals	Per Annum	25% of Registration fee	25% of Registration fee	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Other Fees				
Transfer of Health or Food Act registrations	Per Request	50% of Current Year registration fees	50% of Current Year registration fees	N
Property inquiry/ inspection of business on request (10 Working Day Turnaround)	Per Request	\$243.00	\$253.00	Y
Property inquiry/ inspection of business on request (4 Working Day turnaround)	Per Request	\$335.00	\$349.00	Y
Second and subsequent property inquiry/ inspection of business on request	Per Request	\$110.00	\$115.00	Y
Pro Rata Refund of Registration Fees	Per Request	\$47.00	\$49.00	Y
Establishment Fee - Food Act Premises	Per Request	\$337.00	\$351.00	Y
Establishment Fee - Businesses Registrable under Public Health and Wellbeing Act	Per Request	\$154.00	\$161.00	Y
Establishment Fee - Food Act Home Based Businesses and Mobile businesses	Per Request	\$154.00	\$161.00	Y
Septic Tanks permit to install	Per Request	\$509.00	\$530.00	N
Food laboratory sampling of second sample (failed)	Per Sample	Actual costs + \$175 reinspection fee	Actual costs + \$182 reinspection fee	N
Archived records retrieval fee	Per Request	\$30.00	\$32.00	N
Vaccines Provided at Public Sessions				
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$52.00	\$55.00	Y
Chicken Pox	Per Injection	\$74.00	\$77.00	Y
Flu - Quad Valent	Per Injection	\$27.00	\$29.00	Y
Hepatitis A (Adult)	Per Injection	\$62.00	\$65.00	Y
Hepatitis B (Adult)	Per Injection	\$37.00	\$39.00	Y
Twinrix (Hepatitis A & B) Adult	Per Injection	\$103.00	\$108.00	Y
Nimerix (Meningococcal ACWY)	Per Injection	\$85.00	\$89.00	Y
Administration of Unsubsidised Vaccine Supplied by Government Health Departments	Per Injection	\$19.00	\$20.00	Y
MMR	Per Injection	\$58.00	\$61.00	Y
BEXSERO (Meningococcal B)	Per Injection	New Fee	\$135.00	Y
Service Provided at Clients Business				
Corporate Businesses Service - Two Nurses minimum charge	Per First Hour for 2 Nurses	\$379.00	\$395.00	Y
Corporate Businesses Service - Additional Hours	Per Nurse Per Hour	\$140.00	\$146.00	Y
Boostrix (Adult Diphtheria, Tetanus & Pertussis)	Per Injection	\$52.00	\$55.00	Y
Hepatitis A (Adult)	Per Injection	\$62.00	\$65.00	Y
Hepatitis B (Adult)	Per Injection	\$37.00	\$39.00	Y
Twinrix (Hepatitis A & B) Adult	Per Injection	\$103.00	\$108.00	Y
Flu - Quad Valent	Per Injection	\$27.00	\$29.00	Y
MMR	Per Injection	\$58.00	\$61.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
City Strategy and Integrity - Governance				
OFFICE ACCOMMODATION				
<i>The Civic Centre meeting rooms are available for business and community functions at a competitive fee. The fee includes hall keeper and building costs to ensure cost recovery is achieved. Discounts and concessions apply under the policy for community and charitable organisations. Amounts have been rounded up to the nearest dollar as a practical fee for quoting and administering room bookings.</i>				
Non Profit / Charitable				
<u>Meeting Rooms 1 or 2</u>				
Monday to Friday 8.00am to 5.00pm	Per Hour	\$64.00	\$67.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$107.00	\$112.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$140.00	\$146.00	Y
Commercial				
<u>Meeting Rooms 1 or 2</u>				
Monday to Friday 8.00am to 5.00pm	Per Day	\$665.00	\$692.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$337.00	\$351.00	Y
Monday to Friday After 5.00pm	Per Day	\$1,181.00	\$1,229.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$591.00	\$615.00	Y
Saturday or Sunday	Per Day	\$1,575.00	\$1,638.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$792.00	\$824.00	Y
Non Profit / Charitable				
<u>Meeting Rooms 3 or 4</u>				
Monday to Friday 8.00am to 5.00pm	Per Hour	\$93.00	\$97.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$140.00	\$146.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$191.00	\$199.00	Y
Commercial				
<u>Meeting Rooms 3 or 4</u>				
Monday to Friday 8.00am to 5.00pm	Per Day	\$1,046.00	\$1,088.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$526.00	\$548.00	Y
Monday to Friday After 5.00pm	Per Day	\$1,575.00	\$1,638.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$787.00	\$819.00	Y
Saturday or Sunday	Per Day	\$2,087.00	\$2,171.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,047.00	\$1,089.00	Y
Non Profit / Charitable				
<u>Meeting Rooms - Full Function Area</u>				
Monday to Friday 8.00am to 5.00pm	Per Hour	\$186.00	\$194.00	Y
Monday to Friday After 5.00pm for a minimum 3 Hours	Per Hour	\$275.00	\$286.00	Y
Saturday or Sunday for a minimum 3 Hours	Per Hour	\$328.00	\$342.00	Y
Commercial				
<u>Meeting Rooms - Full Function Area</u>				
Monday to Friday 8.00am to 5.00pm	Per Day	\$2,086.00	\$2,170.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,046.00	\$1,088.00	Y
Monday to Friday After 5.00pm	Per Day	\$3,161.00	\$3,288.00	Y
- Half Day Rate - 3 Hours or Less	Half Day	\$1,580.00	\$1,644.00	Y
Saturday or Sunday	Per Day	\$3,674.00	\$3,821.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
- Half Day Rate - 3 Hours or Less	Half Day	\$1,837.00	\$1,911.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
FREEDOM OF INFORMATION (FOI)				
<i>The Freedom of Information Act 1982 sets an application fee at two fee units under the Monetary Units Act 2004. For detailed and complex requests additional charges can be made based on a fee for service basis.</i>				
F.O.I. Requests - Complex Requests	Per Application Per Request	Charge based on Service	Charge based on Service	N
City Strategy and Integrity - Strategic Procurement and Property				
PROPERTY RENTALS				
<i>This is a nominal fee paid annually by community groups subject to a licence agreement for the use of the facility. Occupancy arrangements are undertaken in accordance with the 'Leasing and Licensing' Policy.</i>				
Annual Licence Fee	Per Annum	\$210.00	\$220.00	Y
Annual Licence Fee - Scout Groups	Per Annum	\$10.00	\$10.00	Y
Essential Safety Measures (for commercial properties)	Per Annum	New Fee	\$392.00	Y

Knox City Council

2021-22 Fees & Charges



Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Connected Communities - Family and Children's Services				
KINDERGARTEN SERVICES				
Kindergarten Fee (for Calendar Year 2021)	Per Child	\$1,553.00	\$1,640.00	N
Kindergarten Fee (for Calendar Year 2022)	Per Child	\$1,640.00	\$1,752.00	N
Kindergarten Fee Sibling 10% discount (for Calendar Year 2021)	Per Child	\$155.30	\$164.00	
Kindergarten Fee Sibling 10% discount (for Calendar Year 2022)	Per Child	\$164.00	\$175.20	
CHILD CARE				
Long Day Care				
Per Day (all centres)	Per Day	\$147.07	\$151.45	N
Occasional Care	Hourly	\$17.00	\$17.50	N
THREE YEAR OLD ACTIVITY PROGRAM				
Activity Program Fee	Per 10 Weeks	\$237.00	\$247.00	Y
NETBALL CENTRE OCCASIONAL CARE				
Child Minding Fees	Per Child Per Game	\$0.00	\$0.00	N
INTEGRATED EARLY YEARS OPERATIONS				
License Fee for Early Years users, using Council owned facilities	Per Annum	\$0.00	\$0.00	N
Licence Fee for Playgroup Committees using Council-owned facilities	Per Annum	\$0.00	\$0.00	N
Connected Communities - Community Access and Support				
HOME & COMMUNITY CARE SERVICES				
Commonwealth Home Support Programme (CHSP) client fees are based on Community Health Income Ranges/Centrelink Income Test for pensioners. Clients are not disadvantaged by inability to pay, fee waiving is approved as assessed as appropriate by Service Provider Coordinator. The income ranges per annum, effective July 2019 are as follows: Individual Low fee < \$39,089 Medium fee \$39,089 - \$86,208 High fee > \$86,208 Couple Low fee < \$59,802 Medium fee \$59,802 - \$115,245 High fee > \$115,245 *Family (1 Child) Low fee < \$66,009 Medium fee \$66,009 - \$118,546 High fee > \$118,546 *plus \$6,206 per additional child				
HOME MAINTENANCE/MODIFICATIONS				
Clients pay for the cost of materials plus the hourly rate.				
Low:				
S - Single (Income Range less than \$39,089 pa) C - Couple (Income Range less than \$59,802 pa) F - Family (1 Child) (Income Range less than \$66,009 pa) (plus \$6,206 additional child per annum)	Per Hour	\$16.40	\$17.00	N
Medium:				

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
S - Single (Income range \$39,089 - \$86,208 pa) C - Couple (Income range \$59,802 - \$115,245 pa) F - Family (Income range \$66,009 - \$118,546 pa) (plus \$6,206 additional child per annum)	Per Hour	\$20.80	\$21.70	N

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
High:				
S - Single (Income range more than \$86,208 pa) C - Couple (Income range more than \$115,245 pa) F - Family (Income range more than \$118,546 pa) (plus \$6,206 additional child per annum)	Per Hour	\$63.00	\$66.00	N
Undisclosed income or compensation	Per Hour (& as per receipt for materials)	\$96.00	\$100.00	N
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N
FOOD SERVICES				
Centre based & home delivered meals				
Three (3) Course Meal Vulnerable Person as assessed by Specialised Access Team (SAT)	Per Meal	\$5.00	\$5.00	N
Three (3) Course Meal Low Income Medium Income	Per Meal	\$10.40	\$10.80	N
Three (3) Course Meal High Income	Per Meal	\$18.20	\$19.00	N
Two (2) Course Meal Vulnerable Person as assessed by Specialised Access Team (SAT)	Per Meal	\$4.00	\$4.00	N
Two (2) Course Meal (Entrée and Main, or Main and Dessert) Low Income Medium Income	Per Meal	\$8.20	\$8.50	N
Two (2) Course Meal Entree and Main, or Main and Dessert High Income	Per Meal	\$14.00	\$14.60	N
Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N
ALLIED HEALTH - OCCUPATIONAL THERAPY				
Low Income	Per Consultation	\$11.50	\$12.00	N
Medium Income	Per Consultation	\$17.40	\$18.00	N
High Income	Per Hour	\$114.00	\$119.00	N
Easy Living Equipment Kits - provided at cost to approved reablement clients. Individual items from \$6.40 to \$38.50 each.	Per Kit	\$42.00	\$42.00	N
COMMUNITY TRANSPORT				
Regular bus route passenger	Return Trip	\$6.00	\$6.00	N
Regular bus route passenger	One Way Trip	\$3.00	\$3.00	N
Community Outing	Per Day or Part Day	\$8.70	\$8.70	N
Outing Service Cancellation - less than 24 hours notice prior to service provision	Per Booking	100% of service booking	100% of service booking	N
Casual Group Usage				

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
In core (business hours) per use - maximum 8 hours	Per Use	\$130.00	\$130.00	Y
Out of core per hour drive time	Per Hour	\$71.00	\$71.00	Y
Out of core booking fee	Per Booking	\$71.00	\$71.00	Y
Emergency Services Groups - Training Courses max. of 8 hours	Per Use	\$135.00	\$135.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
ACTIVE AGEING				
Events / Workshops - Seniors Festival Events etc	Per Event	\$7.00	\$7.00	N
Connected Communities - Active and Creative Communities				
RECREATIONAL RESERVES				
<i>Recreation and Sporting Grounds / Tennis and Netball Courts / Turf Wickets / Parks and Reserves</i>				
Tennis Courts				
Court Fees	Per Court Per Annum	\$125.00	\$130.00	Y
Tennis Pavilions				
Batterham Park	Per Annum	\$974.00	\$1,013.00	Y
Reta Matthews Reserve (Boronia)	Per Annum	\$937.00	\$975.00	Y
Eildon Park	Per Annum	\$1,036.00	\$1,078.00	Y
Glenfern Park (Ferntree Gully)	Per Annum	\$922.00	\$959.00	Y
Guy Turner Reserve (Guy Turner)	Per Annum	\$659.00	\$686.00	Y
Coleman Road Reserve (Knox City)	Per Annum	\$1,914.00	\$1,991.00	Y
Knox Gardens Reserve (Knox Gardens)	Per Annum	\$1,260.00	\$1,311.00	Y
Carrington Park (Knoxfield)	Per Annum	\$768.00	\$799.00	Y
Miller Park	Per Annum	\$974.00	\$1,013.00	Y
Seebeck Reserve (Rowville)	Per Annum	\$978.00	\$1,018.00	Y
Exner Reserve (Scoresby)	Per Annum	\$1,124.00	\$1,169.00	Y
Templeton Reserve (Templeton)	Per Annum	\$1,617.00	\$1,682.00	Y
Wantirna Reserve (Wantirna)	Per Annum	\$1,022.00	\$1,063.00	Y
Windermere Reserve (Windermere)	Per Annum	\$1,050.00	\$1,092.00	Y
Cricket				
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$85.00	\$89.00	Y
Senior Teams	Per Team Per Season	\$546.00	\$568.00	Y
Winter Senior Teams	Per Team Per Season	\$364.00	\$379.00	Y
Football				
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$336.00	\$350.00	Y
Senior Teams (includes U 19 and Reserves)	Per Team Per Season	\$2,423.00	\$2,520.00	Y
Soccer				
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$213.00	\$222.00	Y
Senior Teams	Per Team Per Season	\$1,463.00	\$1,522.00	Y
Baseball				
Junior / Vets / Women's / All Abilities Teams	Per Team Per Season	\$57.00	\$60.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Senior Teams	Per Team Per Season	\$417.00	\$434.00	Y
Netball / Court				
Training	Per Court Per Annum	\$88.00	\$92.00	Y
Facility License Agreements				
Knox Obedience Dog Club	Per Annum	\$2,252.00	\$2,343.00	Y
B.M.X. Club (Knox Park)	Per Annum	\$703.00	\$732.00	Y
Fitness Groups - Community / Not for profit (up to 10 sessions per week)	6 months	\$0.00	\$0.00	Y
Fitness Permit - Commercial (up to 10 sessions per week)	6 months	\$ 1,480.00	\$1,540.00	Y
Eastern Football Netball League - use of Tormore Reserve for the Senior Football Finals series	Per Annum	\$ 3,240.00	\$3,564.00	Y
Eastern Football Netball League - use of Marie Wallace Bayswater Oval for the Senior Football Finals series	Per Annum	\$ 3,240.00	\$3,564.00	Y
Preparation of Turf Wickets				
Tormore Reserve (1 oval)	Per Season	\$8,681.00	\$9,029.00	Y
Marie Wallace - Bayswater Oval (2 ovals)	Per Season	\$11,572.00	\$12,035.00	Y
Reserves / Ovals	Per Point Per Oval Per Season	\$226.00	\$236.00	Y
<i>Charges are seasonal and are based on Council's rating of 1 to 9 points per oval, at a fixed rate per point.</i>				
Casual Users - Sporting Reserves				
Knox Schools and School Sports Associations	No Charge	\$0.00	\$0.00	Y
Knox Community / Non Profit Usage	No Charge	\$0.00	\$0.00	Y
Non Knox Schools / Non Knox Community Usage	Per Day	\$99.00	\$103.00	Y
Commercial Usage (Corporate and Business Activities / Purposes)	Per Day	\$390.00	\$406.00	Y
Pavilions – Rental				
Batterham No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Batterham Reserve No 2	Per annum	\$578.00	\$602.00	Y
Bayswater Oval	Per Annum	\$1,154.00	\$1,201.00	Y
Bayswater Park	Per Annum	\$578.00	\$602.00	Y
Benedikt Park No. 1	Per Annum	\$578.00	\$602.00	Y
Carrington Park	Per Annum	\$1,154.00	\$1,201.00	Y
Chandler Park	Per Annum	\$578.00	\$602.00	Y
Colchester Park	Per Annum	\$1,154.00	\$1,201.00	Y
Dobson No. 1	Per Annum	\$578.00	\$602.00	Y
Egan Lee No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Eildon No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Exner Reserve (Scoresby)	Per annum	\$1,154.00	\$1,201.00	Y
Fairpark No. 1	Per Annum	\$578.00	\$602.00	Y
Gilbert	Per Annum	\$578.00	\$602.00	Y
Guy Turner	Per Annum	\$1,154.00	\$1,201.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
HV Jones Reserve	Per Annum	\$578.00	\$602.00	Y
Kings Park Athletics	Per Annum	\$578.00	\$602.00	Y
Kings Park No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Kings Park B / Ball No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Knox Gardens No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Knox Gardens No 2	Per Annum	\$578.00	\$602.00	Y
Knox Park Soccer	Per Annum	\$578.00	\$602.00	Y
Lakesfield	Per Annum	\$1,154.00	\$1,201.00	Y
Lewis Park No. 1	Per Annum	\$578.00	\$602.00	Y
Liberty Ave Reserve	Per Annum	\$1,154.00	\$1,201.00	Y
Llewellyn No. 1	Per Annum	\$578.00	\$602.00	Y
Miller	Per Annum	\$578.00	\$602.00	Y
Milpera	Per Annum	\$578.00	\$602.00	Y
Parkridge	Per Annum	\$578.00	\$602.00	Y
Pickett	Per Annum	\$578.00	\$602.00	Y
Rowville No. 1	Per Annum	\$1,154.00	\$1,201.00	Y
Rowville No 2	Per Annum	\$578.00	\$602.00	Y
Sasses	Per Annum	\$578.00	\$602.00	Y
Schultz	Per Annum	\$578.00	\$602.00	Y
Stud Park	Per Annum	\$578.00	\$602.00	Y
Talaskia	Per Annum	\$578.00	\$602.00	Y
Templeton	Per Annum	\$578.00	\$602.00	Y
Tormore	Per Annum	\$1,154.00	\$1,201.00	Y
Walker Wantirna South Res	Per Annum	\$1,154.00	\$1,201.00	Y
Wally Tew Reserve (Ferntree Gully)	Per Annum	\$1,154.00	\$1,201.00	Y
Wantirna	Per Annum	\$578.00	\$602.00	Y
Windermere	Per Annum	\$578.00	\$602.00	Y
Netball Pavilions				
Fairpark Netball Shed	Per Annum	\$164.00	\$171.00	Y
Mountain Gate Netball Club Pavilion	Per Annum	\$164.00	\$171.00	Y
Walker Reserve Netball Pavilion	Per Annum	\$578.00	\$602.00	Y
FESTIVALS & EVENTS				
<i>All Council run events</i>				
Stall Holders (Commercial and Other)				
Craft and / or Theme Makers Market Site	Per Day	\$80.00	\$84.00	Y
Commercial Food - Large	Per Day	\$436.00	\$454.00	Y
Commercial Food - Medium	Per Day	\$327.00	\$341.00	Y
Commercial Food - Small	Per Day	\$225.00	\$234.00	Y
Market Site - Large	Per Day	\$289.00	\$301.00	Y
Market Site - Medium	Per Day	\$217.00	\$226.00	Y
Market Site - Small	Per Day	\$146.00	\$152.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Additional - Chairs	Per Item Per Day	\$5.00	\$6.00	Y
- Tables	Per Item Per Day	\$24.00	\$25.00	Y
- Marquees (3x3)	Per Item Per Day	\$236.00	\$246.00	Y
- Marquees (6x3)	Per Item Per Day	\$631.00	\$657.00	Y
Electricity - 10 amps	Per Site Per Day	\$21.00	\$22.00	Y
- 15 amps	Per Site Per Day	\$32.00	\$34.00	Y
- 30 amps	Per Site Per Day	\$53.00	\$56.00	Y

Type of Fees and Charges	Unit Charge Rate	Adopted 2020-21 Fee GST Incl. (where applicable)	Proposed 2021-22 Fee GST Incl. (where applicable)	2021-22 GST Applied 10% Y/N
Weights (marquee)	Per Site Per Day	\$10.00	\$11.00	Y
Stall Holders (Community)				
Community Food Vendor Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Day	\$0.00	\$0.00	Y
Community Food Vendor Package - Medium 3x6m (includes marquee 1x table, 2x chairs)	Per Day	\$200.00	\$208.00	Y
Community Food Vendor Package - Large 3x9m (includes marquee 1x table, 2x chairs)	Per Day	\$289.00	\$301.00	Y
Market Site Package - Small 3x3m (includes marquee 1x table, 2x chairs)	Per Day	\$0.00	\$0.00	Y
Market Site Package - Medium 3x6m (includes marquee 1x table, 2x chairs)	Per Day	\$130.00	\$136.00	Y
Market Site Package - Large 3x9m (includes marquee 1x table, 2x chairs)	Per Day	\$193.00	\$201.00	Y
FERNTREE GULLY COMMUNITY ARTS CENTRE				
Regular Hire Groups (minimum 2 hire bookings per term)	Per Hour	\$34.00	\$36.00	Y
Casual Hire / Room (weekdays)	Per Hour	\$40.00	\$42.00	Y
Saturday Night Function	Per 6 Hours	\$723.00	\$752.00	Y
Saturday Night Function	Per Hour	\$153.00	\$160.00	Y
Clean Up Fee	Per Hour or Part Thereof	\$194.00	\$202.00	Y
Delay Exit Fee	Per Hour or Part Thereof	\$194.00	\$202.00	Y
<i>Bonds (refundable) - Refer to the end of the Community Services Facilities section.</i>				
Activities				
<i>Ferntree Gully Community Arts Centre offers a range of community arts classes.</i>				
Pottery Classes Fees - Adult	Per 3 Hour Class	New Fee	\$25.00	Y
Arts/Cultural Class Fees - Adult	Per 2 Hour Class	New Fee	\$20.00	Y
Art Equipment Sales (Clay Blocks - Students only)	Per 10 Kg block	New Fee	\$13.00	Y
Pottery Firing Fees (Students Only)	Per Firing	New Fee	\$5.00	Y
Pottery Classes Fees - Children	Per 1.5 Hour Class	New Fee	\$17.00	Y
Arts/Cultural Class Fees - Children	Per 1.5 Hour Class	New Fee	\$17.00	Y
ROWVILLE COMMUNITY CENTRE				
Hire Type				
Multi - purpose Hall - Function	Per Hour	\$135.00	\$141.00	Y
Multi - purpose Hall - Function - 6 Hours	Per 6 Hours	\$661.00	\$688.00	Y
Multi - purpose Hall - Sports	Per Hour	\$40.00	\$42.00	Y
Multi - purpose Hall - Show Concert	Per Hour	\$142.00	\$148.00	Y
Multi - purpose Hall - Activity	Per Hour	\$50.00	\$52.00	Y



Draft Revenue and Rating Plan



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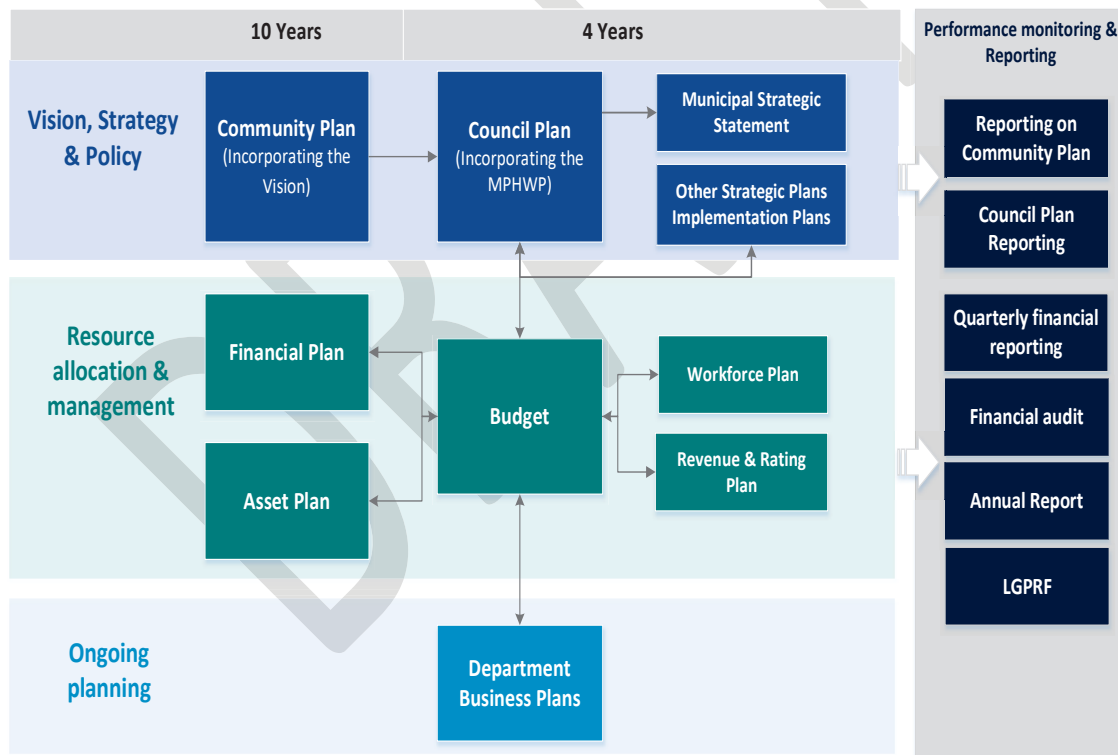
1. Purpose

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

This plan is an important part of Council’s integrated planning framework, all of which is created to help Council achieve its community vision: *“Knox: where we connect with our people and our environment, ensuring they are safe, supported and have every opportunity to thrive”*.

Strategies outlined in this plan align with the key directions contained in the Community and Council Plans and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council’s strategic planning and reporting framework.



This plan will explain how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 1989* and *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

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2. Introduction

Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources include:

- Rates and Charges
- Waste and garbage charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (ie developers, community groups)
- Interest from investments
- Sale of Assets

Rates are the most significant revenue source for Council and make up just under 65% of total annual revenue, with 20% of income from grants and 9% raised through user fees, statutory fees and fines and 5% from contributions.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise rate revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council. This strategy will address Council's reliance on rate income and provide options to actively reduce that reliance.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

3. Community Engagement

The Revenue and Rating Plan outlines Council's decision-making process on how revenues are calculated and collected. Deliberative community engagement is not prescribed for a Revenue and Rating Plan in either the *Local Government Act 2020*, or the *Local Government (Planning and Reporting) Regulations 2020*. However, the following public consultation process will be followed to ensure due consideration and feedback is received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan prepared;
- Draft Revenue and Rating Plan placed on public exhibition at April Council meeting for a period of 28 days and calling for public submissions via Council's Have Your Say platform;
- Community engagement through local news outlets and social media;
- Hearing of public submissions in early June; and
- Draft Revenue and Rating Plan (with any revisions) presented to June Council meeting for adoption.

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4. Rates and Charges

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

Council has established a rating structure comprised of two key elements. These are:

- General Rates – Based on property values (using the Capital Improved Valuation methodology), which are indicative of perceived capacity to pay and form the central basis of rating under the *Local Government Act 1989*; and
- Service Charges – A ‘user pays’ component for council services to reflect benefits provided by Council to ratepayers who benefit from a service.

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial / industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The Knox City Council rating structure comprises six differential rates (residential, retirement village, commercial, industrial, recreational and vacant or derelict). These rates are structured in accordance with the requirements of Section 161 ‘Differential Rates’ of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

For the 2020-21 financial year the differential rates are set as follows:

- Residential 100%
- Retirement Village 80%
- Commercial 250%
- Industrial 265%
- Recreational 100%
- Vacant 310% and Derelict

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The rate in the dollar for each rating differential category is included in Council’s annual budget.

Rates and charges are an important source of revenue, accounting for around 65% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs. The garbage service charge is not capped under the Fair Go Rates System, and Council will allocate any surplus funds from this charge towards the provision of waste services.

4.1 Rating Legislation

Following the introduction of the *Local Government Act 2020*, council operates under provisions in the *Local Government Act 1989* and the *Local Government Act 2020*.

The legislative framework set out in the *Local Government Act 1989* determines council's ability to develop a rating system. The framework provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

The recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157(1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Valuation, Capital Improved Valuation (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*; and
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*.

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement:

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Knox City Council budget.

In seeking to achieve its primary objective, Council must have regard to the following objectives:

- a) Promote the social, economic and environmental viability and sustainability of the municipal district;
- b) Ensure resources are used efficiently and effectively;
- c) Improve the overall quality of life of the people in the local community;
- d) Promote appropriate business and employment opportunities;
- e) Ensure services and facilities provided are accessible and equitable
- f) Ensure the equitable imposition of rates and charges; and
- g) Ensure transparency and accountability in Council decision making.

The issue of equity must therefore be addressed in the Revenue and Rating Strategy, and this strategy has paid careful attention to this aspect.

In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. The Victorian Government subsequently published a response to the recommendations of the Panel's report. However, at the time of publication the recommended changes have not yet been implemented, and timelines to make these changes have not been announced.

Exemptions from Rating

Section 154 of the *Local Government Act 1989* declares that all land is rateable with a number of exceptions including land occupied for municipal purposes, land used exclusively for charitable purposes, land used exclusively for religious or religious education purposes, and land used exclusively for certain clubs or memorials under the *Veterans Act 2005*, Returned Services Leagues and related associations as defined.

4.2 Rating Principles

Having determined that Council must review its rating strategy in terms of the equitable imposition of rates and charges, it is a much more vexed question in terms of how to define and determine what is in fact equitable in the view of Council.

In considering what rating approaches are equitable, Council needs to have regard to the principles of taxation which are:

- Wealth Tax
- Equity
- Efficiency

- Simplicity
- Benefit
- Capacity to Pay
- Diversity.

Wealth Tax

The “wealth tax” principle implies that the rates paid are dependent upon the value of a ratepayer’s real property and have no correlation to the individual ratepayer’s consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity

Equity is a subjective concept that is difficult to define. What is considered fair for one person may be considered unfair for another. There are two main equity concepts used to guide the development of rating strategies (and taxation more generally):

Horizontal equity – refers to justice or fairness in the treatment of like properties. In other words, ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity – refers to the justice or fairness in the treatment of properties in different circumstances. Those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden). In the case of property rates, it may be considered equitable for one type of property to have to bear more or less of the rates burden than another type of property. In achieving vertical equity in its Revenue and Rating Strategy, Council must consider the valuation base it chooses to adopt to apply property rates and the application of the various rating tools available to it under the Act (e.g. differential rates).

Efficiency

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden. One of the more misunderstood elements of the rating system is that residents seek to equate the level of rates paid with the amount of benefit they individually achieve. The reality is however property rates are a system of taxation not dissimilar to P.A.Y.G tax. In paying a tax on salaries, it is rarely questioned what benefit is received with it being acknowledged that tax payments are required to pay for critical services such as health, education and social support. Local Government is not dissimilar, with rates being required to subsidise the delivery of services and capital works that would otherwise be unaffordable if charged on a case by case basis.

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates. The valuation of property is an imperfect system in which to assess a resident’s capacity to pay annual rates but one which Council is restricted to under the Act. A frequently raised example is in relation to pensioners who may live in their family home which carries a high value, but live on a pension. The equity question for consideration however, is should Council support residents in this situation with lower rates that will eventually be to the financial benefit of estate beneficiaries? Or alternatively should the ability to defer rates (in total or in part) represent a more

equitable outcome for all ratepayers?

Diversity

The capacity of ratepayers within a group to pay rates. Despite the “likeness” of members of property classes, there will also be considerable diversity with each class.

Summary

Simultaneously applying all of these criteria it is imperative to ensure a balanced approach as possible. The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

4.3 Rates and Charges Revenue Principles

Property rates will:

- be reviewed annually;
- not change dramatically from one year to next; and
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

Differential rating should be applied as equitably as is practical and will comply with the *Ministerial Guidelines for Differential Rating 2013*.

4.4 Determining which Valuation Base to Use

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- Capital Improved Value (CIV) – Value of land and improvements upon the land.
- Site Value (SV) – Value of land only.
- Net Annual Value (NAV) – Rental valuation based on CIV.

For residential and farm properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Under the CIV method Councils also have the ability to apply differential rates.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if:

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a council does not utilise CIV, it may only apply limited differential rates in relation to farm land, urban farm land or residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across councils.
- The use of CIV allows council to apply differential rates which greatly adds to council’s ability to equitably distribute the rating burden based on ability to afford council rates. CIV allows council to apply higher rating differentials to the commercial and industrial sector that offset residential rates.
- The Fire Services Property Levy is calculated on the CIV and continued use of this reinforces the principle of calculating rates based on CIV.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners.

Site Value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Knox City Council context would cause a shift in rate burden from the industrial/commercial sectors onto the residential sector, and would hinder council’s objective of a fair and equitable rating system.

In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Knox City Council.

Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for urban farm-land and residential use land.

Disadvantages of using Site Value

- There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks.
- Under SV, there will be a significant shift from the industrial/commercial sector onto the residential sector of council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on council to give concessions to categories of landowners on

whom the rating burden is seen to fall disproportionately (e.g. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.

- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by council's customer service and property revenue staff each year.
- The Fire Services Property Levy is calculated on the CIV and use of different valuations could also cause confusion as this levy is shown on the Rates Notice.
- SV may not necessarily reflect the income level/capacity to pay of the property owner.

Net Annual Value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties. Valuers derive the NAV directly as 5 per cent of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

Summary Valuation Base

In choosing a valuation base, councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a council was to choose the former, under the *Local Government Act 1989* it must adopt either of the CIV or NAV methods of rating.

Knox City Council will apply Capital Improved Value (CIV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation takes into account the total market value of the land plus buildings and other improvements. This application is for the following reasons:

- CIV is considered to be the closest approximation to an equitable basis for distribution of the rating burden.
- CIV provides Council with the option to levy a full range of differential rates if required. Limited differential rating is available under the other rating bases.
- It should be noted that most of the 79 Victorian Councils apply CIV as their rating base and as such, it has a wider community acceptance and understanding than the other rating bases.

Differential rating allows (under the CIV method) council to shift part of the rate burden from some groups of ratepayers to others, through different "rates in the dollar" for each class of property.

The perceived advantages of utilising a differential system are:

- There is greater flexibility to distribute the rate burden between all classes of property, and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises;
- Differential rating allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector;
- Allows Council to reflect the unique circumstances of some rating categories where the application

- of a uniform rate may create an inequitable outcome; and
- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community.

The perceived disadvantage in applying differential rating is the justification of the differential rate can at times be difficult for the various rating groups to accept. Some rating categories may feel they are unfavourably treated because they are paying a higher level of rates than other ratepayer groups. This gives rise to queries, objections and complaints where the differentials may seem to be excessive.

Section 161(1) of the *Local Government Act 1989* outlines the requirements relating to differential rates, which include:

- a) A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- b) If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Councils functions and must include the following:
 - i. A definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.
 - ii. An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).
 - iii. Specify the characteristics of the land, which are the criteria for declaring the differential rate.

Once the Council has declared a differential rate for any land, the Council must:

- a) Specify the objectives of the differential rates;
- b) Specify the characteristics of the land which are the criteria for declaring the differential rate.

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the *Local Government Act 1989*.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. There is no limit on the number or types of differential rates that can be levied, but the highest differential rate can be no more than four times the lowest differential rate.

All three types of valuation method have a common basis in that rates are based on the property value which may not necessarily reflect the annual income of the ratepayer for example pensioners and low income earners.

4.5 Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Knox City Council applies a Capital Improved Value (CIV) to all properties within the municipality to take into account the full development value of the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in council rates remain affordable and that rating ‘shocks’ are mitigated to some degree.

There is a common misconception that if a property’s valuation rises then Council receives a “windfall gain” with additional income. Any increase to total valuations of the municipality is offset by a reduction to the rate in dollar (ad valorem rate) used to calculate the rate for each property. The implementation of the Fair Go Rates System (also known as Rate Capping) places a cap on the average rates per assessment.

4.6 Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations and advises council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with Council within two months of the issue of the supplementary rate notice.

4.7 Objections to Property Valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Knox City Council. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

4.8 Rating Differentials

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

Residential Land

Definitions/Characteristics:

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

Retirement Village Land

Definitions/Characteristics:

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

Objective:

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

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

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

Commercial Land**Definitions/Characteristics:**

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

Objective:

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

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Requirement to ensure that infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

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

Use and Level of Differential Rate:

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

adopted by Council.

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year

Industrial Land

Definitions/Characteristics:

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

Objective:

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

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Enhancement of the economic viability of the commercial and industrial sector through targeted programs and projects; and
6. Encouragement of employment opportunities; and
7. Promotion of economic development; and
8. Analysis, maintenance and construction of public drainage infrastructure; and
9. Requirement to ensure that infrastructure investment and promotional activity is complementary to the achievement of industrial and commercial objectives.

Types and Classes:

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

Use and Level of Differential Rate:

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

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

specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019-20 financial year.

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Recreational Land

Definitions/Characteristics:

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

Objective:

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

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations; and
5. Recognition of expenditures made by Council in cultural and recreational sporting programs and infrastructure.

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Vacant Land or Derelict Land

Definition/Characteristics

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

Objective:

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

1. Encouragement of development/and or improvement of land; and
2. Construction and maintenance of public infrastructure; and
3. Development and provision of health and community services; and
4. Provision of general support services; and

5. Requirement to ensure that Council has adequate funding to undertake its strategic, statutory, and service provision obligations.

Types and Classes:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

4.9 Municipal Charge

Another principle rating option available to Councils is the application of a municipal charge. Under Section 159 of the *Local Government Act 1989*, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method.

Under the *Local Government Act 1989*, a council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

The municipal charge applies equally to all properties and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of council's administrative costs can be seen as an equitable method of recovering these costs.

The argument against a municipal charge is that this charge is regressive in nature and would result in lower valued properties paying higher overall rates and charges than they would if it was removed. The equity objective in levying rates against property values is reduced by using a municipal charge as it is levied uniformly across all assessments.

Knox City Council's strategy position is that it will not apply a Municipal Charge.

4.10 Special Rates and Charges

The *Local Government Act 1989* recognises that councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 1989*) that allows councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

The special rate or special charges may be declared on the basis of any criteria specified by the council in the rate (Section 163 (2)). In accordance with Section 163 (3), council must specify:

- a. the wards, groups, uses or areas for which the special rate or charge is declared; and
- b. the land in relation to which the special rate or special charge is declared;
- c. the manner in which the special rate or special charge will be assessed and levied; and
- d. details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is proof “special benefit” applies to those being levied.

In relation to the performance of a function or the exercise of a power of the Council, if the Council considers that the performance of the function or the exercise of the power is or will be of special benefit to the persons required to pay the special rate or special charge, Section 163 of the *Local Government Act 1989* enables Council to declare a special rate or charge or a combination of both for the purposes of:

- Defraying any expenses; or
- Repaying with interest any advance made or debt incurred or loan raised by Council.

There are detailed procedural requirements that Council needs to follow to introduce a special rate or charge, including how Council can apply funds derived from this source.

Section 185 of the *Local Government Act 1989* provides appeal rights to VCAT in relation to the imposition of a special rate or charge. The Tribunal has wide powers, which could affect the viability of the special rate or charge. It can set the rate or charge completely aside if it is satisfied that certain criteria are not met. Council should be particularly mindful of the issue of proving that a special benefit exists to those that are being levied the rate or charge.

Differential rates are much simpler to introduce and less subject to challenge. There may be instances however where a special charge is desirable due to the raising of the levy by use of CIV not being equitable.

Special rates for retail associations are an effective tool utilised across the sector to assist in delivering the business development and employment strategies within the particular business district. The special rates collected from the businesses operating in these shopping centres/ business districts are utilised for projects endorsed by business district retail associations and provided to Council.

Special rates schemes are reviewed at their expiry and not during the budget process. Special charges are subject to consultation and resolution of Council for a charge to be declared.

Council’s position is that it may consider the use of special rates and charges in instances that fit the

following circumstances:

- Funding of narrowly defined capital projects (e.g. streetscape works) where special benefit can be shown to exist to a group of property owners.
- Raising funds for a dedicated purpose where the use of CIV is not the most equitable method of calculating property owner contributions.
- Covering the cost of an expense relating to a specific group of ratepayers (e.g. Business precincts).

Knox City Council does not have in place any special rates and charges.

4.11 Service Rates and Charges

Section 162 of the *Local Government Act 1989* provides council with the opportunity to raise service rates and charges for any of the following services:

- a. The provision of a water supply;
- b. The collection and disposal of refuse;
- c. The provision of sewage services;
- d. Any other prescribed service.

Council currently applies a Residential Garbage Service Charge for the collection and disposal of residential waste to all residential land properties eligible for a Council waste service. The Residential Garbage Charge provides for the collection and disposal of general waste, recyclables, kerbside bundled green waste and kerbside hard rubbish.

For declared residential service areas, the service composition is an 80L general waste bin and a 240L recycling bin. In addition, kerbside bundled green waste and kerbside hard waste services are provided. Residents may apply for a 120L general waste bin or a 240L green waste bin. These are both charged services.

Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services, including providing for the cost of rehabilitation of the council's landfill once it reaches the end of its useful life.

User fees and charges are in place for the provision of residential green waste, commercial waste disposal and collection, industrial waste disposal and collection, and residential services above those covered by the Residential Garbage Service Charge.

It is recommended that council retain the existing Residential Garbage Service Charge. Should council elect not to have a waste service charge, this same amount would be required to be raised by way of an increased general rate, meaning that residents in higher valued properties would substantially pay for the waste service of lower valued properties.

Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

4.12 Collection and Administration of Rates and Charges

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

Payment Options

Rates and charges can be paid in full or by instalments on or before the following dates.

Payments in full must be paid by 15 February.

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

Knox City Council also offer payment by nine instalments, with due dates as follows:

- 1st Instalment: 30 September
- 2nd Instalment: 31 October
- 3rd Instalment: 30 November
- 4th Instalment: 31 December
- 5th Instalment: 31 January
- 6th Instalment: 28 February
- 7th Instalment: 31 March
- 8th Instalment: 30 April
- 9th Instalment: 31 May

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash);
- online via Council's ratepayer portal, direct debit (available for in full, four and nine monthly instalment payments);
- BPAY;
- Telephone (credit card);
- Australia Post (over the counter); or
- by mail (cheques and money orders only).

The *Local Government Act 1989* provides that incentives for prompt payment may be offered. Discounts for early payment should be based on cash flow benefit to council.

Council does not offer incentives for prompt payment primarily as:

- It would only benefit cash rich ratepayers;
- Council already provides a number of payment options and methods for ratepayers to pay their rates; and
- It would be administratively cumbersome and costly.

Interest on Arrears and Overdue Rates

Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

Pensioner Rebates

Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on their sole or principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria, for periods prior to this claims may be approved by the relevant government department.

In addition to the State Government pensioner rebate, Knox City Council offers a flat rebate for each eligible property (currently \$100) which supplements the State rebate.

Community Land rebates

Council will declare two Community Land Rebates to acknowledge the contribution to Knox by community groups and bodies:

- Cultural and Recreational Community Land Rebate – a maximum rebate of 35% of the general rates payable will be applied to all rateable Recreational Land properties.
- Community Benefit Rebate – a maximum rebate of 75% of the general rates payable for all rateable Commercial Land or Industrial Land properties that apply and are successful in recognition as Community Benefit Land as defined in Schedule A of the Declaration of Rates, Charges and Rebates as adopted by Council each financial year.

Deferred payments

Under Section 170 of the *Local Government Act 1989*, Council may defer the payment of any rate or charge for an eligible ratepayer whose property is their sole place of residency, allowing ratepayers an extended period of time to make payments or alternatively to forestall payments on an indefinite basis until the ratepayer ceases to own or occupy the land in respect of which rates and charges are to be levied.

Deferral of rates and charges are available to all ratepayers who satisfy the eligibility criteria and have proven financial difficulties. Where Council approves an application for deferral of rates or charges, interest will continue to be levied on the outstanding balance of rates and charges but at an interest rate fixed annually by Council. This deferred interest rate will typically be well under the penalty interest rate levied by Council on unpaid rates and charges.

Ratepayers seeking to apply for such provision will be required to apply for a payment plan or extension via the Council website. If an online application cannot be made, Council can be contacted directly on 03 9298 8000.

Payment Assistance Policy

It is acknowledged at the outset that various ratepayers may experience financial hardship for a whole range of issues and that meeting rate obligations constitutes just one element of a number of difficulties that may be faced. The purpose of the Payment Assistance Policy is to provide options for ratepayers facing such situations to deal with the situation positively and reduce the strain imposed by financial hardship.

Ratepayers may elect to either negotiate a rate payment plan or apply for a rate deferral. Ratepayers seeking to apply for such provision will be required to apply for a payment plan or extension via the Council website. If an online application cannot be made, Council can be contacted directly on 03 9298 8000.

Council does not waive rates and charges levied on a property. Council assesses each case on its merits when considering assistance.

Debt recovery

Council makes every effort to contact ratepayers at their notified address but it is the ratepayers' responsibility to properly advise Council of their contact details. The *Local Government Act 1989* Section 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181.

Fire Services Property Levy

In 2013 the Victorian State Government passed legislation (the *Fire Services Property Levy Act 1989*) requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

The pensioner concession for the Fire Services Property Levy applies to those who are eligible to receive a pensioner concession from their local council for rates. The pensioner concession is currently a \$50 reduction for the eligible pensioner's property, which is used exclusively as the owners' principal place of residence.

Property owners who currently receive a council rates concession for their principal place of residence automatically receive the Fire Services Property Levy concession.

5. Other Revenue Items

5.1 User Fees and Charges

Knox City Council provides a wide range of services, for which users pay a fee or charge which covers at least part of the cost of supply. The level of some fees and charges are statutorily set, however many are at the discretion of Council. Legislation provides for local governments to levy fees and charges.

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Sound financial management of community service delivery requires fees and charges to reflect the cost of providing a service of a particular quality, moderated by considerations of affordability, accessibility and equity, as well as community expectations and values.

Council's financial resources are limited. The majority of Council's revenue comes from rates. Although a relatively small proportion; fees and charges are an important source of income and increasingly so in a rate-capped environment.

Examples of user fees and charges include:

- Kindergarten and Childcare fees
- Waste Management fees
- Aged and Health Care service fees
- Leases, recreational reserve and facility hire fees

The provision of infrastructure and services form a key part of council's role in supporting the local community and enhancing community wellbeing. In providing these, council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- a. Market Price
- b. Full Cost Recovery Price
- c. Subsidised Price

Market pricing (A)

This includes services that provide discretionary activities not mandated by legislation or agency agreements. These activities may provide revenue support and complement other social policy actions.

Ideally, the price should achieve full cost recovery and be at a level similar to those charged in the market as a whole. If a price less than full cost recovery is contemplated, Council may consider a review of whether it

should provide the service, or whether there is a community service obligation that warrants a public interest test.

Council is required to price services that compete in the open market on a 'level playing field' basis and to make any decision to depart from a commercial basis for pricing of services transparent. Any Council service that competes in the open market may be subject to competitive neutrality requirements if it is a significant business activity as determined by market share or sales volume.

Full cost recovery price (B)

Full cost recovery price aims to recover all direct and overhead costs incurred by Council. This pricing should be used in particular where a service provided by council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

Subsidised pricing (C)

Subsidised pricing is where council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. council provides the service free of charge) to partial subsidies, where council provides the service to the user with a discount. The subsidy can be funded from council's rate revenue or other sources such as Commonwealth and state funding programs. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Council will develop a table of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

5.2 Statutory Fees and Charges

Where fees are set by State Government statute (Statutory Fees); Council has no ability to alter the fee. These fees are fixed and result in a growing cost to the general ratepayer to provide services as the level of cost recovery is diminished over time. Fees will be amended in line with any increases should one be determined by State Government over the course of the year.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

Penalty units

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units.

One penalty unit is currently \$165.22, from 1 July 2020 to 30 June 2021.

The rate for penalty units is indexed each financial year so that it is raised in line with inflation. Any change to the value of a penalty unit will happen on 1 July each year.

Fee units

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court registrar of probates is 1.6 fee units.

The value of one fee unit is currently \$14.81. This value may increase at the beginning of a financial year, at the same time as penalty units.

The cost of fees and penalties is calculated by multiplying the number of units by the current value of the fee or unit. The exact cost may be rounded up or down.

5.3 Grants

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

5.4 Contributions

Contributions represent funds received by council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements;
- Monies collected under developer contribution plans and infrastructure contribution plans;
- Contributions from user groups towards the upgrade of facilities;
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements

5.5 Interest on Investments

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per council's Investment Policy, which seeks to invest public funds in a manner which will provide the highest investment return with the maximum security of invested capital while meeting the daily cash flow demands of Council.

5.6 Sale of Assets

Council's Asset Management Policy states that decisions to rationalise assets will be aligned with service planning requirements and relevant Council policies. Disposal of surplus assets shall be based on a lifecycle costs assessment and service planning demand data.

The purpose of council's Sale of Land and Buildings Policy is to:

- optimise the value of property assets to the community, including the evaluation of unused or redundant assets and realising the funds tied up in these assets in order to acquire, develop or improve other assets;
- guide the strategic management of its property portfolio for the long-term best interests of the community; and
- define the process for identifying and proceeding with the sale of any Council owned land (with or without improvements) and to identify how the proceeds from land sales are to be allocated.

The decision to sell Council owned land is made carefully, considering the current and future needs of the municipality, and maximising public value (both financial and non-financial).