



**BOROONDARA**  
*City of Harmony*



CITY OF BOROONDARA  
**BUDGET 2019-20**

Adopted by Council  
24 June 2019

[www.boroondara.vic.gov.au](http://www.boroondara.vic.gov.au)



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## Introduction

The Budget 2019-20 has been prepared in-line with Council's commitment to sustainable budgeting, responsible financial management and the State Government's rate cap for 2019-20. This budget continues to implement the outcomes of the 10 year Boroondara Community Plan adopted by Council in 2018, following a consultation program that heard from more than 11,800 Boroondara residents.

As part of the development of the budget, Council works diligently to balance the competing priorities and needs of our residents to provide appropriate infrastructure and services that will contribute to delivering community priorities and will place our customers at the centre of everything we do.

Through this budget, Council has made decisions which will provide for a significant investment in a number of transformation projects that will enhance the way we provide services to our customers and place the customer at the centre of everything we do. Council is committed to improving our customers experience with Council and the optimisation of our services. These commitments will provide increased choice and convenience of services and channels to enable customers to interact with us anytime, in their preferred way, using any device. This transformation is the key to delivering better customer service.

Another important initiative aligned with community expectations and environmental challenges is the implementation of a Food Organics and Green Waste Organic service (FOGO). Previously planned to be introduced in 2022-23, Council has undertaken to bring forward this environmental initiative to the forthcoming financial year. FOGO will provide the ability to process all forms of food waste into recycled products and, as a result, will reduce the amount of waste going to landfill, while providing residents with increased capacity each week, and retaining the weekly recycling service. This is an important initiative for all residents and a benefit to the environment.

Council's commitment to providing quality infrastructure remains a high priority, with the delivery of \$75.6 million of renewed and new community assets in the coming year.

Council will undertake significant major projects in 2019-20 which are to be completed over the next few years. Some of these include:

- Kew Recreation Centre redevelopment (\$61.2 million over four years, completed in 2021-22).
- Canterbury Community Precinct (\$11.7 million over three years, completed in 2020-21).
- Camberwell Community Centre (\$8.1 million over two years, completed in 2020-21).
- Ashburton Seniors Centre (\$7.7 million over two years, completed in 2019-20).
- Balwyn Community Centre (\$8.7 million over two years, completed in 2019-20).

Council will continue to maintain infrastructure at an appropriate standard. In 2019-20 Council will deliver:

- \$5.1 million for drainage renewal.
- \$1.6 million on footpath and cycleway renewal.
- \$10.2 million on road renewal.
- \$7.7 million for 23 other community building renewal works and minor works across many of the other properties under Council stewardship.

Council's high level of service provision to residents will continue. These services include expenditure of:

- \$9.5 million to provide library services seven days a week.
- \$12.1 million on aged, health services including immunisation and aged care support for vulnerable members of our community.
- \$6.9 million on family, youth and recreation services.
- \$17.8 million for parks and gardens, biodiversity and street trees maintenance.
- \$3.3 million on arts and cultural services and events.
- \$10.6 million for planning, development and building controls.
- \$11.4 million for maintenance of the city's infrastructure including buildings, drainage, footpaths, roads and shopping centres.

Some exciting service initiatives include:

- \$589,000 to design and implement a Digital Early Years Hub which will make it easier for residents to find activities, services and information for their families.
- \$431,000 implementing the tree strategy action plan.
- \$275,000 on a Boroondara-wide heritage assessment (five year project with a total expenditure of \$1.30 million).

The availability of open space for passive and active recreation is a limited resource for the city and to that end, Council sets aside \$800,000 each year for the open space acquisition fund which is designed to acquire additional open space as the opportunity arises.

Council is delivering on the community's vision for Boroondara - a vibrant and inclusive city, meeting the needs and aspirations of its community.

## Executive summary

Council has prepared a Budget for 2019-20 which is aligned to the vision in the revised Council Plan 2017-21 according to the priority themes in the Boroondara Community Plan 2017-27. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$15.76 million for 2019-20 which will fund debt repayments from 2019 - 2029 and future capital renewal requirements. Council has a strong record in investing to maintain its building assets. Boroondara's strong financial management resulting in a positive year end result is critical in enabling Council to address the ongoing requirement for asset renewal to ensure Council's facilities meet community needs.

It should be noted that the adjusted underlying result is a surplus of \$9.9 million after adjusting for capital grants and contributions.

Ongoing delivery of services to the Boroondara community has a budgeted expenditure of \$230 million. These services are summarised in **Section 2**.

Council will continue to invest in infrastructure assets (\$75.62 million) consisting primarily of renewal works (\$39.25 million) and new asset creation (\$15.49 million). This includes roads (\$11.30 million); footpaths and bicycle paths (\$3.82 million); drainage (\$5.13 million); recreational, leisure and community facilities (\$3.24 million); parks, open space and streetscapes (\$8.12 million); and Buildings (\$35.95 million). The Statement of Capital Works can be found in **Section 4** and further details on the capital works budget can be found in **Section 7** and **Appendix D**.

## The rate rise

The Minister for Local Government has determined that for 2019-20 the average property rate will rise by 2.5%. Boroondara City Council will not be seeking a variation to the rate cap.

Boroondara City Council has moved from biennial to annual valuations in line with the State Government changes introduced from 1 July 2018. The valuation function is now centralised with the Valuer-General. Valuations will be as per the General Revaluation dated 1 January 2019 (as amended by supplementary valuations). The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have decreased by 11.01%. Of this decrease, residential properties have decreased by 11.66% and non-residential properties by 1.63%.

Due to the impact of the revaluation in the 2019-20 year, the rate percentage charged on individual properties will not be a consistent 2.50%. It is important to note that when a revaluation is carried out, the total rate revenue that accrues to Council remains unchanged (i.e. Council does NOT make any additional revenue). What a revaluation does however is to redistribute the rates between properties. Where valuations increase by more than the average valuation movement throughout the Council - a higher rate increase than the overall rate increase for Council will be applicable. Conversely, where the change in valuation is lower than the average movement - rate increases will be below the average rate increase for the entire Council.

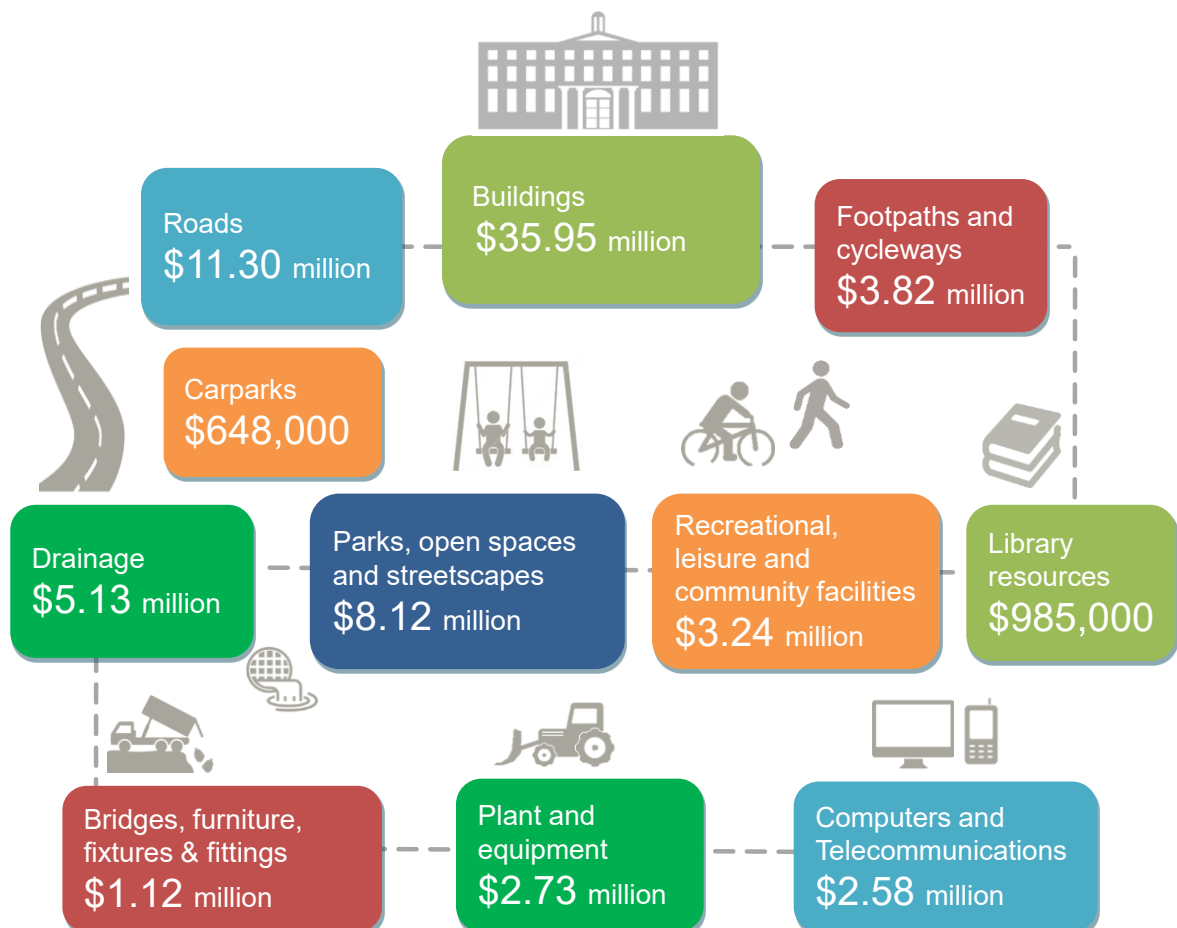
Waste service charges in 2019-20 will increase on average by 16%. The net costs of waste management and associated services are recovered by Council through the waste management charges. The increase is primarily due to the introduction of a FOGO (Food Organics Green Organics) collection service to divert food organics from landfill. This is an important initiative for all residents and a benefit to the environment.

Further information on Rates and Charges can be found in **Section 8** and **10** within this document.

## Key statistics

	2019-20	2018-19
<b>Total revenue</b>	\$246.65M	\$242.87M
<b>Total expenditure</b>	\$230.89M	\$217.44M
<b>Account result (surplus)</b>	\$15.76M	\$25.43M
<i>(Refer Income Statement in Section 4)</i>		
<i>(Note: Based on total income of \$246M which includes capital grants and contributions)</i>		
<b>Underlying operating result</b>	\$9.9M surplus	\$16.3M surplus
<i>(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)</i>		
<b>Total Capital Works Program of \$75.62M from</b>		
<i>Council operations (rate funded)</i>	\$69.81M	
<i>External grants and contributions</i>	\$1.35M	
<i>Cash and reserves</i>	\$4.46M	
<i>(carried forward works from 2018-19)</i>		

## Capital Works Program





## Budget influences

### External influences

The preparation of the budget is influenced by the following external factors:

- The proposed 2019-20 Annual Budget is based on a rate capped average increase in Council rates of 2.5 per cent as prescribed by the State Government.
- Council has applied an inflation rate of 2.5% for 2019-20 which has been derived from the Victorian Department of Treasury and Finance forecasts as part of the mid-year Victorian budget review which is aligned with the commencement of budget preparation.
- In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. Forecast increases are anticipated in the 2019-20 financial year.
- Council received notification that a review of the Vested Benefit Index (VBI) was within the superannuation prudential standards. At this stage no restoration plan is required as the VBI meets the required threshold, however Council needs to manage this issue to dampen the impact of a potential future defined benefit superannuation shortfall
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.
- Capital works funding of \$800,000 in 2019-20 (total to be received is \$1.60 million) from the State Government - Department of Education and Training for Canterbury Community Precinct - Integrated Children's Centre and \$475,000 Roads to Recovery Program funding covering roads pavement renewal works.
- As a national issue, the Australian and Victorian governments need to take action to ensure a sustainable recycling industry into the future and to minimise the cost for the community. The Victorian government collects funds each year from its landfill levy - ratepayers are currently paying \$64.30 to the Victorian government for every tonne of waste that Council collects and takes to landfill. Over many years these funds have been banked by the Victorian government or in some cases used for purposes other than waste reduction and sustainability initiatives. According to the Auditor-General, the Victorian government held \$466 million in its Sustainability Fund in 2017. Council is calling on the Victorian government to use these funds now to invest in a sustainable, better-equipped recycling sector.

### Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2019-20 Budget.

- At the end of each financial year there are projects which are either incomplete or not commenced due to circumstances including planning issues, weather delays and extended consultation. The below forward commitments have been identified to be undertaken in 2019-20:
  - \$4.46 million in 2018-19 capital works forward commitments, and
  - \$1.54 million in 2018-19 priority projects forward commitments.
- Employee costs are largely driven by Council's Enterprise and Local Area Work Place Agreements (EA and LAWA). An annual increase of 2.50% has been applied to the 2019-20 Budget. In 2019-20 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50%.
- Waste collection costs in 2019-20 will increase on average by 16%. The net costs of waste management and associated services are recovered by Council through the waste management charges. The increase is primarily due to the introduction of a FOGO (Food Organics Green Organics) collection service to divert food organics from landfill stream whilst providing residents with increased capacity each week, and retaining the weekly recycling service described in Budget Influences on page 4.
- Continued investment of resources in the Digital Transformation Program which will enhance our customers experience and ultimately improve efficiency of Council in the future.





BOROONDARA  
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## City of Boroondara Budget 2019-20

# Budget reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 9 to 11 of this report.

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

1. Link to the Council Plan
2. Services, major initiatives and commitments
3. Summary of financial position
4. Financial statements
5. Financial performance indicators
6. Other budget information (grants and borrowings)
7. Detailed list of capital works
8. Rates and charges



## 1. Link to the Council Plan

### 1.1 Integrated Planning Framework

The Council Plan is developed every four years in accordance with the legislative requirements in the *Local Government Act 1989*. In the Council Plan, the Council elected in October 2016 outlines the strategic plan for its term in office. The Council Plan 2017-21 was adopted on 26 June 2017. The Plan has been revised to align with the community priorities identified in the Boroondara Community Plan.

The Boroondara Community Plan 2017-27 sets the long-term strategic direction for Council based on the values, aspirations and priorities the Boroondara community told us were important to them. In 2016, Boroondara's councillors wanted to hear directly from the community. Between November 2016 and April 2017, 11,845 responses were received from people who live, work, study or play in Boroondara, the largest consultation activity ever conducted by the City of Boroondara.

As shown in the diagram below, the Boroondara Community Plan directly informs the Council Plan including the Long Term Financial Strategy, annual commitments and strategic indicators, and the Municipal Strategic Statement and Council strategies, plans and actions.

The Council Plan is structured around the seven themes of the Boroondara Community Plan 2017-27, and describes the outcomes for the community Council aims to achieve during its term, and the allocation of resources required to achieve those outcomes. Underpinned by our vision and values, the plan's strategic objectives and strategies give clear areas of focus for the four-year period. The Council Plan will be reviewed for currency each year.



The Budget also sets out Council services, major initiatives and commitments that Council will undertake in the 2019-20 year, along with associated performance indicators (refer **Section 2 - Services, major initiatives and commitments**).

The Long Term Financial Strategy is the key tool that assists the strategic planning and decision-making process for Council's future financial resource allocation. Although this strategy is subject to annual review, it provides a mechanism for Council to inform the Boroondara community of the long-term viability and financial health of the City.

## 1.2 Our vision, purpose and values

Our vision represents our commitment to the community as outlined in the Boroondara Community Plan. Our purpose and values describe how we will work together to achieve our goals for the community.

### Vision

A vibrant and inclusive city, meeting the needs and aspirations of its community.

### Purpose

We work together to deliver the community priorities and place our customers at the centre of everything we do.

### Values

We will create a collaborative and customer-centric culture which connects our people to our purpose, inspires them to be their best, and provides a great place to work.

The six organisational values are outlined below:








Our values	What it means
<b>Think customer experience</b>	Always working with our customers' experience in mind and taking pride in supporting our community.
<b>Act with integrity</b>	Doing the right thing, speaking up when it's important and striving to live our values every day.
<b>Treat people with respect</b>	Valuing each person for who they are by listening, understanding and showing that we care.
<b>Work together as 'one'</b>	Working together constructively to break down silos, putting our shared needs first and moving forward in a unified way.
<b>Explore better ways</b>	Challenging the status quo to improve things through curiosity, courage and learning.
<b>Own it, follow through</b>	Taking responsibility for what is ours and following through to ensure great results.

### 1.3 Strategic objectives

The Council Plan is structured around seven priority themes, aligned with the community priorities set out in the Boroondara Community Plan. Each priority theme has a set of strategic objectives, strategies and strategic indicators to support the implementation of the community's vision.

The 2019-20 Budget documents a number of commitments that will occur over the 2019-20 financial year, and provides the financial and human resources necessary to deliver these services and commitments.

The following table lists the seven priority themes and strategic objectives as detailed in the Council Plan.

Theme	Strategic Objectives
 <b>Your Community, Services and Facilities</b>	Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.
 <b>Your Parks and Green Spaces</b>	Inviting and well-utilised community parks and green spaces.
 <b>The Environment</b>	Our natural environment is healthy and sustainable for future generations.
 <b>Neighbourhood Character and Heritage</b>	Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.
 <b>Getting Around Boroondara</b>	Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.
 <b>Your Local Shops and Businesses</b>	A vibrant local economy and shops that are accessible, attractive and a centre of community life.
 <b>Civic Leadership and Governance</b>	Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.

## 2. Services, major initiatives and commitments

This section provides a description of the services, major initiatives and commitments to be funded in the Budget for the 2019-20 financial year. In accordance with Section 127 of the *Local Government Act 1989* the major initiatives, services and commitments are included within the Budget 2019-20.

Details are provided on how these services contribute to achieving the themes and strategic objectives specified in the revised Council Plan 2017-21, as set out in Section 1. It also details performance indicators to monitor achievement of the revised Council Plan 2017-21 strategic objectives.

### Theme: Your Community, Services and Facilities



#### Strategic objective

Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Arts and Cultural Services</b>	<ul style="list-style-type: none"> <li>arts and cultural initiatives and programs, such as exhibitions, festivals and events</li> <li>programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces</li> <li>provides flexible spaces for community hire, including meetings, community events, private bookings and conference facilities</li> <li>oversees the management and care of Town Hall Gallery Collection</li> <li>provides support for community arts and culture groups through funding, partnerships, advice and advocacy.</li> </ul>	<b>\$3,339</b> <b>(\$582)</b> <b>\$2,757</b>
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>provides proactive inspections of Council assets to ensure service standards are maintained</li> <li>manages an integrated asset management system to support the ongoing management and renewal of the community's assets</li> <li>develops and updates the five-year renewal program</li> <li>develops the financial forecast for assets for Council's long-term financial strategy</li> <li>promotes occupational health and safety on Council worksites</li> <li>manages Council's street lighting</li> <li>provides specialist knowledge for planning and subdivision permit referrals and development approvals</li> <li>undertakes proactive asset inspections of road infrastructure, maintains data quality in the corporate asset management system and develops/updates relevant Asset Management Plans.</li> </ul>	<b>\$4,163</b> <b>(\$498)</b> <b>\$3,665</b>



Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Community Planning and Development</b>	<ul style="list-style-type: none"> <li>• aims to enhance the health, wellbeing and safety of residents</li> <li>• facilitates community connectedness, strengthens community capacity and responds to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community</li> <li>• works actively within the community on key community development activities, including major community infrastructure projects and community events</li> <li>• provides support, advice and assistance to neighbourhood houses and men's sheds</li> <li>• develops policies, strategies and plans that address community priorities</li> <li>• monitors, forecasts and analyses community change and wellbeing</li> <li>• undertakes extensive community research on behalf of Council departments and the community</li> <li>• manages the Boroondara Community Grants Program of annual and triennial operational grants and the registered rooming house subsidy</li> <li>• promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre</li> <li>• Advocacy and project work to support community safety.</li> </ul>	<b>\$3,771</b> <b><u>(\$400)</u></b> <b>\$3,371</b>
<b>Family, Youth and Recreation</b>	<ul style="list-style-type: none"> <li>• operates the Boroondara Maternal and Child Health support programs and services, Kindergarten Central Enrolment Scheme, Kew Traffic School, and the Boroondara 360 Youth Resource Centre</li> <li>• undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community</li> <li>• facilitates training and support for service providers and voluntary committees of management for early years and youth services and sport and recreation</li> <li>• provides support and information, services and programs to young people and their families, sport and recreation groups and organisations to enhance health and wellbeing</li> <li>• facilitates the development of integrated and coordinated services for children, young people and their families, sport and recreation clubs and organisations</li> <li>• supports the inclusion of children into four-year old kindergarten programs through the provision of the Preschool Field Officer Program</li> <li>• facilitates long day care, occasional care and kindergarten services through the provision of 43 buildings leased to early years management operators and volunteer committees of management</li> <li>• facilitates participation opportunities by the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Facilities, the Boroondara Tennis Centre and Junction Skate and BMX Park</li> <li>• manages leases for 87 facilities to sport and recreation groups, early years management operators and early years committees of management.</li> </ul>	<b>\$6,859</b> <b><u>(\$4,991)</u></b> <b>\$1,868</b>

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Health and Active Ageing Services</b>	<ul style="list-style-type: none"> <li>coordinates public health services including immunisation and environmental health</li> <li>provides home support services via the Wellness and Reablement approach including home, personal and respite care, food services and property maintenance</li> <li>provides volunteer and community transport, and social support (including events and planned activity groups)</li> <li>coordinates emergency management (recovery) across the municipality</li> <li>undertakes strategy and development with a focus on positive ageing.</li> </ul>	<b>\$12,124</b> <u><b>(\$8,156)</b></u> <b>\$3,968</b>
<b>Infrastructure Services</b>	<ul style="list-style-type: none"> <li>maintains the City's infrastructure including buildings, drainage, footpaths and roads, shopping centres, park/street furniture and signs.</li> </ul>	<b>\$9,858</b> <u><b>(\$259)</b></u> <b>\$9,599</b>
<b>Library Services</b>	<ul style="list-style-type: none"> <li>provides a large range of relevant, contemporary library collections and services: across five libraries and one library lounge, online and via home library services</li> <li>provides welcoming community spaces for individual and group study, reflection, activity and discovery</li> <li>promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development</li> <li>provides family, children and adult library programs and activities</li> <li>creates enthusiasm for local and family history research and discovery, creating connections with our local heritage</li> <li>provides opportunities to explore, learn and use new and emerging technology.</li> </ul>	<b>\$9,532</b> <u><b>(\$1,287)</b></u> <b>\$8,245</b>
<b>Local Laws</b>	<ul style="list-style-type: none"> <li>delivers proactive patrol programs to maintain and promote safety and harmony within the community</li> <li>delivers administrative and field services in amenity and animal management</li> <li>delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention</li> <li>develops, implements and reviews appropriate local laws to achieve a safe and liveable environment</li> <li>processes and issues permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land.</li> </ul>	<b>\$3,668</b> <u><b>(\$2,219)</b></u> <b>\$1,449</b>
<b>Sportsground services</b>	<ul style="list-style-type: none"> <li>works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds.</li> </ul>	<b>\$2,546</b> <u><b>(\$659)</b></u> <b>\$1,887</b>

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Projects and Strategy</b>	<ul style="list-style-type: none"> <li>develops, manages, reports and delivers the approved Environment and Infrastructure Capital Works and Building Renewal programs ensuring best value for money</li> <li>provides project management and technical advice on Council's projects and infrastructure assets</li> <li>manages the capital works programs and reporting to successfully deliver projects on time and within budget</li> <li>investigates and develops strategic solutions for major stormwater issues, Council buildings and infrastructure assets</li> <li>encourages and develops innovative design into quality outcomes.</li> </ul>	<b>\$3,457</b> <b>(\$12)</b> <b>\$3,445</b>

### Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
1.1	Review and update the Roads, Footpaths, Drainage and Building Asset Management Plans to ensure Council is continuing to provide assets that meet the needs of the community.	Asset Management	\$81,428
1.2	Finalise the redevelopment of the Ashburton Seniors' Centre to create a space that is easily accessible, and better suited to deliver activities and services to seniors in the community. <b>Major initiative</b>	Projects and Strategy	\$6,781,268
1.3	Commence the development of a new Creating an Age-friendly Boroondara Plan for 2019-24 to identify and respond to the environmental and social factors that contribute to age-friendliness and active ageing in the City.	Health and Active Ageing Services	Work performed using existing resources
1.4	Develop and implement a campaign to promote volunteering across the Boroondara community to raise awareness of the benefits and impacts of volunteering, and encourage local residents to volunteer.	Community Planning and Development	\$23,000
1.5	Commence a review of the Library Services Plan to ensure it aligns with current demands and trends across the municipality.	Library Services	\$20,000

Our commitments		Responsible department	Expenditure \$
1.6	Undertake consultation with children and young people to identify their health and wellbeing needs, in preparation to renew the Children and Young People's strategy in 2020-21.	Family, Youth and Recreation	\$25,000
1.7	Promote and support breastfeeding so babies in Boroondara get the best start to life.	Family, Youth and Recreation	Work performed using existing resources
1.8	Progress detailed design of the Kew Recreation Centre concept plan based on the community feedback provided in stage two of the consultation.	Family, Youth and Recreation	\$2,068,344
1.9	Produce a florilegium publication of the Maranoa Gardens flora in collaboration with the Balwyn Community Centre Botanical Art Group, to showcase the indigenous, local flora in the Maranoa Botanic Gardens, with hard copies and digital formats available.	Arts and Culture	Work performed using existing resources
1.10	Commence the development of the concept plan for the renewal of the Alamein Neighbourhood and Learning Centre to meet the demand for programs for people of all ages and backgrounds.	Community Planning and Development	Work performed using existing resources
1.11	Implement public safety and security measures in response to the Australian Government strategy for Protecting Crowded Places from Terrorism.	Health and Active Ageing Services	\$250,000
1.12	Monitor the Australian Government aged care reforms and their impact on Council and the Boroondara community, and respond accordingly.	Health and Active Ageing Services	Work performed using existing resources
1.13	Complete the redevelopment at the Balwyn Community Centre to provide increased community access to maternal child health, occasional care, recreational activities and learning programs for all ages.	Projects and Strategy	\$5,367,242

## Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, Wi-Fi and virtual visits)	The 2017-18 result was 5,713,726.	6,000,000	Library Services
Participation in first MCH home visit (percentage of infants enrolled in the MCH service who receive the first MCH home visit)	The 2017-18 result was 99%.  There are instances when we receive a birth notification for a Boroondara resident, however the parents and their child may stay outside of Boroondara with relatives who provide support for the first few weeks. When this happens it is common for new parents to access the MCH service in the municipality where they are staying until they return to Boroondara. This means that the number of infants enrolled receiving their first home visit can fluctuate.	95%	Family, Youth and Recreation
Satisfaction with recreational facilities	The 2017-18 index score was 78.	78	Parks and Infrastructure  Family, Youth and Recreation
Number of community organisations/individuals funded through the Community Strengthening Grants Program which includes, individual, annual and triennial grant	The 2017-18 result was 166.	155	Community Planning and Development  Arts and Culture  Family, Youth and Recreation
Numbers of community groups using council facilities directly under a lease or licence agreement	The result for the period ending 31 December 2017 was 187.	189	Commercial and Property Services

Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Output Indicators</b>			
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	The measure is for the period ending 31 December of the prior year.  The result of 31 December 2018 was 100%.	100%	Health, Active Ageing and Disability Services
Proportion of infants born who receive primary immunisations	The 2017-18 result was 94%.	95%	Health, Active Ageing and Disability Services
Percentage of graffiti removed from Council owned assets within one business day of notification (based on number of requests)	The 2017-18 result was 95%.	95%	Parks and Infrastructure
Number of arts and cultural community events delivered by Council	The 2017-18 result was 175.  The 2019-20 forecast relates to a fee for service provider who has ceased their activity.	150	Arts and Culture
Number of attendances by young people at Youth Services programs or services	The 2017-18 result was 4,664.	4,200	Family, Youth and Recreation
Number of people participating in active ageing programs and events	The 2017-18 result was 1,168.	1,200	Health, Active Ageing and Disability Services

## Local Government Performance Reporting Framework - Indicators



Service	Indicator	Performance measure	Computation
Animal Management	Health and safety	Animal management prosecutions (number of successful animal management prosecutions).	Number of successful animal management prosecutions.
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).	[Number of visits to aquatic facilities / Municipal population].
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 notifications and major noncompliance notifications about a food premises followed up / Number of critical non-compliance notifications and major noncompliance notifications about food premises]X100.

Service	Indicator	Performance measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] ×100.
		Participation in MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] ×100.
Libraries	Participation	Active library members (percentage of the municipal population that are active library members).	[Number of active library members/ Municipal population] X100

## Theme: Your Parks and Green Spaces



### Strategic objective

Inviting and well-utilised community parks and green spaces.

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Infrastructure Services</b>	<ul style="list-style-type: none"> <li>manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs.</li> </ul>	<b>\$2,028</b> <b>(\$2)</b> <b>\$2,026</b>
<b>Open Space</b>	<ul style="list-style-type: none"> <li>manages and maintains Boroondara's parks, gardens, sportsgrounds and biodiversity sites</li> <li>manages bookings, events and applications associated with Boroondara's parks, gardens, reserves, sportsgrounds and pavilions</li> <li>manages and maintains the Freeway Golf Course</li> <li>maintains a significant and highly valued urban forest of street and park trees.</li> </ul>	<b>\$13,455</b> <b>(\$1,077)</b> <b>\$12,378</b>
<b>Environment and Sustainable Living</b>	<ul style="list-style-type: none"> <li>Promotes environmental sustainability and provides landscape and urban design services to encourage use, function and enjoyment of our outdoor spaces by the community.</li> </ul>	<b>\$606</b> <b>(\$0)</b> <b>\$606</b>

### Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
2.1	Implement priority actions from the Shade Policy Implementation Plan to improve the provision of shade at key sites across Boroondara.	Environment and Sustainable Living	\$385,321
2.2	Implement year one program actions to deliver accessible facilities enabling increased participation in sport. <b>Major initiative</b>	Parks and Infrastructure	\$3,010,013
2.3	Undertake the design of the Regional Playground at Victoria Park to improve recreational use opportunities.	Environment and Sustainable Living	\$319,482



Our commitments		Responsible department	Expenditure \$
2.4	Undertake research and generate a discussion paper providing information regarding the sports in the City facing the most significant shortfall in access to playing fields with a particular focus on those sporting codes experiencing challenges due to increased participation by girls and women.	Parks and Infrastructure	\$200,000

**Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators**



Performance Measure	Context	2019-10 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Customer Satisfaction survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with participating councils	The 2017-18 result was 83%.	80%	Parks and Infrastructure
Satisfaction with appearance of public areas	The 2017-18 index score was 78.	78	Parks and Infrastructure
<b>Boroondara Community Plan Output Indicator</b>			
Cost to maintain park turf per hectare	The 2017-18 result was \$4,592.	\$4,754	Parks and Infrastructure

## Theme: The Environment



### Strategic objective

Our natural environment is healthy and sustainable for future generations.

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Environment and Sustainable Living</b>	<ul style="list-style-type: none"> <li>strategically plan and develop open space improvements to our parks, gardens, shopping centres and streetscapes</li> <li>helps the Boroondara community to live more sustainably in response to emerging environmental challenges (eg climate change, water shortage, biodiversity conservation)</li> <li>promotes sustainability within built and natural environments in Boroondara</li> <li>develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development</li> <li>builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes.</li> </ul>	<b>\$1,140</b> <u><b>(\$0)</b></u> <b>\$1,140</b>
<b>Waste and Recycling</b>	<ul style="list-style-type: none"> <li>manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service</li> <li>operates the Boroondara Recycling and Waste Centre.</li> </ul>	<b>\$23,387</b> <u><b>(\$1,547)</b></u> <b>\$21,840</b>
<b>Open Space</b>	<ul style="list-style-type: none"> <li>maintain and manage the City's biodiversity</li> <li>manage and maintain all trees on Council managed land including tree planting/establishment, maintenance and renewal programs.</li> </ul>	<b>\$1,727</b> <u><b>(\$0)</b></u> <b>\$1,727</b>
<b>Drainage Management</b>	<ul style="list-style-type: none"> <li>implements strategies and engineering solutions for drainage issues</li> <li>manages permits relating to the asset protection local law and storm water drainage.</li> </ul>	<b>\$557</b> <u><b>(\$227)</b></u> <b>\$330</b>
<b>Statutory Planning</b>	<ul style="list-style-type: none"> <li>administers Council's Tree Protection Local Law and assesses applications for tree removal.</li> </ul>	<b>\$620</b> <u><b>(\$305)</b></u> <b>\$315</b>

## Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
3.1	Implement identified priority works at Council facilities (water harvesting, water recovery and water efficiency) to reduce tap water use and stormwater pollution.	Environment and Sustainable Living	\$453,000 (Income \$5,000)
3.2	Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV). <b>Major initiative</b>	Environment and Sustainable Living	\$250,000
3.3	Enhance and maintain urban biodiversity across the municipality by implementing initiatives including the Backyard Biodiversity project, Wildlife not Weeds program and rollout of interpretive signage at biodiversity sites.	Environment and Sustainable Living	\$51,005
3.4	Deliver the Boroondara Sustainable Living Festival so that the community can learn new skills and be inspired to live more sustainably.	Environment and Sustainable Living	\$41,400
3.5	Deliver Council's award winning Living for our Future community engagement program to support the community to live well and sustainably.	Environment and Sustainable Living	Work performed using existing resources
3.6	Progress actions associated with the introduction of a Food Organics and Garden Organics (FOGO) kerbside collection service to reduce the volume of waste going into landfill.	Parks and Infrastructure	\$3,595,013
3.7	Progress the Tree Strategy action to introduce proactive renewal of ageing street and park trees.	Parks and Infrastructure	\$455,900
3.8	Implement lighting upgrades using sustainable and energy efficient solutions wherever possible.	Traffic and Transport	Work performed using existing resources

## Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Satisfaction with waste management	The 2017-18 index score was 77.	77	Parks and Infrastructure
Satisfaction with environmental sustainability	The 2017-18 index score was 65.	65	Environment and Sustainable Living
Volume of harvested water (rain and stormwater) re-used within Council buildings and open space irrigation	The 2017-18 result was 4.6ML.	6ML	Environment and Sustainable Living
Tonnes of CO2 emissions from energy used in all Council-owned and operated buildings, street lighting, Council fleet, taxi and air travel <i>Note: Information reported with a one year lag.</i>	The 2017-18 result was 22,483 tCO2e.	Less than 22,000 tCO2e	Environment and Sustainable Living
<b>Boroondara Community Plan Output Indicators</b>			
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	The 2017-18 result was 49%.	48%	Parks and Infrastructure
Area of land managed for biodiversity (hectares)	The 2017-18 result was 41.9ha.	43.1ha	Parks and Infrastructure

## Local Government Performance Reporting Framework - Indicators



Service	Indicator	Performance measure	Computation
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] × 100.

## Theme: Neighbourhood Character and Heritage



### Strategic objective

Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Building Services</b>	<ul style="list-style-type: none"> <li>encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes</li> <li>assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures</li> <li>provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers</li> <li>conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment</li> <li>administers and enforces the <i>Building Act 1993</i> and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety</li> <li>provides building regulatory and technical advice to residents and ratepayers.</li> </ul>	<b>\$1,906</b> <b><u>(\$1,364)</u></b> <b>\$542</b>
<b>Statutory Planning</b>	<ul style="list-style-type: none"> <li>processes and assesses planning applications in accordance with the <i>Planning and Environment Act 1987</i>, the Boroondara Planning Scheme and Council policies</li> <li>provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals</li> <li>investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary</li> <li>assesses applications to subdivide land or buildings under the <i>Subdivision Act 1988</i></li> <li>defends Council planning decisions at the Victorian Civil and Administrative Tribunal.</li> </ul>	<b>\$6,256</b> <b><u>(\$2,616)</u></b> <b>\$3,640</b>
<b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>advocates for and prepares land use policy and standards within the context of Victorian state policy</li> <li>promotes sustainable design and development and heritage conservation</li> <li>manages the Municipal Strategic Statement</li> <li>develops policies and plans to guide land use and development.</li> </ul>	<b>\$1,851</b> <b><u>(\$0)</u></b> <b>\$1,851</b>

## Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
4.1	Review the Camberwell Junction Structure Plan and investigate the introduction of planning controls to ensure appropriate development in the centre.	Strategic Planning	Work performed using existing resources
4.2	Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme. <b>Major initiative</b>	Strategic Planning	\$275,000
4.3	Conduct the Boroondara Urban Design Awards and implement a communications strategy to recognise and promote high-quality urban design that complements Boroondara's neighbourhood character and heritage and enhances its public realm.	Statutory Planning	Work performed using existing resources

## Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Number of complaints re Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	This was a new measure for 2018-19.	50	Strategic Planning Statutory Planning
<b>Boroondara Community Plan Output Indicators</b>			
Percentage of 'Demolition Consents' under Section 29A of the Building Act by Building Services checked within 15 business days	The 2017-18 result was 100%.	100%	Building Services
Proportion of suburbs investigated by the Municipal Wide Heritage Gap Study	This was a new measure for 2018-19.  The forecast for 2019-20 reflects the cumulative result since the program commenced in 2016-17.	100%	Strategic Planning

## Local Government Performance Reporting Framework - Indicators



Service	Indicator	Performance measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT 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] ×100.

## Theme: Getting Around Boroondara



### Strategic objective

Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Road Maintenance and Repair</b>	<ul style="list-style-type: none"> <li>road reinstatements following works and developments</li> <li>undertake road micro-surfacing and associated line marking.</li> </ul>	<b>\$1,575</b> <b>(\$257)</b> <b>\$1,318</b>
<b>Local Laws</b>	<ul style="list-style-type: none"> <li>delivery of the School Crossing Supervision program through the provision of supervision at school crossings and the overall management and administration of the program</li> <li>delivers administrative and field services in parking management.</li> </ul>	<b>\$6,440</b> <b>(\$15,052)</b> <b>(\$8,612)</b>
<b>Traffic and Transport</b>	<ul style="list-style-type: none"> <li>develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas</li> <li>implements parking and traffic management strategies</li> <li>assesses traffic and parking implications of planning permit and rezoning applications</li> <li>assesses footpath and parking bay occupation applications, street party applications and full and part road closure applications</li> <li>investigates black spot accident locations and develops remedial treatments</li> <li>coordinates and implements sustainable transport initiatives including car share, green travel plans and a variety of active transport programs</li> <li>designs, consults and implements transport projects including on road bicycle lanes, shared paths, road safety initiatives, pedestrian and bicycle improvements, disability access and traffic treatments</li> <li>advocates for improvements to public transport and sustainable transport initiatives</li> <li>develops feasibility studies and grant applications to state and federal authorities for accident black spot locations and pedestrian and bicycle improvement projects</li> <li>provides strategic transport planning advice and develops associated studies</li> <li>assesses high and heavy vehicle route applications.</li> </ul>	<b>\$1,816</b> <b>(\$950)</b> <b>\$866</b>



## Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
5.1	Advocate for the needs of the Boroondara community in relation to the North East Link project. <b>Major initiative</b>	Traffic and Transport	\$1,055,911
5.2	Review the provision of disability parking to ensure current design standards and community needs are met.	Traffic and Transport	Work performed using existing resources
5.3	Implement actions from the Road Safety Strategy to improve road safety for all road users.	Traffic and Transport	\$24,500
5.4	Explore opportunities and implement actions to enhance lighting on paths and shared paths to increase use and improve safety.	Traffic and Transport	\$204,000
5.5	Implement actions from adopted access plans and parking studies to improve safety, access and the effective management of parking.	Traffic and Transport	\$162,000

## Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Satisfaction with sealed local roads	The 2017-18 index score was 73.	73	Asset Management
Satisfaction with local shared paths for cycling and walking as a way to get around Boroondara	This was a new measure for 2018-19.	60	Traffic and Transport
<b>Boroondara Community Plan Output Indicators</b>			
Sealed local roads maintained to condition standards (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	The 2017-18 result was 97%.	98%	Asset Management
Percentage completion of six-monthly defect inspections on Council roads and footpaths in higher risk locations	The 2017-18 result was 99%.	99%	Asset Management

Performance Measure	Context	2019-20 Forecast	Department
Percentage of footpath defects remediated within the timeframes specified in the Road Management Plan	The 2017-18 result was 97%.	95%	Parks and Infrastructure
Number of traffic counts and surveys	The 2017-18 result was 168.	150	Traffic and Transport

## Local Government Performance Reporting Framework - Indicators



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

## Theme: Your Local Shops and Businesses



### Strategic objective

A vibrant local economy and shops that are accessible, attractive and a centre of community life.

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>strengthens the viability of local businesses, including strip shopping centres and facilitates a special rates scheme for eight shopping centres</li> <li>manages the implementation of the Economic Development and Tourism Strategy for Council</li> <li>facilitates the Boroondara Business Network, the Boroondara Farmers Market, the Hawthorn Makers Market and supports the marketing for the Camberwell Fresh Food Market and the Camberwell Sunday Market</li> <li>supports new and established businesses, through training and mentor services</li> <li>facilitates regular networking opportunities for the local business community</li> <li>supports and promotes tourism opportunities across the municipality</li> <li>delivers the City-wide Christmas in Boroondara Program.</li> </ul>	<b>\$2,506</b> <u><b>(\$1,593)</b></u> <b>\$913</b>
<b>Minor shopping centre maintenance</b>	<ul style="list-style-type: none"> <li>implements the Shopping Centre Improvement Program.</li> </ul>	<b>\$324</b> <u><b>(\$0)</b></u> <b>\$324</b>

### Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
6.1	Implement the Christmas in Boroondara program to promote the vitality of the City's shopping centres and support a festive community spirit.	Economic Development	\$109,000
6.2	Promote and provide support to deliver the Camberwell Sunday Market, Hawthorn Makers Market, Camberwell Fresh Food Market and Boroondara Farmers Market.	Economic Development	Work performed using existing resources
6.3	Continue to implement and promote the 'Buy Local' initiative to encourage Boroondara residents to shop within the municipality.	Economic Development	Work performed using existing resources

Our commitments		Responsible department	Expenditure \$
6.4	Deliver the Business in Boroondara program by providing a range of engaging and industry leading business support services that promote a thriving, connected and robust local economy and community.	Economic Development	Work performed using existing resources
6.5	We will continue to revitalise our local strip shopping centres by implementing streetscape improvements at Greythorn, Bellevue, Rathmines/Burke Road and Alamein/Victory Boulevard shopping centres.	Environment and Infrastructure	\$2,106,000
6.6	Continue to service the City's retail area through the new Service Crew program.	Environment and Infrastructure	Work performed using existing resources
6.7	Explore opportunities to undertake a placemaking approach in shaping and designing our public spaces and shopping centres, to increase social interaction, economic viability and enhancing the liveability of our community. <b>Major initiative</b>	Health, Active Ageing and Disability Services	\$1,998,321

**Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators**



Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Community satisfaction with the quality of streetscapes in shopping centres, as a key means of attracting and retaining shops and businesses	This was a new measure for 2018-19.	60	Economic Development
<b>Boroondara Community Plan Output Indicators</b>			
Number of proactive strip shopping centre maintenance visitations completed	The 2017-18 result was 202.  New service crews are in place to replace the previous service for the proactive inspection of our shopping precincts.	600	Parks and Infrastructure
Number of members of the Boroondara Business Network	The 2017-18 result was 1,115.	1,200	Economic Development
Number of participants in Council's business training activities	The 2017-18 result was 1,457.	1,500	Economic Development

## Theme: Civic Leadership and Governance



### Strategic objective

Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.

### Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Commercial and Property Services</b>	<ul style="list-style-type: none"> <li>coordinates Audit Committee</li> <li>manages procurement and conduct of all public tenders</li> <li>manages rates and property services, including Council databases and communication of the rate payment options available to residents</li> <li>administers the purchasing system and purchasing card systems including training</li> <li>coordinates fleet management</li> <li>coordinates the Building and Property Working Group</li> <li>handles the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market</li> <li>manages all acquisitions and disposals of land for Council</li> <li>manages the discontinuance and sales of the right of way's throughout Boroondara</li> <li>manages internal audit services to Council</li> <li>coordinates enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity Plans</li> <li>manages public liability, professional indemnity, motor vehicle and property claims.</li> </ul>	<b>\$6,679</b> <b><u>(\$3,125)</u></b> <b>\$3,554</b>
<b>Corporate Solicitor</b>	<ul style="list-style-type: none"> <li>monitors and reports on legislative changes and impacts for Council operations</li> <li>provides advice on legal and regulatory matters and ad hoc legal advice within the organisation</li> <li>delivers training programs to develop Council officers' knowledge of relevant legal issues.</li> </ul>	<b>\$219</b> <b><u>(\$0)</u></b> <b>\$219</b>
<b>Council Operations</b>	<ul style="list-style-type: none"> <li>Costs associated with the operations of Camberwell and Hawthorn office locations, including maintenance and utilities.</li> </ul>	<b>\$611</b> <b><u>(\$1)</u></b> <b>\$610</b>
<b>Councillors, Chief Executive Officer, Executive Management and support staff</b>	<ul style="list-style-type: none"> <li>This area includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support.</li> </ul>	<b>\$2,745</b> <b><u>(\$0)</u></b> <b>\$2,745</b>

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Communications</b>	<ul style="list-style-type: none"> <li>manages the Boroondara brand and corporate communications channels and content</li> <li>delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors</li> <li>provides a broad range of engagement tools to facilitate the capture of external feedback</li> <li>media relations and issues management</li> <li>develops strategic integrated communication, marketing and engagement plans for key initiatives linked to the Council Plan</li> <li>Responsible for the Customer Channel Strategy.</li> </ul>	<b>\$3,532</b> <b>(\$0)</b> <b>\$3,532</b>
<b>Customer Support &amp; Information Management</b>	<ul style="list-style-type: none"> <li>provides an in-house advisory service to improve the quality of customer service in all areas of Council</li> <li>business owner of the Customer Relationship Management System, and the custodian of the Electronic Document Record Management System</li> <li>manages the archiving function</li> <li>leads customer service and call centre functions of council</li> <li>coordinates improvement to service delivery to the community and within Council through the use of technology and process change</li> <li>provides professional guidance and direction to ensure Council is compliant with Public Records Act 1973.</li> </ul>	<b>\$3,964</b> <b>(\$0)</b> <b>\$3,964</b>
<b>Finance and Corporate Planning</b>	<ul style="list-style-type: none"> <li>develops and delivers the annual planning cycle for the Council Plan and Budget</li> <li>develops the Annual business planning structure and templates and assists departments across Council to complete their Business Plans</li> <li>provides financial accounting services including accounts payable and receivable and treasury</li> <li>produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems</li> <li>manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Performance Report, and the Annual Report</li> <li>provides external grant application support for significant project funding opportunities</li> <li>coordinates financial analysis and business cases for projects and provides advice on the pricing of services</li> <li>Coordinates the external audit.</li> </ul>	<b>\$3,118</b> <b>(\$285)</b> <b>\$2,833</b>

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>Governance</b>	<ul style="list-style-type: none"> <li>provides counsel to Council, Councillors, the Chief Executive Officer and the Executive Leadership Team</li> <li>develops and implements strategies and policies</li> <li>manages Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions</li> <li>maintains statutory registers, authorisations and delegations</li> <li>administers the conduct of Council elections</li> <li>provides administrative and secretarial support to the elected Councillors and Council committees</li> <li>provides stewarding and catering services to the Camberwell function rooms</li> <li>coordinates civic events, citizenship ceremonies and Citizens of the Year Awards.</li> </ul>	<b>\$2,066</b> <b>(\$26)</b> <b>\$2,040</b>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>ensures effectiveness and reliability of computing and communication systems</li> <li>oversees and manages information security related risks to ensure sensitive customer and Council data remains secure and available only to those it is intended for</li> <li>through defined governance practices, recommends and leads the selection of technology products and services that best align to organisational and/or customer needs</li> <li>leads and supports the implementation of technology related initiatives that enable the required customer and organisational outcomes to be achieved</li> <li>facilitates data governance activities that improve data integrity and availability of information to enable more efficient and effective decision making.</li> </ul>	<b>\$9,834</b> <b>(\$0)</b> <b>\$9,834</b>
<b>Digital Services</b>	<ul style="list-style-type: none"> <li>develops public facing digital services and information based on customer requirements research and best practice user experience design to enable Council to significantly expand and ensure consistency of services offered online, such as online payments, e-forms and service requests</li> <li>responsible for key elements of Council's ongoing long-term digital strategy, governance model and the development and management of Council's public facing digital presence - to continuously improve our customer information, services and engagement in line with the goals of the Customer Experience Improvement Strategy (CEIS).</li> <li>In flight projects include: digital signage strategy, development of an Improving Community Access to Services (ICATS) strategy, implementation of approved ICATS projects, and the evolution of the digital Bulletin and electronic direct mail (EDM) design.</li> <li>supports the delivery of the Boroondara Customer First Program to improve our customers' experiences online</li> <li>provides an in-house online content development and publishing function involving content QA and accessibility.</li> </ul>	<b>\$2,167</b> <b>(\$0)</b> <b>\$2,167</b>

Service category	Description	Expenditure (Revenue) Net cost \$'000
<b>People, Culture and Development</b>	<ul style="list-style-type: none"> <li>delivers the functions of health, safety and well-being, human resources, payroll and organisational development and change</li> <li>provides specialist advice, service and policy development related to all aspects of the portfolio</li> <li>coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work-force planning</li> <li>facilitates and coordinates professional, leadership and cultural development programs</li> <li>coordinates Council's employee performance management system.</li> </ul>	<b>\$3,346</b> <b>(\$0)</b> <b>\$3,346</b>

### Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
7.1	Conduct audits of Essential Safety Measures (fire safety audits) in buildings containing combustible cladding when brought to Council's attention.	Building Services	Work performed using existing resources
7.2	Improve community safety by educating pool and spa owners of their responsibilities under the new legislative requirements to register pools and spas with Council and maintain safety barriers.	Building Services	Work performed using existing resources
7.3	Manage the transition of the Annual Property Revaluation from the City of Boroondara to the Valuer General to comply with State Government legislation.	Commercial and Property Services	Work performed using existing resources
7.4	Improve the way we deliver services to the community to enable a better customer experience and increase business efficiency. <b>Major initiative</b>	Business Process Optimisation	\$7,728,090
7.5	Investigate development of an online permit and registration portal to enhance the customer experience when applying for and being issued permits and registrations.	Local Laws	Work performed using existing resources
7.6	Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2020-21 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council by 30 June 2020.	Finance and Corporate Planning	Work performed using existing resources



Our commitments		Responsible department	Expenditure \$
7.7	Provide opportunities for the community to interact with Council at events and specific locations through the Pop-Up Council program.	Chief Customer Office	Work performed using existing resources
7.8	Develop a Digital Signage strategy to strategically guide the use of Council's digital signage throughout the municipality.	Chief Customer Office	Work performed using existing resources
7.9	Explore opportunities to further develop mobile device management to provide efficient service delivery to our customers.	Chief Information Office	Work performed using existing resources
7.10	Maintain and implement an integrated change plan that incorporates engagement, communication and training for all Customer First projects to ensure Council maintains seamless service delivery to the community.	Change Management	Work performed using existing resources
7.11	Conduct an evaluation of communication channels to ensure Council is communicating to the community via their preferred channels.	Chief Customer Office	Work performed using existing resources

**Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators**



Performance Measure	Context	2019-20 Forecast	Department
<b>Boroondara Community Plan Outcome Indicators</b>			
Satisfaction with community consultation and engagement	The 2017-18 index score was 62.	62	Chief Customer Office
Satisfaction with making community decisions	The 2017-18 index score was 60.	60	Chief Customer Office
Satisfaction with advocacy (Lobbying on behalf of the community)	The 2017-18 index score was 57.	57	Chief Customer Office
Satisfaction with informing the community	The 2017-18 index score was 65.	65	Chief Customer Office
Satisfaction with customer service	The 2017-18 index score was 75.	75	Chief Customer Office
Satisfaction with the overall performance of Council	The 2017-18 index score was 72.	72	Chief Customer Office
<b>Boroondara Community Plan Output Indicators</b>			
Current assets compared to current liabilities (current assets as a percentage of current liabilities)	The 2017-18 result was 235.5%.	252.6%	Finance and Corporate Planning

Performance Measure	Context	2019-20 Forecast	Department
Asset renewal compared to depreciation (asset renewal expense as a percentage of depreciation)	The 2017-18 result was 137.7%.	110.4%	Finance and Corporate Planning
Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue)	The 2017-18 result was 26.2%.	13.2%	Finance and Corporate Planning
Percentage of Freedom of Information Requests responded to within prescribed timeframes	The 2017-18 result was 100%.	100%	Governance
Average time callers wait before their call is answered	The 2017-18 result was 44 seconds.	=< 45 seconds	Chief Customer Office
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	The 2017-18 result was 96%.  A target of 90% allows non-completion of capital projects due to unforeseen circumstances including consultation issues, adverse weather conditions and unpredicted soil conditions etc.	90%	Projects and Strategy
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	The 2017-18 result was 91%.	90%	Projects and Strategy
WorkCover Employer performance rating	The 2017-18 result was 0.77.	Less than 1 (better than industry average)	People Culture and Development
Number of cyber security incidents that have a Risk Consequence Rating of ≥ Moderate	This was a new measure for 2018-19.	0	Chief Information Office
Percentage of nominated Information Technology Projects initiated with a Privacy Impact Assessments completed	This is a new measure for 2019-20.	100%	Chief Information Office

## Local Government Performance Reporting Framework - Indicators



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

### 2.1 Performance Statement

The Service Performance Indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2019-20 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (**Section 9 - Strategic Resource Plan**) and sustainable capacity (**Section 5 - Performance Indicators**). The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor-General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

### 2.2 Priority Projects

Service delivery is enhanced by Council's Priority Projects. Priority Projects programs provide funding for short term projects or pilot initiatives. This allows Council to deliver on important issues for the community whilst from a financial perspective ensuring that project funding does not become part of the recurrent operating budget. It is another example of Council's commitment to financial sustainability, transparency and accountability.

In 2019-20 Priority Projects have been fully planned for the coming year and in addition details of projects foreshadowed over the next three years have been made available (refer to **Appendix C - Priority Projects Program**). The Priority Projects budget for 2019-20 includes projects that support all of Council's strategic objectives.

## 2.3 Reconciliation with budgeted operating result

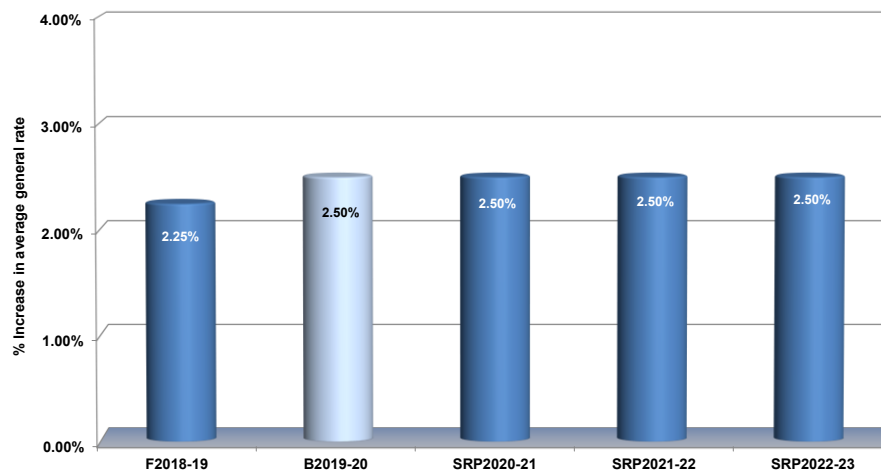
	Budget 2019-20 Net cost \$'000
<b>Total net cost of services and initiatives (incl priority projects)</b>	<b>137,711</b>
<b>Non attributable expenditure</b>	
Depreciation	35,549
Other expenditure	4,336
Borrowing costs	1,424
Carrying amount of assets sold/written off	4,000
<b>Total non-attributable expenditure</b>	<b>45,309</b>
<b>Operating deficit before funding sources</b>	<b>183,020</b>
<b>Funding sources</b>	
General rates and waste charges <sup>1</sup>	187,246
Victoria Grants Commission	2,381
Contributions - monetary	5,000
Interest	2,800
Capital works income (non-recurrent)	1,354
<b>Total funding sources</b>	<b>198,781</b>
<b>Net surplus</b>	<b>15,761</b>

<sup>1</sup> General rates and waste charges excludes special rates as these are included in the net services and initiatives.

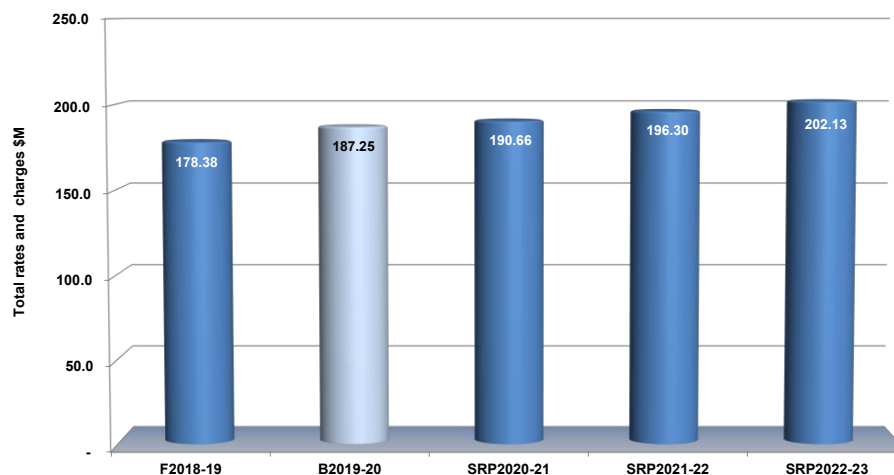
### 3. Summary of financial position

The summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works and financial sustainability of Council. The following graphs include, 2018-19 forecast actual (F), 2019-20 Budget (B) and the next three years as set out in the Strategic Resource Plan (SRP). Further detail is found within the body of the Budget report.

#### 3.1 Rate percentage increases

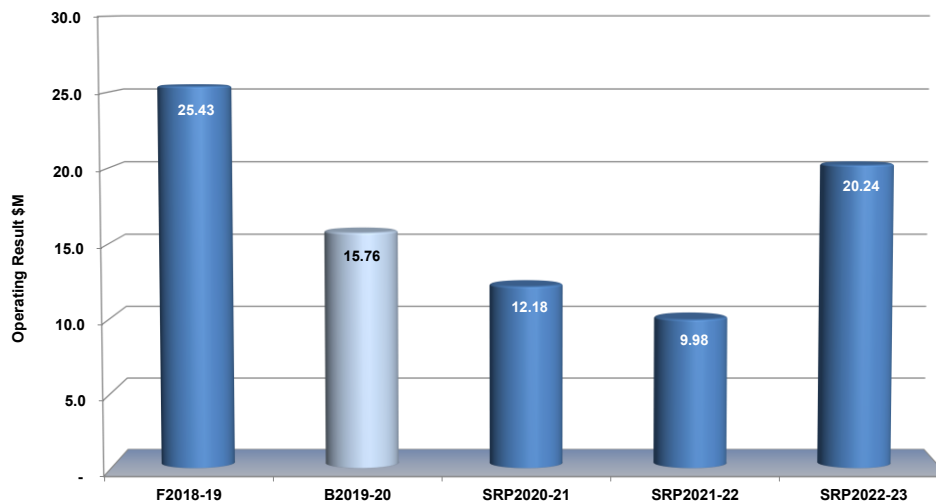


#### 3.2 Total rates and charges



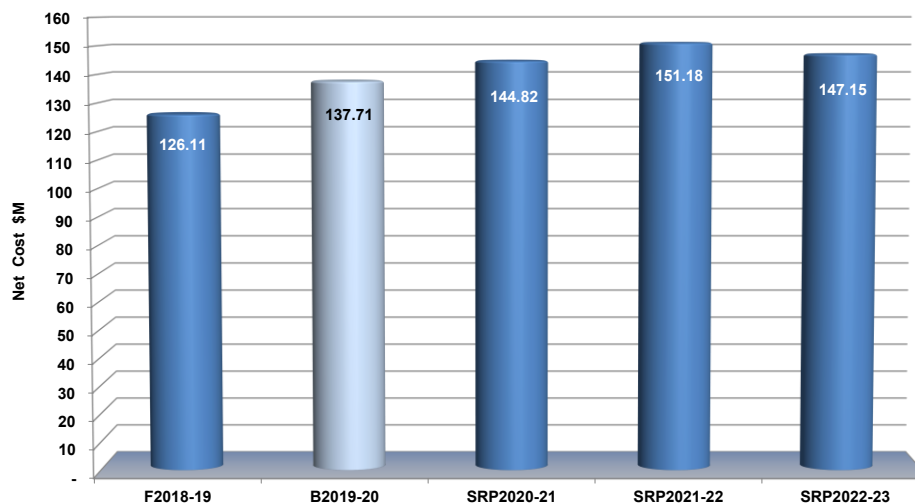
In 2019-20, rates will increase by 2.5% raising total rates and charges (including waste) of \$187.25 million including \$900,000 generated from supplementary rates on new and redeveloped properties. In addition to the above, special rates and charges levied through special rate schemes will total \$1.56 million. The State Government introduced a cap on rate increases from 2016-17. The cap for 2019-20 has been set at 2.50% by the Minister for Local Government. Future years have been estimated using the Department of Treasury and Finance CPI forecasts. In 2019-20 waste service charges will increase on average by 16% primarily due to the introduction of a FOGO (Food Organics and Green Waste Organic) collection service. **Refer Section 10, Council's Rating Information.**

### 3.3 Operating result



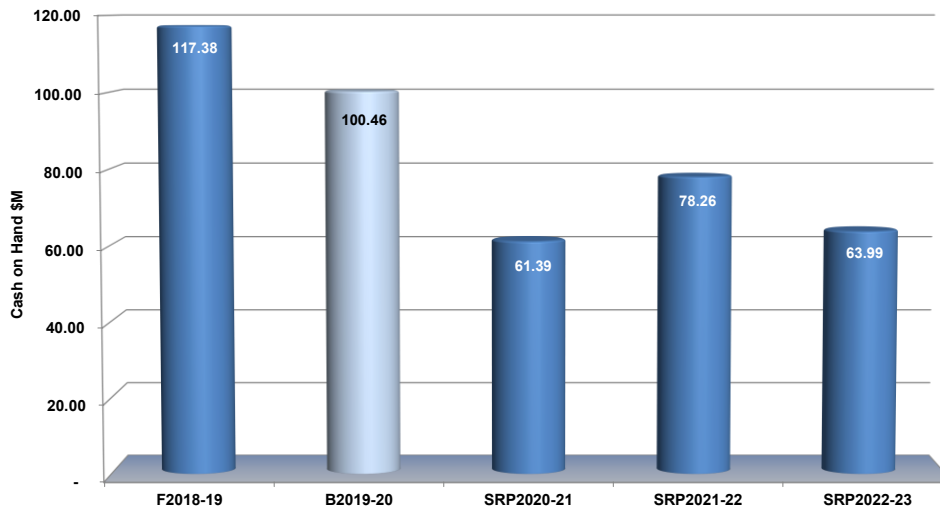
The expected operating result for the 2019-20 year is a surplus of \$15.76 million, which is a \$9.67 million decrease from the forecast result of \$25.43 million for 2018-19. The operating result and future years can vary depending upon the level of priority projects planned. **Refer to Appendix C - Priority Projects.** The adjusted underlying result which excludes items such as non-recurrent capital grants, non-cash contributions and cash capital contributions is a surplus of \$9.88 million, which is a decrease of \$6.43 million over 2018-19. (The forecast underlying result for the 2018-19 year is a surplus of \$16.32 million). The 'surplus' is not a measure of 'profit' but provides capacity to fund future capital works.

### 3.4 Services



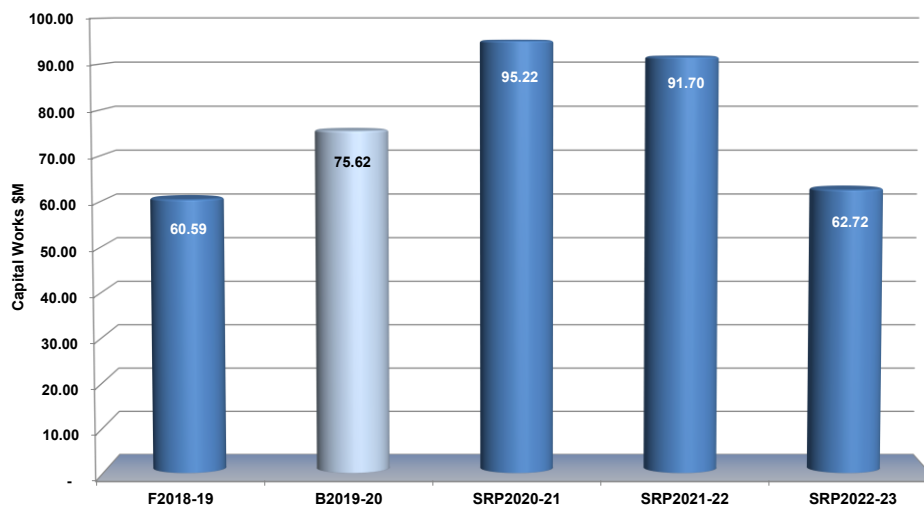
The net cost of services delivered to the community includes net operating directorate and department costs as well as net priority projects expenditure. For the 2019-20 year, the net cost of services delivered is expected to be \$137.71 million, an increase of \$11.6 million over 2018-19. During the development of each budget, service levels are discussed with councillors providing feedback on the increase or amendment of Council services. For the 2019-20 year, a number of new activities and initiatives have been proposed based on the consultation undertaken for the development of the Boroondara Community Plan.

### 3.5 Cash and investments



Cash and investments are budgeted to decrease by \$16.92 million during the year to \$100.46 million for the year ending 30 June 2020. Total cash and investments are forecast to be \$117.38 million at 30 June 2019. Cash and investments are used to fund the capital works program and repay existing borrowings.

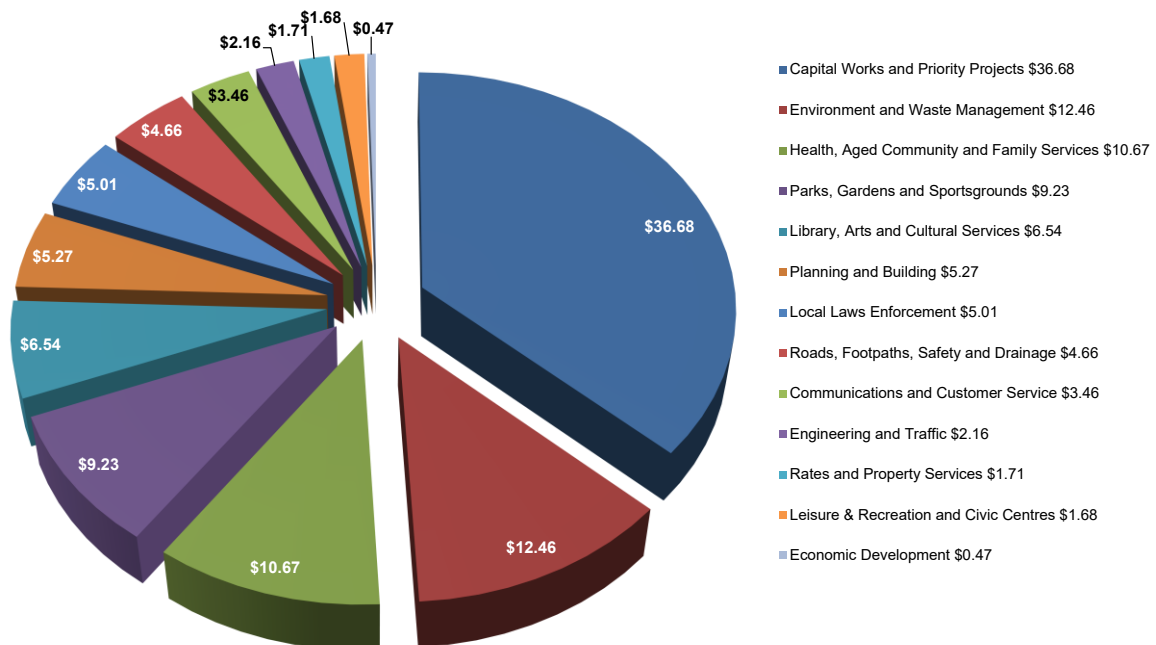
### 3.6 Capital Works Program (gross expenditure)



Council's commitment to capital works will reach \$75.62 million for the 2019-20 financial year. \$4.46 million relates to forward commitments from the 2018-19 year. Forward commitments are funded from the 2018-19 forecast surplus. Capital funding of \$1.35 million has been derived from external sources due to successful grant applications. The Capital Works Program has been developed according to an extensive selection and prioritisation process. Council has committed to renewal expenditure of \$39.25 million and new, upgrade and expansion expenditure of \$36.37 million inclusive of forward commitments. Future year expenditure reflects Council's commitment to a number of new and upgraded facilities over the term of the SRP. Refer also **Section 4** for the Statement of Capital Works.

### 3.7 Council expenditure allocations

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



An allocation of corporate services, governance, risk management, building maintenance and public lighting has been included within these service areas.

Excludes operating expenditure for five externally managed recreation centres.



## 4. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2020-21 to 2022-23 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the *Local Government Act 1989*, *Local Government (Planning and Reporting) Regulations 2014* and Local Government Model Financial Report:

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

This section also includes “Other Information” following the financial statements in accordance with the *Local Government (Planning and Reporting) Regulations 2014* and Local Government Model Financial Report.

City of Boroondara  
 Comprehensive Income Statement  
 For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018-19		2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	179,893	188,807	192,258	197,945	203,809
Statutory fees and fines	16,445	16,448	16,859	17,281	17,713
User fees	13,619	14,324	15,075	15,117	15,529
Grants - operating	14,832	12,244	14,981	14,971	15,346
Grants - capital	2,323	1,354	1,195	555	475
Contributions - monetary	7,432	5,269	5,401	5,536	5,674
Contributions - non-monetary assets	13	-	-	-	-
Other income	8,321	8,200	8,511	8,082	8,493
<b>Total income</b>	<b>242,878</b>	<b>246,646</b>	<b>254,280</b>	<b>259,487</b>	<b>267,039</b>
<b>Expenses</b>					
Employee costs	93,044	95,517	99,024	102,682	101,205
Materials and services	72,255	80,993	88,024	89,784	87,626
Bad and doubtful debts	1,302	1,226	1,257	1,288	1,320
Depreciation and amortisation	33,857	35,549	36,055	37,292	37,690
Borrowing costs	1,652	1,424	1,342	2,291	3,273
Other expenses	11,338	12,176	12,395	12,705	13,023
Net loss on disposal of property, plant and equipment, infrastructure	4,000	4,000	4,000	3,465	2,665
<b>Total expenses</b>	<b>217,448</b>	<b>230,885</b>	<b>242,097</b>	<b>249,507</b>	<b>246,802</b>
<b>Surplus for the year</b>	<b>25,430</b>	<b>15,761</b>	<b>12,183</b>	<b>9,980</b>	<b>20,237</b>
<b>Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:</b>					
Other	-	-	-	-	-
<b>Total comprehensive result</b>	<b>25,430</b>	<b>15,761</b>	<b>12,183</b>	<b>9,980</b>	<b>20,237</b>

# City of Boroondara

## Balance Sheet

### For the four years ending 30 June 2023

	Forecast	Budget 2019-20 \$'000	Strategic Resource Plan		
	Actual		Projections		
	2018-19 \$'000		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Current assets</b>					
Cash and cash equivalents	117,381	100,456	61,386	78,260	63,994
Trade and other receivables	16,356	17,006	17,211	17,380	17,555
Other assets	1,514	1,524	1,534	1,544	1,554
<b>Total current assets</b>	<b>135,251</b>	<b>118,986</b>	<b>80,131</b>	<b>97,184</b>	<b>83,103</b>
<b>Non-current assets</b>					
Trade and other receivables	4	4	4	4	4
Property, infrastructure, plant and equipment	3,823,449	3,855,517	3,906,873	3,952,284	3,972,962
Investment property	9,164	9,164	9,001	8,840	8,683
Intangible assets	1,297	1,297	1,167	821	663
<b>Total non-current assets</b>	<b>3,833,914</b>	<b>3,865,982</b>	<b>3,917,045</b>	<b>3,961,949</b>	<b>3,982,312</b>
<b>Total assets</b>	<b>3,969,165</b>	<b>3,984,968</b>	<b>3,997,176</b>	<b>4,059,133</b>	<b>4,065,415</b>
<b>Current liabilities</b>					
Trade and other payables	23,886	24,481	25,096	25,726	27,417
Trust funds and deposits	3,345	3,445	3,545	3,645	3,745
Provisions	16,853	17,613	18,407	19,239	19,863
Interest-bearing loans and borrowings	1,494	1,571	1,674	24,437	5,602
<b>Total current liabilities</b>	<b>45,578</b>	<b>47,110</b>	<b>48,722</b>	<b>73,047</b>	<b>56,627</b>
<b>Non-current liabilities</b>					
Provisions	1,772	1,854	1,939	2,028	2,095
Investment in associates and joint ventures	2,253	2,253	2,253	2,253	2,253
Interest-bearing loans and borrowings	24,785	23,213	21,541	49,104	51,502
<b>Total non-current liabilities</b>	<b>28,810</b>	<b>27,320</b>	<b>25,733</b>	<b>53,385</b>	<b>55,850</b>
<b>Total liabilities</b>	<b>74,388</b>	<b>74,430</b>	<b>74,455</b>	<b>126,432</b>	<b>112,477</b>
<b>Net assets</b>	<b>3,894,777</b>	<b>3,910,538</b>	<b>3,922,721</b>	<b>3,932,701</b>	<b>3,952,938</b>
<b>Equity</b>					
Accumulated surplus	921,676	935,637	946,020	954,200	972,637
Reserves	2,973,101	2,974,901	2,976,701	2,978,501	2,980,301
<b>Total equity</b>	<b>3,894,777</b>	<b>3,910,538</b>	<b>3,922,721</b>	<b>3,932,701</b>	<b>3,952,938</b>

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

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves
<b>2019 FORECAST ACTUAL</b>				
Balance at beginning of the financial year	3,869,347	898,046	2,956,198	15,103
Surplus (deficit) for the year	25,430	25,430	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>3,894,777</b>	<b>921,676</b>	<b>2,956,198</b>	<b>16,903</b>
<b>2019</b>				
Balance at beginning of the financial year	3,894,777	921,676	2,956,198	16,903
Surplus (deficit) for the year	15,761	15,761	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>3,910,538</b>	<b>935,637</b>	<b>2,956,198</b>	<b>18,703</b>
<b>2020</b>				
Balance at beginning of the financial year	3,910,538	935,637	2,956,198	18,703
Surplus (deficit) for the year	12,183	12,183	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>3,922,721</b>	<b>946,020</b>	<b>2,956,198</b>	<b>20,503</b>
<b>2021</b>				
Balance at beginning of the financial year	3,922,721	946,020	2,956,198	20,503
Surplus (deficit) for the year	9,980	9,980	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>3,932,701</b>	<b>954,200</b>	<b>2,956,198</b>	<b>22,303</b>
<b>2022</b>				
Balance at beginning of the financial year	3,932,701	954,200	2,956,198	22,303
Surplus (deficit) for the year	20,237	20,237	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>3,952,938</b>	<b>972,637</b>	<b>2,956,198</b>	<b>24,103</b>

# City of Boroondara

## Cash Flow Statement

### For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018-19		2020-21	2021-22	2022-23
	\$'000		\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	180,170	188,707	192,053	197,776	203,634
Statutory fees and fines	14,323	14,672	15,602	15,993	16,393
User charges and other fines	14,981	15,756	16,583	16,629	17,082
Grants - operating	15,852	13,230	15,997	15,973	16,373
Grants - capital	2,323	1,354	1,195	555	475
Contributions - monetary	7,432	5,269	5,401	5,536	5,674
Interest received	2,800	2,800	3,042	2,542	2,879
Trust fund and deposits taken	20,211	20,775	20,875	20,975	21,075
Other receipts	6,073	5,940	6,016	6,095	6,175
Net GST refund / payment	11,333	13,307	15,869	15,719	12,882
Employee costs	(92,542)	(94,675)	(98,145)	(101,761)	(100,514)
Materials and services	(82,190)	(91,611)	(101,178)	(102,640)	(99,878)
Trust fund and deposits repaid	(20,111)	(20,675)	(20,775)	(20,875)	(20,975)
Other payments	(12,320)	(13,238)	(13,475)	(13,812)	(14,157)
<b>Net cash provided by operating activities</b>	<b>68,335</b>	<b>61,611</b>	<b>59,060</b>	<b>58,704</b>	<b>67,118</b>
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(60,594)	(75,617)	(95,215)	(91,703)	(62,719)
Proceeds from sale of property, plant and equipment	-	-	-	1,840	-
Proceeds (payments) for investments	115,309	-	-	-	-
<b>Net cash used in investing activities</b>	<b>54,715</b>	<b>(75,617)</b>	<b>(95,215)</b>	<b>(89,863)</b>	<b>(62,719)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(1,652)	(1,424)	(1,342)	(2,291)	(2,228)
Proceeds from borrowings	-	-	-	52,000	8,000
Repayment of borrowings	(18,433)	(1,495)	(1,572)	(1,674)	(24,437)
<b>Net cash used in financing activities</b>	<b>(20,085)</b>	<b>(2,919)</b>	<b>(2,914)</b>	<b>48,035</b>	<b>(18,665)</b>
Net increase (decrease) in cash and cash equivalents	102,965	(16,925)	(39,070)	16,876	(14,266)
Cash and cash equivalents at beginning of year	14,416	117,381	100,456	61,384	78,260
<b>Cash and cash equivalents at end of year</b>	<b>117,381</b>	<b>100,456</b>	<b>61,386</b>	<b>78,260</b>	<b>63,994</b>

# City of Boroondara

## Statement of Capital Works

### For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018-19		2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Buildings	20,677	35,643	55,934	57,406	28,841
Building improvements	1,470	304	3,284	3,366	327
Total buildings	<b>22,147</b>	<b>35,947</b>	<b>59,218</b>	<b>60,772</b>	<b>29,168</b>
<b>Total property</b>	<b>22,147</b>	<b>35,947</b>	<b>59,218</b>	<b>60,772</b>	<b>29,168</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	2,059	2,731	1,917	1,140	2,060
Fixtures, fittings and furniture	1,242	1,059	1,086	908	770
Computers and telecommunications	2,218	2,581	1,051	1,004	857
Library books	985	985	985	985	985
<b>Total plant and equipment</b>	<b>6,504</b>	<b>7,356</b>	<b>5,039</b>	<b>4,037</b>	<b>4,672</b>
<b>Infrastructure</b>					
Roads	11,495	11,299	11,284	11,514	11,436
Bridges	60	62	63	65	66
Footpaths and cycleways	3,222	3,819	2,069	2,116	1,861
Drainage	5,465	5,132	4,322	5,084	5,585
Recreational, leisure and community facilities	3,057	3,238	3,615	2,916	4,687
Parks, open space and streetscapes	8,236	8,116	8,941	4,519	4,548
Off street car parks	408	648	664	680	696
<b>Total infrastructure</b>	<b>31,943</b>	<b>32,314</b>	<b>30,958</b>	<b>26,894</b>	<b>28,879</b>
<b>Total capital works expenditure</b>	<b>60,594</b>	<b>75,617</b>	<b>95,215</b>	<b>91,703</b>	<b>62,719</b>
<b>Represented by:</b>					
New asset expenditure	13,788	15,493	23,420	16,219	11,036
Asset renewal expenditure	43,588	39,247	55,035	57,042	44,403
Asset upgrade expenditure	2,424	8,892	2,722	3,964	3,879
Asset expansion expenditure	794	11,985	14,038	14,478	3,401
<b>Total capital works expenditure</b>	<b>60,594</b>	<b>75,617</b>	<b>95,215</b>	<b>91,703</b>	<b>62,719</b>

*The above statement of capital works should be read in conjunction with the accompanying 'Other information'.*

City of Boroondara  
Statement of Human Resources  
For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018-19		2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs	93,044	95,517	99,024	102,682	101,205
<b>Total staff expenditure</b>	<b>93,044</b>	<b>95,517</b>	<b>99,024</b>	<b>102,682</b>	<b>101,205</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	853.7	851.0	840.7	800.4	787.0
Casuals	35.3	14.0	14.0	14.0	14.0
<b>Total staff numbers</b>	<b>889.0</b>	<b>865.1</b>	<b>854.8</b>	<b>814.4</b>	<b>801.0</b>

*Staff numbers decrease due to short term project positions in the early years of the Strategic Resource Plan.*

## Other information - for the four years ended 30 June 2023

### Summary of planned capital works expenditure

	Asset expenditure types					Funding sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Asset sales \$'000	Council cash \$'000	Borrow -ings \$'000
<b>2020</b>										
<b>Property</b>										
Buildings	32,743	4,943	12,933	5,986	8,881	32,743	800	-	31,943	-
Building improvements	3,204	-	-	304	2,900	3,204	-	-	3,204	-
<b>Total buildings</b>	<b>35,947</b>	<b>4,943</b>	<b>12,933</b>	<b>6,290</b>	<b>11,781</b>	<b>35,947</b>	<b>800</b>	-	<b>35,147</b>	-
<b>Total property</b>	<b>35,947</b>	<b>4,943</b>	<b>12,933</b>	<b>6,290</b>	<b>11,781</b>	<b>35,947</b>	<b>800</b>	-	<b>35,147</b>	-
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,731	207	1,811	713	-	2,731	-	-	2,731	-
Fixtures, fittings and furniture	1,059	250	809	-	-	1,059	-	-	1,059	-
Computers and telecommunications	2,581	744	814	1,023	-	2,581	-	-	2,581	-
Library books	985	-	985	-	-	985	-	-	985	-
<b>Total plant and equipment</b>	<b>7,356</b>	<b>1,201</b>	<b>4,419</b>	<b>1,736</b>	-	<b>7,356</b>	-	-	<b>7,356</b>	-
<b>Infrastructure</b>										
Roads	11,299	570	10,705	24	-	11,299	475	-	10,824	-
Bridges	62	-	62	-	-	62	-	-	62	-
Footpaths and cycleways	3,819	2,247	1,572	-	-	3,819	-	-	3,819	-
Drainage	5,132	-	5,132	-	-	5,132	-	-	5,132	-
Recreational, leisure and community facilities	3,238	639	1,784	815	-	3,238	-	-	3,238	-
Parks, open space and streetscapes	8,116	5,731	2,153	27	204	8,116	79	-	8,037	-
Off street car parks	648	162	486	-	-	648	-	-	648	-
<b>Total infrastructure</b>	<b>32,314</b>	<b>9,349</b>	<b>21,894</b>	<b>866</b>	<b>204</b>	<b>32,314</b>	<b>554</b>	-	<b>31,760</b>	-
<b>Total capital works expenditure</b>	<b>75,617</b>	<b>15,493</b>	<b>39,247</b>	<b>8,892</b>	<b>11,985</b>	<b>75,617</b>	<b>1,354</b>	-	<b>74,263</b>	-



## Summary of planned capital works expenditure (continued)

	Asset expenditure types					Funding sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contrib- utions \$'000	Council cash \$'000	Borrow- ings \$'000
<b>2021</b>										
<b>Property</b>										
Buildings	55,934	13,826	30,142	1,110	10,856	55,934	720	-	55,214	-
Building improvements	3,284	-	-	311	2,973	3,284	-	-	3,284	-
<b>Total buildings</b>	<b>59,218</b>	<b>13,826</b>	<b>30,142</b>	<b>1,421</b>	<b>13,829</b>	<b>59,218</b>	<b>720</b>	<b>-</b>	<b>58,498</b>	<b>-</b>
<b>Total property</b>	<b>59,218</b>	<b>13,826</b>	<b>30,142</b>	<b>1,421</b>	<b>13,829</b>	<b>59,218</b>	<b>720</b>	<b>-</b>	<b>58,498</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	1,917	992	925	-	-	1,917	-	-	1,917	-
Fixtures, fittings and furniture	1,086	200	886	-	-	1,086	-	-	1,086	-
Computers and telecommunications	1,051	-	815	236	-	1,051	-	-	1,051	-
Library books	985	-	985	-	-	985	-	-	985	-
<b>Total plant and equipment</b>	<b>5,039</b>	<b>1,192</b>	<b>3,611</b>	<b>236</b>	<b>-</b>	<b>5,039</b>	<b>-</b>	<b>-</b>	<b>5,039</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	11,284	277	10,982	25	-	11,284	475	-	10,809	-
Bridges	63	-	63	-	-	63	-	-	63	-
Footpaths and cycleways	2,069	460	1,609	-	-	2,069	-	-	2,069	-
Drainage	4,322	-	4,322	-	-	4,322	-	-	4,322	-
Recreational, leisure and community facilities	3,615	888	1,727	1,000	-	3,615	-	-	3,615	-
Parks, open space and streetscapes	8,941	6,611	2,081	40	209	8,941	-	-	8,941	-
Off street car parks	664	166	498	-	-	664	-	-	664	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>30,958</b>	<b>8,402</b>	<b>21,282</b>	<b>1,065</b>	<b>209</b>	<b>30,958</b>	<b>475</b>	<b>-</b>	<b>30,483</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>95,215</b>	<b>23,420</b>	<b>55,035</b>	<b>2,722</b>	<b>14,038</b>	<b>95,215</b>	<b>1,195</b>	<b>-</b>	<b>94,020</b>	<b>-</b>

## Summary of planned capital works expenditure (continued)

	Asset expenditure types					Funding sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Asset sales \$'000	Council cash \$'000	Borrow -ings \$'000
<b>2022</b>										
<b>Property</b>										
Buildings	57,406	12,143	30,964	3,082	11,217	57,406	80	1,840	3,486	52,000
Building improvements	3,366	-	-	319	3,047	3,366	-	-	3,366	-
<b>Total buildings</b>	<b>60,772</b>	<b>12,143</b>	<b>30,964</b>	<b>3,401</b>	<b>14,264</b>	<b>60,772</b>	<b>80</b>	<b>1,840</b>	<b>6,852</b>	<b>52,000</b>
<b>Total property</b>	<b>60,772</b>	<b>12,143</b>	<b>30,964</b>	<b>3,401</b>	<b>14,264</b>	<b>60,772</b>	<b>80</b>	<b>1,840</b>	<b>6,852</b>	<b>52,000</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	1,140	243	897	-	-	1,140	-	-	1,140	-
Fixtures, fittings and furniture	908	200	708	-	-	908	-	-	908	-
Computers and telecommunications	1,004	-	817	187	-	1,004	-	-	1,004	-
Library books	985	-	985	-	-	985	-	-	985	-
<b>Total plant and equipment</b>	<b>4,037</b>	<b>443</b>	<b>3,407</b>	<b>187</b>	<b>-</b>	<b>4,037</b>	<b>-</b>	<b>-</b>	<b>4,037</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	11,514	284	11,204	26	-	11,514	475	-	11,039	-
Bridges	65	-	65	-	-	65	-	-	65	-
Footpaths and cycleways	2,116	474	1,642	-	-	2,116	-	-	2,116	-
Drainage	5,084	-	5,084	-	-	5,084	-	-	5,084	-
Recreational, leisure and community facilities	2,916	1,005	1,911	-	-	2,916	-	-	2,916	-
Parks, open space and streetscapes	4,519	1,700	2,255	350	214	4,519	-	-	4,519	-
Off street car parks	680	170	510	-	-	680	-	-	680	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>26,894</b>	<b>3,633</b>	<b>22,671</b>	<b>376</b>	<b>214</b>	<b>26,894</b>	<b>475</b>	<b>-</b>	<b>26,419</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>91,703</b>	<b>16,219</b>	<b>57,042</b>	<b>3,964</b>	<b>14,478</b>	<b>91,703</b>	<b>555</b>	<b>1,840</b>	<b>37,308</b>	<b>52,000</b>

## Summary of planned capital works expenditure (continued)

	Asset expenditure types					Funding sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contrib- utions \$'000	Council cash \$'000	Borrow- ings \$'000
<b>2023</b>										
<b>Property</b>										
Buildings	28,841	4,752	17,420	3,488	3,181	28,841	-	-	20,841	8,000
Building improvements	327	-	-	327	-	327	-	-	327	-
<b>Total buildings</b>	<b>29,168</b>	<b>4,752</b>	<b>17,420</b>	<b>3,815</b>	<b>3,181</b>	<b>29,168</b>	-	-	<b>21,168</b>	<b>8,000</b>
<b>Total property</b>	<b>29,168</b>	<b>4,752</b>	<b>17,420</b>	<b>3,815</b>	<b>3,181</b>	<b>29,168</b>	-	-	<b>21,168</b>	<b>8,000</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,060	1,163	897	-	-	2,060	-	-	2,060	-
Fixtures, fittings and furniture	770	-	770	-	-	770	-	-	770	-
Computers and telecommunications	857	-	819	38	-	857	-	-	857	-
Library books	985	-	985	-	-	985	-	-	985	-
<b>Total plant and equipment</b>	<b>4,672</b>	<b>1,163</b>	<b>3,471</b>	<b>38</b>	<b>-</b>	<b>4,672</b>	-	-	<b>4,672</b>	-
<b>Infrastructure</b>										
Roads	11,436	291	11,119	26	-	11,436	475	-	10,961	-
Bridges	66	-	66	-	-	66	-	-	66	-
Footpaths and cycleways	1,861	210	1,651	-	-	1,861	-	-	1,861	-
Drainage	5,585	-	5,585	-	-	5,585	-	-	5,585	-
Recreational, leisure and community facilities	4,687	2,345	2,342	-	-	4,687	-	-	4,687	-
Parks, open space and streetscapes	4,548	2,100	2,228	-	220	4,548	-	-	4,548	-
Off street car parks	696	175	521	-	-	696	-	-	696	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>28,879</b>	<b>5,121</b>	<b>23,512</b>	<b>26</b>	<b>220</b>	<b>28,879</b>	<b>475</b>	-	<b>28,404</b>	-
<b>Total capital works expenditure</b>	<b>62,719</b>	<b>11,036</b>	<b>44,403</b>	<b>3,879</b>	<b>3,401</b>	<b>62,719</b>	<b>475</b>	-	<b>54,244</b>	<b>8,000</b>

## Summary of planned human resources expenditure

	Forecast Actual 2018-19 \$'000	Budget 2019-20 \$'000	Strategic Resource Plan Projections		
			2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Chief Executive Office*</b>					
Permanent full time	1,606	1,584	1,652	1,735	1,801
Permanent part time	-	-	-	-	-
<b>Total Chief Executive and Governance</b>	<b>1,606</b>	<b>1,584</b>	<b>1,652</b>	<b>1,735</b>	<b>1,801</b>
<b>City Planning</b>					
Permanent full time	11,706	12,121	12,563	13,099	12,955
Permanent part time	2,922	3,090	3,218	3,381	3,485
<b>Total City Planning</b>	<b>14,628</b>	<b>15,211</b>	<b>15,781</b>	<b>16,480</b>	<b>16,440</b>
<b>Environment and Infrastructure</b>					
Permanent full time	23,660	24,286	24,868	25,381	25,011
Permanent part time	1,070	1,161	1,159	1,212	1,099
<b>Total Environment and Infrastructure</b>	<b>24,730</b>	<b>25,447</b>	<b>26,027</b>	<b>26,593</b>	<b>26,110</b>
<b>Community Development</b>					
Permanent full time	16,426	17,898	18,469	19,298	19,307
Permanent part time	10,209	11,262	11,632	12,168	12,589
<b>Total Community Development</b>	<b>26,635</b>	<b>29,160</b>	<b>30,101</b>	<b>31,466</b>	<b>31,896</b>
<b>Customer Experience and Business Transformation</b>					
Permanent full time	12,345	14,820	16,209	16,911	15,186
Permanent part time	2,531	2,650	2,612	2,720	2,746
<b>Total Customer Experience and Business Transformation</b>	<b>14,876</b>	<b>17,470</b>	<b>18,821</b>	<b>19,631</b>	<b>17,932</b>
<b>People Culture and Development</b>					
Permanent full time	2,148	1,923	1,904	1,807	1,876
Permanent part time	655	670	698	734	762
<b>Total People Culture and Development</b>	<b>2,803</b>	<b>2,593</b>	<b>2,602</b>	<b>2,541</b>	<b>2,638</b>
Total casuals and other	7,766	4,052	4,040	4,236	4,388
<b>Total staff expenditure</b>	<b>93,044</b>	<b>95,517</b>	<b>99,024</b>	<b>102,682</b>	<b>101,205</b>

\*Chief Executive Office includes Governance.

## Summary of planned human resources full time equivalent (FTE)

	Forecast	Budget	Strategic Resource Plan		
	Actual 2018-19		Projections		
		2019-20	2020-21	2021-22	2022-23
<b>Chief Executive Office*</b>					
Permanent full time	10.0	10.0	10.0	10.0	10.0
Permanent part time	-	-	-	-	-
<b>Total Chief Executive and Governance</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
<b>City Planning</b>					
Permanent full time	104.0	106.0	104.0	97.0	97.0
Permanent part time	40.8	40.8	40.5	40.2	40.2
<b>Total City Planning</b>	<b>144.8</b>	<b>146.8</b>	<b>144.5</b>	<b>137.2</b>	<b>137.2</b>
<b>Environment and Infrastructure</b>					
Permanent full time	229.0	233.6	231.6	220.4	213.4
Permanent part time	10.7	11.7	11.1	10.6	9.5
<b>Total Environment and Infrastructure</b>	<b>239.7</b>	<b>245.3</b>	<b>242.7</b>	<b>231.0</b>	<b>222.9</b>
<b>Community Development</b>					
Permanent full time	156.0	156.0	153.0	145.0	145.0
Permanent part time	127.5	129.2	127.4	126.7	126.3
<b>Total Community Development</b>	<b>283.5</b>	<b>285.2</b>	<b>280.4</b>	<b>271.7</b>	<b>271.3</b>
<b>Customer Experience and Business Transformation</b>					
Permanent full time	126.4	121.0	125.0	114.0	108.0
Permanent part time	27.6	23.0	19.4	18.8	19.8
<b>Total Customer Experience and Business Transformation</b>	<b>154.0</b>	<b>144.0</b>	<b>144.4</b>	<b>132.8</b>	<b>127.8</b>
<b>People Culture and Development</b>					
Permanent full time	17.0	15.0	14.0	13.0	13.0
Permanent part time	4.8	4.8	4.8	4.8	4.8
<b>Total People Culture and Development</b>	<b>21.8</b>	<b>19.8</b>	<b>18.8</b>	<b>17.8</b>	<b>17.8</b>
Total casuals and other	35.3	14.0	14.0	14.0	14.0
<b>Total staff numbers</b>	<b>889.0</b>	<b>865.1</b>	<b>854.8</b>	<b>814.4</b>	<b>801.0</b>

\*Chief Executive Office includes Governance.

## 5. Financial performance indicators

The following table highlights Council's current and projected performance across the Local Government Performance Reporting Framework. The financial indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast			Budget 2019-20	Strategic Resource Plan			Trend +/-
			Actual 2016-17	Actual 2017-18	Actual 2018-19		Projections			
Operating position										
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	11.2%	12.7%	7.0%	4.1%	2.6%	1.8%	5.7%	-
Liquidity										
Working capital	Current assets / current liabilities	2	284.2%	235.5%	296.7%	252.6%	164.5%	133.0%	146.8%	o
Unrestricted cash	Unrestricted cash / current liabilities		31.5%	-7.4%	217.4%	182.0%	93.9%	84.5%	82.3%	-
Obligations										
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	29.6%	26.2%	14.7%	13.2%	12.2%	37.5%	28.3%	-
Loans and borrowings repayments	Interest and principal repayments / rate revenue	4	4.0%	3.9%	11.3%	1.6%	1.5%	2.0%	13.2%	o
Indebtedness	Non-current liabilities / own source revenue	5	23.3%	14.3%	13.2%	12.0%	11.1%	22.4%	22.7%	o
Asset renewal	Asset renewal expenditure / depreciation	6	117.6%	137.7%	128.7%	110.4%	152.6%	153.0%	117.8%	+
Stability										
Rates concentration	Rate revenue / adjusted underlying revenue		74.2%	74.9%	76.3%	77.8%	76.7%	77.2%	77.3%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.20%	0.16%	0.14%	0.17%	0.17%	0.17%	0.17%	+
Efficiency										
Expenditure level	Total expenses / no. of property assessments		\$2,601	\$2,578	\$2,747	\$2,921	\$3,045	\$3,127	\$3,083	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$2,200	\$2,234	\$2,304	\$2,407	\$2,466	\$2,525	\$2,586	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		12.1%	11.4%	12.0%	11.0%	12.0%	15.0%	16.0%	o

Key to Forecast Trend:

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

## Notes to the indicators

1. **Adjusted underlying result:** An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Financial performance is expected to be maintained over the period which indicates Council is able to maintain services and capital works program from revenue generated from operations.
2. **Working capital:** The working capital ratio expresses Council's short term ability to meet its liquidity requirements within the current financial year. Ratios below or nearing 100% indicate that Council may not be able to meet short term liabilities.
3. **Debt compared to rates:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. From 2019-20 to 2021-22 the trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. In 2022 Council plans to take out new borrowings to fund significant major projects.
4. **Indebtedness:** This indicator compares non-current liabilities to own source revenue. Own Source revenue is defined as adjusted underlying revenue that is not under the control of Council (excluding government grants).
5. **Asset renewal:** This percentage indicates the extent of Council's capital renewal expenditure against total depreciation expenditure, which represents the decline in value of existing capital assets. A percentage greater than 100 indicates Council is renewing and maintaining existing assets, whilst a percentage less than 100 indicates assets are deteriorating faster than they are being renewed and will require future capital expenditure to renew assets back to their existing condition.

## 5.1 Performance Indicators

In accordance with the *Local Government Act 1989* Section 131(4), Council is required to report on its performance against a common suite of indicators. The measures included in the Service Performance, Financial Performance and Sustainable Capacity Indicator tables below will be reported upon in Council's Annual Report 2019-20. These indicators will form Council's Performance Statement and are required to be audited under Section 132 of this Act.

### Local Government Performance Measures for the year ending 30 June 2020 Service Performance Indicators

Indicator	Description	Measure
<b>Governance</b>		
Satisfaction	Councils make and implement decisions in the best interest of the community.	Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community).
<b>Statutory Planning</b>		
Decision making	Planning application processing and decisions are consistent with the local planning scheme.	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT that were not set aside).
<b>Roads</b>		
Satisfaction	Sealed local road network is maintained and renewed to ensure that it is safe and efficient.	Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).
<b>Libraries</b>		
Participation	Library resources are free, accessible and well utilised.	Active library members (percentage of the municipal population that are active library members).
<b>Waste Collection</b>		
Waste diversion	Amount of waste diverted from landfill is maximised.	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).
<b>Aquatic Facilities</b>		
Utilisation	Aquatic facilities are safe, accessible and well utilised.	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).
<b>Animal management</b>		
Health and safety	Animal management service protects the health and safety of animals, humans and the environment.	Animal management prosecutions (number of successful animal management prosecutions).



Indicator	Description	Measure
<b>Food safety</b>		
Health and safety	Food safety service protects public health by preventing the sale of unsafe food.	Critical and major non-compliance outcome notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).
<b>Maternal and Child Health</b>		
Participation	Councils promote healthy outcomes for children and their families.	Participation in the MCH service (percentage of children enrolled who participate in the MCH service).
		Participation in MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).

#### Financial Performance Indicators

Indicator	Description	Measure
<b>Operating position</b>		
Adjusted underlying result	An adjusted underlying surplus is generated in the ordinary course of business.	Adjusted underlying surplus (or deficit) (underlying surplus (or deficit) as a percentage of adjusted underlying revenue).
<b>Liquidity</b>		
Working capital	Sufficient working capital is available to pay bills as and when they fall due.	Current assets compared to current liabilities (current assets as a percentage of current liabilities).
Unrestricted cash	Sufficient cash that is free of restrictions is available to pay bills as and when they fall due.	Unrestricted cash compared to current liabilities (unrestricted cash as a percentage of current liabilities).
<b>Obligations</b>		
Loans and borrowings	Level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities.	Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue).
		Loans and borrowings repayments compared to rates (interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue).
Indebtedness	Level of long term liabilities is appropriate to the size and nature of a Council's activities.	Non-current liabilities compared to own source revenue (non-current liabilities as a percentage of own-source revenue).
Asset renewal	Assets are renewed as planned.	Asset renewal compared to depreciation (asset renewal expense as a percentage of depreciation).

Indicator	Description	Measure
<b>Stability</b>		
Rates concentration	Revenue is generated from a range of sources.	Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue).
Rates effort	Rating level is set based on the community's capacity to pay.	Rates compared to property values (rate revenue as a percentage of the capital improved value of rateable properties in the municipality).
<b>Efficiency</b>		
Expenditure level	Resources are used efficiently in the delivery of services.	Expenses per property assessment (total expenses per property assessment).
Revenue level	Resources are used efficiently in the delivery of services.	Average residential rate per residential property assessment (residential rate revenue per residential property assessment).

### Sustainable Capacity Indicators

Indicator	Description	Measure
Own source revenue	Revenue is generated from a range of sources in order to fund the delivery of services to the community.	Own source revenue per head of municipal population (own source revenue per head of municipal population).
Recurrent grants	Revenue is generated from a range of sources in order to fund the delivery of services to the community.	Recurrent grants per head of municipal population (recurrent grants per head of municipal population).
Population	Population is a key driver of a Council's ability to fund the delivery of services to the community.	Expenses per head of municipal population (total expenses per head of municipal population).
		Infrastructure per head of municipal population (value of infrastructure per head of municipal population).
		Population density per length of road (municipal population per kilometre of local road).
Disadvantage	Disadvantage is a key driver of a Council's ability to fund the delivery of services to the community.	Relative Socio-economic Disadvantage (relative Socio-economic Disadvantage of the municipality).
Workforce turnover	Resources are used efficiently in the delivery of services.	Resignations and terminations compared to average staff (number of permanent staff resignations and terminations as a percentage of the average number of permanent staff).

## 6. Other budget information

This section presents other budget related information required by the Regulations. It includes the following statements and reports:

- Grants operating
- Grants capital
- Statement of borrowings

### 6.1 Grants - operating (\$2.58 million decrease)

Grants include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Operational grants are further classified according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent); refer to the table on the following page. Overall, the level of grant funding is budgeted to decrease by 21.1% or \$2.58 million compared to the 2018-19 forecast primarily due to:

Non-recurrent operating grants - \$274,000 decrease

- Non-recurrent operating grants are forecast to decrease by \$274,000. Council separately funds projects of a non-recurring operating nature which are partly funded by non-recurrent grant funding.

Recurrent Operational Grants \$2.31 million decrease primarily due to:

- Victoria Grants Commission - 50% \$2.38 million of the 2019-20 allocation brought forward to the 2018-19 financial year; and
- Home and Community Care grants - decrease in grant funding of \$315,000 is expected in 2019-20 due to the transition of clients to the National Disability Insurance Scheme.

Partially offset by:

- Commonwealth Home Support Programme funding is expected to increase by \$274,000 in 2019-20.

Recurrent operating grants after adjusting for Victoria Grants Commission is expected to increase marginally by 0.5%. The minor underlying increase in operating grants and subsidies indicates that the trend of grant income is not keeping pace with the expenditure levels required to deliver services to the community and as a result there is an increasing financial burden on Council and its ratepayers, i.e. a cost shift to local government from State and Commonwealth Governments.

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

Operating grants	Forecast Actual 2018-19 \$'000	Budget 2019-20 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Commonwealth Home Support Programme	5,283	5,557	274
Victoria Grants Commission *	4,636	2,381	(2,255)
Volunteer services	135	135	-
<i>Recurrent - State Government</i>			
Community health and safety	191	202	11
Family and children	1,118	1,149	31
Food services	72	73	1
Home and Community Care	480	165	(315)
Libraries	1,025	1,045	20
School crossing supervisors	683	683	-
Senior and disability support	134	69	(65)
Senior citizens centres	163	140	(23)
Volunteer services	24	24	-
Youth services	239	246	7
<b>Total recurrent operating grants</b>	<b>14,183</b>	<b>11,869</b>	<b>(2,314)</b>
<i>Non-recurrent - Commonwealth Government</i>			
Libraries	17	-	(17)
<i>Non-recurrent State Government</i>			
Community health and safety	4	-	(4)
Environment management	84	-	(84)
Family and Children	25	-	(25)
Graffiti Prevention and Removal	38	150	112
Libraries	75	-	(75)
Sport and recreation	6	-	(6)
Streetscapes and transport	242	225	(17)
Waste and Recycling	149	-	(149)
<i>Other</i>			
Armistice	9	-	(9)
<b>Total non-recurrent operating grants</b>	<b>649</b>	<b>375</b>	<b>(274)</b>
<b>Total operating grants</b>	<b>14,832</b>	<b>12,244</b>	<b>(2,588)</b>

\* Victoria Grants Commission funding is expected to increase by inflation of 2.5% or \$116,000 in 2019-20.

## 6.2 Grants - Capital (\$969,000 decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the Capital Works Program. The amount of capital grants received each year can vary significantly depending on the types of works included in the Capital Works Program. Capital grants are further classified according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent); refer table below. Overall, the level of capital grants is forecast to decrease by \$969,000 compared to 2018-19.

Capital works income of \$1.35 million is budgeted in 2019-20, the most significant grants include:

- \$800,000 - 1<sup>st</sup> instalment of \$1.6 million Canterbury Precinct Department of Education and Training Grant
- \$475,049 from the *Commonwealth Government Roads to Recovery Program* covering roads pavement renewal works

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

Capital grants	Forecast Actual 2018-19 \$'000	Budget 2019-20 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery	395	475	80
<b>Total recurrent capital grants</b>	<b>395</b>	<b>475</b>	<b>80</b>
<i>Non-recurrent State Government</i>			
Environment management	24	52	28
Family and Children	-	800	800
Strong regions	1,280	-	(1,280)
Sport and recreation	20	27	7
Streetscape and transport	604	-	(604)
<b>Total non-recurrent capital grants</b>	<b>1,928</b>	<b>879</b>	<b>(1,049)</b>
<b>Total capital grants</b>	<b>2,323</b>	<b>1,354</b>	<b>(969)</b>

## 6.3 Statement of borrowings

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

Indicator	Forecast Actual 2018-19 \$'000	Budget 2019-20 \$'000
Total amount borrowed as at 30 June of the prior year	44,712	26,279
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(18,433)	(1,495)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>26,279</b>	<b>24,784</b>

## 7. Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2019-20 year.

The expenditure provided for in each line item is the forecast or projected amount that Council will expend. The actual amount expended could be greater or lesser than the expenditure provided for. As each line item is part of the total capital expenditure being forecast or projected, Council intends that the expenditure authorised through the adoption of the Budget will be the total of the expenditure for the capital works program (regardless of whether, in respect of a particular project, the actual amount expended exceeds or is less than the expenditure that is shown).

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

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

Regulation 10 (a) and (b) require that the budget contain a detailed list of capital works expenditure in relation to non-current asset by class according to the Local Government Model Financial Report (LGMFR) classified separately as to asset expenditure (i.e. renewal, new, upgrade and expansion).

The budget must also contain a summary of funding sources in relation to capital works expenditure, classified separately as to grants, contributions, Council cash and borrowings. The disclosures in **Appendix D** reflect these requirements.

# 1. New works

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib- utions \$	Council cash \$
Property								
Building improvements								
Integrated Water Management Strategy implementation - Facility retrofit program	53,800	-	-	53,800	-	-	-	53,800
Our Low Carbon Future Strategy implementation - Energy performance contract (EPC)	250,000	-	-	250,000	-	-	-	250,000
Pavilion works catering for Assessible Facilities enabling increased participation in sport	2,900,000	-	-	-	2,900,000	-	-	2,900,000
Building improvements Total	3,203,800	-	-	303,800	2,900,000	-	-	3,203,800
Building								
605-609 Glenferrie Road Community Facility	400,000	-	400,000	-	-	-	-	400,000
Alamein Community Centre	30,000	-	30,000	-	-	-	-	30,000
Balwyn Community Centre (Renewal)	828,000	-	828,000	-	-	-	-	828,000
Bryson Street car park automatic toilet	45,000	-	45,000	-	-	-	-	45,000
Canterbury Tennis pavilion	400,000	-	400,000	-	-	-	-	400,000
Compliance audit projects	200,000	-	200,000	-	-	-	-	200,000
Fire service replacement	55,000	-	55,000	-	-	-	-	55,000
Future building renewal design	120,000	-	120,000	-	-	-	-	120,000
Glen Iris MCHC - Trent Street	450,000	-	450,000	-	-	-	-	450,000
Lock replacement program - electronic locks	200,000	-	200,000	-	-	-	-	200,000
Marquis Street automatic toilet	35,000	-	35,000	-	-	-	-	35,000
Roof access works	100,000	-	100,000	-	-	-	-	100,000
Unscheduled minor building works	639,536	-	639,536	-	-	-	-	639,536
Weightlifting centre Glenferrie Oval	360,000	-	360,000	-	-	-	-	360,000
West Hawthorn Preschool - Brook Street	500,000	-	500,000	-	-	-	-	500,000
Unscheduled minor renewal works	250,000	-	250,000	-	-	-	-	250,000
Roof replacement	200,000	-	200,000	-	-	-	-	200,000
New public toilets	290,000	290,000	-	-	-	-	-	290,000
Ashburton Pool and Recreation Centre - Refurbishment of moveable floor in the hydrotherapy pool	200,000	-	200,000	-	-	-	-	200,000
Camberwell Building 2 lift replacement	190,000	-	190,000	-	-	-	-	190,000
Rathmines Reserve	85,000	-	85,000	-	-	-	-	85,000
Burke Road South Reserve - Pavilion	100,000	-	100,000	-	-	-	-	100,000
Victoria Road Reserve	840,000	-	840,000	-	-	-	-	840,000
Ashburton Senior Centre	6,160,269	1,866,461	1,028,366	1,088,481	2,176,961	-	-	6,160,269
Balwyn Community Centre (Expansion)	2,114,545	-	-	-	2,114,545	-	-	2,114,545
Balwyn Community Centre (Upgrade)	1,209,697	-	-	1,209,697	-	-	-	1,209,697
Tuck Stand (Renewal)	16,924	-	16,924	-	-	-	-	16,924
Tuck Stand (Expansion)	17,770	-	-	-	17,770	-	-	17,770
Tuck Stand (Upgrade)	7,616	-	-	7,616	-	-	-	7,616
Canterbury Hub (Renewal)	500,000	-	500,000	-	-	-	-	500,000
Canterbury Hub (New)	200,000	200,000	-	-	-	800,000	-	600,000
Canterbury Hub (Expansion)	200,000	-	-	-	200,000	-	-	200,000
Canterbury Hub (Upgrade)	100,000	-	-	100,000	-	-	-	100,000
Kew Recreation Centre (Renewal)	904,797	-	904,797	-	-	-	-	904,797
Kew Recreation Centre (new)	581,774	581,774	-	-	-	-	-	581,774
Kew Recreation Centre (Expansion)	581,774	-	-	-	581,774	-	-	581,774
Community Support facility upgrade	70,000	70,000	-	-	-	-	-	70,000
Camberwell Community Centre	4,999,912	1,210,174	-	-	3,789,738	-	-	4,999,912
Kew Traffic School storage facilities	250,000	-	250,000	-	-	-	-	250,000
Hawthorn Arts Centre - clock tower	200,000	-	200,000	-	-	-	-	200,000
Hawthorn Arts Centre - strip and seal all timber flooring	100,000	-	100,000	-	-	-	-	100,000
Riversdale Depot - Replace skylights in transfer station	75,000	-	75,000	-	-	-	-	75,000
Changeover security controllers in Camberwell Camcare, Hawthorn Tennis Centre	44,000	-	44,000	-	-	-	-	44,000
Kew Library - Replace floor coverings in Phyllis Hall Room	38,000	-	38,000	-	-	-	-	38,000
Library RFID associated building works	385,000	-	385,000	-	-	-	-	385,000
Walpole Street Public Toilets - Install access control	40,000	-	40,000	-	-	-	-	40,000
Camberwell Municipal Offices - Replace lower car park gate and controller	32,000	-	32,000	-	-	-	-	32,000
Boroondara Sports Complex - replace 316m of chainmesh fencing	110,000	-	110,000	-	-	-	-	110,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Hawthorn Aquatic and Leisure Centre - Upgrade lighting system	45,000	-	45,000	-	-	-	-	45,000
Camberwell Sports Ground - minor pavilion	650,000	-	650,000	-	-	-	-	650,000
Camberwell Sportsground public toilet	250,000	-	250,000	-	-	-	-	250,000
Riversdale Depot - upgrade external staircase to transfer station	30,000	-	30,000	-	-	-	-	30,000
Essential Services Compliance - replacement of extinguishers	30,000	-	30,000	-	-	-	-	30,000
Small scale compliance projects (switchboards, glazing etc.)	66,000	-	66,000	-	-	-	-	66,000
Food Organics and Garden Organics (FOGO) Implementation	3,230,000	-	-	3,230,000	-	-	-	3,230,000
Enhance Hawthorn Arts Centre entrances	50,000	-	-	50,000	-	-	-	50,000
Library Services Radio-Frequency Identification (RFID) Project	100,000	-	-	100,000	-	-	-	100,000
<b>Building Total</b>	<b>29,907,614</b>	<b>4,218,409</b>	<b>11,022,623</b>	<b>5,785,794</b>	<b>8,880,788</b>	<b>800,000</b>	<b>-</b>	<b>29,107,614</b>
<b>Property Total</b>	<b>33,111,414</b>	<b>4,218,409</b>	<b>11,022,623</b>	<b>6,089,594</b>	<b>11,780,788</b>	<b>800,000</b>	<b>-</b>	<b>32,311,414</b>
<b>Plant and Equipment</b>								
<b>Computers and telecommunications</b>								
Information technology expenditure	750,000	-	750,000	-	-	-	-	750,000
Applications renewal and upgrade program	410,000	-	-	410,000	-	-	-	410,000
Payroll system upgrade	460,000	460,000	-	-	-	-	-	460,000
Audiovisual equipment replacement	63,800	-	63,800	-	-	-	-	63,800
Upgrade/Enhancement to Doc Assembler	20,000	-	-	20,000	-	-	-	20,000
Implement a Corporate Planning and Reporting System	90,000	90,000	-	-	-	-	-	90,000
Improve the Council's Network Service Diversity	555,000	-	-	555,000	-	-	-	555,000
Records Management System Upgrade and Enhancement	35,500	35,500	-	-	-	-	-	35,500
<b>Computers and telecommunications Total</b>	<b>2,384,300</b>	<b>585,500</b>	<b>813,800</b>	<b>985,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,384,300</b>
<b>Fixtures, fittings and furniture</b>								
Library and office furniture	75,000	-	75,000	-	-	-	-	75,000
Office furniture renewal	83,000	-	83,000	-	-	-	-	83,000
Library Shelving	50,000	-	50,000	-	-	-	-	50,000
Implementation of the public safety security measures	250,000	250,000	-	-	-	-	-	250,000
Boroondara Arts - furniture & equipment	245,000	-	245,000	-	-	-	-	245,000
Office refurbishments	80,000	-	80,000	-	-	-	-	80,000
<b>Fixtures, fittings and furniture Total</b>	<b>783,000</b>	<b>250,000</b>	<b>533,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>783,000</b>
<b>Library books</b>								
Library resources	985,000	-	985,000	-	-	-	-	985,000
<b>Library books Total</b>	<b>985,000</b>	<b>-</b>	<b>985,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>985,000</b>
<b>Plant Machinery and equipment</b>								
Bin renewal program	300,000	-	300,000	-	-	-	-	300,000
Sportsgrounds - replacement of existing turf wicket rollers	31,000	-	31,000	-	-	-	-	31,000
Town Hall Gallery collection acquisitions	77,000	77,000	-	-	-	-	-	77,000
Leisure centres – equipment and pool plant replacement program	290,000	-	290,000	-	-	-	-	290,000
Transfer Station - Miscellaneous equipment renewal	180,000	-	180,000	-	-	-	-	180,000
Leisure and aquatic centre mechanical equipment replacement	80,000	-	80,000	-	-	-	-	80,000
Audio Visual Equipment Upgrades	620,000	-	-	620,000	-	-	-	620,000
Town Hall Gallery Public Art Installation	10,000	10,000	-	-	-	-	-	10,000
Dynamic Parking Guidance Systems	80,000	80,000	-	-	-	-	-	80,000
Ashburton Pool and Recreation Centre mechanical air handling system	500,000	-	500,000	-	-	-	-	500,000
Camberwell Municipal Offices Building 1 - replacement of boiler	180,000	-	180,000	-	-	-	-	180,000
Camberwell Municipal Offices Buildings 2 and 3 - upgrade access control	250,000	-	250,000	-	-	-	-	250,000
Provide Air Conditioning at Leased Club Pavilions	40,000	40,000	-	-	-	-	-	40,000
Upgrade of Ticket Parking Machines	93,000	-	-	93,000	-	-	-	93,000
<b>Plant Machinery and equipment Total</b>	<b>2,731,000</b>	<b>207,000</b>	<b>1,811,000</b>	<b>713,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,731,000</b>
<b>Plant and Equipment Total</b>	<b>6,883,300</b>	<b>1,042,500</b>	<b>4,142,800</b>	<b>1,698,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,883,300</b>



		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Infrastructure								
Bridges								
Minor Bridge rehabilitation	62,000	-	62,000	-	-	-	-	62,000
Bridges Total	62,000	-	62,000	-	-	-	-	62,000
Drainage								
Future drainage renewal planning	260,000	-	260,000	-	-	-	-	260,000
Unscheduled/ emergency drainage works	370,000	-	370,000	-	-	-	-	370,000
WSUD/Wetlands renewal program	70,000	-	70,000	-	-	-	-	70,000
Auburn Grove, Hawthorn East	180,000	-	180,000	-	-	-	-	180,000
Riversdale Road, Camberwell	460,000	-	460,000	-	-	-	-	460,000
Foley Street, Kew Stage 3	350,000	-	350,000	-	-	-	-	350,000
Rossfield Avenue, Kew	140,000	-	140,000	-	-	-	-	140,000
Boorool Road, Kew, no.5	120,000	-	120,000	-	-	-	-	120,000
Fortuna and Sunburst Avenues (easement), Balwyn North	250,000	-	250,000	-	-	-	-	250,000
Invermay Grove, Hawthorn East	210,000	-	210,000	-	-	-	-	210,000
Seaton and Vale Streets, Glen Iris	220,000	-	220,000	-	-	-	-	220,000
Charles Street, Kew	220,000	-	220,000	-	-	-	-	220,000
Richards Avenue, Glen Iris, No's. 8 and 10	110,000	-	110,000	-	-	-	-	110,000
Bethune Street, Hawthorn East, No. 2	40,000	-	40,000	-	-	-	-	40,000
Hilda Crescent laneway, Hawthorn	50,000	-	50,000	-	-	-	-	50,000
Muir Street, Hawthorn	70,000	-	70,000	-	-	-	-	70,000
Relowe Crescent, Balwyn, No. 2	120,000	-	120,000	-	-	-	-	120,000
Rookwood Street, Balwyn North	130,000	-	130,000	-	-	-	-	130,000
Bath Road, Glen Iris, No's.57 and 59	30,000	-	30,000	-	-	-	-	30,000
Fritsch Holzer Reserve, Hawthorn	80,000	-	80,000	-	-	-	-	80,000
Weybridge Street, Surrey Hills, No.54	77,000	-	77,000	-	-	-	-	77,000
Aquila Street Floodway, Balwyn North	235,000	-	235,000	-	-	-	-	235,000
Boroondara Sports Complex - Upgrade of stormwater drainage along embankment	40,000	-	40,000	-	-	-	-	40,000
Amery Street, Ashburton	200,000	-	200,000	-	-	-	-	200,000
Beckett Street and Winmalee Road, Balwyn, No. 2	140,000	-	140,000	-	-	-	-	140,000
Tower Hill Rd and Munro Ave, Ashburton	320,000	-	320,000	-	-	-	-	320,000
Vears Road, Ashburton	290,000	-	290,000	-	-	-	-	290,000
Minor Drainage Works in Easements	350,000	-	350,000	-	-	-	-	350,000
Drainage Total	5,132,000	-	5,132,000	-	-	-	-	5,132,000
Footpaths and Cycleways								
Bicycle Strategy implementation	167,000	167,000	-	-	-	-	-	167,000
Condition 4 footpaths	560,000	-	560,000	-	-	-	-	560,000
Park gravel path renewal program	122,000	-	122,000	-	-	-	-	122,000
Shopping centre footpath works	110,000	-	110,000	-	-	-	-	110,000
Unscheduled footpath works	250,000	-	250,000	-	-	-	-	250,000
Anniversary trail missing link through Riversdale Park	500,000	500,000	-	-	-	-	-	500,000
Bicycle and pedestrian trails - (implementation of Safety Audit Action Plan)	430,000	-	430,000	-	-	-	-	430,000
Boroondara Laneway Strategy - Laneway improvements	275,000	275,000	-	-	-	-	-	275,000
Balwyn Shopping Centre streetscape improvements along Whitehorse Road	735,000	735,000	-	-	-	-	-	735,000
Minor Footpath Works	100,000	-	100,000	-	-	-	-	100,000
Footpaths and Cycleways Total	3,249,000	1,677,000	1,572,000	-	-	-	-	3,249,000
Parks, open space and streetscapes								
Compliance works on play equipment and infrastructure	16,000	-	16,000	-	-	-	-	16,000
Garden bed edging renewal program	35,000	-	35,000	-	-	-	-	35,000
Hard surface play area renewal program	55,000	-	55,000	-	-	-	-	55,000
Oval fences renewal program	81,384	-	81,384	-	-	-	-	81,384
Park feature wall renewal program	25,000	-	25,000	-	-	-	-	25,000
Park fences renewal program	158,000	-	158,000	-	-	-	-	158,000
Park lighting - unscheduled works	15,000	-	15,000	-	-	-	-	15,000
Park lighting renewal program	125,000	-	125,000	-	-	-	-	125,000
Park playground replacement program	980,000	-	980,000	-	-	-	-	980,000
Park signage renewal program	51,000	-	51,000	-	-	-	-	51,000
Parks and gardens irrigation upgrades	150,000	-	150,000	-	-	-	-	150,000
Playground renewal program - Council properties (childcare)	20,000	-	20,000	-	-	-	-	20,000
Retaining walls - unscheduled works	118,000	-	118,000	-	-	-	-	118,000
Shopping Centre Improvement Plan - design and implementation	2,106,000	2,106,000	-	-	-	-	-	2,106,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Barbeque renewal program	35,000	-	35,000	-	-	-	-	35,000
Park furniture renewal	157,000	-	157,000	-	-	-	-	157,000
Minor playground works	72,000	-	72,000	-	-	-	-	72,000
Balwyn Park Concept Master Plan (BPCMP) - implementation of open space improvements	1,253,878	1,253,878	-	-	-	-	-	1,253,878
Shared Path and Park Lighting	204,000	-	-	-	204,000	-	-	204,000
Camberwell Sportsground - Master plan implementation	650,000	650,000	-	-	-	-	-	650,000
Integrated Water Management Strategy (IWMS)	120,000	120,000	-	-	-	47,500	-	72,500
Victoria Park regional playground	250,000	250,000	-	-	-	-	-	250,000
Drinking fountains renewal program	60,000	-	60,000	-	-	-	-	60,000
Gordon Barnard Reserve Raingarden and Stormwater Harvesting	453,000	453,000	-	-	-	5,000	-	448,000
Hawthorn Tennis Club Lighting	26,925	-	-	26,925	-	26,925	-	-
Dorothy Laver Reserve - West	898,550	898,550	-	-	-	-	-	898,550
<b>Parks, open space and streetscapes Total</b>	<b>8,115,737</b>	<b>5,731,428</b>	<b>2,153,384</b>	<b>26,925</b>	<b>204,000</b>	<b>79,425</b>	<b>-</b>	<b>8,036,312</b>
<b>Roads</b>								
Condition 4 safety treatments	159,000	-	159,000	-	-	-	-	159,000
Crossing facilities	108,000	108,000	-	-	-	-	-	108,000
Resheeting	3,670,105	-	3,670,105	-	-	-	-	3,670,105
Traffic treatment - lighting replacement	10,000	-	10,000	-	-	-	-	10,000
Disability access	50,000	-	50,000	-	-	-	-	50,000
Traffic Management Devices	462,000	462,000	-	-	-	-	-	462,000
Road Safety Strategy implementation	24,500	-	-	24,500	-	-	-	24,500
Road Reconstruction and kerb replacement	6,815,910	-	6,815,910	-	-	475,049	-	6,340,861
<b>Roads Total</b>	<b>11,299,515</b>	<b>570,000</b>	<b>10,705,015</b>	<b>24,500</b>	<b>-</b>	<b>475,049</b>	<b>-</b>	<b>10,824,466</b>
<b>Off street carparks</b>								
Resurfacing of condition 4 car parks	486,000	-	486,000	-	-	-	-	486,000
Access plans and parking studies implementation	162,000	162,000	-	-	-	-	-	162,000
<b>Off street carparks Total</b>	<b>648,000</b>	<b>162,000</b>	<b>486,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>648,000</b>
<b>Recreational, leisure and community facilities</b>								
Cricket practice nets renewal program	150,000	-	150,000	-	-	-	-	150,000
Minor sportsground improvements	185,000	-	185,000	-	-	-	-	185,000
Sports goal post renewal program	9,000	-	9,000	-	-	-	-	9,000
Sports synthetic surface renewal program	27,000	-	27,000	-	-	-	-	27,000
Sportsground irrigation program	135,000	-	135,000	-	-	-	-	135,000
Sportsground reconstruction program	740,080	-	740,080	-	-	-	-	740,080
Sportsground training lights renewal program	188,000	-	188,000	-	-	-	-	188,000
Golf course green, tee and bunker renewal program	160,000	-	160,000	-	-	-	-	160,000
Shade Policy implementation	339,000	339,000	-	-	-	-	-	339,000
Hawthorn Rowing Ramp	400,000	-	-	400,000	-	-	-	400,000
Field Sport - Risk and Sporting Code Compliance Program	300,000	300,000	-	-	-	-	-	300,000
Neighbourhood Shopping Centre Improvements Pilot - Maling Road	25,000	-	-	25,000	-	-	-	25,000
<b>Recreational, leisure and community facilities Total</b>	<b>2,658,080</b>	<b>639,000</b>	<b>1,594,080</b>	<b>425,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,658,080</b>
<b>Infrastructure Total</b>	<b>31,164,332</b>	<b>8,779,428</b>	<b>21,704,479</b>	<b>476,425</b>	<b>204,000</b>	<b>554,474</b>	<b>-</b>	<b>30,609,858</b>
<b>Grand Total</b>	<b>71,159,046</b>	<b>14,040,337</b>	<b>36,869,902</b>	<b>8,264,019</b>	<b>11,984,788</b>	<b>1,354,474</b>	<b>-</b>	<b>69,804,572</b>

## 2. Works carried forward from the 2018-19 year

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$
<b>Property</b>								
<b>Building</b>								
Balwyn Community Centre (Renewal)	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Canterbury Tennis pavilion	600,000	-	600,000	-	-	-	-	600,000
Ashburton Senior Centre	621,000	310,500	310,500	-	-	-	-	621,000
Balwyn Community Centre (Upgrade)	200,000	-	-	200,000	-	-	-	200,000
Camberwell Community Centre	414,000	414,000	-	-	-	-	-	414,000
<b>Building Total</b>	<b>2,835,000</b>	<b>724,500</b>	<b>1,910,500</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,835,000</b>
<b>Property Total</b>	<b>2,835,000</b>	<b>724,500</b>	<b>1,910,500</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,835,000</b>
<b>Infrastructure</b>								
<b>Footpaths and Cycleways</b>								
Cookson Street, Camberwell Precinct rejuvenation	570,000	570,000	-	-	-	-	-	570,000
<b>Footpaths and Cycleways Total</b>	<b>570,000</b>	<b>570,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>570,000</b>
<b>Recreational, leisure and community facilities</b>								
Sportsground training lights renewal program	190,000	-	190,000	-	-	-	-	190,000
Hawthorn Rowing Ramp	390,000	-	-	390,000	-	-	-	390,000
<b>Recreational, leisure and community facilities Total</b>	<b>580,000</b>	<b>-</b>	<b>190,000</b>	<b>390,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>580,000</b>
<b>Infrastructure Total</b>	<b>1,150,000</b>	<b>570,000</b>	<b>190,000</b>	<b>390,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,150,000</b>
<b>Plant and Equipment</b>								
<b>Computers and telecommunications</b>								
HACC - Minor Capital Grant	158,958	158,958	-	-	-	-	-	158,958
Youth Services Case management system	38,000	-	-	38,000	-	-	-	38,000
<b>Computers and telecommunications Total</b>	<b>196,958</b>	<b>158,958</b>	<b>-</b>	<b>38,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,958</b>
<b>Fixtures, fittings and furniture</b>								
Library IT Hardware renewal	226,090	-	226,090	-	-	-	-	226,090
Library Shelving	50,000	-	50,000	-	-	-	-	50,000
<b>Fixtures, fittings and furniture Total</b>	<b>276,090</b>	<b>-</b>	<b>276,090</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>276,090</b>
<b>Plant and Equipment Total</b>	<b>473,048</b>	<b>158,958</b>	<b>276,090</b>	<b>38,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>473,048</b>
<b>Grand Total</b>	<b>4,458,048</b>	<b>1,453,458</b>	<b>2,376,590</b>	<b>628,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,458,048</b>

## 3. Summary

		Asset expenditure types				Funding sources		
	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$
PROPERTY	35,946,414	4,942,909	12,933,123	6,289,594	11,780,788	800,000	-	35,146,414
PLANT AND EQUIPMENT	7,356,348	1,201,458	4,418,890	1,736,000	-	-	-	7,356,348
INFRASTRUCTURE	32,314,332	9,349,428	21,894,479	866,425	204,000	554,474	-	31,759,858
<b>TOTAL</b>	<b>75,617,094</b>	<b>15,493,795</b>	<b>39,246,492</b>	<b>8,892,019</b>	<b>11,984,788</b>	<b>1,354,474</b>	<b>-</b>	<b>74,262,620</b>

## 8. Rates and charges

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

In developing the Strategic Resource Plan (**referred to in Section 9**), rates and charges were identified as an important source of revenue, accounting for 77 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government has introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2019-20 the FGRS cap has been set at 2.5 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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 Boroondara community.

### 1 Rates and charges

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

Type or class of land	Forecast 2018-19 cents/\$CIV	Budget 2019-20 cents/\$CIV	Change
General rate for rateable residential properties	0.12191415	0.14041611	15.2%
General rate for rateable non residential properties	0.12191415	0.14041611	15.2%
Rate concession - cultural and recreational properties	0.06095708	0.00000000	-100.0%

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

Type or class of land	Forecast 2018-19 \$	Annualised rates levies 2018-19 \$	Budget 2019-20 \$	Percentage change from annualised rates levied 2018-19 Change
Rateable residential	142,018,609	143,028,387	145,529,572	1.75%
Rateable non residential	10,006,862	9,951,882	11,274,888	13.29%
<b>Total rateable residential and non residential</b>	<b>152,025,471</b>	<b>152,980,269</b>	<b>156,804,460</b>	<b>2.50%</b>
Cultural and recreational *	66,940	65,855	0	-100.00%
<b>Total estimated amount to be raised</b>	<b>152,092,411</b>	<b>153,046,124</b>	<b>156,804,460</b>	<b>2.46%</b>

\* Cultural and recreational properties are excluded from the State Government's Fair Go Rates System rate cap calculation.

#### 1.3 Fair Go Rates System Compliance - Boroondara City Council is fully compliant with the State Government's Fair Go Rates System

	2018-19	Budget 2019-20
Number of rateable properties	77,194	77,686
Base average rate	\$ 1,926.06	\$ 1,969.21
Maximum rate increase (set by the State Government)	2.25%	2.50%
Capped average rate	\$ 1,969.40	\$ 2,018.44
Maximum general rates revenue	\$ 152,025,769	\$ 156,804,776
Budgeted general rates revenue	\$ 152,025,471	\$ 156,804,460

**1.4 The estimated total amount to be raised by rates**

	Forecast 2018-19 \$	Budget 2019-20 \$	Change
<b>Total rates to be raised (incl additional rate revenue)</b>	<b>153,959,865</b>	<b>158,501,764</b>	2.95%
<b>Additional rate revenue</b>			
Special rate schemes	1,398,805	1,560,850	11.58%
Supplementary valuations	1,200,000	900,000	-25.00%
Early payment of rates discount	(731,351)	(763,546)	4.40%

**1.5 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 2018-19 Numbers	Budget 2019-20 Numbers	Change
Rateable residential	71,389	71,927	0.8%
Rateable non residential	5,805	5,759	-0.8%
Cultural and recreational	6	0	-100.0%
<b>Total number of assessments</b>	<b>77,200</b>	<b>77,686</b>	0.63%

**1.6 The basis of valuation to be used is the Capital Improved Value (CIV)**
**1.7 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	Forecast 2018-19 \$	Budget 2019-20 \$	Change
Rateable residential	116,490,669,000	103,641,649,000	-11.0%
Rateable non residential	8,208,122,193	8,029,626,000	-2.2%
Cultural and recreational	109,815,000	0	-100.0%
<b>Total</b>	<b>124,808,606,193</b>	<b>111,671,275,000</b>	<b>-10.5%</b>

**1.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act**

Type of charge	Per Rateable Property Forecast 2018-19 \$	Per Rateable Property Budget 2019-20 \$	Change
<b>Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised</b>			
(i) 240 litre bin (Only applies to households with four people)	977	1,133	16.0%
(ii) 240 litre bin commercial	977	1,133	16.0%
(iii) 240 litre bin concession (The 240 litre bin concession rate will only apply to residential households of 5 or more people or for those with a specific medical condition requiring a larger bin size)	798	930	16.5%
(iv) 120 litre bin residential and other	401	465	16.0%
(v) 120 litre bin commercial	401	465	16.0%
(vi) 80 litre bin residential and other	220	255	15.9%
(vii) 80 litre bin commercial	220	255	15.9%
(viii) Minimum charge for each residential property (Except for vacant land and those residential properties required to service own refuse disposal as a condition of a town planning permit where a waste environmental levy is imposed as a contribution to waste and rubbish collection from public spaces).	220	255	15.9%
(ix) Waste environmental levy residential and other	101	118	16.8%
(x) Waste environmental levy commercial	101	118	16.8%

**NB** Refuse collection includes collection of all household rubbish, commingled recyclables and green waste.

### 1.9 The estimated amount to be raised for each type of charge to be levied compared to the previous years

Type of charge	Budget 2018-19 \$	Budget 2019-20 \$	Change
<b>Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised</b>			
(i) 240 litre bin (Only applies to households with four people)	1,458,000	1,812,000	24.3%
(ii) 240 litre bin commercial	1,278,000	1,522,000	19.1%
(iii) 240 litre bin concession (The 240 litre bin concession rate will <b>only</b> apply to residential households of five or more people or for those with a specific medical condition requiring a larger bin size).	1,424,000	1,611,000	13.1%
(iv) 120 litre bin residential and other	14,614,000	16,744,000	14.6%
(v) 120 litre bin commercial	474,000	538,000	13.5%
(vi) 80 litre bin residential and other	5,129,740	5,977,000	16.5%
(vii) 80 litre bin commercial	163,000	186,000	14.1%
(v) Minimum charge for each residential property (Except for vacant land and those residential properties required to service own refuse disposal as a condition of a town planning permit where a waste environmental levy is imposed as a	240,260	384,000	59.8%
(ix) Waste environmental levy residential and other	776,000	957,000	23.3%
(x) Waste environmental levy commercial	233,000	274,000	17.6%
<b>Total</b>	<b>25,790,000</b>	<b>30,005,000</b>	<b>16.3%</b>

**NB** The percentage change varies across categories due to change in property numbers for each charge type. Refuse collection includes collection of all household rubbish, commingled recyclables and green waste.

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

Type of charge	Budget 2018-19 \$	Budget 2019-20 \$	Change
Rates and charges	\$ 179,749,865	\$ 188,506,764	4.9%

### 1.11 There are no known significant changes, which may effect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be effected by:

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that non residential land becomes commercial land and vice versa.

### 1.12 Differential rates

#### 1.12 Rates to be levied under Section 161 and 161A of the Act

Council has not raised rate income by levying rates under a differential rates scheme.

## Long term strategies

This section includes the following analysis and information:

9. Strategic resource plan
10. Rating information
11. Borrowing Strategy





## 9. Strategic Resource Plan

Council is required by the Act to prepare a Strategic Resource Plan to provide information on the long term financial projections of the Council.

### 9.1 Strategic Resource Plan development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, including key financial indicators for at least the next four financial years to support the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2019-20 to 2022-23 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

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

### 9.2 Financial resources

The following table summarises the anticipated key financial results for the next four years as set out in the Strategic Resource Plan for the years 2019-20 to 2022-23. **Section 4 – Financial Statements** includes a more detailed analysis of the financial resources to be used over the four year period.

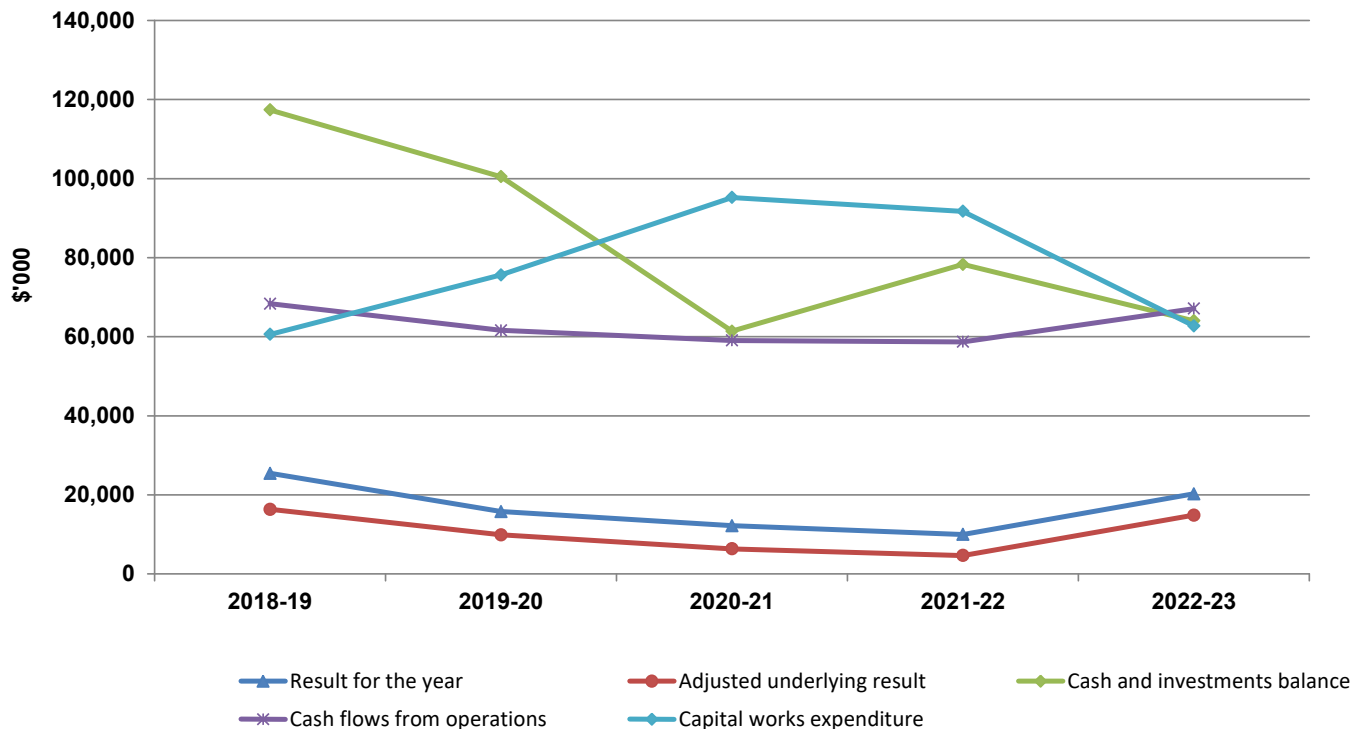
Indicator	Forecast		Strategic Resource Plan			Trend +/o/-
	Actual	Budget	Projections			
	2018-19	2019-20	2020-21	2021-22	2022-23	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	25,430	15,761	12,183	9,980	20,237	-
Adjusted underlying result	16,315	9,881	6,338	4,645	14,851	-
Cash and investments balance	117,381	100,456	61,386	78,260	63,994	-
Cash flows from operations	68,335	61,611	59,060	58,704	67,118	o
Capital works expenditure	60,594	75,617	95,215	91,703	62,719	-

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.

The below graph shows the general financial indicators for the next four years of the Strategic Resource Plan.

## General financial indicators over the four year period



The key outcomes of the SRP are as follows:

- **Financial sustainability**

Cash and investments will exceed Council's minimum working capital ratio at or above 1.20:1. It is budgeted to be 2.52:1 in 2019-20 (includes cash contingency and reserve funds) and continues to be above the minimum requirement for the SRP.

- **Capital Works**

Council continues its commitment to maintaining existing and developing new assets for the Boroondara community.

Council has completed extensive work to develop Asset Management plans for all assets in the city. These plans have enabled the identification of the desired Capital Works renewal expenditure over the life of the SRP.

- **Rating Information (Section 10)**

Average property general rates are budgeted to increase in 2019-20 by 2.5%. The SRP assumes increases in accordance with the State Government rate capping practices.

- **Borrowing Strategy (Section 11)**

There are no borrowings budgeted to be drawn down in 2019-20 to specifically fund the capital works program.

- **Asset Management Strategy**

Capital Works capacity over the life of the SRP is \$325 million at an average of around \$81 million per year. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans and provide funding for new community infrastructure.

## 9.3 Long Term Financial Strategy

A key component of the Strategic Resource Plan is the Long Term Financial Strategy. Council has prepared a Long Term Financial Strategy for the 10-year period 2019-20 to 2028-29 as part of Council's ongoing financial planning to assist Council in adopting a budget within a longer term framework. The Strategy takes the strategic objectives and strategies as specified in the Council Plan which has been based on the 10 year Boroondara Community Plan and expresses them in financial terms.

Council has also continued to build upon the commitment to sustainable budgeting and responsible financial management. The Strategy continues to support the growing demand to invest in the maintenance and renewal of all Council owned assets. This Strategy is supported by the following series of Financial Strategy Principles that guide the planning of the Financial Strategy.

## 9.4 Financial Strategy Principles

### 9.4.1 Principles relating primarily to the operating budget:

#### **Sustainable Budgeting Principle**

***Council will implement a sustainable budget and financial strategy that caters for short and long-term planning responsibilities.***

Community expectations are a key driver of the strategy, as reflected in the Council Plan, and Council strives to adequately resource current and future need across the City. Council has limited financial and non-financial resources and faces wide-ranging and complex community needs.

Council is committed to delivering an annual operating surplus to provide funds for capital projects and infrastructure renewal, for both current and future generations.

When identifying sources of revenue and determining expenditure needs, Council will ensure that these community needs can be adequately addressed in the future.

#### **Rating Revenue Principle**

***Council will comply with the Victorian Government's rate capping legislation which limits rate increased to an amount set by the relevant Minister.***

A rating strategy that determines the allocation of rate contributions across the municipality will be considered by Council each term.

'Special Rate Schemes' may be used to provide direct benefits to clearly identified ratepayer groups, such as retail shopping centres.

#### **Pricing of Services Principle**

***Council will set fees and charges for services having regard to Council's Pricing Policy and specific fee policies in applicable areas of Council, while incorporating cost recovery principles and marketplace competition. User capacity to pay, equity in the subsidisation of services, community service benefits, statutory or service agreement limitations, and results of benchmarking of similar services, also impact the striking of a fee or charge.***

Council will decide on the levels of cost recovery that are suitable for each service. The accurate measurement of costs, including overheads, enables identification of any level of subsidy provided to a service. This information further contributes to the pricing of services model.

Council does not have discretion to alter fees and charges set by the Victorian Government, however will continue to advocate for these fees to be set at levels where cost recovery is possible.

Where service fees provide a surplus, the funds will be used to maintain the general level of services in the City.

In order to maintain the relationship between the cost of a service and the fee charged for the provision of the service, in the absence of a public policy requirement, fees and charges will be

increased annually in line with either labour costs, Consumer Price Index inflation or direct cost increases.

Council considers pricing signals and/or price disincentives as legitimate methods to encourage behavioural changes consistent with relevant Council policies.

### **Waste Management Principle**

***Council will use waste management pricing strategies that encourage waste avoidance, minimisation and recycling, and these will be supported by educational programs and appropriate services.***

The identification and separate billing for a waste service is intended to encourage and promote waste minimisation in the community.

Council seeks to recover costs for these services.

### **Intergovernment Funding Principle**

***Council supports the Intergovernmental Agreement that requires other levels of government to fully fund services delivered on their behalf. Council will maximise the level of grants and subsidies received from Victorian and Australian Governments to achieve a better share of government taxes for the Boroondara community.***

Where cost shifting from other levels of government is apparent, Council will communicate to its community the impacts of these cost impositions. Access to growth grants revenue is critical to meet the demands of a growing economy.

Funds received from other levels of government will normally be expected to meet the full direct and indirect costs of providing those services. Council opposes cost shifting from other levels of government and may not contribute funding or assets to services that are the responsibility of other levels of government. In circumstances where Council provides a subsidy to a service, a determination will be made ensuring the contribution does not outweigh the community benefit.

### **Employee Costs Principle**

***Council will attract and retain suitable staff through remuneration levels and workplace policies, while ensuring that there is effective and efficient management of staff costs and number of employees.***

The cost of employment is a major budget component in the provision of Council services. Council values committed staff and recognises their critical role to the wellbeing of the Boroondara community.

As articulated in Council's People Strategy, Council remains committed to the provision of fair pay, learning and development for staff and a workplace culture appropriate for an Employer of Choice.

### **Priority Projects Expenditure Principle**

***Council will separately fund projects of a non-recurring operating nature.***

Priority projects that are not started or completed within the budget year are subject to future budget and planning considerations. These projects will be reassessed against any revised Council priorities.

### **Management of Expenditure Principle**

***Council will review all Council expenditure. Fundamental to this process is community consultation and benchmarking of cost and quality standards of service and efficiency against like services in the public and private sectors.***

Ongoing commitment to a customer centric service model is integral to this principle.

Where possible, increased service levels, or increases in demand for a service, are to be provided or funded through productivity gains.

Ongoing service reviews will assess services in accordance with:

- a demonstrated community need
- stakeholder views
- access, equity of need and benefit to the community
- community expectation of service level and quality
- legislative imperatives
- identification of alternative providers, both public and private
- Council's capacity to provide the service
- the availability of Victorian or Australian Government funding
- budget priorities.

### **Amended Budget Principle**

***Council will amend the Annual Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning.***

Council will ensure a rigorous approach to budget management. The Budget will be amended where necessary following finalisation of the annual accounts.

Amended budgets enable Council to review and approve variances to revenue and expenditure resulting primarily from external factors, ensuring accountability and optimal budget control for management reporting purposes. Amendments to the adopted budget will be considered under the following circumstances:-

- additional income has been received
- reduction in income due to identified reasons
- transactions required subsequent to finalisation of end of year accounts
- expenditure increases matching additional income
- additional non discretionary expenses
- deferred expenditure
- sound accounting processes to meet audit requirements.

In the circumstance where additional cash surplus is identified (after taking into account cash requirements of future years), opportunities to reduce planned borrowings should be considered prior to allocation of new expenditure.

New expenditure identified (if any) should be considered within the overall priority listing of works across the City. This may include bringing forward foreshadowed works in a staged approach. Existing commitments of staff and project management resource will be considered to ensure deliverability prior to endorsement of additional expenditure.

The Annual Report will detail performance against the original Budget as adopted by Council as the Annual Budget.

## **9.4.2 Principles relating primarily to management of Council assets:**

### **Asset Management Principle**

***Council will provide well-maintained community assets that are fit for their purpose and provide best possible community benefit. Council's budget and long-term strategy will commit, with specific budget provision, an appropriate level of expenditure to ensure ongoing asset maintenance and renewal.***

Council will plan and appropriately resource the necessary work on infrastructure to ensure that all assets are maintained fit for purpose. Accurate asset data and condition assessments will be drawn upon to inform the annual budgeting and works programs.

Asset management involves anticipating and managing risk and asset failures. Council is committed to increasing expenditure on asset renewal in order to sustainably manage its community infrastructure. Appropriate expenditure is allocated to ensure that compliance and safety regulations are addressed for all assets.

The separate asset renewal component of total capital works expenditure will be based on needs identified in asset renewal plans that will include amounts sufficient to fund renewal of our assets to agreed standards as established in the asset management plans.

Each asset renewal obligation will be determined by the asset renewal provision based on the replacement cost and remaining useful life of the asset to meet minimum community standards established through the asset management plans.

Council will maintain a capital sustainability index of greater than one-to-one until the assets have reached standards defined in the asset management plans. The sustainability index is defined as the ratio of renewal expenditure on infrastructure assets compared to the annual depreciation expense incurred by these assets.

Council will seek the most effective community outcome from the application of asset renewal funds, which may not necessarily result in the replication of existing facilities, but could involve the adaptive re-use of an asset. In such circumstances, asset renewal funds will complement new and upgrade funding as appropriate.

### **Creating Community Assets Principle**

***Council will ensure that the community has access to required community infrastructure, located to meet community needs and city wide priorities and designed with regard to current and future needs.***

Construction and acquisition of new community assets must respond to existing needs, new identified needs or adopted strategies. Such facilities must remain within the limitations of Council's financial and resource capacity and provide clear and tangible benefits. Opportunities for community partnerships to develop assets will be pursued.

In reviewing any proposal, Council will consider the financial mechanisms available to assign the capital costs to current and future generations. Asset substitution can be a source of finance where a newly-created asset consolidates services and the vacated asset becomes available for sale.

Analysis of the creation of new assets will also consider contributions to the public realm, environmental and social benefits. The financial analysis will have regard to consequent operational maintenance and renewal costs.

### **Property Holdings Principle**

***Council will manage, acquire and dispose of property in the best interest of the Boroondara community. Council recognises the importance of property holdings over the long term to community wellbeing.***

Assets will only be considered for disposal where there is no clear Council or community need for that asset in the foreseeable future. All property considered for disposal will undergo a thorough evaluation based on both financial and community benefit factors. Open space will not be sold unless replaced by areas of equal size and/or value. Any proceeds derived from property realisation will be directed towards funding land acquisition, new/upgrade capital works or debt reduction and will not be used to fund operating expenditure. Council will not necessarily hold property that has no current or future identified purpose, or if that purpose can be met more effectively in other ways.

Existing holdings or strategic acquisitions must meet existing needs, new identified needs or adopted strategies. To enhance community benefit opportunities for the alternative use of property (including asset realisation) will be investigated.

Regular reviews of asset holdings will be conducted to identify opportunities for asset realisation. Asset management plans, asset usage, land use planning documents and community benefit will be considerations in such reviews.

## **Council Reserves Principle**

***Council will maintain a series of cash backed reserves for use in predefined circumstances.***

Due to legislative limitations, local government is unable to undertake borrowings not pre-approved through the annual Budget process. For this reason Council will hold cash backed reserves for use in pre-defined circumstances.

Due to the nature of these funds, and potential for immediate use, the cash will not be considered as part of Council's internal budgeting and management reporting processes. They will be treated as a source of funds only available for the stated purpose. The only other potential use for these funds is the retirement of existing Council debt.

Until these funds are used for the stated purpose the cash contained within these reserves will be managed in line with Council's Investment Policy.

These reserves will be held as assets in Council's balance sheet and the cash within the fund will be available for the predefined purposes outlined in the below Strategic Acquisition Fund, Open Space Development Fund and the Defined Benefit Superannuation Fund.

### *Strategic Acquisition Fund*

*A fund for the purpose of acquiring new assets.*

As strategic parcels of land may become available at short notice, Council has created a Strategic Acquisition Fund. This fund allows for the acquisition of strategic assets within the municipality as they become available.

The Strategic Acquisition Fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space.

### *Open Space Development Fund*

*A fund for the purpose of acquiring land for use as public open space.*

As strategic parcels of land may become available at short notice, Council has created an Open Space Development Fund. This fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

### *Defined Benefit Superannuation Fund*

*A fund for the purpose of meeting potential defined benefit superannuation calls as they arise.*

All councils in Victoria have a legal obligation to provide additional funds to the Local Government Defined Benefit Superannuation Fund (LGDBF) should a shortfall in the superannuation funds vested benefit index occur.

To ensure that services to the community are not otherwise affected and in order for Council to meet its obligations, Council has established its own Defined Benefit Superannuation Reserve for use should a call be made by the LGDBF trustee.

## **Concept Master Plan Principle**

***Council will ensure that the short and long-term interests of the community are appropriately addressed. Concept Master Plans are an aid to future planning for the allocation of resources.***

Concept Master Plans do not represent a commitment to implement all components of the plan, which will be reviewed at regular intervals, and may be subject to change. The Concept Master Plan components will be considered annually as part of the budget process, in conjunction with all Council Plan and Budget priorities.

Concept Master Plans must inform asset management plans and future works planning.



### 9.4.3 Principles relating primarily to management of Council financial position:

#### **Financial Principle**

***Council will fund all operating and capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.***

Council will seek to maximise all external funding opportunities, including transfers from other levels of government and other financing opportunities where appropriate, and having regard to the financial impacts and outcomes for the community. Following the decision to proceed with a project, external funding commitments will be formalised through a Heads of Agreement.

While an external funding opportunity should be part of the overall project, its consideration should remain only one factor in the decision-making process. Accordingly, care should be taken to not inappropriately commit Council to the acceptance of funding opportunities before the project is determined as suitable and of immediate priority. This is necessary to avoid the unreasonable distortion of Council's priorities due to the availability of external funding.

Debt within prudent levels is considered to be a legitimate funding source, particularly for the creation of income-generating assets and new or extended assets servicing current and future generations.

Council will note and monitor the Victorian Auditor-General's Office (VAGO) Financial Sustainability Risk Assessment Criteria being:

- Net result
- Adjusted underlying result
- Liquidity
- Internal Financing
- Indebtedness
- Capital Replacement
- Renewal Gap

Council will endeavour to remain in the low risk category for these criteria in each year of the Long Term Financial Strategy. In the case where operational or investment imperatives require, in a particular year(s), that one or more of these criteria will be assessed as a medium risk, Council's Long Term Financial Strategy must demonstrate future capacity to recover to low risk status.

Council, unless faced by exceptional circumstances will not endorse decisions generating financial outcomes resulting in high risk outcomes according to these criteria.

#### **Cash Management Principle**

***Council will monitor its Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.***

The target for the ratio will remain at or above 1.20 to 1 plus:

- the provision of a cash contingency of 0.5% of general rate revenue for works in response to emergency situations e.g. storm event, and
- cash held in Council's endorsed reserves (see Council's Reserves Principle).

Where operational or investment imperatives require, in a particular year(s), that the ratio falls below 1.20 to 1, Council's Long Term Financial Strategy must demonstrate future capacity to recover to the target level but Council should not fall below a level of 1:1 in any year.

Council will maximise the return on cash funds invested and ensure investment placements remain within ethical and legislative constraints.

Outstanding debtors will be converted to cash by adopting commercial practices and benchmarks.



## 9.5 Non financial resources

### Human Resources

Boroondara has diverse and capable staff required to provide a range of quality services to the community. Recruitment, retention and development of quality staff are therefore essential for the organisation to be able to provide quality outcomes to our community in the future.

A summary of planned human resources expenditure is provided below and projects Council's total employee costs and full time equivalent (FTE) staffing requirements over the next four years.

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018-19		2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs	93,044	95,517	99,024	102,682	101,205
<b>Total staff expenditure</b>	<b>93,044</b>	<b>95,517</b>	<b>99,024</b>	<b>102,682</b>	<b>101,205</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	853.7	851.0	840.7	800.4	787.0
Casuals	35.3	14.0	14.0	14.0	14.0
<b>Total staff numbers</b>	<b>889.0</b>	<b>865.1</b>	<b>854.8</b>	<b>814.4</b>	<b>801.0</b>

A statement of Human Resources is included in **Section 4 - Financial Statements**.

### Risk management

Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community. Council has a Risk Management Framework that was adopted by Council in 2019. Council continues to ensure a safe work place for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.

### Maintaining Boroondara's assets

Boroondara continues to be committed to deal with the challenge of maintaining more than \$2.7 billion of assets and infrastructure. Council is making a significant investment in addressing the ongoing challenge associated with reducing the asset management backlog, while also providing excellent facilities for the well-being of the Boroondara community.

Asset Management Plans have been extensively reviewed and adopted by Council. These strategies provide Council with a firm indication of the levels of asset renewal and the individual assets that will need to be replaced over the next four years. The foreshadowed budget for the provision of renewal of Capital Works is \$196 million over the next four years of the SRP, with an additional \$130 million in new, upgrade and expansion of capital projects allocated over the same period. Renewal of assets is also assisted through the provision of ongoing maintenance to buildings, roads and footpaths.

The Statement of Capital Works is included in **Section 4 – Financial Statements**.

### Information technology

Boroondara has a significant dependency on information technology to provide the services our customers utilise and depend upon. To maintain the availability of these services, there will be a continued focus on increasing the resilience and reliability of the technology that underpins these services, particularly as our customers interact more and more via on-line capabilities. This will be achieved through a variety of initiatives that include the renewal of end-of-life IT assets and upgrades to a number of council's key business systems. We will also be planning for our future needs by establishing a technology blueprint that will enable smarter decision making for future information technology investments. The management of information security risks will be central to everything we do with sound data governance practices as a key pillar of work to help enable this along with investment in security technologies and services.

## 10. Rating Information

This section of the Budget contains information on Council's foreshadowed rating levels including strategy development, assumptions underlying the current year rate increase and rating structure.

### 10.1 Rating context

The Strategic Resource Plan (refer to **Section 4 – Financial Statements**) has been developed. As part of the process, rates and charges were identified as an important source of revenue. Rate revenue continues to be the major income stream for most local governments. In reviewing comparative data, Boroondara receives less government grant assistance and is more dependent on rate revenue than many other local governments. Rates and charges comprise 77% of total income in 2019-20.

While government grants total \$11.87 million in 2019-20, all but \$2.38 million are tied grants which require Boroondara to perform a service on behalf of the State or Federal government. In most cases the tied grants do not adequately fund the service provided and additional rate revenue is required to subsidise these services. This is known as cost shifting to local government and is widely recognised across the sector as a major issue.

Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by State and Federal Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to \$20.83 per resident in Boroondara (*Source 2017-18 Victoria Grants Commission Annual Report*).

### 10.2 Current year rates and charges

The 2019-20 operating position is predicted to be impacted by a number of external and internal influences, including wage rises, general inflation increases, and new service initiatives. The general rate will increase by 2.5% and the waste collection costs will increase on average by 16% in 2019-20. This will raise total rates and charges for 2019-20 of \$188.81 million, including \$900,000 generated from supplementary rates. This amount also includes special rates and charges of \$1.56 million.

Waste service charges are set at a level that recovers the costs associated with the provision of waste services. Council also levies rates through special rate schemes and as a result of supplementary valuations.

The below table highlights the indicative rate increase over the forward four year period. These forward indexes are indicative only and are reviewed on an annual basis and are subject to change. The remaining years of the SRP includes base rate increases aligned to the proposed rate cap which is determined by the Victorian Government. The future years are estimates using Department of Treasury and Finance forecasts of the consumer price index.

Year	Rate increase %
2020	2.50%
2021	2.50%
2022	2.50%
2023	2.50%
2024	2.50%

### 10.3 Rate in the dollar

The City of Boroondara's 2019-20 Budget provides for an increase in the rate in the dollar paid by ratepayers, an increase from 0.12191415 cents in the dollar to 0.14041611 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$1,340,000 would now expect to pay a general rate of \$1,881.58, an increase in 2019-20 of \$45.90 per year or \$0.88 per week.

### 10.4 Rating structure

In accordance with the *Local Government Act 1989*, the method by which local governments are able to raise rate revenue is through use of valuations on properties within their municipalities.

Council rates are levied on the Capital Improved Value (CIV) of properties as determined by and certified by the Valuer General of Victoria. The Valuer General of Victoria has taken over the rateable property general valuation process from 1 July 2018 changing it to once a year rather than every two years.

The existing rating structure consists of one uniform rate for both residential and business property and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 160 'Uniform Rate' of the Act. Under the *Cultural and Recreational Lands Act 1963*, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Act.

There are 42 properties which are eligible for rate concessions under the *Cultural and Recreational Lands Act 1963*. For the 2019-20 year Council will not require the payment of rate equivalent amounts by occupier of eligible properties. A review of the application of the Cultural and Recreational Lands Act 1963 will be conducted in the 2019-20 year. The outcomes of this review will guide the determination of rate equivalent amounts to be levied under the Cultural and Recreational Lands Act 1963 for the 2020-21 and subsequent financial years.

Type or class of land	Forecast 2018-19 cents/\$CIV	Budget 2019-20 cents/\$CIV	Change
General rate for rateable residential properties	0.12191415	0.14041611	15.2%
General rate for rateable non residential properties	0.12191415	0.14041611	15.2%
Rate concession - cultural and recreational properties	0.06095708	0.00000000	-100.0%

### 10.5 General revaluation of properties

Boroondara City Council has moved from biennial to annual valuations in line with the state government changes introduced from 1 July 2018. The valuation function is now centralised with the Valuer-General.

A revaluation of all properties within the municipality was undertaken during the 2018-19 year. The revaluation date was 1 January 2019 and the value assessed will be applied to all ratable properties for the financial year 2019-20.

The outcome of the 2019 general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have decreased by 11.01%. Of this decrease, residential properties have decreased by 11.66% and non- residential properties by 1.63%.

The following table summarises the valuation changes between the 2018 and 2019 general revaluations for all property types by suburb, together with the rating changes between the 2018-19 and 2019-20 years based on a 2.50% average rate increase and the valuation movements listed.

### All property types

Property Type	No. Properties	2018 CIV	2019 CIV	CIV % change
Residential Vacant Land	866	\$1,826,855,000	\$1,540,385,000	-15.68%
Houses	41,362	\$94,022,235,000	\$81,789,050,000	-13.01%
Flats	1,758	\$1,013,845,000	\$918,370,000	-9.42%
Units	27,898	\$20,300,369,000	\$19,249,384,000	-5.18%
Specialty (Retirement)	43	\$155,635,000	\$144,460,000	-7.18%
Non-residential - rateable	5,759	\$8,163,024,378	\$8,029,626,000	-1.63%
Cultural & Recreational	42	\$311,165,000	\$276,250,000	-11.22%
<b>Total</b>	<b>77,728</b>	<b>125,793,128,378</b>	<b>\$111,947,525,000</b>	<b>-11.01%</b>

Property Type	No. Properties	2018 CIV	2019 CIV	CIV % change
Residential - rateable	71,927	\$117,318,939,000	\$103,641,649,000	-11.66%
Non-residential - rateable	5,759	\$8,163,024,378	\$8,029,626,000	-1.63%
Cultural & Recreational	42	\$311,165,000	\$276,250,000	-11.22%
<b>Total properties</b>	<b>77,728</b>	<b>125,793,128,378</b>	<b>111,947,525,000</b>	<b>-11.01%</b>

\* Properties declared Cultural and Recreational Lands will not be required to pay any rate equivalent amounts for the 2019-20 financial year. A review of the application of the Cultural and Recreational Lands Act 1963 will be conducted in the 2019-20 financial year and this will guide the determination of rate equivalent payments for the 2020-21 and subsequent financial years.

### Analysis by suburbs - all property types

Suburb	No. Properties	2018 CIV	2019 CIV	CIV % change
Ashburton	3,269	\$4,912,477,000	\$4,249,417,000	-13.50%
Balwyn	6,386	\$10,806,350,000	\$9,383,032,000	-13.17%
Balwyn North	8,167	\$14,478,160,000	\$12,400,141,000	-14.35%
Camberwell	10,184	\$17,825,263,982	\$15,827,489,000	-11.21%
Canterbury	3,395	\$7,643,168,000	\$6,918,236,000	-9.48%
Deepdene	971	\$2,036,675,000	\$1,798,835,000	-11.68%
Glen Iris	6,415	\$10,789,176,211	\$9,504,719,000	-11.91%
Hawthorn	13,232	\$16,857,304,234	\$15,704,192,000	-6.84%
Hawthorn East	7,730	\$10,953,802,951	\$9,958,785,000	-9.08%
Kew	11,355	\$19,153,177,000	\$17,073,497,000	-10.86%
Kew East	2,883	\$4,363,863,000	\$3,817,549,000	-12.52%
Mont Albert	60	\$138,705,000	\$110,220,000	-20.54%
Surrey Hills	3,681	\$5,835,006,000	\$5,201,413,000	-10.86%
<b>Total</b>	<b>77,728</b>	<b>\$125,793,128,378</b>	<b>\$111,947,525,000</b>	<b>-11.01%</b>

## 10.6 Waste Management Strategy

In 2017, Council adopted a revised Waste Minimisation and Recycling Strategy. The key objectives of this strategy are to reduce the amount of waste deposited at landfills maximising recycling and achieve sustainable environmental outcomes by providing best practice services to the Boroondara community. An implementation plan has been developed setting out actions, priorities and resources required.

The following waste bin charges will apply in 2019-20:

Waste bin size	2018-19 charge	2019-20 charge
Waste environment levy residential and other	\$101.00	\$118
Waste environment levy commercial	\$101.00	\$118
80 litre & minimum waste charge residential and other	\$220.00	\$255
80 litre commercial	\$220.00	\$255
120 litre residential and other	\$401.00	\$465
120 litre commercial	\$401.00	\$465
240 litre (only for residential properties with four people)	\$977.00	\$1,133
240 litre commercial (only for commercial properties)	\$977.00	\$1,133
240 litre concession (concessional fee for residential properties with 5 or more people in the household OR a specific medical condition)	\$798.00	\$930

The net costs of waste management and associated services are recovered by Council through the waste management charges.

Costs considered in waste charges are waste to landfill (inclusive of taxes and levies), green waste service, the recycling service, hard-waste collection, operation of the Riversdale Road Transfer Station, delivery of street sweeping services, public place waste and recycling services, and provision of waste collection in public parks, gardens, sportsgrounds and community buildings, bin renewal requirements, disposal of electronic waste and waste management resources and overheads. The waste fees for 2019-20 also include expenditure for the Food Organics Green Organics collection service as this directly relates to a waste management service. Waste bin fees and transfer station tipping fees have been set to recover the full costs of all of these services.

The introduction of a FOGO (Food Organics Green Organics) collection service will achieve the primary objective outlined in the Waste Minimisation and Recycling Strategy - to divert food organics from the landfill stream, and increase recovery and recycling of materials collected in the City of Boroondara. The FOGO service will maximise the diversion of FOGO from landfill. This is an important initiative for all residents and a benefit to the environment.

The 2019-20 Budget proposes an average increase of 16% in waste charges (inclusive of the Victorian government landfill levy) which is linked directly to the cost of providing the waste services, priced on a full cost recovery basis.

As a national issue, the Australian and Victorian governments need to take action to ensure a sustainable recycling industry into the future and to minimise the cost for the community. The Victorian government collects funds each year from its landfill levy - ratepayers are currently paying \$64.30 to the Victorian government for every tonne of waste that Council collects and takes to landfill. Over many years these funds have been banked by the Victorian government or in some cases used for purposes other than waste reduction and sustainability initiatives. According to the Auditor-General, the Victorian government held \$466 million in its Sustainability Fund in 2017. Council is calling on the Victorian government to use these funds now to invest in a sustainable, better-equipped recycling sector.

## 10.7 Rate payment options

In 2019-20, Boroondara will offer a wide range of options for the payment of rates and waste charges.

Council has granted a 2.00% discount for early payment in full by 31 August 2019 of the rates bill.

Payment options include:

- One lump sum payment, with a 2.00% discount on the total rates bill, if payment is made in full, at the reduced amount, by 31 August 2019.
- One lump sum payment, in full, by 15 February 2020 (note, direct debit is available for this option).
- Four instalments, with payments required on 30 September, 30 November, 28 February, and 31 May. Direct debit option is also extended to the four instalments.
- A direct debit (interest free) payment plan. This plan provides for payment to be made by 10 monthly direct debits from your nominated bank. Full details of all payment options will be provided to ratepayers when rate notices are issued.

## 10.8 Late payment of rates

Where rates are not paid in full by the due instalment or lump sum payment date Council is authorised to charge penalty interest on outstanding amounts at the penalty interest rate of 10% which is set by the state government and reviewed annually.

## 10.9 Rates deferment and financial hardship

Where a ratepayer incurs late payment penalty interest and is eligible for the State Government Pensioner Rate Rebate, the penalty interest rate to apply shall be equal to Council's 2019-20 weighted average investment earning rate. Council's current weighted average investments earning rate as at 31 March 2019 is 2.58% per annum.

## 11. Borrowing Strategy

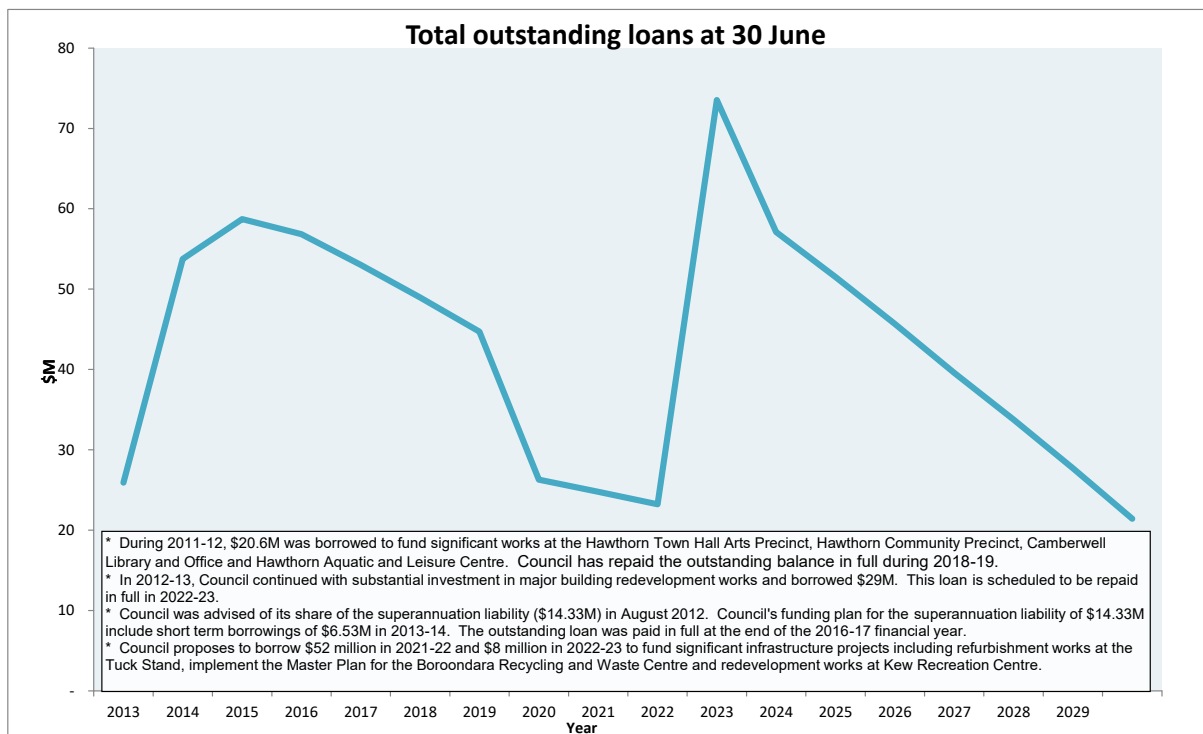
In developing the Strategic Resource Plan, (**Section 9**) borrowings have been identified as a funding source for the creation of income generating assets and assets servicing current and future generations. The following provides information on Council's existing and future planned loan portfolio.

### 11.1 Introduction

During the 2011-12 financial year borrowings of \$20.6 million were undertaken to fund significant building works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office. During the 2014-15 financial year Council resolved to refinance this loan through a fixed interest four year loan at a low interest rate. Council has repaid the outstanding balance in full during 2018-19.

A further \$29 million was taken out in 2012-13 to fund major building works. This was at a fixed interest rate for 10 years, and the long term financial strategy provides for payment of the remaining balance in full at that time.

In 2014-2015, Council reviewed its existing loan portfolio and took the opportunity to refinance long term debt to a four year loan. This provided decreased interest rates and interest savings to the community as well as providing increased financial capacity to enable future infrastructure programs.



### 11.2 Future Borrowing Strategy

The borrowing strategy is to retire existing debt over time to free up capacity to undertake new borrowings for significant infrastructure projects for the community. Council's borrowing strategy allows for the investment in new infrastructure as well as the timely retirement of debt.

Council proposes to borrow \$52 million in 2021-22 and \$8 million in 2022-23 to fund significant infrastructure projects including refurbishment works at the Tuck Stand, implement the Master Plan for Boroondara Waste and Recycling Centre and redevelopment works at Kew Recreation Centre.

An assessment of alternative borrowing strategies will be conducted for each tranche of planned borrowings as they become due. Council's Long Term Financial Strategy details the debt repayment cash flows refer to **Section 9 - Strategic Resource Plan**.



### 11.3 Existing borrowings

During the 2018-19 year \$18.43 million in principal repayments on existing borrowings have been made. The outstanding amount borrowed will be \$26.28 million as at 30 June 2019. The projected cost of servicing these borrowings will be \$1.65 million during 2018-19.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2019. The table also shows the results of prudential ratios that have previously been issued by the Victorian State Government.

Council is projected to be at low risk as defined by VAGO's financial sustainability risk indicator of Indebtedness through the entire period of the Long Term Financial Strategy as shown below.

Financial year ending	\$'000's				Adjusted Liquidity (Current assets/ Current liabilities)	VAGO FINANCIAL SUSTAINABILITY RISK INDICATORS		
	New borrowings	Principal paid	Interest expense	Balance 30 June		LIQUIDITY	INTERNAL FINANCING	INDEBTEDNESS
2019	-	18,433	1,652	26,279	2.58	2.97	117.3%	13.2%
<b>2020</b>	-	<b>1,495</b>	<b>1,424</b>	<b>24,784</b>	<b>2.11</b>	2.53	83.0%	12.0%
2021	-	1,572	1,342	23,215	1.21	1.64	62.8%	11.8%
2022	52,000	1,674	2,291	73,541	1.01	1.33	65.7%	22.4%
2023	8,000	24,437	3,273	57,104	1.03	1.47	107.8%	22.7%
2024	-	5,602	2,159	51,502	1.09	1.55	128.4%	19.8%
2025	-	5,839	1,916	45,662	1.02	1.49	108.9%	16.9%
2026	-	6,087	1,662	39,575	1.06	1.56	119.2%	14.3%
2027	-	5,812	1,422	33,764	1.14	1.65	122.0%	11.8%
2028	-	6,049	1,180	27,715	1.17	1.70	117.9%	9.0%
2029	-	6,295	929	21,419	1.21	1.75	117.7%	7.2%
<b>Total</b>	<b>60,000</b>	<b>83,295</b>	<b>19,250</b>					

Council monitors its Adjusted Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

Council targets an adjusted working capital ratio of 1.2 to 1. The adjusted working capital ratio excludes Council adopted reserves which are funds held for a specific purpose and as such are not available for normal business operations (see **Section 9 Strategic Resource Plan** for further details). Where operational or investment imperatives require, in a particular year(s), that the ratio falls below the target, Council's Long Term Financial Strategy must demonstrate future capacity to recover to the target level. The above table projects, that Council will achieve this outcome by 2029.

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

Indicator	Forecast	
	Actual	Budget
	2018-19 \$'000	2019-20 \$'000
Total amount borrowed as at 30 June of the prior year	44,712	26,279
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(18,433)	(1,495)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>26,279</b>	<b>24,784</b>



## Appendices

- Appendix A - Fees and charges
- Appendix B - Budget processes
- Appendix C - Priority Projects Program
- Appendix D - Capital Works Program
- Appendix E - Glossary of terms



## Overview to appendices

The following appendices include voluntary and statutory information which provide support for the analysis contained in Sections 1 to 11 of this report.

This information has not been included in the main body of the Budget report in the interests of clarity and conciseness. Council has decided that whilst the Budget report needs to focus on the important elements of the Budget and provide appropriate analysis, the detail upon which the Budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Fees and charges
B	Budget processes
C	Priority Projects Program
D	Capital Works Program
E	Glossary of terms





BOROONDARA  
*City of Harmony*

City of Boroondara  
Budget 2019-20

## **Appendix A Fees and Charges**



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## Appendix A - Fees and Charges

### Introduction

The City of Boroondara provides a range of services to the community. Some of these services have an associated fee or charge levied.

Services funded by fees and charges provide enhanced community wellbeing. Council's Financial Strategy Principle on the Pricing of Services requires that *fees and charges for services be set having regard to specific policies in applicable areas of Council, whilst incorporating cost recovery principles and marketplace competition.*

Council's Pricing Policy ensures that fees are set in line with community support objectives in mind. When setting fees and charges factors considered include the users capacity to pay, equity in the subsidisation of services, community service obligations, statutory or service agreement limitations and results of benchmarking of similar services.

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2019-20 this means that many fees and charges are increased by an average of 2.80%. This attempts to maintain the relationship of funding between user fees and general rate subsidy for each service.

Fees that do not contain a labour component to deliver the service are proposed to generally increase on average by inflation (forecast to be 2.50% in 2019-20, *Access Economics Business Outlook September 2018* release).

Council user fees and charges are subject to change and will be amended in line with any increases determined by Council throughout the 2019-20 year.

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 2019-20 year.

### Waste Services - Charges

The fees for the provision of commercial and residential waste services are set at full cost recovery. The costs considered in waste charges are waste to landfill (inclusive of taxes and levies), green waste service, the recycling service, hard-waste collection, operation of the Riversdale Transfer Station, delivery of street sweeping services, public place waste and recycling services, and provision of waste collection in public parks, gardens, sportsgrounds and community buildings, bin renewal requirements, disposal of electronic waste and waste management resources and overheads.

The 2019-20 Budget includes an average increase of 16% in waste charges (inclusive of the Victorian government landfill levy) which is linked directly to the cost of providing the waste services, priced on a full cost recovery basis. The waste fees for 2019-20 also include expenditure for the Food Organics Green Organics collection service as this directly relates to a waste management service.

The introduction of a Food Organics Green Organics (FOGO) collection service will achieve the primary objective outlined in the Waste Minimisation and Recycling Strategy - to divert food organics from the landfill stream, and increase recovery and recycling of materials collected in the City of Boroondara. This is an important initiative for all residents and a benefit to the environment.

### **Changes to GST Status**

For GST purposes Council's fees and charges are currently subject to the following Australian Taxation Office (ATO) regulations as defined by:

*A New Tax System (Goods and Services Tax) (Exempt Taxes, Fees and Charges) Determination 2011 (No. 1).*

The GST legislation deems that Council's fees and charges are to include GST (taxable supply) unless they are identified for specific exemption from GST.

This determination under Section 81-5 of the *GST Act* identifies those Council fees and charges that are exempted from GST. The application of GST to the schedule of fees and charges is therefore based on current ATO legislation.

Council may be required to further amend the GST status of specific fees and charges when the ATO approves and issues further legislation or regulations. The impact of further ATO amendments may therefore require Council to alter prices in this schedule to reflect changes in the GST status of particular goods or services.

The full list of fees and charges is provided in the following pages. Some fees and charges may have different percentage increases due to rounding to improve ease of use or cash handling.

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Community Development

### Family, Youth and Recreation Services

#### Youth Services

Drug and alcohol free music and cultural events	N	Per ticket	Up to a maximum of \$25			Y
360 Program Room – Not for Profit Youth Providers	N	Per hour	No charge			Y
360 Program Room – Commercial Hire (Youth Related Programs Only)	N	Per hour	\$64.00	\$66.00	3.13%	Y
School program facilitation	N	Per hour	Up to a maximum of \$69.00			Y
Boroondara 360 Youth Resource Centre band room hire (community only)	N	2 x 2 hour sessions per week, for a maximum of 6 months	\$20.00	\$20.50	2.50%	Y

#### Other Fees and Charges

Sleep day stay program fee	N	Rate per day	\$96.00	\$98.40	2.50%	Y
Sleep day stay program fee (health care card holder)	N	Rate per day	No charge			Y
Preschool central enrolment application fee – Three year old child	N	Per application for three year old	\$26.00	\$26.75	2.88%	Y
Preschool central enrolment application fee – Four year old child	N	Per application for four year old	\$26.00	\$26.75	2.88%	Y
Preschool central enrolment application fee – Three year old child (health care card holder)	N	Per application for three year old	\$13.00	\$13.20	1.54%	Y
Preschool central enrolment application fee – Four year old child (health care card holder)	N	Per application for four year old	\$13.00	\$13.20	1.54%	Y
Excess cleaning for Anderson Park/MCH Centres/Lexia Street meeting rooms	N	Per booking	Cost as assessed by Council officers to a maximum of \$500			Y
Information forums for service professionals and parents of children and young people	N	Per ticket maximum	\$10.20	\$10.50	2.94%	Y
Information forums for parents with Health Care cards	N	Per ticket maximum	No charge			Y
Boroondara Early Years and Youth Providers Conference Attendance	N	Per attendee	\$65.00	\$66.50	2.31%	Y
Boroondara Early Years and Youth Providers Conference – Stall trade table display – Not for Profit, community based organisation	N	Per display	No charge			Y
Boroondara Early Years and Youth Providers Conference – Stall trade table display – Commercial operators	N	Per display	\$65.00	\$66.50	2.31%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Meeting or Facility Room hire (From 1 July to 31 December 2019)

Anderson Park Community Centre Meeting Room 1 – Commercial Groups	N	Per hour	\$12.80	\$12.80	0.00%	Y
Anderson Park Community Centre Meeting Room 1 – Community Groups	N	Per hour	\$3.60	\$3.60	0.00%	Y
Anderson Park Community Centre Meeting Room 2 – Commercial Groups	N	Per hour	\$25.50	\$25.50	0.00%	Y
Anderson Park Community Centre Meeting Room 2 – Community Groups	N	Per hour	\$7.15	\$7.15	0.00%	Y
Lexia Street Community Meeting Facility – Commercial Groups	N	Per hour	\$12.80	\$12.80	0.00%	Y
Lexia Street Community Meeting Facility – Community Groups	N	Per hour	\$3.60	\$3.60	0.00%	Y
Auburn Centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$25.50	\$25.50	0.00%	Y
Auburn Centre facilities – hire of facility – Community Organisation – not for profit	N	Per term	\$54.00	\$54.00	0.00%	Y
Auburn Centre facilities – Playgroup Contribution	N	Per family per term	\$39.50	\$39.50	0.00%	Y
Maternal and child health centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$25.50	\$25.50	0.00%	Y
Maternal and child health centre facilities – Community Organisation – not for profit	N	Per term	\$54.00	\$54.00	0.00%	Y
Maternal and child health centre facilities – Playgroup Contribution	N	Per family per term	\$39.50	\$39.50	0.00%	Y

## Meeting or Facility Room hire (From 1 January to 30 June 2020)

Anderson Park Community Centre Meeting Room 1 – Commercial Groups	N	Per hour	\$12.80	\$13.15	2.73%	Y
Anderson Park Community Centre Meeting Room 1 – Community Groups	N	Per hour	\$3.60	\$3.70	2.78%	Y
Anderson Park Community Centre Meeting Room 2 – Commercial Groups	N	Per hour	\$25.50	\$26.15	2.55%	Y
Anderson Park Community Centre Meeting Room 2 – Community Groups	N	Per hour	\$7.15	\$7.35	2.80%	Y
Lexia Street Community Meeting Facility – Commercial Groups	N	Per hour	\$12.80	\$13.15	2.73%	Y
Lexia Street Community Meeting Facility – Community Groups	N	Per hour	\$3.60	\$3.70	2.78%	Y
Auburn Centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$25.50	\$26.15	2.55%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Meeting or Facility Room hire (From 1 January to 30 June 2020) [continued]

Auburn Centre facilities – hire of facility – Community Organisation – not for profit	N	Per term	\$54.00	\$55.55	2.87%	Y
Auburn Centre facilities – Playgroup Contribution	N	Per family per term	\$39.50	\$40.65	2.91%	Y
Maternal and child health centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$25.50	\$26.15	2.55%	Y
Maternal and child health centre facilities – Community Organisation – not for profit	N	Per term	\$54.00	\$55.55	2.87%	Y
Maternal and child health centre facilities – Playgroup Contribution	N	Per family per term	\$39.50	\$40.65	2.91%	Y

## Kew traffic school

Community group bookings	N	Per group booking	\$130.00	\$133.25	2.50%	Y
Wednesday Ride and Play	N	Per child	\$13.50	\$13.85	2.59%	Y
School holiday program – at time of booking	N	Per child	\$13.50	\$13.85	2.59%	Y
Private bookings – at time of booking – two hours (Monday to Friday and weekends)	N	Two hours	\$229.00	\$235.00	2.62%	Y
Private bookings – at time of booking – three hours (Monday to Friday, daylight savings period only)	N	Three hours	\$262.00	\$269.00	2.67%	Y
Safety education (three sessions on same day) at time of booking	N	Per booking	\$306.00	\$315.00	2.94%	Y
Safety education (two sessions on same day) at time of booking	N	Per booking	\$204.00	\$210.00	2.94%	Y
Safety education (one session) at time of booking	N	Per booking	\$130.00	\$133.65	2.81%	Y

## Health and Active Ageing Services

### Food Act registration and renewal

Class 4: Food premises	N	No charge		No charge		N
Not for profit school canteen, sporting club – Charitable Organisation / Community Group	N	No charge		No charge		N
Temporary food premises registration	N	Per premises		25% of applicable initial registration or renewal of registration fee		N
Temporary food premises – Charitable Organisation / Community group registration	N	No charge		No charge		N
No charge to community groups						
Food Act registration non compliance follow up visit (this will be charged to businesses as appropriate)	N	Per premises	\$240.00	\$247.00	2.92%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Initial Registration

Class 1	N	Per premises	\$580.00	\$597.00	2.93%	N
Class 2: Large Supermarket 3 plus departments	N	Per premises	\$2,120.00	\$2,175.00	2.59%	N
Class 2: Large Supermarket 3 plus departments – Non-standard Food Safety Program	N	Per premises	\$2,450.00	\$2,510.00	2.45%	N
Class 2: Non-standard Food Safety Program	N	Per premises	\$987.00	\$1,014.00	2.74%	N
Class 2: Initial Registration Fee	N	Per premises	\$948.00	\$973.00	2.64%	N
Class 3: Initial Registration Fee	N	Per premises	\$525.00	\$543.00	3.43%	N

## Renewal Registration

Class 1	N	Per premises	\$425.00	\$437.00	2.82%	N
Class 2: Large Supermarket 3 plus departments	N	Per premises	\$1,960.00	\$2,015.00	2.81%	N
Class 2: Large Supermarket 3 plus departments – Non-standard Food Safety Program	N	Per premises	\$2,285.00	\$2,350.00	2.84%	N
Class 2: Renewal of Registration – Non-standard Food Safety Program	N	Per premises	\$830.00	\$854.00	2.89%	N
Class 2: Renewal of Registration	N	Per premises	\$790.00	\$813.00	2.91%	N
Class 3: Renewal of Registration	N	Per premises	\$450.00	\$463.00	2.89%	N

## Public Health and Wellbeing Act registration and renewal

### Initial Registration

New Hairdresser and/or Temporary make up premises only – Initial ongoing registration fee	N	Per premises	\$315.00	\$322.00	2.22%	N
Single operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$225.00	\$232.50	3.33%	N
Multiple operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$260.00	\$269.50	3.65%	N
Prescribed accommodation (5 – 10 accommodation beds)	N	Per premises	\$475.00	\$492.00	3.58%	N
Prescribed accommodation (11 – 20 accommodation beds)	N	Per premises	\$655.00	\$672.00	2.60%	N
Prescribed accommodation (21 – 35 accommodation beds)	N	Per premises	\$715.00	\$738.00	3.22%	N
Prescribed accommodation (36 – 55 accommodation beds)	N	Per premises	\$905.00	\$934.00	3.20%	N
Prescribed accommodation (56+ accommodation beds)	N	Per premises	\$1,050.00	\$1,078.00	2.67%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Renewal Registration

Hairdresser and/or Temporary make up premises only – Ongoing renewal registration fee	N	Per premises	\$235.00	\$242.00	2.98%	N
Single operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$148.00	\$152.50	3.04%	N
Multiple operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$184.00	\$189.50	2.99%	N
Prescribed accommodation (5 – 10 accommodation beds)	N	Per premises	\$400.00	\$412.00	3.00%	N
Prescribed accommodation (11 – 20 accommodation beds)	N	Per premises	\$575.00	\$592.00	2.96%	N
Prescribed accommodation (21 – 35 accommodation beds)	N	Per premises	\$640.00	\$658.00	2.81%	N
Prescribed accommodation (36 – 55 accommodation beds)	N	Per premises	\$830.00	\$854.00	2.89%	N
Prescribed accommodation (56+ accommodation beds)	N	Per premises	\$970.00	\$998.00	2.89%	N

## Other Fees and Charges

Solicitors request – ten working day turnaround	N	Per enquiry	\$240.00	\$247.00	2.92%	N
Solicitors request – five working day turnaround (+50% of Solicitors request (ten working day turnaround))	N	Per enquiry	\$370.00	\$381.00	2.97%	N
Transfer of Public Health and Wellbeing Act or Food Act registration (50% of Initial Registration Fee)	N	Per enquiry	50% of current year initial registration fee			N
Late payment fee for Public Health and Wellbeing Act or Food Act registration renewals (25% of current renewal of registration fee)	N	Per enquiry	25% of current year renewal of registration fee			N
Processing fee for pro rata refund of Public Health and Wellbeing Act or Food Act registration	N	Per enquiry	\$36.00	\$37.05	2.92%	N
Septic tank / onsite waste water treatment system permit fee	N	Per application	\$404.00	\$416.00	2.97%	N
Miscellaneous product sales	N	Per item sold	Total cost + 10% - 15%			Y
Sale and administration of vaccines not covered within National Immunisation Program schedule	N	Per item sold	Cost of vaccine + 25% of hourly rate + on costs Public Health (immunisation) Nurse			Y
Sharps container sales (free to people with relevant health condition)	N	Per container	No charge			Y
Sharps container – small (registered business)	N	Per container	\$9.80	\$10.05	2.55%	Y
Sharps container – large (registered business)	N	Per container	\$19.00	\$19.50	2.63%	Y
Public Health Training sessions and other services	N	Per session	Cost + 10%			Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Active Ageing Services

### Financially Disadvantaged

Domestic Assistance, Personal Care, Respite Care and Home Delivered Meals	N	No charge		No charge		N
Domestic Assistance, Personal Care, Respite Care and Home Delivered Meals discretionary fee (low and medium income only) – 25% of applicable rate	N	Per hour		25% of applicable rate		N
Domestic Assistance, Personal Care, Respite Care and Home Delivered Meals discretionary fee (low and medium income only) – 50% of applicable rate	N	Per hour		50% of applicable rate		N

### Domestic Assistance – Low Income

Single – historical fee (a)	N	Per hour	\$6.20	\$6.40	3.23%	N
Single – historical fee (b)	N	Per hour	\$5.10	\$5.25	2.94%	N
Single	N	Per hour	\$7.10	\$7.30	2.82%	N
Couple – historical fee	N	Per hour	\$7.60	\$7.85	3.29%	N
Aged couple and young persons program	N	Per hour	\$9.80	\$10.10	3.06%	N

### Domestic Assistance – Medium Income

Single – historical fee (a)	N	Per hour	\$9.30	\$9.60	3.23%	N
Single	N	Per hour	\$17.20	\$17.70	2.91%	N
Couple – historical fee (a)	N	Per hour	\$10.90	\$11.25	3.21%	N
Couple – historical fee (b)	N	Per hour	\$14.50	\$14.95	3.10%	N
Aged couple and young persons program	N	Per hour	\$17.90	\$18.40	2.79%	N

### Domestic Assistance – High Income

Single	N	Per hour	\$44.50	\$45.75	2.81%	N
Aged couple and young persons program	N	Per hour	\$45.80	\$47.10	2.84%	N

### Property maintenance/Home maintenance/Home modifications

Low income	N	Per hour + materials	\$14.70	\$15.15	3.06%	N
Medium income	N	Per hour + materials	\$21.80	\$22.45	2.98%	N
High income	N	Per hour + materials	\$55.70	\$57.30	2.87%	N



# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Personal care

Low income (aged and younger persons programs)	N	Per hour	\$5.25	\$5.40	2.86%	N
Medium income (aged and younger persons programs)	N	Per hour	\$10.30	\$10.60	2.91%	N
High income (aged and younger persons programs)	N	Per hour	\$44.70	\$45.95	2.80%	N

## Respite care

Low income (aged and younger persons programs)	N	Per hour	\$3.70	\$3.80	2.70%	N
Medium income (aged and younger persons programs)	N	Per hour	\$6.00	\$8.00	33.33%	N
High income (aged and younger persons programs)	N	Per hour	\$44.70	\$45.95	2.80%	N
Medium income (Younger persons respite families) – Home care – historical/discretionary fee	N	Per couple per hour	\$14.70	\$15.15	3.06%	N

## Social Support

Adult day care / social support activity	N	Per session + meal if applicable	\$7.90	\$8.15	3.16%	N
Adult day care / social support activity	N	Two – three hours	\$3.80	\$4.00	5.26%	N
Adult day care/social support activity – Commercial cost	N	Per hour	\$28.10	\$28.80	2.49%	N
Adult day care/social support activity – Commercial cost	N	Per session (Half day)	\$84.30	\$86.40	2.49%	N
Adult day care/social support activity – Commercial cost – discretionary fee (manager approval required)	N	Per session (Half day)	\$56.20	\$57.60	2.49%	N
Excursions – older person	N	Per person	\$4.60	\$6.60	43.48%	N

## Transport

Community bus hire – community groups	N	Per day	\$103.00	\$105.90	2.82%	Y
Community bus hire – community groups	N	Per half day	\$62.00	\$63.75	2.82%	Y
Community bus fixed runs	N	One way trip and return trip	\$3.10	\$3.50	12.90%	N
Travel charge	N	Per kilometre	\$1.70	\$1.75	2.94%	N

## Commercial Rates

Commercial – home care – Monday – Friday 7am – 7pm	N	Per hour	\$72.60	\$74.65	2.82%	Y
Commercial – personal care – Monday – Friday 7am – 7pm	N	Per hour	\$74.70	\$76.80	2.81%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Commercial Rates [continued]

Commercial – personal care – Monday – Friday 7pm – midnight	N	Per hour	\$92.10	\$94.70	2.82%	Y
Commercial – respite care – Monday – Friday 7am – 7pm	N	Per hour	\$74.70	\$76.80	2.81%	Y
Commercial – respite care – Monday – Friday 7pm – midnight	N	Per hour	\$92.10	\$94.70	2.82%	Y
Commercial – respite care – Weekend 7am – 12 midday Saturday	N	Per hour	\$107.40	\$110.45	2.84%	Y
Commercial – respite care – Weekend 12 midday Saturday onwards	N	Per hour	\$127.90	\$131.50	2.81%	Y
Commercial – Assessment	N	Per assessment	\$432.70	\$445.00	2.84%	Y
Public holiday (all services) Commercial	N	Per hour	\$127.90	\$131.50	2.81%	Y
Linkages – core hours	N	Per hour	\$6.40	\$6.60	3.13%	N

## Meals on Wheels

Soup – low income, medium income and linkages clients	N	Each	\$1.80	\$1.85	2.78%	N
Main meal/vegetables/dessert/juice – low income, medium income and linkages clients	N	Each	\$9.50	\$9.80	3.16%	N
Sandwich – low income, medium income and linkages clients	N	Each	\$5.60	\$5.80	3.57%	N
Soup – Commercial and high income	N	Each	\$4.50	\$4.65	3.33%	N
Main meal/vegetables/dessert/juice – Commercial and high income	N	Each	\$33.30	\$34.25	2.85%	N
Sandwich – Commercial and high income	N	Each	\$8.70	\$8.95	2.87%	N

## Canterbury Memorial Home

Main hall hire – Community Groups	N	Per hour	\$4.10	\$4.20	2.44%	Y
Canterbury Memorial Home Units – standard rate	N	Per month	\$565.00	\$580.00	2.65%	N
Canterbury Memorial Home Units – historical fee level one	N	Per month	\$485.00	\$498.00	2.68%	N
Canterbury Memorial Home Units – discretionary fee level two	N	Per month	\$403.00	\$415.00	2.98%	N

## Seniors Centre Hire Fees

Community group (per room)	N	Per hour	\$4.10 per hour			Y
			Last YR Fee \$4.10			
Casual event (Main Hall)	N	Per hour	\$67.00	\$68.90	2.84%	Y
Hall – Casual Hire – Community Rate (50% of casual hire)	N	Per Hour	50% of applicable rate			Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Seniors Centre Hire Fees [continued]

Games Room – Casual Hire	N	Per hour	\$15.00	\$15.50	3.33%	Y
Games Room – Community Rate (50% of casual hire)	N	Per Hour	50% of applicable rate			Y
Meeting Room 1 – Casual Hire	N	Per hour	\$7.50	\$7.70	2.67%	Y
Meeting Room 1 – Community Rate (50% of casual hire)	N	Per Hour	50% of applicable rate			Y

## Arts and Cultural Services

### Eisteddfod

Audience entry fee (section per day) – full	N	Per person	\$11.00	\$11.00	0.00%	Y
Audience entry fee (section per day) – concession	N	Per person	\$5.50	\$9.00	63.64%	Y
Daily audience entrance fee – group booking (5+ tickets)	N	Per ticket	\$0.00	\$9.00	∞	Y
Audience entrance fee – Piano concerto event	N	Per ticket	\$20.00	\$25.00	25.00%	Y
Eisteddfod Registration Fee – Ensembles categories	N	Per entry	\$39.95	\$39.95	0.00%	Y
Eisteddfod Registration fee – solo	N	Per entry	\$25.00	\$25.00	0.00%	Y
Performance Accompanist	N	Per performance	\$10.00	\$10.00	0.00%	Y

## Meeting or Facility Room hire

### Kew Court House

### Just Theatre

#### Standard Rate

Theatre including dressing rooms	N	Per hour minimum 3 hours	\$47.50	\$48.50	2.11%	Y
Theatre including dressing rooms – Monday to Thursday	N	Per day	\$340.00	\$350.00	2.94%	Y
Theatre including dressing rooms – Friday to Sunday	N	Per day	\$410.00	\$420.00	2.44%	Y
Theatre including dressing rooms	N	Per week	\$1,300.00	\$1,335.00	2.69%	Y

#### Subsidised Rate

Theatre including dressing rooms	N	Per hour minimum 3 hours	\$11.90	\$12.15	2.10%	Y
Theatre including dressing rooms – Monday to Thursday	N	Per day	\$85.00	\$87.50	2.94%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## *Subsidised Rate* [continued]

Theatre including dressing rooms – Friday to Sunday	N	Per day	\$102.00	\$105.00	2.94%	Y
Theatre including dressing rooms	N	Per week	\$325.00	\$334.00	2.77%	Y

## Community Workshop/Meeting room

### *Standard Rate*

Community workshop/meeting room	N	Per hour minimum 3 hours	\$30.00	\$31.00	3.33%	Y
Community workshop/meeting room	N	Per day	\$215.00	\$220.00	2.33%	Y

### *Subsidised Rate*

Community meeting room	N	Per hour minimum 3 hours	\$7.50	\$7.75	3.33%	Y
Community meeting room	N	Per day	\$54.00	\$55.00	1.85%	Y

## Access Gallery

### *Standard Rate*

Access Gallery	N	Per week	\$158.00	\$162.50	2.85%	Y
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### *Subsidised Rate*

Access Gallery	N	Per week	\$39.50	\$41.00	3.80%	Y
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## Hawthorn Arts Centre

### Hawthorn Arts Centre Venue

### *Standard Rate*

Day rate	N	Per day minimum 8 hours	90% of hourly rate (8 hours)			Y
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## Main Hall and Stage

### *Standard Rate*

Monday to Thursday	N	Per hour minimum 3 hours	\$220.00	\$230.00	4.55%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$375.00	\$385.00	2.67%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$110.00	\$115.00	4.55%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$187.50	\$192.50	2.67%	Y

## Chandelier Room

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$158.00	\$165.00	4.43%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$285.00	\$295.00	3.51%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$79.00	\$82.50	4.43%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$142.50	\$147.50	3.51%	Y

## Mayor's Room

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$64.00	\$66.00	3.13%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$78.00	\$80.50	3.21%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$32.00	\$33.00	3.13%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$39.00	\$40.25	3.21%	Y

## Dora Wilson Room

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$26.00	\$27.00	3.85%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$31.00	\$32.00	3.23%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$6.50	\$6.75	3.85%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$7.75	\$8.00	3.23%	Y

## The Chamber

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$64.00	\$65.50	2.34%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$79.00	\$81.00	2.53%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$16.00	\$16.40	2.50%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$19.75	\$20.25	2.53%	Y

## John Beswicke Room

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$26.00	\$27.00	3.85%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$31.00	\$32.00	3.23%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$6.50	\$6.75	3.85%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$7.75	\$8.00	3.23%	Y

## Zelman Room

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$64.00	\$65.50	2.34%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$79.00	\$81.00	2.53%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$32.00	\$32.75	2.34%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$39.50	\$40.50	2.53%	Y

## Edward C. Rigby Room

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$40.00	\$41.50	3.75%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$44.00	\$46.00	4.55%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$10.00	\$10.50	5.00%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$11.00	\$11.50	4.55%	Y

## Community Arts Space

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$40.00	\$65.50	63.75%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$44.00	\$81.00	84.09%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$10.00	\$32.75	227.50%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$11.00	\$40.50	268.18%	Y

## Second Empire Café

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$65.50	\$65.50	0.00%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$81.00	\$81.00	0.00%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$32.75	\$32.75	0.00%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$40.50	\$40.50	0.00%	Y

## The Basement – Performance/Rehearsal studio

### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$53.00	\$54.50	2.83%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$68.00	\$70.00	2.94%	Y
Monday to Thursday	N	Per day	\$340.00	\$350.00	2.94%	Y
Friday to Sunday	N	Per day	\$408.00	\$420.00	2.94%	Y
Per week	N	Per week	\$1,855.00	\$1,905.00	2.70%	Y

### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$13.25	\$13.65	3.02%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$17.00	\$17.50	2.94%	Y
Monday to Thursday	N	Per day	\$85.00	\$87.50	2.94%	Y
Friday to Sunday	N	Per day	\$102.00	\$105.00	2.94%	Y
Per week	N	Per week	\$464.00	\$477.00	2.80%	Y

## Artists studios

### Per week

Studio 6	N	Per week	\$67.50	\$70.00	3.70%	Y
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### Per month

Studio 1	N	Per month	\$540.00	\$560.00	3.70%	Y
Studio 2	N	Per month	\$330.00	\$340.00	3.03%	Y
Studio 3	N	Per month	\$345.00	\$355.00	2.90%	Y
Studio 4	N	Per month	\$125.00	\$130.00	4.00%	Y
Studio 5	N	Per month	\$195.00	\$200.00	2.56%	Y
Studio 6	N	Per month	\$292.50	\$303.00	3.59%	Y

### Per year

Studio 1	N	Per year	\$6,480.00	\$6,720.00	3.70%	Y
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# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Per year [continued]

Studio 2	N	Per year	\$3,960.00	\$4,080.00	3.03%	Y
Studio 3	N	Per year	\$4,140.00	\$4,260.00	2.90%	Y
Studio 4	N	Per year	\$1,500.00	\$1,560.00	4.00%	Y
Studio 5	N	Per year	\$2,340.00	\$2,400.00	2.56%	Y
Studio 6	N	Per year	\$3,510.00	\$3,640.00	3.70%	Y

## Staffing Costs – minimum of four hours

### Standard Rate – Staffing costs will be met by hirer

Public Holiday surcharge	N	Per hour	50% of staff cost rate			Y
Supervising Technician	N	Per hour	\$62.00	\$64.00	3.23%	Y
Front of House/Duty Manager	N	Per hour	\$62.00	\$64.00	3.23%	Y
Box Office/Hospitality Officer	N	Per hour	\$57.00	\$59.00	3.51%	Y
Usher / Event staff	N	Per hour	\$52.00	\$54.00	3.85%	Y
Technician	N	Per hour	\$57.00	\$59.00	3.51%	Y
Gallery Attendant	N	Per hour	\$0.00	\$59.00	∞	Y
Security Guard	N	Per hour per guard	Up to a maximum of \$60.00			Y

### Subsidised Rate – Council will provide a 50% subsidy of staffing costs for bonafide community groups

Supervising Technician	N	Per hour	\$31.00	\$32.00	3.23%	Y
Front of House/Duty Manager	N	Per hour	\$31.00	\$32.00	3.23%	Y
Box Office/Hospitality Officer	N	Per hour	\$28.50	\$29.50	3.51%	Y
Usher / Event staff	N	Per hour	\$26.00	\$27.00	3.85%	Y
Technician	N	Per hour	\$28.50	\$29.50	3.51%	Y

## Other Fees and Charges

Hirer's box office fees – Standard rate	N	Per ticket	\$3.50	\$3.60	2.86%	Y
Hirer's box office fees – Subsidised rate	N	Per ticket	\$1.75	\$1.80	2.86%	Y
Venue hire for internal photography not associated with event	N	Per hour	\$120.00	\$130.00	8.33%	Y
Venue rehearsal fee	N	Per hour minimum 3 hours	50% of venue hire rate			Y
Venue bump in fee	N	Per hour minimum 3 hours	50% of venue hire rate			Y
Venue bump out fee	N	Per hour minimum 3 hours	50% of venue hire rate			Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Other Fees and Charges [continued]

Commission on consignment stock at The Emporium – No GST	N	Per item	35% commission on sale price			Last YR Fee 35% commission on sale price			N
Commission on sales of artwork at the Community Gallery	N	Per item	15% commission on sale price			15% commission on sale price			Y
Commission on sales of artwork at the Community Gallery – No GST	N	Per item	15% commission on sale price			Last YR Fee 15% commission on sale price			N
Refreshment sales – Kew Court House	N	Per item	Up to \$30.00						Y
The Emporium sales – Emporium Shop	N	Per item	Up to \$500						Y
Artwork Sales – Community Gallery	N	Per item	Up to \$1,500						Y
Standard mail out fee	N	Per transaction	\$2.10	\$2.20	4.76%				Y
Express post mail out fee	N	Per transaction	\$7.10	\$7.30	2.82%				Y
External hirer refund fee	N	Per transaction	\$1.50	\$1.60	6.67%				Y
Additional cleaning to Hawthorn Arts Centre Hired Spaces	N	Per booking	Up to a maximum of \$500						Y
Damage or loss of Hawthorn Arts Centre meeting room equipment	N	Per booking	Up to a maximum of \$2,000						Y
Additional cleaning to Kew Court House Hired Spaces	N	Per booking	Up to a maximum of \$500						Y
Damage or loss of Kew Court House meeting room equipment	N	Per booking	Up to a maximum of \$2,000						Y

## Cultural Venue Equipment

Administration fee – Equipment hire – Standard rate	N	Per hire	20% of equipment hire						Y
Administration fee – Equipment hire – Community rate	N	Per hire	No charge						Y
Laptop hire – full day	N	Per unit	\$60.00	\$60.00	0.00%				Y
Laptop hire – half day	N	Per unit	\$30.00	\$30.00	0.00%				Y
Projector hire – full day	N	Per unit	\$120.00	\$120.00	0.00%				Y
Projector hire – half day	N	Per unit	\$60.00	\$60.00	0.00%				Y
Main Hall wall uplighting	N	Per event	\$560.00	\$580.00	3.57%				Y
Main Hall Chandelier repositioning	N	Per chandelier	\$40.00	\$42.00	5.00%				Y
Chandelier colour lighting package	N	Per event	\$180.00	\$180.00	0.00%				Y
Staging (1m x 2m) / Choir Risers	N	Per piece	\$82.00	\$84.00	2.44%				Y
Lectern (including microphone)	N	Per unit	\$40.00	\$40.00	0.00%				Y
Microphone	N	Per unit	\$75.00	\$75.00	0.00%				Y
Flipchart	N	Per chart	\$25.00	\$26.00	4.00%				Y
Whiteboard	N	Per unit	\$26.00	\$26.00	0.00%				Y
Photocopy – A4 black and white copy	N	Per copy	\$0.20	\$0.25	25.00%				Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Cultural Venue Equipment [continued]

Photocopy – A4 colour copy	N	Per copy	\$0.30	\$0.35	16.67%	Y
Town Hall Gallery Exhibition Catalogue	N	Per copy	Up to a maximum of \$50.00			Y
			Last YR Fee Up to a maximum of \$50.00			
Piano Hire	N	Per event	\$500.00	\$515.00	3.00%	Y
Electric keyboard hire	N	Per unit	\$50.00	\$50.00	0.00%	Y
Tune of Piano	N	Per event	\$250.00	\$260.00	4.00%	Y

## Ticketing

Council curated event ticket – full	N	Per ticket	Up to a maximum of \$150			Y
Council curated event ticket – concession	N	Per ticket	Up to a maximum of \$115			Y
Ticketing administration – Hirer's Complimentary Tickets – First 5% of total seating capacity	N	Per ticket	No charge			Y
Ticketing administration – Hirer's Complimentary Tickets – Greater than 5% of total seating capacity	N	Per ticket	\$0.50	\$0.60	20.00%	Y

## Library Services

### Meeting or Facility Room hire (From 1 July to 31 December 2019)

Ashburton, Camberwell and Hawthorn individual meeting rooms – Discount community rate	N	Per hour	\$3.60	\$3.60	0.00%	Y
Ashburton, Camberwell and Hawthorn individual meeting rooms – Standard rate	N	Per hour	\$12.80	\$12.80	0.00%	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms – Discount community rate	N	Per hour	\$7.15	\$7.15	0.00%	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms – Standard rate	N	Per hour	\$25.50	\$25.50	0.00%	Y
Balwyn and Kew Libraries meeting rooms – Discount community rate	N	Per hour	\$7.15	\$7.15	0.00%	Y
Balwyn and Kew Libraries meeting rooms – Standard rate	N	Per hour	\$25.50	\$25.50	0.00%	Y

### Meeting or Facility Room hire (From 1 January to 30 June 2020)

Small library meeting rooms – Discount community rate	N	Per hour	\$3.60	\$3.70	2.78%	Y
Small library meeting rooms – Standard rate	N	Per hour	\$12.80	\$25.00	95.31%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Meeting or Facility Room hire (From 1 January to 30 June 2020) [continued]

Large library meeting rooms – Discount community rate	N	Per hour	\$7.15	\$7.35	2.80%	Y
Large library meeting rooms – Standard rate	N	Per hour	\$25.50	\$50.00	96.08%	Y

## Other Fees and Charges

Excess cleaning to Library meeting rooms	N	Per booking	Up to a maximum of \$500			Y
Damage or loss of Library meeting room equipment	N	Per booking	Up to a maximum of \$2,000			Y
Overdue library fines – adult items	N	Charge per day	\$0.30	\$0.30	0.00%	N
Overdue library fines – junior and teenage items	N	Charge per day	\$0.10	\$0.10	0.00%	N
Debt collection charge	N	Per borrower submission	\$15.50	\$15.50	0.00%	N
Printing fee – A3 black and white	N	Per copy	\$0.40	\$0.40	0.00%	Y
Printing fee – A4 black and white	N	Per copy	\$0.20	\$0.20	0.00%	Y
Printing fee – A3 colour	N	Per copy	\$2.50	\$2.50	0.00%	Y
Printing fee – A4 colour	N	Per copy	\$1.50	\$1.50	0.00%	Y
Inter library loan fee plus any charges from lending libraries	N	Per loan	\$5.90	\$6.10	3.39%	Y
Inter library loan (ILL) fee for items from academic, State or special libraries	N	Per loan	\$16.50	\$16.50	0.00%	Y
Replacement of lost or damaged materials	N	Per item processed	Retail cost as determined at point of purchase			N
Local history publication	N	Per publication	Retail cost as determined at point of purchase			Y
Boroondara Literary Awards anthology	N	Per publication	Retail cost as determined at point of purchase			Y
Local history photograph – print	N	Per image	Retail cost as determined at point of purchase			Y
Local history photograph – digital	N	Per image	\$22.00	\$23.50	6.82%	Y
Permission to publish local history image	N	Per image	Price upon application			Y
Lost membership card	N	Per membership card replaced	\$5.00	\$6.00	20.00%	N
Lost key to library storage and charging stations	N	Per key	\$56.00	\$57.60	2.86%	Y
Replacement of single disc	N	Per item	\$11.20	\$11.55	3.13%	N
Replacement of covers/cases	N	Per item	\$5.60	\$5.80	3.57%	N

## Finance and Corporate Planning

Dishonoured cheque fee	N	Per dishonoured cheque	\$54.50	\$56.00	2.75%	N
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# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Finance and Corporate Planning [continued]

Credit card payment surcharge (includes all credit cards and visa and mastercard debit cards)	N	Per transaction			Cost recovery	Y
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## Customer Experience and Business Transformation

### Chief Information Office

Additional AO facilities map	N	Per map	\$56.00	\$57.40	2.50%	N
Map sales – hourly labour rate	N	Hourly labour rate	\$70.80	\$72.30	2.12%	N
Material costs – A1 thematic maps	N	Per map	\$35.50	\$36.00	1.41%	N
A3 – Aerial map	N	Per map	\$35.50	\$36.00	1.41%	N

### Commercial and Property Services

Maintenance or rectification of damage to Council assets occurring as a result of casual or fixed term hire, tenancy agreement or other type of use or occupancy	N	Full Cost Recovery			Cost recovery	Y
Sale of tender documents. Minimum charge \$79 including GST for hard copy tender documents. For larger more detailed documents with more complex drawings a fee of \$100 may apply	N	Per tender document	\$79.00	\$81.25	2.85%	N
Land information certificate	Y	Per certificate issued	\$26.30	\$26.95	2.47%	N
Right of way discontinuance and sales	N	Per right of way	As per Council's Discontinuance Policy			Y

## City Planning

### Building Services

#### Building permit fees (within the City of Boroondara)

##### For dwelling (class 1a) and outbuildings (class 10a and 10b)

Timber and steel fences (not incorporating retaining walls), deck / verandah / pergola (up to \$5,000) and above ground swimming pools	N	Per permit		Minimum \$675.00 or POA	Y
				Last YR Fee Minimum \$660.00 or POA	

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## For dwelling (class 1a) and outbuildings (class 10a and 10b) [continued]

Brick fences, deck / verandah / pergola (up to \$10,000), retaining walls, demolitions and reblocks or similar minor structures	N	Per permit	Minimum \$775.00 or POA			Y
			Last YR Fee Minimum \$765.00 or POA			
Garages, carports, sheds, deck / verandah / pergola, minor alterations and in ground swimming pools (up to \$15,000)	N	Per permit	Minimum \$945.00 or POA			Y
			Last YR Fee Minimum \$935.00 or POA			
Minor additions and alterations (\$15,000 – \$50,000)	N	Per permit	Minimum \$1,200.00 or POA			Y
			Last YR Fee Minimum \$1,175.00 or POA			
Additions and alterations (\$50,000 – \$100,000)	N	Per permit	Minimum \$1,600 or POA			Y
Major additions and alterations (over \$100,000)	N	Per permit	Value / \$157 + GST minimum \$1,650 or POA			Y
New single dwelling / multiple dwelling	N	Per permit	Value / \$157 + GST (\$2,750 minimum per dwelling or POA - multi unit developments POA)			Y
Minor alterations to pool barrier	N	Per permit	\$440.00	\$450.00	2.27%	Y

## Commercial building (class 2 to 9) or residential building including a rooming house, boarding house or the like (class 1b)

Minor alterations, signs, verandas up to estimated cost of \$15,000	N	Per permit	\$910.00	\$940.00	3.30%	Y
Works with estimated cost between \$15,000 – \$100,000	N	Per permit	(Value of works / \$94 + \$1,200) + GST or POA			Y
			Last YR Fee (Value of works / \$94 + \$1,200) + GST			
Works with estimated cost between \$100,000 – \$500,000	N	Per permit	(Value of works / 250 + \$2,160) + GST or POA			Y
			Last YR Fee (Value of works / 250 + \$2,160) + GST			
Works with estimated cost over \$500,000	N	Per permit	(Value / 425 + \$3,810) + GST or POA			Y
			Last YR Fee (Value / 425 + \$3,810) + GST			

## Building permit fees (outside the City of Boroondara)

Building permit fees	N	Per permit	POA			Y
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# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Building permit fees (outside the City of Boroondara) [continued]

Variations to building permits and building permit applications	N	Per permit			POA	Y
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## Other building permit fees

Minor variations to building permit applications	N	Per permit		\$205.00 or POA		Y
				Last YR Fee \$202.00 or POA		

Building inspection fees. Permit expired, and no extension granted occupancy permit required	N	Per inspection	\$420.00	\$432.00	2.86%	Y
Building inspection fees. Permit expired, and no extension granted certificate of final inspection required	N	Per inspection	\$240.00	\$247.00	2.92%	Y
Extension in time request	N	Per request	\$310.00	\$319.00	2.90%	Y
Additional mandatory inspection fee	N	Per inspection	\$150.00	\$154.50	3.00%	Y
Additional fee: Lodgement fee where estimated cost of works exceeds \$10,000	Y	Per lodgement per building permit stage	\$118.90	\$121.90	2.52%	N
Consultant fee reports: Professional reports, fire protection etc	N	Per request			POA	Y

## Report and consent

Report and consent for siting variations	Y	Per regulation to be varied	\$283.35	\$290.40	2.49%	N
Report and consent for non siting variations	Y	Per regulation to be varied	\$283.35	\$290.40	2.49%	N
Report and consent advertising fee	N	Per application	\$160 for first two properties to be advertised to + \$75 per additional property			N
				Last YR Fee \$152 for first two properties to be advertised to + \$75 per additional property		

Variations to report and consent applications	N	Per application	\$150.00	\$154.50	3.00%	N
Hoarding consents and reports	Y	Per request	\$283.35	\$290.40	2.49%	N
Hoarding inspections	N	Per inspection	\$152.00	\$156.50	2.96%	N
Consent under Section 29A for demolition	Y	Per application	\$83.05	\$85.20	2.59%	N
Request for Council comments	N	Per regulation to be varied	2 x report and consent for siting variations fee			N

## POPE applications

Places of public entertainment applications for minor event (less than 10,000 people)	N	Per application	\$790.00	\$813.00	2.91%	N
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# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## POPE applications [continued]

Places of public entertainment applications for major event (over 100,000 people)	N	Per application			POA	N
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## Property information requests

Statutory property information request	Y	Per request	\$46.00	\$47.20	2.61%	N
Priority surcharge fee – per property information request (48 hour turnaround time)	N	Per request	Same as statutory property information request fee			N
Details of any occupancy permit	Y	Per request per permit	\$46.00	\$47.20	2.61%	N
Details of mandatory inspection approval dates	Y	Per request per permit	\$46.00	\$47.20	2.61%	N
Copy of building permit register	N	Per request	\$56.00	\$57.60	2.86%	N
General building enquiries requiring written response	N	Per request	Minimum \$125 for first hour, otherwise \$125 per hour			Y
Adjoining owner details for serving of protection works notices	N	Per application per property	\$55.00 per property or POA			Y

## Request for plans for dwellings (class 1a) and outbuildings (class 10a and 10b)

Building plan request research fee. Max up to five X A3 pages or 1 hour research and administration fee – POA thereafter	N	Per request	\$145.00	\$149.10	2.83%	N
Copies small	N	Per request	\$7.50	\$7.75	3.33%	N
Copies large	N	Per request	POA			N

## Request for plans for commercial dwellings (class 2 to 9) or residential buildings including a rooming house, boarding house or the like (class 1b)

Building plan request research fee (commercial class 2 to 9) Max up to four X A2 pages or 1 hour research and administration fee – POA thereafter	N	Per request	\$220.00	\$226.50	2.95%	N
Copies small	N	Per request	\$7.50	\$7.75	3.33%	N
Copies large	N	Per request	POA			N

## Other Fees and Charges

Swimming pool inspection fee – residential	N	Charge per house	\$334.00	\$344.00	2.99%	Y
Liquor licence measure and report	N	Per request	Minimum \$660 or POA			Y
			Last YR Fee Minimum \$575 or POA			
Building surveying consultancy	N	Per hour (or part thereof)	\$185.00	\$190.50	2.97%	Y



# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Statutory Planning

### Application for permits under section 47 of the Planning Environment Act (1987) (Regulation 9)

Class 1	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Use only						
Class 2	Y	Per application	\$195.10	\$199.90	2.46%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less						
Class 3	Y	Per application	\$614.10	\$629.40	2.49%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000						
Class 4	Y	Per application	\$1,257.20	\$1,288.50	2.49%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000						
Class 5	Y	Per application	\$1,358.30	\$1,392.10	2.49%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000						
Class 6	Y	Per application	\$1,459.50	\$1,495.80	2.49%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000						
Class 7	Y	Per application	\$195.10	\$199.90	2.46%	N
VicSmart application if the estimated cost of development is \$10,000 or less						
Class 8	Y	Per application	\$419.10	\$429.50	2.48%	N
VicSmart application if the estimated cost of development is more than \$10,000						
Class 9	Y	Per application	\$195.10	\$199.90	2.46%	N
VicSmart application to subdivide or consolidate land						
Class 10	Y	Per application	\$195.10	\$199.90	2.46%	N
VicSmart application (other than a class 7, class 8 or class 9 permit)						
Class 11	Y	Per application	\$1,119.90	\$1,147.80	2.49%	N
To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000						
Class 12	Y	Per application	\$1,510.00	\$1,547.60	2.49%	N
To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000						
Class 13	Y	Per application	\$3,330.70	\$3,413.70	2.49%	N
To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000						

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Application for permits under section 47 of the Planning Environment Act (1987) (Regulation 9) [continued]

Class 14	Y	Per application	\$8,489.40	\$8,700.90	2.49%	N
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000						
Class 15	Y	Per application	\$25,034.60	\$25,658.30	2.49%	N
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000						
Class 16	Y	Per application	\$56,268.30	\$57,670.10	2.49%	N
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000						
Class 17	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
To subdivide an existing building (other than a class 9 permit)						
Class 18	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
To subdivide land into 2 lots (other than a class 9 or class 17 permit)						
Class 19	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)						
Class 20	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Subdivide land (other than a class 9, class 17, class 18 or class 19 permit) *						
* Per 100 lots created or part thereof						
Class 21	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Applications to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant						
Class 22	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
A permit not otherwise provided for in the regulation						

## Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11)

Class 1 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a permit to change the use of land allowed by the permit or allow a new use of land						
Class 2 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit						
Class 3 Amendments	Y	Per application	\$195.10	\$199.90	2.46%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is \$10,000 or less						

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11) [continued]

Class 4 Amendments	Y	Per application	\$614.10	\$629.40	2.49%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000						
Class 5 Amendments	Y	Per application	\$1,257.20	\$1,288.50	2.49%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000						
Class 6 Amendments	Y	Per application	\$1,358.30	\$1,392.10	2.49%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is more than \$500,000						
Class 7 Amendments	Y	Per application	\$195.10	\$199.90	2.46%	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less						
Class 8 Amendments	Y	Per application	\$419.10	\$429.50	2.48%	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000						
Class 9 Amendments	Y	Per application	\$195.10	\$199.90	2.46%	N
Amendment to a class 9 permit						
Class 10 Amendments	Y	Per application	\$195.10	\$199.90	2.46%	N
Amendment to a class 10 permit						
Class 11 Amendments	Y	Per application	\$1,119.90	\$1,147.80	2.49%	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less						
Class 12 Amendments	Y	Per application	\$1,510.00	\$1,547.60	2.49%	N
Amendment to a class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000						
Class 13 Amendments	Y	Per application	\$3,330.70	\$3,413.70	2.49%	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000						
Class 14 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a class 17 permit						
Class 15 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a class 18 permit						
Class 16 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a class 19 permit						
Class 17 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a class 20 permit * * Per 100 lots created or part thereof						
Class 18 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a class 21 permit						

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11) [continued]

Class 19 Amendments	Y	Per application	\$1,286.10	\$1,318.10	2.49%	N
Amendment to a class 22 permit						

## Subdivision (Fees) Regulations 2016

Regulation 6	Y	Per request	\$170.50	\$174.76	2.50%	N
For certification of a plan of subdivision						
Regulation 7	Y	Per request	\$108.40	\$111.10	2.49%	N
Alteration of plan under section 10(2) of the Act						
Regulation 8	Y	Per request	\$137.30	\$140.70	2.48%	N
Amendment of certified plan under section 11(1) of the Act						
Regulation 9	Y	Per request	0.75% of estimated cost of construction of the works proposed in the engineering plan			N
Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)						
Regulation 10	Y	Per request	3.5% of estimated cost of works proposed in the engineering plan			N
Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)						
Regulation 11	Y	Per request	2.5% of estimated cost of construction of the works			N
Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee)						

## Planning and Environment (Fees) Regulations 2016

Regulation 10	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s	N
For combined permit applications: Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made				
Regulation 12	Y	Per application	40% of application fee for class of permit	N
Amend an application for a permit or an application to amend a permit: a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit				
Regulation 13	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s	N
For a combined application to amend permit: Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made				

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Planning and Environment (Fees) Regulations 2016 [continued]

Regulation 14	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s			N
For a combined permit and planning scheme amendment, under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made						
Regulation 15	Y	Per certificate	\$317.90	\$325.80	2.49%	N
For a certificate of compliance in accordance with Part 4A of the Planning and Environment Act 1987						
Regulation 16	Y	Per agreement	\$643.00	\$659.00	2.49%	N
For an agreement to a proposal to amend or end an agreement under section 173 of the Act						
Regulation 18	Y	Per application	\$317.90	\$325.80	2.49%	N
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council						

## Other Fees and Charges

Developer open space levy (charge dependent on land value)	Y	Sliding scale applies	Statutory fee			N
Preparation of section 173 agreements	N	Per agreement	\$810.00	\$833.00	2.84%	Y
General planning enquiries requiring written response	N	Per enquiry	\$88.00	\$90.50	2.84%	Y
Request for confirmation of existing use rights	N	Per property	\$108.00	\$111.05	2.82%	N
Notification / advertising fee one sign and up to five notices (Applicant undertaking public notice)	N	Per application	\$72.50	\$74.55	2.83%	N
Notification / advertising fee one sign and up to ten notices (Applicant undertaking public notice)	N	Per application	\$132.00	\$135.70	2.80%	N
Notification / advertising fee one sign and up to fifteen notices (Applicant undertaking public notice)	N	Per application	\$192.00	\$197.50	2.86%	N
Planning application – 1st sign. When sign is erected on behalf of applicant (includes lamination)	N	Per sign	\$189.00	\$194.50	2.91%	N
Planning application – 2nd and subsequent signs. When sign is erected on behalf of applicant (includes lamination)	N	Per sign	\$52.50	\$54.00	2.86%	N
For each additional notice (Council and Applicant)	N	Per application	\$6.10	\$9.95	63.11%	N
For any additional sign (Applicant undertaking public notice)	N	Per application	\$12.20	\$12.55	2.87%	N
For lamination of any sign	N	Per application	\$11.15	\$11.50	3.14%	N
Photocopy fee – A1	N	Per copy	\$11.90	\$12.20	2.52%	N
Photocopy fee – A2	N	Per copy	\$7.30	\$7.50	2.74%	N
Photocopy fee – A3	N	Per copy	\$3.00	\$3.10	3.33%	N
Photocopy fee – A4	N	Per copy	\$1.75	\$1.80	2.86%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Other Fees and Charges [continued]

Planning search fee (considered as information request)	N	Per request	\$124.00	\$127.50	2.82%	N
Secondary consent requests and requests for an extension of time to a planning permit	N	Per request	\$540.00	\$556.00	2.96%	N
Fee for applications made under the Tree Protection Local Law, including works within 2 metres of a Canopy Tree or works within the Tree Protection Zone of a Significant Tree	N	Per tree sought to be removed, pruned or to have works undertaken within 2 metres of a Canopy Tree or within the Tree Protection zone of a Significant Tree	\$82 (per tree sought to be removed or works within 2 metres of a Canopy Tree or within the Tree Protection zone of a Significant Tree), \$41.00 (per Significant Tree sought to be pruned)			N
			Last YR Fee \$80 (per tree sought to be removed or works within 2 metres of a Canopy Tree or within the Tree Protection zone of a Significant Tree), \$40.00 (per Significant Tree sought to be pruned)			
Request to construct outside construction hours specified in a permit	N	Per day	\$0.00	\$72.50	∞	Y

## Local Laws

### Animal Registration

Registration of animal business	N	Per registration	\$325.00	\$335.00	3.08%	N
Registration fee for a foster carer	N	Per person per annum	\$30.00	\$30.90	3.00%	N
Foster carer dog registration	N	Per animal per annum	\$8.00	\$8.00	0.00%	N
Foster carer cat registration	N	Per animal per annum	\$8.00	\$8.00	0.00%	N
Pet registration register	N	Per inspection	\$35.50	\$36.50	2.82%	N

### Cat

**Application of a pro-rata amount which represents a proportion of the year for any fee category. \* These fees apply individually without attracting any further discount for a combination of these categories.**

Cat aged over ten years – for non pensioner *	Y	Per animal	\$52.00	\$54.00	3.85%	N
Cat aged over ten years – for pensioner *	Y	Per animal	\$26.00	\$27.00	3.85%	N
Cat registered with an applicable organisation – for non pensioner *	Y	Per animal	\$52.00	\$54.00	3.85%	N
Cat registered with an applicable organisation – for pensioner *	Y	Per animal	\$26.00	\$27.00	3.85%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

**Application of a pro-rata amount which represents a proportion of the year for any fee category. \* These fees apply individually without attracting any further discount for a combination of these categories.** [continued]

Cat (microchipped and registered prior to 11/04/2013) – for non pensioner *	Y	Per animal	\$52.00	\$54.00	3.85%	N
Cat (microchipped and registered prior to 11/04/2013) – for pensioner *	Y	Per animal	\$26.00	\$27.00	3.85%	N
Cat – maximum fee – for non pensioner	Y	Per animal	\$156.00	\$162.00	3.85%	N
Cat – maximum fee – for pensioner	Y	Per animal	\$78.00	\$81.00	3.85%	N
Sterilised cat – proof required – for non pensioner	N	Per animal	\$38.00	\$39.00	2.63%	N
Sterilised cat – proof required – for pensioner	N	Per animal	\$19.00	\$19.50	2.63%	N
Cat release fee charged for cats held up to statutory holding period	N	Per animal	\$228.10	\$235.00	3.02%	N
Cat cages	N	Cage deposit	\$142.00	\$146.00	2.82%	N
Cat cages	N	For two weeks	\$51.00	\$52.00	1.96%	Y
Cat cages	N	Per day in excess of 2 weeks	\$25.50	\$26.00	1.96%	Y

## Dog

**Application of a pro-rata amount which represents a proportion of the year for any fee category. \* These fees apply individually without attracting any further discount for a combination of these categories.**

Dangerous dog / menacing dog	N	Per animal	\$330.00	\$340.00	3.03%	N
Dangerous dog – non residential premises	Y	Per animal	\$195.00	\$201.00	3.08%	N
Dangerous dog – protection trained	Y	Per animal	\$195.00	\$201.00	3.08%	N
Restricted breed	N	Per animal	\$330.00	\$340.00	3.03%	N
Dog aged over ten years – for non pensioner *	Y	Per animal	\$65.00	\$67.00	3.08%	N
Dog aged over ten years – for pensioner *	Y	Per animal	\$32.50	\$33.50	3.08%	N
Dog registered with an applicable organisation – for non pensioner *	Y	Per animal	\$65.00	\$67.00	3.08%	N
Dog – registered with an applicable organisation – for pensioner *	Y	Per animal	\$32.50	\$33.50	3.08%	N
Dog (microchipped and registered prior to 11/04/2013) – for non pensioner *	Y	Per animal	\$65.00	\$67.00	3.08%	N
Dog (microchipped and registered prior to 11/04/2013) – for pensioner *	Y	Per animal	\$32.50	\$33.50	3.08%	N
Dog – maximum fee – for non pensioner	Y	Per animal	\$195.00	\$201.00	3.08%	N
Dog – maximum fee – for pensioner	Y	Per animal	\$97.50	\$100.50	3.08%	N
Sterilised dog – proof required – for non pensioner	N	Per animal	\$59.00	\$61.00	3.39%	N



# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

**Application of a pro-rata amount which represents a proportion of the year for any fee category. \* These fees apply individually without attracting any further discount for a combination of these categories.** [continued]

Sterilised dog – proof required – for pensioner	N	Per animal	\$29.50	\$30.50	3.39%	N
Dog obedience training – for non pensioner *	N	Per animal	\$65.00	\$67.00	3.08%	N
Dog obedience training – for pensioner *	N	Per animal	\$32.50	\$33.50	3.08%	N
Dog release fee charged for dog held up to statutory holding period	N	Per animal	\$228.10	\$235.00	3.02%	N

## Footpath occupation

Portable signs, display of goods, cafes, barbeques and food sampling – Burke Road, Camberwell	N	Per square metre	\$305.00	\$314.00	2.95%	N
Portable signs, display of goods, cafes, barbeques and food sampling – Glenferrie Road, Hawthorn	N	Per square metre	\$233.00	\$240.00	3.00%	N
Portable signs, display of goods, cafes, barbeques and food sampling – all other areas	N	Per square metre	\$139.00	\$142.90	2.81%	N
Promotional permits	N	Per application	\$82.00	\$84.50	3.05%	N
Directory / Finger board descriptions	N	Per description	\$400.00	\$410.00	2.50%	N
First time application	N	One-off fee per application	\$82.00	\$84.50	3.05%	N
Transfer of Permit Holder's Name and Associated Details	N	Per transfer	\$82.00	\$84.50	3.05%	N
Amendment to Items/Configuration Approved in a Permit	N	Per permit	\$82.00	\$84.50	3.05%	N
Real estate agents (portable signs)	N	Per year per company	\$632.00	\$650.00	2.85%	N

## Parking

Butler Street car park permit	N	Per quarter	\$540.00	\$556.00	2.96%	Y
Junction West and Fenton Way stage two car parks permit	N	Per quarter	\$540.00	\$556.00	2.96%	Y
Hawthorn Town Hall West off street car park permit	N	Per quarter	\$540.00	\$556.00	2.96%	Y
Kent Street off street car park permit	N	Per quarter	\$540.00	\$556.00	2.96%	Y
Hilda Crescent off street car park permit	N	Per quarter	\$335.00	\$345.00	2.99%	Y
Auburn Road off street car park permit	N	Per quarter	\$335.00	\$345.00	2.99%	Y
Rose Street off street car park permit	N	Per quarter	\$335.00	\$345.00	2.99%	Y
Fenton Way car park permit fees applied as per planning application requirements	N	Per quarter	\$530.00	\$545.00	2.83%	Y



# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Parking [continued]

Quarterly Parking Permits – Pro rata application of quarterly fee at respective locations	N	Per number of weeks required in a quarter	Percentage of full quarterly fee applied to the number of weeks (including part thereof) required for a quarter			Y
Parking fines	Y	Per fine	\$81.00	\$83.00	2.47%	N

Parking infringements in contravention of a regulation under the Road Safety Act 1986. Council may by resolution fix a penalty or fine for such infringements in accordance with section 87(4) of the Act, which states that the penalty to be fixed cannot be more than 0.5 penalty units or more than the penalty prescribed under the regulations. The penalty has been fixed at the maximum amount allowed.

Four hour paid parking	N	Per four hours	\$4.90	\$5.00	2.04%	Y
Four hour paid parking	N	Per hour	\$2.90	\$3.00	3.45%	Y
Three hour paid parking	N	Per three hours	\$4.00	\$4.10	2.50%	Y
Three hour paid parking	N	Per hour	\$2.90	\$3.00	3.45%	Y
Two hour paid parking	N	Per two hours	\$3.60	\$3.70	2.78%	Y
Two hour paid parking	N	Per hour	\$2.90	\$3.00	3.45%	Y
Paid parking (other areas)	N	Per day	\$6.30	\$6.50	3.17%	Y
Paid parking – Junction West Off Street Car Parking	N	Per day	\$6.30	\$6.50	3.17%	Y
Paid parking	N	Per hour	\$2.90	\$3.00	3.45%	Y
Paid parking (Glenferrie car parks – Park Street, Wakefield Street and Linda Crescent)	N	Per hour after first hour	\$2.90	\$3.00	3.45%	Y
Paid parking – Rose Street Off Street Car Parking (OSCP)	N	Per day	\$5.50	\$6.00	9.09%	Y
Business parking permits – non designated car park bay	N	Per year	\$79.00	\$81.00	2.53%	N
Abandoned vehicles	N	Per release	\$420.00	\$432.00	2.86%	N
Abandoned vehicles	N	Per day commencing upon expiry of 24 hours after vehicle claimant paying release fee	\$10.20	\$10.50	2.94%	N
Abandoned vehicles	N	Per day commencing upon expiry of the third calendar month from date of vehicle impoundment	\$10.20	\$10.50	2.94%	N

## Permits

Residential parking permit replacement fee	N	Per permit	\$15.80	\$16.20	2.53%	N
Permits – to place large item on Council controlled land (placement for 1-5 days)	N	Per application	\$141.00	\$145.00	2.84%	N
Permits – to place large item on Council controlled land (additional fee placement for 6 plus days)	N	Per permit per day for 6 plus days	\$101.00	\$104.00	2.97%	N
Permit to have two or more caravans or similar on private land	N	Per permit	\$0.00	\$82.00	∞	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)      Increase %		GST
Permit to occupy a caravan(s) or similar, tent or any other temporary structure on private land for more than 3 weeks	N	Per permit	\$0.00	\$82.00	∞	N
Out of hours work	N	Per permit per day	\$72.50	\$74.50	2.76%	N
Tradesperson parking permit – minor residential refurbishment works (residential parking permit policy)	N	Per permit	\$72.50	\$74.50	2.76%	N
Tradesperson parking permit – residential other	N	Per vehicle per week	\$24.00	\$24.70	2.92%	N
Tradesperson parking permit replacement fee	N	Per permit	\$12.60	\$13.00	3.17%	N
Lost, stolen or damaged trader permit – replacement	N	Per permit	\$27.40	\$28.20	2.92%	N
Permits – skip bins	N	Cost per one – three days	\$64.20	\$66.00	2.80%	N
Permits – skip bins	N	Cost per four – seven days	\$96.00	\$98.70	2.81%	N
Permits – skip bins	N	Cost more than seven days	\$98 + \$6 per day			N
			Last YR Fee \$95 + \$6 per day			
Permits for charity recycling bins	N	No charge	No charge			N
Filming permit – occupation of Council controlled land for filming purposes (Full day)	N	Per application	\$1,450.00	\$1,490.00	2.76%	N
Filming permit – occupation of Council controlled land for filming purposes (Half a day)	N	Per application	\$550.00	\$566.00	2.91%	N
Filming permit – occupation of Council controlled land for filming purposes (Low impact/less than one hour)	N	Per application	\$150.00	\$154.50	3.00%	N
Filming permit – occupation of Council controlled land for filming purposes (Student)	N	No charge	No charge			N
Filming permit – occupation of Council controlled land for filming purposes (Community Based/Non-Commercial)	N	No charge	No charge			N
Filming permit – car parking spaces – residential	N	Per space	\$31.50	\$32.40	2.86%	N
Filming permit – car parking spaces – commercial	N	Per space	\$88.00	\$90.50	2.84%	N
Busking permit fee	N	Per week	\$16.40	\$16.90	3.05%	N
Excess animals permit (more than two dogs or two cats)	N	Per application	\$111.00	\$114.00	2.70%	N
Standard local laws permit	N	Per permit	\$80.00	\$82.00	2.50%	N
Amendment to a Local Laws permit – 50% of permit/application fee type	N	Per permit amendment application	50% of permit/application on fee type			N
Other permits – replacement fee	N	Per permit	\$12.60	\$13.00	3.17%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Permits [continued]

Amenity Local Laws Permit issued to a registered charity/organisation registered with the Australian Charities and Not-for-profits Commission	N	Per permit			No charge	N
Amenity Local Laws Permit issued in relation to a not-for-profit community event	N	Per permit			No charge	N
Amenity Local Laws Permit issued for the placement of items on Council controlled land and/or handing out/distributing printed publicity material as part of Federal, or State election campaigning during the caretaker period and Local Government election campaigning during the election period.	N	Per permit			No charge	N
Amenity Local Laws Permit issued to City of Boroondara Departments and contractors	N	Per permit			No charge	N
Impounded goods	N	Per release	\$310.00	\$319.00	2.90%	N

## Other Fees and Charges

Carnivals on Council land	N	Per carnival	\$864.00	\$889.00	2.89%	N
Door to door collecting – specified dates (free – issued only to registered charities and community based organisations)	N	No charge			No charge	N
Fire hazards, overhanging shrubs, noxious weeds – clearance administration fee	N	Per clearance	\$190.00	\$195.50	2.89%	N
Roadside vending (annual or pro-rata for specific dates with minimum fee \$225)	N	Annual fee	\$13,900.00	\$14,290.00	2.81%	N
Shopping trolleys	N	Release fee, each trolley up to 4 trolleys	\$142.00	\$146.00	2.82%	N
Shopping trolleys	N	Release fee, per batch of trolleys consisting of 5-9 trolleys	\$610.00	\$628.00	2.95%	N
Shopping trolleys	N	Release fee, per batch of trolleys consisting of 10 or more trolleys	\$1,020.00	\$1,050.00	2.94%	N
Street collecting (free – issued only to registered charities)	N	No charge			No charge	N
Street trading stalls (free – issued only to registered charities and community based organisations)	N	No charge			No charge	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Economic Development

### Banner hire fees

Banner hire fees – administration fee	N	Per event	\$390.00	\$401.00	2.82%	Y
Banner hire fees – installation and removal	N	Per banner	\$68.00	\$70.00	2.94%	Y

### Events

Business Events	N	Per person	Less than \$60			Y
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### Product Sales

Product Sales	N	Per item sold	Total cost + 10%-15%			Y
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## Environment and Infrastructure

### Parks and Infrastructure Services

#### Green Waste

Green waste – bin (service fee)	N	Per bin	\$123.00	\$126.50	2.85%	N
Disposal tipping	N	Car boot/station wagon seat up or down	\$20.00	\$20.50	2.50%	Y
Disposal tipping – trailer	N	Greater than six x four	\$58.00	\$59.50	2.59%	Y
Disposal tipping – trailer	N	Tandem with high sides	\$137.00	\$141.00	2.92%	Y
Disposal tipping – trailer	N	Tandem	\$75.50	\$77.50	2.65%	Y
Disposal tipping – trailer	N	Single axle greater than six x four high sides	\$98.00	\$100.00	2.04%	Y
Disposal tipping	N	Utility/small van/small trailer with high sides	\$64.00	\$65.50	2.34%	Y
Disposal tipping	N	Utility/small van/small trailer	\$39.00	\$40.00	2.56%	Y

### Transfer station/tipping fees

Minimum charge fee	N	Per load	\$8.50	\$8.50	0.00%	Y
Domestic refuse	N	Car boot/station wagon seat up or down	\$27.50	\$28.50	3.64%	Y
Domestic refuse – car tyre	N	Per tyre with rim attached	\$21.00	\$21.50	2.38%	Y
Domestic refuse – car tyre	N	Per tyre no rim	\$18.50	\$19.00	2.70%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Transfer station/tipping fees [continued]

Domestic refuse – fridge	N	Per fridge	\$19.50	\$20.00	2.56%	Y
Domestic refuse – mattress	N	Per mattress	\$33.00	\$34.00	3.03%	Y
Domestic refuse – trailer	N	Single axle greater than six x four high sides	\$167.00	\$172.00	2.99%	Y
Domestic refuse – trailer	N	Single axle greater than six x four	\$96.00	\$98.50	2.60%	Y
Domestic refuse – trailer	N	Tandem with high sides	\$201.00	\$207.00	2.99%	Y
Domestic refuse – trailer	N	Tandem	\$136.00	\$140.00	2.94%	Y
Domestic refuse – trailer	N	Utility/small van/small trailer with high sides	\$136.00	\$140.00	2.94%	Y
Domestic refuse (spoil, bricks, concrete & dirt)	N	Utility/small van/small trailer with high sides	\$136.00	\$140.00	2.94%	Y
Domestic refuse – ute/van	N	Utility/small van/small trailer	\$62.00	\$64.00	3.23%	Y

## Reinstatement charges

Nature strip (light top soil and seed)	N	Per (m²) (0-10m²)	\$51.00	\$52.50	2.94%	N
Nature strip (light top soil and seed)	N	Per (m²) (10-50m²)	\$39.00	\$40.00	2.56%	N
Nature strip (light top soil and seed)	N	Per (m²) (>50m²)	\$32.50	\$33.50	3.08%	N
Nature strip (excavate/backfill and seeded)	N	Per (m²) (0-10m²)	\$106.00	\$109.00	2.83%	N
Nature strip (excavate/backfill and seeded)	N	Per (m²) (10-50m²)	\$66.00	\$68.00	3.03%	N
Nature strip (excavate/backfill and seeded)	N	Per (m²) (>50m²)	\$51.00	\$52.50	2.94%	N
Channel/kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	N	Per lineal metre	\$240.00	\$247.00	2.92%	N
Channel/kerb (concrete)	N	Per lineal metre	\$190.00	\$195.50	2.89%	N
Residential crossovers/footpaths 125mm thick concrete	N	Per (m²)	\$184.00	\$230.00	25.00%	N
Commercial crossovers/footpaths 200mm thick concrete	N	Per (m²)	\$240.00	\$260.00	8.33%	N
Dressed bluestone kerb and channel (replacement with existing sawn bluestone)	N	Per lineal metre	\$260.00	\$267.50	2.88%	N
Dressed bluestone kerb and channel (replacement with new sawn bluestone)	N	Per lineal metre	\$560.00	\$576.00	2.86%	N
Footpaths pavers/pitchers	N	Per (m²) (0-2m²)	\$205.00	\$210.00	2.44%	N
Footpaths pavers/pitchers	N	Per (m²) (2.01-5m²)	\$205.00	\$211.00	2.93%	N
Footpaths pavers/pitchers	N	Per (m²) (5.01-20m²)	\$205.00	\$211.00	2.93%	N
Footpaths pavers/pitchers	N	Per (m²) (20.01-50m²)	\$189.00	\$194.50	2.91%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Reinstatement charges [continued]

Footpaths pavers/pitchers	N	Per (m²) (>50m²)	\$189.00	\$194.50	2.91%	N
Footpaths 75mm concrete	N	Per (m²) (0-2m²)	\$174.00	\$198.00	13.79%	N
Footpaths 75mm concrete	N	Per (m²) (2.01-5m²)	\$174.00	\$179.00	2.87%	N
Footpaths 75mm concrete	N	Per (m²) (5.01-20m²)	\$142.00	\$146.00	2.82%	N
Footpaths 75mm concrete	N	Per (m²) (20.01-50m²)	\$119.00	\$122.00	2.52%	N
Footpaths 75mm concrete	N	Per (m²) (>50m²)	\$115.00	\$118.00	2.61%	N
Footpaths (asphalt)	N	Per (m²) (0-2m²)	\$184.00	\$189.50	2.99%	N
Footpaths (asphalt)	N	Per (m²) (2.01-5m²)	\$175.00	\$180.00	2.86%	N
Footpaths (asphalt)	N	Per (m²) (5.01-20m²)	\$142.00	\$146.00	2.82%	N
Footpaths (asphalt)	N	Per (m²) (20.01-50m²)	\$135.00	\$138.50	2.59%	N
Footpaths (asphalt)	N	Per (m²) (>50m²)	\$130.00	\$133.50	2.69%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – 75mm to 125mm thick	N	Per (m²) (0-2m²)	\$205.00	\$211.00	2.93%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – 75mm to 125mm thick	N	Per (m²) (2.01-5m²)	\$179.00	\$184.50	3.07%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – 75mm to 125mm thick	N	Per (m²) (>5m²)	\$175.00	\$180.00	2.86%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – over 125mm thick	N	Per (m²) (0-2m²)	\$290.00	\$298.50	2.93%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – over 125mm thick	N	Per (m²) (2.01-5m²)	\$245.00	\$252.00	2.86%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – over 125mm thick	N	Per (m²) (>5m²)	\$205.00	\$211.00	2.93%	N

## Other Fees and Charges

Re-locate street furniture – bike hoop	N	Per item	\$685.00	\$700.00	2.19%	Y
Re-locate street furniture – seat	N	Per item	\$1,170.00	\$1,200.00	2.56%	Y
Re-locate street furniture – bollard	N	Per item	\$740.00	\$761.00	2.84%	Y
Re-locate street furniture – bin surround	N	Per item	\$1,075.00	\$1,100.00	2.33%	Y
Request to install new sign blades for private sporting clubs, schools and or Churches on either Council owned assets or power pole eg. "Balwyn Scout Group"	N	Per item	\$133.00	\$136.70	2.78%	Y

## Waste Collection

Camberwell traders (Food premises)	N	Per quarter	\$1,242.00	\$1,275.00	2.66%	N
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# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Waste Collection [continued]

Camberwell traders (Retail premises)	N	Per quarter	\$797.00	\$820.00	2.89%	N
Camberwell traders (Office)	N	Per quarter	\$485.00	\$499.00	2.89%	N
Greythorn Shopping Centre Traders (Large Restaurant >100 seats)	N	Per quarter	\$1,057.00	\$1,080.00	2.18%	N
Greythorn Shopping Centre Traders (Restaurant/Café/Food <100 seats)	N	Per quarter	\$528.00	\$542.00	2.65%	N
Greythorn Shopping Centre Traders (Office 240 litre bin)	N	Per quarter	\$220.50	\$225.00	2.04%	N
Greythorn Shopping Centre Traders (Office 120 litre bin)	N	Per quarter	\$90.50	\$93.00	2.76%	N
Greythorn Shopping Centre Traders (Office 80 litre bin)	N	Per quarter	\$51.00	\$52.50	2.94%	N
Waste Levy – Minimum charge for each residential property	N	Per property	\$220.00	\$255.00	15.91%	N

Except for vacant land and those Residential Properties required to service own refuse disposal as a condition of a Town Planning permit where a Waste Environment Levy will apply as a contribution to waste and rubbish collection from public places.

Waste environment levy as per exception stated above	N	Per property	\$101.00	\$118.00	16.83%	N
Waste collection – property garbage charge: 80 litre bin	N	Per bin	\$220.00	\$255.00	15.91%	N
Waste collection – property garbage charge: 120 litre bin	N	Per bin	\$401.00	\$465.00	15.96%	N
Waste collection – property garbage charge: 240 litre bin. Only for residential properties with 4 people; and Commercial properties	N	Per bin	\$977.00	\$1,133.00	15.97%	N
Waste collection – property garbage charge: 240 litre bin (concessional fee for residential properties with 5 or more people in the household OR a specific medical condition) 1	N	Per bin	\$798.00	\$930.00	16.54%	N

1: Tenants leasing Council owned facilities under the Council Assets - Leasing and Licensing Policy will have waste charges levied as listed in the Fees and Charges schedule - Waste charges for Council tenanted properties.

## Parks

Formal Gardens – Booking fee for weddings, Christmas parties, filming and functions	N	Per hour	\$140.00	\$144.00	2.86%	Y
Parks and Reserves – Booking fee for weddings, Christmas parties, filming and functions	N	Per four hour block	\$140.00	\$144.00	2.86%	Y
Access to private property via Council managed land	N	Per day	\$62.00	\$63.50	2.42%	N
Parks and Reserves – permit to erect a marquee (up to 10 square metres in size)	N	Per request	No charge			N
Parks and Reserves – permit to erect a marquee (11 – 50 square metres in size)	N	Per request	\$273.00	\$281.00	2.93%	N



# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Parks [continued]

Parks and Reserves – permit to erect a marquee (51 – 100 square metres in size)	N	Per request	\$468.00	\$482.00	2.99%	N
Parks and Reserves – permit to erect a marquee (101 square metres in size or greater)	N	Per request	\$680.00	\$700.00	2.94%	N
Parks and Reserves – permit to conduct a firework display	N	Per request	\$690.00	\$710.00	2.90%	N
Memorial seats	N	Per seat	\$2,050.00	\$2,100.00	2.44%	Y
Memorial plaques	N	Per plaque	\$200.00	\$205.50	2.75%	Y
Tree removal	N	Per tree	Cost recovery			N
Tree replacement	N	Per tree	Cost recovery			N
Tree relocation	N	Per tree	Cost recovery			N
Administration fee – for event and booking cancellations	N	Per booking	\$52.50	\$54.00	2.86%	N
Late application fee – for event and booking applications submitted with less than 5 working days notice	N	Per booking	\$78.50	\$80.50	2.55%	Y

## Sportsgrounds

Casual sportsground booking fee (charges for functions, casual sports games, schools outside Boroondara municipality)	N	Per hour	\$62.00	\$63.70	2.74%	Y
Casual sportsground booking fee – Junior rate (Under 18)	N	Per hour	\$31.00	\$32.00	3.23%	Y
Casual sportsground booking fee – Schools within Boroondara – Monday to Friday: 8:30am to 3:30pm (inside school hours)	N	Per hour	No charge			Y
Casual sportsground booking fee – Schools within Boroondara – Monday to Friday: Before 8:30am and after 3:30pm (outside school hours)	N	Per hour	\$31.00	\$32.00	3.23%	Y
Hall and pavilion hire – casual use (including changerooms)	N	Per hour	\$62.00	\$64.00	3.23%	Y
Hall and pavilion hire – seasonal hall tenant rate	N	Per booking	\$38.00	\$39.00	2.63%	Y
Sportsgrounds seasonal tenancy fee (formula based on usage and rating of assets)	N	Per unit as allocated to facilities or pro rata appropriate to the booking request	\$11.20	\$11.50	2.68%	Y
Additional turf wicket ground preparation and hire	N	Per booking	\$940.00	\$967.00	2.87%	Y
Additional turf practice wicket	N	Additional turf practice wicket (above the two provided as part of club tenancy) per training session	Cost recovery			Y
Curator – overtime Saturdays	N	Per 3 hours	Cost recovery			Y
Curator – overtime Sundays	N	Per 3 hours	Cost recovery			Y



# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Traffic and Transport

Road/footpath occupation	N	Per day	\$273.00	\$281.00	2.93%	N
Use of Crane/Travel Tower on Council controlled land	N	Per permit per day	\$141.00	\$145.00	2.84%	N
Parking bay occupation	N	Per bay per day	\$51.00	\$52.00	1.96%	N
Residential street parties	N	Per application	\$100.00	\$100.00	0.00%	N
Work zone signage	N	Per sign	\$226.00	\$232.50	2.88%	Y
Bicycle skills courses	N	Per booking	\$20.00	\$20.50	2.50%	Y
Bicycle skills courses – Concessions (pensioners, youth and students)	N	Per booking	\$10.00	\$10.25	2.50%	Y

## Asset Management

Asset protection – standard application fee	N	Per application	\$335.00	\$345.00	2.99%	N
Asset protection – application fee for large developments >\$10M or >10 unit developments	N	Per application	\$525.00	\$540.00	2.86%	N
Drainage contribution / levy from private developers (estimated value)	N	Per application	\$10.00/sqm + 10% administration fee			N
Works within a road reserve permit	Y	Per application (based on 9.3 units)	\$132.20	\$137.70	4.16%	N
Construction of stormwater drainage supervision fee – excluding subdivision works	N	Per application	\$385 or 2.5% of total cost of drainage works, whichever is greater			N
			Last YR Fee \$378 or 2.5% of total cost of drainage works			
Compliance – stormwater inspection	N	Per application	\$135.00	\$140.00	3.70%	N
Legal points of discharge	Y	Per application	\$141.20	\$145.70	3.19%	N
Building over easement – application fee	N	Per application	\$365.00	\$375.00	2.74%	N
Compliance – vehicle crossing permit fee	N	Per application	\$210.00	\$215.00	2.38%	N

## Drainage plan assessment fees

On site detention system assessment fee 1-3 Unit Development	N	Per application	\$130.00	\$135.00	3.85%	N
On site detention system assessment fee 4-10 Unit Development	N	Per application	\$0.00	\$270.00	∞	N
On site detention plan assessment 11 + Unit Development	N	Per application	\$0.00	\$540.00	∞	N
Flood level assessment fee	N	Per application	\$235.00	\$240.00	2.13%	N

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## CEO's Office

### Governance

Fines for failure to vote in Council elections. Applicable during Council election year	Y	Per infringement	\$78.00	\$78.00	0.00%	N
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### Freedom of information and inspection of prescribed documents

Application fee	Y	Per application	\$28.90	\$29.62	2.49%	N
Charge for search time	Y	Per hour or part thereof	\$21.33	\$21.33	0.00%	N
Charge for supervised inspection	Y	Per hour (to be calculated per quarter hour or part of a quarter hour)	\$21.33	\$21.33	0.00%	N
Photocopy – A4 black and white	Y	Per copy	\$0.20	\$0.20	0.00%	N
Photocopy – A3 black and white	N	Per copy	\$2.70	\$2.75	1.85%	N
Photocopy – A2 black and white	N	Per copy	\$4.10	\$4.15	1.22%	N
Photocopy – A1 black and white	N	Per copy	\$5.80	\$5.95	2.59%	N
Photocopy – A0 black and white	N	Per copy	\$6.70	\$6.90	2.99%	N

## Meeting or Facility Room hire

### Parkview Room

#### Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$158.00	\$165.00	4.43%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$285.00	\$295.00	3.51%	Y

#### Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$79.00	\$82.50	4.43%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$142.50	\$147.50	3.51%	Y

## Staffing Costs – minimum of four hours

### Standard Rate – Staffing costs will be met by hirer

Public Holiday surcharge	N	Per hour		50% of staff cost rate		Y
Supervising Technician	N	Per hour	\$62.00	\$64.00	3.23%	Y
Technician	N	Per hour	\$57.00	\$59.00	3.51%	Y

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Standard Rate – Staffing costs will be met by hirer [continued]

Security Guard	N	Per hour per guard		Up to a maximum of \$60.00		Y
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## Subsidised Rate – Council will provide a 50% subsidy of staffing costs for bonafide community groups

Supervising Technician	N	Per hour	\$31.00	\$32.00	3.23%	Y
Technician	N	Per hour	\$28.50	\$29.50	3.51%	Y

## Catering Charges

Tea / Coffee Package 1: Tea and instant coffee, disposable cups	N	Per person	\$2.15	\$2.20	2.33%	Y
Tea / Coffee Package 2: Tea and instant coffee, china cups	N	Per person	\$4.80	\$4.95	3.13%	Y
Tea / Coffee Package 3: Tea and brewed coffee, china cups	N	Per person	\$6.30	\$6.50	3.17%	Y

## Waste charges for Council Tenanted Properties

### Bin charges

Community Group: Aged Care, Disability Service, Scouts and Guides and Toy Library	N		Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	N
			Last YR Fee Charge for additional general waste bins: 80 litre at \$220 120 litre at \$401 240 litre at \$977	
Community Group: Boat Shed, Bowling Clubs, Community Centre, Family Centre, Hockey Clubs, Kindergartens, Senior Citizens Centre, Tennis Club	N		Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	N
			Last YR Fee Charge for additional general waste bins: 80 litre at \$220 120 litre at \$401 240 litre at \$977	
Community Group: Child Care Centre	N		Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	N
			Last YR Fee Charge for additional general waste bins: 80 litre at \$220	

# City of Boroondara Fees and Charges 2019-20

Name	Statutory Fee	Unit	Year 18/19	Year 19/20		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

## Bin charges [continued]

Community Group: Child Care Centre	N	Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	N
		Last YR Fee Charge for additional general waste bins: 80 litre at \$220 120 litre at \$401 240 litre at \$977	
Entitled to 3 x general 240 litre waste bins free of charge			
Community Group: School, Sportsgrounds, Weight Lifting Centre, Youth Club	N	Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	N
		Last YR Fee Charge for additional general waste bins: 80 litre at \$220 120 litre at \$401 240 litre at \$977	



BOROONDARA  
*City of Harmony*

City of Boroondara  
Budget 2019-20

## **Appendix B**

### **Budget processes**

## Appendix B - Budget processes

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

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

The 2019-20 Budget, which is included in this report, is for the year 1 July 2019 to 30 June 2020. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works. These statements have been prepared in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Accounting Standards. The Budget also includes detailed information about the rates and charges to be levied, the Capital Works Program, the human resources and other financial information Council requires in order to make an informed decision about the adoption of the Budget.

The budget delivers on the adopted Boroondara Community Plan 2017-27. It will ensure Council delivers on those facilities and services identified through the extensive community consultation that was undertaken to develop the community plan.

Hence the Budget and Long Term Financial Strategy are a result of the consultation and engagement with our community prior to the development of the Budget. The purpose of the Budget public notice is to inform our community on the services and projects to be funded in the coming year, and to seek feedback on those decisions.

In advance of preparing the Budget, officers firstly review and update Council's long term financial projections. The preparation of the Budget, within this longer term context, begins with officers preparing the operating and capital components of the annual Budget from December through to March. A draft consolidated Budget is then prepared and various iterations are considered by Councillors at informal briefings. A 'proposed' Budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the Budget. It must give 28 days notice of its intention to adopt the proposed Budget and make the Budget available for inspection at its offices and on its website. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by Council.

With the introduction of the State Government's Rate Capping legislation in 2015, councils are now unable to determine the level of rate increase and must not exceed the rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

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

The key dates for the Budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	December
2. Officers prepare operating and capital budgets	December - March
3. Council to advise ESC if it intends to make a rate variation submission	January - February
4. Councillors consider draft budgets at informal briefings	February - March
5. Proposed Budget submitted to Council for approval	29 April
6. Public notice advising the intention to adopt Budget	30 April
7. Budget available for public inspection and submissions	1 May – 29 May
8. Submissions period closes (28 days)	29 May
9. Submissions considered by Council/Committee	11 June
10. Budget and submissions presented to Council for adoption	24 June
11. Copy of adopted Budget submitted to the Minister	July







BOROONDARA  
*City of Harmony*

City of Boroondara  
Budget 2019-20

## **Appendix C**

# **Priority Projects Program**

*(including proposed forward commitments to 2019-20)*



# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Administration</b>					
Conduct of 2020 General Election and Councillor induction	\$0	\$728,000	\$0	\$0	\$728,000
<i>Conduct of 2020 General Election and Councillor induction</i>	<i>\$0</i>	<i>-\$360,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$360,000</i>
Occupational Health and Safety (OHS) - Department Safety Plan and Implementation of Annual Action Plan	\$58,388	\$59,847	\$61,615	\$0	\$179,850
<b>Total Administration</b>	<b>\$58,388</b>	<b>\$427,847</b>	<b>\$61,615</b>	<b>\$0</b>	<b>\$547,850</b>
<b>Communications</b>					
Customer Services Officers	\$242,564	\$0	\$0	\$0	\$242,564
Faces of Volunteering in Boroondara Communication	\$23,000	\$0	\$0	\$0	\$23,000
Think Customer Experience Employee Engagement program	\$50,000	\$0	\$0	\$0	\$50,000
<b>Total Communications</b>	<b>\$315,564</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$315,564</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Digital Transformation</b>					
Active Ageing Digital Services Directory 'Add Life'	\$99,503	\$40,800	\$41,900	\$0	\$182,203
Commence Design and Implementation of a Digital Early Years Hub	\$588,672	\$156,849	\$121,678	\$127,732	\$994,931
Improving Community Information Access to Services	\$264,371	\$0	\$0	\$0	\$264,371
Service Design and Research	\$164,000	\$0	\$0	\$0	\$164,000
Statutory Planning Paper Files Scan on Demand	\$339,051	\$347,527	\$356,215	\$365,121	\$1,407,914
Statutory Planning Paperless Office Stage 2 Completion	\$182,009	\$0	\$0	\$0	\$182,009
<b>Total Digital Transformation</b>	<b>\$1,637,606</b>	<b>\$545,176</b>	<b>\$519,793</b>	<b>\$492,853</b>	<b>\$3,195,428</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Environment</b>					
Biodiversity Strategy (Vegetation) Implementation	\$206,000	\$205,000	\$213,000	\$217,000	\$841,000
Environmental Project Delivery Professional Services	\$115,803	\$100,893	\$97,764	\$50,104	\$364,564
Integrated Water Management Plan for Back Creek East (Medlow Reserve)	\$40,000	\$0	\$0	\$0	\$40,000
Review and Update Climate Change Risk Assessment	\$50,000	\$0	\$0	\$0	\$50,000
Sustainable Living Festival	\$41,400	\$0	\$43,500	\$0	\$84,900
Sustainable Schools - Young Leaders Summit	\$0	\$13,000	\$0	\$0	\$13,000
Urban Biodiversity Strategy (UBS) Implementation - Priority Actions	\$51,005	\$52,030	\$53,100	\$54,100	\$210,235
<b>Total Environment</b>	<b>\$504,208</b>	<b>\$370,923</b>	<b>\$407,364</b>	<b>\$321,204</b>	<b>\$1,603,699</b>
<b>Information Technology</b>					
Library Systems Support	\$120,000	\$0	\$0	\$0	\$120,000
Parks and Infrastructure Asset Data Capture	\$71,400	\$73,200	\$75,000	\$0	\$219,600
<b>Total Information Technology</b>	<b>\$191,400</b>	<b>\$73,200</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$339,600</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Organisation Development and Change</b>					
Customer Service Functional Review	\$110,000	\$0	\$0	\$0	\$110,000
Parks and Infrastructure - One Way of Working Project (Year 2 of 2)	\$117,470	\$0	\$0	\$0	\$117,470
People Culture and Development - Programs and Resources	\$273,815	\$183,983	\$0	\$0	\$457,798
<b>Total Organisation Development and Change</b>	<b>\$501,285</b>	<b>\$183,983</b>	<b>\$0</b>	<b>\$0</b>	<b>\$685,268</b>
<b>Parks, Open Space and Streetscapes</b>					
Neighbourhood Shopping Centre Improvements Pilot - Maling Road - Investigation and Design	\$484,707	\$90,000	\$50,000	\$50,000	\$674,707
<b>Total Parks, Open Space and Streetscapes</b>	<b>\$484,707</b>	<b>\$90,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$674,707</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Programs and Services</b>					
Access and Inclusion Plan Project Implementation - Disability Programming	\$20,000	\$0	\$0	\$0	\$20,000
Arterial Road On-Street Parking Review	\$40,000	\$41,000	\$42,000	\$43,100	\$166,100
Auburn High School Concept Master Plan	\$106,321	\$0	\$0	\$0	\$106,321
Auburn Village Special Rates and Charge Scheme	\$10,000	\$0	\$0	\$0	\$10,000
Boroondara Community Plan Revision	\$0	\$280,000	\$0	\$0	\$280,000
Boroondara Customer First delivery and Projects Support	\$7,728,090	\$12,639,875	\$11,288,118	\$7,866,586	\$39,522,669
Boroondara Sport and Recreation Strategy - Household Survey	\$65,000	\$0	\$0	\$0	\$65,000
Boroondara Sports Club Awards	\$28,798	\$14,845	\$0	\$0	\$43,643
Canterbury Community Centre Precinct - Hub Coordination	\$0	\$55,000	\$45,000	\$35,000	\$135,000
Celebrating 100 years of female Councillors in local government	\$35,250	\$16,250	\$0	\$0	\$51,500
Christmas in Boroondara Program	\$109,000	\$111,700	\$114,500	\$117,400	\$452,600
Consultation for the Children and Young People's Strategy and Action Plan	\$25,000	\$0	\$0	\$0	\$25,000
Contract for the Provision of Demographic Services for City of Boroondara to be Renewed Following Municipal Association of Victoria (MAV) Procurement Process	\$0	\$0	\$0	\$24,000	\$24,000

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
Data Governance	\$438,709	\$0	\$0	\$0	\$438,709
Develop a Florilegium	\$0	\$69,650	\$0	\$0	\$69,650
Develop and Implement a Revised Strategic Business Planning Process	\$109,831	\$0	\$0	\$0	\$109,831
Develop Boroondara Library Services Plan 2020-24	\$20,000	\$0	\$0	\$0	\$20,000
Develop New Localised Events and Activities for the Community That Involves Local Artists and Performers	\$0	\$0	\$55,000	\$0	\$55,000
Document Boroondara's History	\$0	\$50,000	\$51,500	\$53,800	\$155,300
Economic Development and Tourism Strategy 2016-21 - Implementation	\$50,000	\$0	\$0	\$0	\$50,000
Energy Safe Victoria (ESV) power line clearance program	\$230,000	\$237,000	\$0	\$0	\$467,000
Freeway Golf Course Future Planning	\$0	\$80,000	\$0	\$0	\$80,000
Graffiti Removal Pilot Program	\$150,000	\$150,000	\$0	\$0	\$300,000
<i>Grant for Graffiti Removal Pilot Program</i>	<i>-\$150,000</i>	<i>-\$150,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$300,000</i>
Implementation of Asset Management Plan Actions	\$110,013	\$112,763	\$0	\$0	\$222,776
Individual Grants Program - Low Income Earners or Other Disadvantaged Groups in Sport and Recreation	\$7,000	\$7,000	\$7,000	\$0	\$21,000
Information Asset Audit	\$120,000	\$0	\$0	\$0	\$120,000

\* Subject to Council review and funding  
Note: Italics lines are revenue offset



# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
Integrated Transport Strategy Implementation	\$54,000	\$55,300	\$56,700	\$58,200	\$224,200
Investigate Library Service Measures	\$50,000	\$0	\$0	\$0	\$50,000
Municipal Wide Heritage Assessment	\$275,000	\$281,900	\$0	\$0	\$556,900
North East Link Resourcing	\$1,055,911	\$472,059	\$0	\$0	\$1,527,970
<i>Contribution for North East Link Resourcing</i>	<i>-\$225,000</i>	<i>-\$225,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$450,000</i>
Open Space Event Management Review	\$147,313	\$99,746	\$0	\$0	\$247,059
Pavilion Works Catering for Accessible Facilities Enabling Increased Participation in Sport Program Implementation	\$110,013	\$112,763	\$116,094	\$0	\$338,870
Payment of Parking by Phone App	\$10,000	\$0	\$0	\$0	\$10,000
Pet Expo Implementation	\$0	\$45,824	\$0	\$48,145	\$93,969
Placemaking for Mayoress's Courtyard (Adjacent to Camberwell Library)	\$73,161	\$0	\$0	\$0	\$73,161
Project Support for Delivery of Major Projects	\$312,732	\$292,205	\$252,047	\$0	\$856,984
Public Transport Strategy	\$0	\$80,000	\$0	\$0	\$80,000
Removal of the Union Road Level Crossing - Advocacy to State Government	\$0	\$8,675	\$106,701	\$114,399	\$229,775
Resilient Melbourne Strategy Contribution	\$15,300	\$15,700	\$0	\$0	\$31,000

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
Respond to Reports of Homelessness	\$52,817	\$56,962	\$0	\$0	\$109,779
Review and Develop New Graffiti Management Strategy	\$30,000	\$0	\$0	\$0	\$30,000
Review of the Boroondara Arts Plan	\$20,000	\$0	\$0	\$0	\$20,000
Review the Cultural Diversity Plan	\$0	\$0	\$0	\$30,000	\$30,000
State Government Public Transport Stop Disability Compliance Upgrade	\$0	\$0	\$106,701	\$114,399	\$221,100
Support for Residents of Canterbury Memorial Home Units	\$50,000	\$0	\$0	\$0	\$50,000
System Development and Implementation	\$1,873,244	\$6,606,598	\$9,063,472	\$5,106,896	\$22,650,210
System Licensing and Maintenance	\$377,542	\$619,300	\$878,503	\$2,992,285	\$4,867,630
Tree Strategy Action Plan Implementation	\$430,763	\$437,763	\$338,000	\$0	\$1,206,526
Voluntary Exchange of Skills and Services Between Residents - Business Case	\$18,000	\$0	\$0	\$0	\$18,000
Waste Minimisation and Recycling Strategy Implementation	\$365,013	\$362,763	\$166,094	\$5,000	\$898,870
<b>Total Programs and Services</b>	<b>\$14,348,821</b>	<b>\$23,037,641</b>	<b>\$22,687,430</b>	<b>\$16,609,210</b>	<b>\$76,683,102</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Recreation, Leisure and Community Facilities</b>					
Analysis of Access to Sporting Fields for Participation by Girls and Women	\$200,000	\$0	\$0	\$0	\$200,000
Audit Leased Sporting Facilities - Tree Roots	\$74,000	\$0	\$0	\$0	\$74,000
Community Access - Balwyn Community Centre	\$15,000	\$0	\$0	\$0	\$15,000
Plan to Facilitate Activities in Council's Parks and Open Spaces	\$0	\$0	\$50,000	\$51,200	\$101,200
Sports Planner	\$122,037	\$129,657	\$133,486	\$136,824	\$522,004
<b>Total Recreation, Leisure and Community Facilities</b>	<b>\$411,037</b>	<b>\$129,657</b>	<b>\$183,486</b>	<b>\$188,024</b>	<b>\$912,204</b>
<b>Shopping Centre Development</b>					
Glenferrie Road Placemaking Project	\$1,181,668	\$527,296	\$925,072	\$0	\$2,634,036
Placemaking Coordination	\$233,785	\$249,866	\$257,246	\$263,677	\$1,004,574
<b>Total Shopping Centre Development</b>	<b>\$1,415,453</b>	<b>\$777,162</b>	<b>\$1,182,318</b>	<b>\$263,677</b>	<b>\$3,638,610</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Forward Commitments from 2018-19 (net)</b>					
Asset Management Plans	\$81,428	\$0	\$0	\$0	\$81,428
Boroondara Bicycle Strategy Review	\$40,000	\$0	\$0	\$0	\$40,000
Boroondara Leisure and Aquatic Facilities (BLAF) Contract Tender Process	\$25,000	\$0	\$0	\$0	\$25,000
CCTV Drainage Data Analysis	\$53,500	\$0	\$0	\$0	\$53,500
Community Service Partnership	\$70,000	\$0	\$0	\$0	\$70,000
Council's Strategic Response on Public Safety and Security	\$60,000	\$0	\$0	\$0	\$60,000
Customer centricity support project	\$75,320	\$0	\$0	\$0	\$75,320
Data Mobility Project	\$120,000	\$0	\$0	\$0	\$120,000
Improving Community Information Access to Services	\$232,350	\$0	\$0	\$0	\$232,350
Improving Tennis Court Access and Building Community Connections	\$10,000	\$0	\$0	\$0	\$10,000
Introduction of a Special Building Overlay	\$129,324	\$0	\$0	\$0	\$129,324
Library Systems Support	\$137,674	\$0	\$0	\$0	\$137,674
Mobile Community Information	\$106,750	\$0	\$0	\$0	\$106,750

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
Online OHS Contractor Management Induction Training	\$30,000	\$0	\$0	\$0	\$30,000
Open Space Event Management Review	\$31,298	\$0	\$0	\$0	\$31,298
People Culture and Development - Programs and Resources	\$125,000	\$0	\$0	\$0	\$125,000
Project Portfolio Planning Tool	\$50,000	\$0	\$0	\$0	\$50,000
Records Management System Upgrade and Enhancements	\$80,000	\$0	\$0	\$0	\$80,000
Review the Cultural Diversity Plan	\$25,000	\$0	\$0	\$0	\$25,000
Security Occupational Violence Action Plan	\$10,000	\$0	\$0	\$0	\$10,000
Sport Development Officer	\$9,384	\$0	\$0	\$0	\$9,384
Sports Planner	\$13,918	\$0	\$0	\$0	\$13,918
Tree Strategy Action Plan Implementation	\$25,137	\$0	\$0	\$0	\$25,137
<b>Total Forward Commitments from 2018-19 (net)</b>	<b>\$1,541,083</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,541,083</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Priority Projects

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Total Priority Projects gross expenditure</b>	<b>\$21,784,552</b>	<b>\$26,370,589</b>	<b>\$25,167,006</b>	<b>\$17,924,968</b>	<b>\$91,247,115</b>
<b>Total Priority Projects unallocated expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850,944</b>	<b>\$1,850,944</b>
<b>Total Priority Projects Program expenditure</b>	<b>\$21,784,552</b>	<b>\$26,370,589</b>	<b>\$25,167,006</b>	<b>\$19,775,912</b>	<b>\$93,098,059</b>
<b>Total Priority Projects grants and contributions</b>	<b>\$375,000</b>	<b>\$735,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,110,000</b>
<b>Total Priority Projects net expenditure</b>	<b>\$21,409,552</b>	<b>\$25,635,589</b>	<b>\$25,167,006</b>	<b>\$19,775,912</b>	<b>\$91,988,059</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset



BOROONDARA  
*City of Harmony*

## Appendix D

# Capital Works Program

This appendix presents a listing of capital works projects that will be undertaken for the 2019-20 year.

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

- Capital Works Program  
*(including proposed forward commitments to 2019-20)*
- Major Projects foreshadowed 2019-23





# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
<b>PROPERTY</b>					
<b>Buildings</b>					
<b>Major Projects</b>					
Ashburton Senior Centre	\$1,028,366	\$0	\$0	\$0	<b>\$1,028,366</b>
Balwyn Community Centre	\$828,000	\$0	\$0	\$0	<b>\$828,000</b>
Canterbury Hub	\$500,000	\$5,336,843	\$0	\$0	<b>\$5,836,843</b>
Kew Recreation Centre	\$904,797	\$14,397,609	\$14,984,242	\$0	<b>\$30,286,648</b>
Library Redevelopment Kew (New)	\$0	\$0	\$0	\$65,675	<b>\$65,675</b>
Tuck Stand	\$16,924	\$166,408	\$3,547,897	\$2,964,247	<b>\$6,695,476</b>
<b>Major Projects - total</b>	<b>\$3,278,087</b>	<b>\$19,900,860</b>	<b>\$18,532,139</b>	<b>\$3,029,922</b>	<b>\$44,741,008</b>
<b>Buildings - refurbishment</b>					
Weightlifting Centre Glenferrie Oval	\$360,000	\$0	\$0	\$0	\$360,000
West Hawthorn Preschool - Brook Street	\$500,000	\$0	\$0	\$0	\$500,000
Glen Iris MCHC - Trent Street	\$450,000	\$0	\$0	\$0	\$450,000
Ashburton Pool and Recreation Centre - refurbishment of moveable floor in the hydrotherapy pool	\$200,000	\$0	\$0	\$0	\$200,000
Kew Traffic School storage facilities	\$250,000	\$0	\$0	\$0	\$250,000
Hawthorn Arts Centre - clock tower	\$200,000	\$0	\$0	\$0	\$200,000
Hawthorn Arts Centre - strip and seal all timber flooring	\$100,000	\$0	\$0	\$0	\$100,000
Riversdale Depot - replace skylights in transfer station	\$75,000	\$0	\$0	\$0	\$75,000
Changeover security controllers in Camberwell Camcare, Hawthorn Tennis Centre	\$44,000	\$0	\$0	\$0	\$44,000
Kew Library - replace floor coverings in Phyllis Hall Room	\$38,000	\$0	\$0	\$0	\$38,000
605-609 Glenferrie Road Community Facility	\$400,000	\$0	\$0	\$0	\$400,000
Camberwell Building 2 lift replacement	\$190,000	\$0	\$0	\$0	\$190,000
Library RFID associated building works	\$385,000	\$0	\$0	\$0	\$385,000
Walpole Street Public Toilets - install access control	\$40,000	\$0	\$0	\$0	\$40,000
Camberwell Municipal Offices - replace lower car park gate and controller	\$32,000	\$0	\$0	\$0	\$32,000
Boroondara Sports Complex - replace 316m of chainmesh fencing	\$110,000	\$0	\$0	\$0	\$110,000

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
Hawthorn Aquatic and Leisure Centre - Upgrade lighting system	\$45,000	\$0	\$0	\$0	\$45,000
Alamein Community Centre	\$30,000	\$400,000	\$0	\$0	\$430,000
Former Bowen Street MCHC	\$0	\$454,030	\$0	\$0	\$454,030
Maranoa Gardens Groundskeeper building	\$0	\$250,000	\$0	\$0	\$250,000
Fordham Avenue Kindergarten	\$0	\$50,000	\$450,000	\$0	\$500,000
Through Road Childcare Centre	\$0	\$50,000	\$450,000	\$0	\$500,000
Ashburton Camcare Centre main building (Y Street)	\$0	\$0	\$380,000	\$0	\$380,000
Rowen Street Kindergarten	\$0	\$0	\$40,000	\$550,000	\$590,000
North Balwyn Senior Citizens Centre - Marwal Avenue	\$0	\$0	\$50,000	\$450,000	\$500,000
Auburn South Preschool (Anderson Park)	\$0	\$0	\$65,000	\$750,000	\$815,000
Anderson Road Family Centre	\$0	\$0	\$50,000	\$550,000	\$600,000
Estrella Preschool	\$0	\$0	\$0	\$40,000	\$40,000
Summerhill Park Kindergarten	\$0	\$0	\$0	\$40,000	\$40,000
J J McMahon Kindergarten	\$0	\$0	\$0	\$40,000	\$40,000
Future building expenditure	\$0	\$2,273,299	\$5,471,197	\$5,217,187	\$12,961,683
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$480,000
Unscheduled minor building works	\$639,536	\$670,000	\$695,000	\$720,000	\$2,724,536
Unscheduled minor renewal works	\$250,000	\$260,000	\$270,000	\$280,000	\$1,060,000
<b>Buildings - refurbishment total</b>	<b>\$4,458,536</b>	<b>\$4,527,329</b>	<b>\$8,041,197</b>	<b>\$8,757,187</b>	<b>\$25,784,249</b>
<b>Pavilions</b>					
Canterbury Tennis pavilion	\$400,000	\$0	\$0	\$0	\$400,000
Camberwell Sports Ground - minor pavilion	\$650,000	\$0	\$0	\$0	\$650,000
Victoria Road Reserve	\$840,000	\$510,000	\$0	\$0	\$1,350,000
Rathmines Reserve	\$85,000	\$850,000	\$0	\$0	\$935,000
Burke Road South Reserve - pavilion	\$100,000	\$1,500,000	\$0	\$0	\$1,600,000
Camberwell Sports Ground - major pavilion	\$0	\$1,700,000	\$0	\$0	\$1,700,000
Willsmere Park pavilion	\$0	\$100,000	\$1,800,000	\$0	\$1,900,000
Kew Croquet Club pavilion	\$0	\$30,000	\$270,000	\$0	\$300,000
Deepdene Park Tennis pavilion	\$0	\$25,000	\$300,000	\$0	\$325,000
Frog Hollow Reserve	\$0	\$60,000	\$800,000	\$0	\$860,000
Hartwell South Reserve	\$0	\$0	\$100,000	\$1,500,000	\$1,600,000
Lynden Park	\$0	\$0	\$50,000	\$450,000	\$500,000

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
Myrtle Park Pavilion	\$0	\$0	\$85,000	\$850,000	\$935,000
Macleay Park pavilion	\$0	\$0	\$40,000	\$450,000	\$490,000
Greythorn Park pavilion	\$0	\$0	\$0	\$850,000	\$850,000
Glenferrie Oval Ferguson Stand	\$0	\$0	\$0	\$440,000	\$440,000
<b>Pavilions total</b>	<b>\$2,075,000</b>	<b>\$4,775,000</b>	<b>\$3,445,000</b>	<b>\$4,540,000</b>	<b>\$14,835,000</b>
<b>Public toilet</b>					
Marquis Street automatic toilet	\$35,000	\$0	\$0	\$0	\$35,000
Bryson Street car park automatic toilet	\$45,000	\$0	\$0	\$0	\$45,000
Camberwell Sportsground public toilet	\$250,000	\$0	\$0	\$0	\$250,000
Future public toilet works	\$0	\$250,000	\$250,000	\$250,000	\$750,000
<b>Public toilet total</b>	<b>\$330,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,080,000</b>
<b>Safety and statutory</b>					
Riversdale Depot - upgrade external staircase to transfer station	\$30,000	\$0	\$0	\$0	\$30,000
Essential Services Compliance - replacement of extinguishers	\$30,000	\$0	\$0	\$0	\$30,000
Lock replacement program - electronic locks	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Roof access works	\$100,000	\$103,000	\$105,000	\$107,000	\$415,000
Roof replacement	\$200,000	\$205,000	\$210,000	\$215,000	\$830,000
Fire service replacement	\$55,000	\$55,000	\$55,000	\$55,000	\$220,000
Small scale compliance projects (switchboards, glazing etc.)	\$66,000	\$66,000	\$66,000	\$66,000	\$264,000
Compliance audit projects	\$200,000	\$60,000	\$60,000	\$200,000	\$520,000
<b>Safety and statutory total</b>	<b>\$881,000</b>	<b>\$689,000</b>	<b>\$696,000</b>	<b>\$843,000</b>	<b>\$3,109,000</b>
<b>Buildings total</b>	<b>\$11,022,623</b>	<b>\$30,142,189</b>	<b>\$30,964,336</b>	<b>\$17,420,109</b>	<b>\$89,549,257</b>
<b>PROPERTY total</b>	<b>\$11,022,623</b>	<b>\$30,142,189</b>	<b>\$30,964,336</b>	<b>\$17,420,109</b>	<b>\$89,549,257</b>
<b>INFRASTRUCTURE</b>					
<b>Bridges</b>					
Minor bridge rehabilitation	\$62,000	\$63,000	\$64,575	\$65,931	\$255,506
<b>Bridges total</b>	<b>\$62,000</b>	<b>\$63,000</b>	<b>\$64,575</b>	<b>\$65,931</b>	<b>\$255,506</b>

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
<b>Drainage</b>					
<b>Brick drain</b>					
Auburn Grove, Hawthorn East	\$180,000	\$0	\$0	\$0	\$180,000
Riversdale Road, Camberwell	\$460,000	\$0	\$0	\$0	\$460,000
Future brick drain replacement	\$0	\$1,600,000	\$0	\$0	\$1,600,000
<b>Brick drain total</b>	<b>\$640,000</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,240,000</b>
<b>Concrete drain</b>					
Concrete drain relining	\$0	\$0	\$1,600,000	\$1,600,000	\$3,200,000
<b>Concrete drain total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$3,200,000</b>
<b>Drainage replacement</b>					
Foley Street, Kew Stage 3	\$350,000	\$0	\$0	\$0	\$350,000
Rossfield Avenue, Kew	\$140,000	\$0	\$0	\$0	\$140,000
Boorool Road, Kew, no.5	\$120,000	\$0	\$0	\$0	\$120,000
Fortuna and Sunburst Avenues (easement), Balwyn North	\$250,000	\$0	\$0	\$0	\$250,000
Invermay Grove, Hawthorn East	\$210,000	\$0	\$0	\$0	\$210,000
Seaton and Vale Streets, Glen Iris	\$220,000	\$0	\$0	\$0	\$220,000
Charles Street, Kew	\$220,000	\$0	\$0	\$0	\$220,000
Richards Avenue, Glen Iris, No's. 8 and 10	\$110,000	\$0	\$0	\$0	\$110,000
Bethune Street, Hawthorn East, No. 2	\$40,000	\$0	\$0	\$0	\$40,000
Hilda Crescent laneway, Hawthorn	\$50,000	\$0	\$0	\$0	\$50,000
Muir Street, Hawthorn	\$70,000	\$0	\$0	\$0	\$70,000
Relowe Crescent, Balwyn, No. 2	\$120,000	\$0	\$0	\$0	\$120,000
Rookwood Street, Balwyn North	\$130,000	\$0	\$0	\$0	\$130,000
Bath Road, Glen Iris, No's.57 and 59	\$30,000	\$0	\$0	\$0	\$30,000
Fritsch Holzer Reserve, Hawthorn	\$80,000	\$0	\$0	\$0	\$80,000
Weybridge Street, Surrey Hills, No.54	\$77,000	\$0	\$0	\$0	\$77,000
Aquila Street Floodway, Balwyn North	\$235,000	\$0	\$0	\$0	\$235,000
Boroondara Sports Complex - Upgrade of stormwater drainage along embankment	\$40,000	\$0	\$0	\$0	\$40,000
Amery Street, Ashburton	\$200,000	\$0	\$0	\$0	\$200,000
Beckett Street and Winmalee Road, Balwyn, No. 2	\$140,000	\$0	\$0	\$0	\$140,000
Tower Hill Rd and Munro Ave, Ashburton	\$320,000	\$0	\$0	\$0	\$320,000

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
Vears Road, Ashburton	\$290,000	\$0	\$0	\$0	\$290,000
WSUD/Wetlands renewal program	\$70,000	\$70,000	\$70,000	\$70,000	\$280,000
Minor drainage works In easements	\$350,000	\$400,000	\$400,000	\$400,000	\$1,550,000
Unscheduled/ emergency drainage works	\$370,000	\$375,000	\$380,000	\$385,000	\$1,510,000
Future drainage renewal planning	\$260,000	\$270,000	\$280,000	\$290,000	\$1,100,000
Future drainage renewal expenditure	\$0	\$1,607,000	\$2,353,603	\$2,840,114	\$6,800,717
<b>Drainage replacement total</b>	<b>\$4,492,000</b>	<b>\$2,722,000</b>	<b>\$3,483,603</b>	<b>\$3,985,114</b>	<b>\$14,682,717</b>
<b>Drainage total</b>	<b>\$5,132,000</b>	<b>\$4,322,000</b>	<b>\$5,083,603</b>	<b>\$5,585,114</b>	<b>\$20,122,717</b>
<b>Footpaths and cycleways</b>					
<b>Bicycle and pedestrian</b>					
Bicycle and pedestrian trails - (implementation of Safety Audit Action Plan)	\$430,000	\$440,000	\$445,000	\$450,000	\$1,765,000
<b>Bicycle and pedestrian total</b>	<b>\$430,000</b>	<b>\$440,000</b>	<b>\$445,000</b>	<b>\$450,000</b>	<b>\$1,765,000</b>
<b>Footpaths</b>					
Park gravel path renewal program	\$122,000	\$123,000	\$124,000	\$125,000	\$494,000
Shopping centre footpath works	\$110,000	\$115,000	\$118,000	\$119,000	\$462,000
Unscheduled footpath works	\$250,000	\$260,000	\$270,000	\$271,000	\$1,051,000
Condition 4 footpaths	\$560,000	\$571,000	\$585,100	\$586,000	\$2,302,100
Minor footpath works	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
<b>Footpaths total</b>	<b>\$1,142,000</b>	<b>\$1,169,000</b>	<b>\$1,197,100</b>	<b>\$1,201,000</b>	<b>\$4,709,100</b>
<b>Footpaths and cycleways total</b>	<b>\$1,572,000</b>	<b>\$1,609,000</b>	<b>\$1,642,100</b>	<b>\$1,651,000</b>	<b>\$6,474,100</b>
<b>Off street car parks</b>					
Resurfacing of condition 4 car parks	\$486,000	\$498,000	\$510,450	\$521,169	\$2,015,619
<b>Off street car parks total</b>	<b>\$486,000</b>	<b>\$498,000</b>	<b>\$510,450</b>	<b>\$521,169</b>	<b>\$2,015,619</b>
<b>Parks, open space and streetscapes</b>					
<b>Utilities</b>					
Park lighting - unscheduled works	\$15,000	\$15,000	\$16,000	\$17,000	\$63,000
Park lighting renewal program	\$125,000	\$78,000	\$80,000	\$81,000	\$364,000
<b>Utilities total</b>	<b>\$140,000</b>	<b>\$93,000</b>	<b>\$96,000</b>	<b>\$98,000</b>	<b>\$427,000</b>

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
<b>Irrigation/fencing/signs</b>					
Park signage renewal program	\$51,000	\$55,000	\$55,000	\$55,000	\$216,000
Oval fences renewal program	\$81,384	\$50,000	\$106,000	\$50,000	\$287,384
Park fences renewal program	\$158,000	\$164,000	\$170,000	\$175,000	\$667,000
Parks and gardens irrigation upgrades	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
<b>Irrigation/fencing/signs total</b>	<b>\$440,384</b>	<b>\$419,000</b>	<b>\$481,000</b>	<b>\$430,000</b>	<b>\$1,770,384</b>
<b>Park furniture and streetscape</b>					
Garden bed edging renewal program	\$35,000	\$21,000	\$22,000	\$22,000	\$100,000
Drinking fountains renewal program	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
Barbeque renewal program	\$35,000	\$32,000	\$30,000	\$32,000	\$129,000
Park furniture renewal	\$157,000	\$160,000	\$165,000	\$165,000	\$647,000
Hard surface play area renewal program	\$55,000	\$21,000	\$35,000	\$30,000	\$141,000
<b>Park furniture and streetscape total</b>	<b>\$342,000</b>	<b>\$294,000</b>	<b>\$312,000</b>	<b>\$309,000</b>	<b>\$1,257,000</b>
<b>Playgrounds</b>					
Playground renewal program - Council properties (childcare)	\$20,000	\$20,000	\$77,000	\$77,000	\$194,000
Park playground replacement program	\$980,000	\$1,015,000	\$1,040,000	\$1,060,000	\$4,095,000
Minor playground works	\$72,000	\$73,000	\$74,000	\$75,000	\$294,000
<b>Playgrounds total</b>	<b>\$1,072,000</b>	<b>\$1,108,000</b>	<b>\$1,191,000</b>	<b>\$1,212,000</b>	<b>\$4,583,000</b>
<b>Retaining walls</b>					
Park feature wall renewal program	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Retaining walls - unscheduled works	\$118,000	\$125,000	\$130,000	\$132,000	\$505,000
<b>Retaining walls total</b>	<b>\$143,000</b>	<b>\$150,000</b>	<b>\$155,000</b>	<b>\$157,000</b>	<b>\$605,000</b>
<b>Safety and statutory</b>					
Compliance works on play equipment and infrastructure	\$16,000	\$17,000	\$20,000	\$22,000	\$75,000
<b>Safety and statutory total</b>	<b>\$16,000</b>	<b>\$17,000</b>	<b>\$20,000</b>	<b>\$22,000</b>	<b>\$75,000</b>
<b>Parks, open space and streetscapes total</b>	<b>\$2,153,384</b>	<b>\$2,081,000</b>	<b>\$2,255,000</b>	<b>\$2,228,000</b>	<b>\$8,717,384</b>

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
<b>Recreational, leisure and community facilities</b>					
Sportsground reconstruction program	\$740,080	\$906,671	\$874,000	\$1,595,000	\$4,115,751
Sportsground irrigation program	\$135,000	\$87,000	\$87,000	\$0	\$309,000
Sportsground training lights renewal program	\$188,000	\$193,000	\$396,000	\$204,000	\$981,000
Golf course green, tee and bunker renewal program	\$160,000	\$163,000	\$165,000	\$167,000	\$655,000
Minor sportsground improvements	\$185,000	\$190,000	\$195,000	\$197,000	\$767,000
Sports synthetic surface renewal program	\$27,000	\$18,000	\$39,000	\$22,000	\$106,000
Cricket practice nets renewal program	\$150,000	\$153,000	\$155,000	\$157,000	\$615,000
Sports goal post renewal program	\$9,000	\$16,000	\$0	\$0	\$25,000
<b>Recreational, leisure and community facilities total</b>	<b>\$1,594,080</b>	<b>\$1,726,671</b>	<b>\$1,911,000</b>	<b>\$2,342,000</b>	<b>\$7,573,751</b>
<b>Roads</b>					
<b>Road reconstructions and kerb replacements</b>					
Road Reconstruction and kerb replacement	\$6,815,910	\$6,994,379	\$7,137,934	\$7,081,079	\$28,029,302
Disability Access	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
<b>Road reconstructions and kerb replacements total</b>	<b>\$6,865,910</b>	<b>\$7,044,379</b>	<b>\$7,187,934</b>	<b>\$7,131,079</b>	<b>\$28,229,302</b>
<b>Road resheeting</b>					
Resheeting	\$3,670,105	\$3,766,204	\$3,843,503	\$3,812,889	\$15,092,701
<b>Road resheeting total</b>	<b>\$3,670,105</b>	<b>\$3,766,204</b>	<b>\$3,843,503</b>	<b>\$3,812,889</b>	<b>\$15,092,701</b>
<b>Roads to recovery funding</b>					
<i>Roads to recovery funding</i>	<i>-\$475,049</i>	<i>-\$475,049</i>	<i>-\$475,049</i>	<i>-\$475,049</i>	<i>-\$1,900,194</i>
<b>Roads to recovery funding total</b>	<b>-\$475,049</b>	<b>-\$475,049</b>	<b>-\$475,049</b>	<b>-\$475,049</b>	<b>-\$1,900,194</b>
<b>Traffic management</b>					
Condition 4 safety treatments	\$159,000	\$161,000	\$163,000	\$165,000	\$648,000
Traffic treatment - lighting replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
<b>Traffic management total</b>	<b>\$169,000</b>	<b>\$171,000</b>	<b>\$173,000</b>	<b>\$175,000</b>	<b>\$688,000</b>
<b>Roads total</b>	<b>\$10,229,966</b>	<b>\$10,506,534</b>	<b>\$10,729,388</b>	<b>\$10,643,919</b>	<b>\$42,109,809</b>
<b>INFRASTRUCTURE total</b>	<b>\$21,229,430</b>	<b>\$20,806,205</b>	<b>\$22,196,116</b>	<b>\$23,037,133</b>	<b>\$87,268,886</b>

# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
<b>PLANT AND EQUIPMENT</b>					
<b>Computers and telecommunications</b>					
Information technology expenditure	\$750,000	\$750,000	\$750,000	\$750,000	\$3,000,000
Audiovisual equipment replacement	\$63,800	\$65,400	\$67,000	\$68,700	\$264,900
<b>Computers and telecommunications total</b>	<b>\$813,800</b>	<b>\$815,400</b>	<b>\$817,000</b>	<b>\$818,700</b>	<b>\$3,264,900</b>
<b>Fixtures, fittings and furniture</b>					
Office refurbishments	\$80,000	\$0	\$0	\$0	\$80,000
Library and office furniture	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Boroondara Arts - furniture & equipment	\$245,000	\$45,000	\$45,000	\$45,000	\$380,000
Office furniture renewal	\$83,000	\$86,000	\$88,000	\$90,000	\$347,000
Library shelving	\$50,000	\$100,000	\$100,000	\$150,000	\$400,000
Library IT Hardware renewal	\$0	\$390,000	\$400,000	\$410,000	\$1,200,000
Replace analogue CCTV system in Camberwell Offices Buildings 1, 2 and 3 with digital	\$0	\$190,000	\$0	\$0	\$190,000
<b>Fixtures, Fittings and Furniture total</b>	<b>\$533,000</b>	<b>\$886,000</b>	<b>\$708,000</b>	<b>\$770,000</b>	<b>\$2,897,000</b>
<b>Library books</b>					
Library resources	\$985,000	\$985,000	\$985,000	\$985,000	\$3,940,000
<b>Library books total</b>	<b>\$985,000</b>	<b>\$985,000</b>	<b>\$985,000</b>	<b>\$985,000</b>	<b>\$3,940,000</b>
<b>Plant, machinery and equipment</b>					
Ashburton Pool and Recreation Centre mechanical air handling system	\$500,000	\$0	\$0	\$0	\$500,000
Camberwell Municipal Offices Building 1 - replacement of boiler	\$180,000	\$0	\$0	\$0	\$180,000
Camberwell Municipal Offices Buildings 2 and 3 - upgrade access control	\$250,000	\$0	\$0	\$0	\$250,000
Sportsgrounds - replacement of existing turf wicket rollers	\$31,000	\$32,000	\$32,000	\$32,000	\$127,000
Transfer Station - miscellaneous equipment renewal	\$180,000	\$180,000	\$180,000	\$180,000	\$720,000
Bin renewal program	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Leisure and aquatic centre mechanical equipment replacement	\$80,000	\$83,000	\$85,000	\$85,000	\$333,000



# Capital Works - Renewal

Project	Budget Expenditure 2019-20	Foreshadowed Expenditure 2020-21*	Foreshadowed Expenditure 2021-22*	Foreshadowed Expenditure 2022-23*	Foreshadowed Total 4 year expenditure
Leisure centres – equipment and pool plant replacement program	\$290,000	\$295,000	\$300,000	\$300,000	\$1,185,000
Hawthorn Arts Centre - setting up Building Management System notification for entire building for air conditioning	\$0	\$35,000	\$0	\$0	\$35,000
<b>Plant, machinery and equipment total</b>	<b>\$1,811,000</b>	<b>\$925,000</b>	<b>\$897,000</b>	<b>\$897,000</b>	<b>\$4,530,000</b>
<b>PLANT AND EQUIPMENT total</b>	<b>\$4,142,800</b>	<b>\$3,611,400</b>	<b>\$3,407,000</b>	<b>\$3,470,700</b>	<b>\$14,631,900</b>
<b>FORWARD COMMITMENTS FROM 2018-19 (NET)</b>					
Balwyn Community Centre	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Ashburton Senior Centre	\$310,500	\$0	\$0	\$0	\$310,500
Canterbury Tennis pavilion	\$600,000	\$0	\$0	\$0	\$600,000
Sportsground Training Lights	\$190,000	\$0	\$0	\$0	\$190,000
Library IT Hardware renewal	\$226,090	\$0	\$0	\$0	\$226,090
Library Shelving	\$50,000	\$0	\$0	\$0	\$50,000
<b>Total forward commitments from 2018-19</b>	<b>\$2,376,590</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,376,590</b>
<b>Total renewal capital works gross expenditure</b>	<b>\$39,246,492</b>	<b>\$55,034,843</b>	<b>\$57,042,501</b>	<b>\$44,402,991</b>	<b>\$195,726,827</b>
<b>Total renewal capital works grants</b>	<b>-\$475,049</b>	<b>-\$475,049</b>	<b>-\$475,049</b>	<b>-\$475,049</b>	<b>-\$1,900,194</b>
<b>Total renewal capital works program net expenditure</b>	<b>\$38,771,443</b>	<b>\$54,559,794</b>	<b>\$56,567,452</b>	<b>\$43,927,942</b>	<b>\$193,826,633</b>

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Building Improvements</b>					
Integrated Water Management Strategy (IWMS) Implementation - Facility Retrofit Program	\$53,800	\$55,100	\$56,500	\$57,900	\$223,300
Our Low Carbon Future Strategy Implementation - Energy Performance Contract (EPC)	\$250,000	\$256,200	\$262,700	\$269,200	\$1,038,100
<b>Total Building Improvements</b>	<b>\$303,800</b>	<b>\$311,300</b>	<b>\$319,200</b>	<b>\$327,100</b>	<b>\$1,261,400</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Buildings</b>					
4 Y Street Ashburton	\$0	\$0	\$190,000	\$1,010,000	\$1,200,000
Community Support Facility Upgrade	\$70,000	\$0	\$0	\$0	\$70,000
Depot Masterplan	\$0	\$50,000	\$235,000	\$2,154,000	\$2,439,000
Enhance Hawthorn Arts Centre Entrances	\$50,000	\$0	\$0	\$0	\$50,000
Food Organics and Garden Organics (FOGO) Implementation	\$3,230,000	\$0	\$0	\$0	\$3,230,000
Fritsch Holzer Stadium and Sportsground	\$0	\$0	\$1,000,000	\$0	\$1,000,000
Library Services Radio-Frequency Identification (RFID) Project	\$100,000	\$0	\$0	\$0	\$100,000
New Public Toilets	\$290,000	\$260,000	\$26,000	\$270,000	\$846,000
Pavilion Works Catering for Accessible Facilities Enabling Increased Participation in Sport	\$2,900,000	\$2,973,000	\$3,047,000	\$0	\$8,920,000
Placemaking for Camberwell Library Outdoor Café Area	\$0	\$0	\$250,000	\$0	\$250,000
<b>Total Buildings</b>	<b>\$6,640,000</b>	<b>\$3,283,000</b>	<b>\$4,748,000</b>	<b>\$3,434,000</b>	<b>\$18,105,000</b>

\* Subject to Council review and funding  
Note: *Italics lines are revenue offset*

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Computers and Telecommunications</b>					
Applications Renewal and Upgrade Program	\$410,000	\$200,000	\$150,000	\$0	\$760,000
Implement a Corporate Planning and Reporting System	\$90,000	\$0	\$0	\$0	\$90,000
Improve the Council's Network Service Diversity	\$555,000	\$0	\$0	\$0	\$555,000
Payroll System Upgrade	\$460,000	\$0	\$0	\$0	\$460,000
Records Management System Upgrade and Enhancements	\$35,500	\$36,400	\$37,300	\$38,200	\$147,400
Upgrade/Enhancement to Doc Assembler	\$20,000	\$0	\$0	\$0	\$20,000
<b>Total Computers and Telecommunications</b>	<b>\$1,570,500</b>	<b>\$236,400</b>	<b>\$187,300</b>	<b>\$38,200</b>	<b>\$2,032,400</b>
<b>Fixture, Fitting and Furniture</b>					
Implementation of Public Safety Security Measures	\$250,000	\$200,000	\$200,000	\$0	\$650,000
<b>Total Fixture, Fitting and Furniture</b>	<b>\$250,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$650,000</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Footpaths and Cycleways</b>					
Anniversary Trail Missing Link Through Riversdale Park	\$500,000	\$0	\$0	\$0	\$500,000
Balwyn Shopping Centre Streetscape Improvements Along Whitehorse Road	\$735,000	\$0	\$0	\$0	\$735,000
Bicycle Strategy Implementation	\$167,000	\$171,200	\$175,500	\$179,800	\$693,500
Boroondara Laneway Strategy - Laneway Improvements	\$275,000	\$289,000	\$298,000	\$30,000	\$892,000
<b>Total Footpaths and Cycleways</b>	<b>\$1,677,000</b>	<b>\$460,200</b>	<b>\$473,500</b>	<b>\$209,800</b>	<b>\$2,820,500</b>
<b>Major Projects</b>					
Ashburton Seniors Centre	\$5,131,903	\$0	\$0	\$0	\$5,131,903
Balwyn Community Centre	\$3,324,242	\$0	\$0	\$0	\$3,324,242
Camberwell Community Centre	\$4,999,912	\$2,161,732	\$0	\$0	\$7,161,644
Canterbury Community Precinct	\$500,000	\$4,923,350	\$0	\$0	\$5,423,350
<i>Funding for Canterbury Community Precinct</i>	<i>-\$800,000</i>	<i>-\$720,000</i>	<i>-\$80,000</i>	<i>\$0</i>	<i>-\$1,600,000</i>
Kew Recreation Centre	\$1,163,547	\$14,397,609	\$14,984,242	\$0	\$30,545,398
Library Redevelopment Kew	\$0	\$0	\$0	\$98,513	\$98,513
Tuck Stand	\$25,386	\$249,613	\$5,321,846	\$4,446,371	\$10,043,216
<b>Total Major Projects</b>	<b>\$14,344,990</b>	<b>\$21,012,304</b>	<b>\$20,226,088</b>	<b>\$4,544,884</b>	<b>\$60,128,266</b>

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Note: Italics lines are revenue offset

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Off Street Car Parks</b>					
Access Plans and Parking Study Implementation	\$162,000	\$166,000	\$170,200	\$174,500	\$672,700
<b>Total Off Street Car Parks</b>	<b>\$162,000</b>	<b>\$166,000</b>	<b>\$170,200</b>	<b>\$174,500</b>	<b>\$672,700</b>
<b>Parks, Open Space and Streetscapes</b>					
Balwyn Park Concept Master Plan (BPCMP) - Implementation of Open Space Improvements	\$1,253,878	\$990,715	\$0	\$0	\$2,244,593
Camberwell Sportsground - Master Plan Implementation	\$650,000	\$0	\$0	\$0	\$650,000
Construction of Gordon Barnard Reserve Rain Garden and Stormwater Harvesting Project	\$453,000	\$0	\$0	\$0	\$453,000
<i>Grant for Gordon Barnard Reserve Rain Garden and Stormwater Harvesting Project</i>	<i>-\$5,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$5,000</i>
Dog Off Leash Park - Design and Delivery Program	\$0	\$40,000	\$350,000	\$0	\$390,000
Integrated Water Management Strategy (IWMS)	\$120,000	\$1,300,000	\$0	\$100,000	\$1,520,000
<i>Grant for Integrated Water Management Strategy (IWMS)</i>	<i>-\$47,500</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$47,500</i>
Neighbourhood Shopping Centre Improvements Pilot - Maling Road - Implementation	\$25,000	\$1,000,000	\$0	\$0	\$1,025,000
Shared Path and Park Lighting	\$204,000	\$209,100	\$214,300	\$219,700	\$847,100
Shopping Centre Improvement Plan - Design and Implementation	\$2,106,000	\$1,700,000	\$1,700,000	\$2,000,000	\$7,506,000
Victoria Park Regional Playground	\$250,000	\$2,620,000	\$0	\$0	\$2,870,000
<b>Total Parks, Open Space and Streetscapes</b>	<b>\$5,009,378</b>	<b>\$7,859,815</b>	<b>\$2,264,300</b>	<b>\$2,319,700</b>	<b>\$17,453,193</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Plant, Machinery and Equipment</b>					
Council Chamber Audiovisual (AV) Uplift	\$620,000	\$0	\$0	\$0	\$620,000
Dynamic Parking Guidance Systems	\$80,000	\$782,000	\$120,000	\$1,080,000	\$2,062,000
Provide Air Conditioning at Leased Club Pavilions	\$40,000	\$41,000	\$42,000	\$0	\$123,000
Town Hall Gallery Collection Acquisitions	\$77,000	\$78,900	\$80,900	\$82,900	\$319,700
Town Hall Gallery Public Art Installation	\$10,000	\$90,000	\$0	\$0	\$100,000
Upgrade of Ticket Parking Machines	\$93,000	\$0	\$0	\$0	\$93,000
<b>Total Plant, Machinery and Equipment</b>	<b>\$920,000</b>	<b>\$991,900</b>	<b>\$242,900</b>	<b>\$1,162,900</b>	<b>\$3,317,700</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Recreation, Leisure and Community Facilities</b>					
Dorothy Laver Reserve - West	\$898,550	\$0	\$0	\$0	\$898,550
Field Sport - Risk and Sporting Code Compliance Program	\$300,000	\$512,500	\$525,300	\$0	\$1,337,800
Hawthorn Rowing Ramp	\$400,000	\$0	\$0	\$0	\$400,000
Hawthorn Tennis Club Lighting	\$26,925	\$0	\$0	\$0	\$26,925
<i>Grant for Hawthorn Tennis Club Lighting</i>	<i>-\$26,925</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$26,925</i>
Shade Policy Implementation	\$339,000	\$376,000	\$230,000	\$95,000	\$1,040,000
Sportsground Synthetic Surface	\$0	\$0	\$250,000	\$2,250,000	\$2,500,000
<b>Total Recreation, Leisure and Community Facilities</b>	<b>\$1,937,550</b>	<b>\$888,500</b>	<b>\$1,005,300</b>	<b>\$2,345,000</b>	<b>\$6,176,350</b>
<b>Roads</b>					
Crossing Facilities	\$108,000	\$110,700	\$113,500	\$116,300	\$448,500
Road Safety Strategy Implementation	\$24,500	\$25,100	\$25,700	\$26,400	\$101,700
Traffic Management Devices	\$462,000	\$166,000	\$170,100	\$174,400	\$972,500
<b>Total Roads</b>	<b>\$594,500</b>	<b>\$301,800</b>	<b>\$309,300</b>	<b>\$317,100</b>	<b>\$1,522,700</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset



# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
<b>Forward Commitments from 2018-19 (net)</b>					
Ashburton Senior Centre	\$310,500	\$0	\$0	\$0	\$310,500
Balwyn Community Centre	\$200,000	\$0	\$0	\$0	\$200,000
Camberwell Community Centre	\$414,000	\$0	\$0	\$0	\$414,000
Cookson Street, Camberwell Precinct Rejuvenation	\$570,000	\$0	\$0	\$0	\$570,000
HACC - Minor Capital Grant	\$158,958	\$0	\$0	\$0	\$158,958
Hawthorn Rowing Ramp	\$390,000	\$0	\$0	\$0	\$390,000
Youth Services Case Management System	\$38,000	\$0	\$0	\$0	\$38,000
<b>Total Forward Commitments from 2018-19 (net)</b>	<b>\$2,081,458</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,081,458</b>

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

# Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2019-20	Foreshadowed expenditure* 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Total 4 year expenditure
Total New, Upgrade and Expansion Capital Works gross expenditure	\$36,370,601	\$36,431,219	\$30,226,088	\$14,873,184	\$117,901,092
Total New, Upgrade and Expansion Capital Works unallocated expenditure	\$0	\$3,749,288	\$4,434,872	\$3,442,569	\$11,626,729
Total New, Upgrade and Expansion Capital Works Program expenditure	\$36,370,601	\$40,180,507	\$34,660,960	\$18,315,753	\$129,527,821
Total New, Upgrade and Expansion Capital Works grants and contributions	\$879,425	\$720,000	\$80,000	\$0	\$1,679,425
Total New, Upgrade and Expansion Capital Works net expenditure	\$35,491,176	\$39,460,507	\$34,580,960	\$18,315,753	\$127,848,396
Total Capital Works Program					
Total Renewal Capital Works Program expenditure	\$39,246,492	\$55,034,843	\$57,042,501	\$44,402,991	\$195,726,827
Total New, Upgrade and Expansion Capital Works Program expenditure	\$36,370,601	\$40,180,507	\$34,660,960	\$18,315,753	\$129,527,821
Total Capital Works Program expenditure	\$75,617,093	\$95,215,350	\$91,703,461	\$62,718,744	\$325,254,648
Funding statement					
Funding from asset sales	\$0	\$0	\$1,840,000	\$0	\$1,840,000
Funding from grants and contributions	\$1,354,474	\$1,195,049	\$555,049	\$475,049	\$3,579,621
Funding from loan borrowings	\$0	\$0	\$52,000,000	\$8,000,000	\$60,000,000
Funding from Council cash	\$74,262,619	\$94,020,301	\$37,308,412	\$54,243,695	\$259,835,027
Total Funding	\$75,617,093	\$95,215,350	\$91,703,461	\$62,718,744	\$325,254,648

\* Subject to Council review and funding  
Note: Italics lines are revenue offset

## Major Projects - combined renewal, new, upgrade and expansion

### Net expenditure 2019-20 to 2022-23

Major project	Budget expenditure 2019-20	Foreshadowed expenditure 2020-21**	Foreshadowed expenditure 2021-22**	Foreshadowed expenditure 2022-23**	Total expenditure 2019-20 to 2022-23
Ashburton Senior Centre (Fully redevelop the Ashburton Seniors Centre, including provision of underground parking)	\$6,781,268	\$0	\$0	\$0	\$6,781,268
Balwyn Community Centre (Expansion and upgrade of facilities at the Balwyn Community Centre site, incorporating a relocated Maternal Child and Health centre)	\$5,352,242	\$0	\$0	\$0	\$5,352,242
Camberwell Community Centre *** (Fully redevelop the Camberwell Community Centre at the 33-35 Fairholme Grove, incorporating a relocated Maternal Child and Health centre and including provision of underground car parking)	\$5,413,912	\$2,161,732	\$0	\$0	\$7,575,644
Canterbury Community Precinct *** (Redevelopment of the site, incorporating a relocated kindergarten and neighbourhood centre)	\$1,000,000	\$10,260,193	\$0	\$0	\$11,260,193
<i>Canterbury Community Precinct - grant funding</i>	<i>-\$800,000</i>	<i>-\$720,000</i>	<i>-\$80,000</i>	<i>\$0</i>	<i>-\$1,600,000</i>
Kew Recreation Centre *** (Fully redevelop the Kew Recreation Centre site)	\$2,068,344	\$28,795,218	\$29,968,485	\$0	\$60,832,047
Library Redevelopment Kew *** (Revitalised library facility which will cater to community information requirements as we all traditional library services)	\$0	\$0	\$0	\$164,188	\$164,188
Tuck Stand *** (Refurbish Tuck Stand making it available for sporting and community use)	\$42,311	\$416,021	\$8,869,742	\$7,410,619	\$16,738,693
<b>Grand total major projects (net)</b>	<b>\$19,858,077</b>	<b>\$40,913,164</b>	<b>\$38,758,227</b>	<b>\$7,574,807</b>	<b>\$107,104,275</b>

\* Proposed expenditure 2019-20 includes forward commitments from 2018-19

\*\* Subject to Council review and funding.

\*\*\* Foreshadowed expenditure with project escalation.





BOROONDARA  
*City of Harmony*

City of Boroondara  
Budget 2019-20

## **Appendix E**

### **Glossary of terms**



## Appendix E – Glossary of terms

Term	Definition
Act	<i>Local Government Act 1989</i>
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s 296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	<p>The adjusted underlying revenue means total income other than 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.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i></p>
Adjusted underlying surplus (or deficit)	<p>The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i></p>
Annual budget	Plan under Section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	<p>Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>
Asset renewal expenditure	<p>Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>
Asset upgrade expenditure	<p>Expenditure that:</p> <ul style="list-style-type: none"> <li>(a) enhances an existing asset to provide a higher level of service; or</li> <li>(b) increases the life of the asset beyond its original life.</li> </ul> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>

Term	Definition
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet	<p>The budgeted balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.</p> <p>The budgeted balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budgeted comprehensive income statement	The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Budgeted Financial Statements	<p>Prepared under Section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act, budgeted financial statements are required in the:</p> <ul style="list-style-type: none"> <li>• Strategic resource plan</li> <li>• Budget</li> <li>• Annual report</li> </ul> <p>The budgeted financial statements are the:</p> <ul style="list-style-type: none"> <li>• Budgeted Comprehensive Income Statement</li> <li>• Budgeted Balance Sheet</li> <li>• Budgeted Statement of Changes in Equity</li> <li>• Budgeted Statement of Cash Flows</li> <li>• Budgeted Statement of Capital Works</li> </ul> <p>The budgeted financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Budgeted statement of capital works	<p>The budgeted statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The budgeted statement of capital works should be prepared in accordance with Regulation 9.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 9.</i></p>
Budgeted statement of cash flows	The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The budgeted cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.



Term	Definition
Budgeted statement of changes in equity	The budgeted statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The budgeted statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year.  The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year – refer section 11(1) of the Bill. This amends section 130 (3) of the Act.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2018-19 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works (forward commitments)	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Council plan	Means a Council Plan prepared by the Council under Section 125 of the <i>Local Government Act 1989</i> . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Act.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP).  It was previously part of the former: <ul style="list-style-type: none"> <li>• Department of Transport, Planning and Local Infrastructure (DTPLI).</li> <li>• Department of Planning and Community Development (DPCD).</li> <li>• Department of Victorian Communities (DVC).</li> </ul>
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
External influences in the preparation of a budget.	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.

Term	Definition
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Four way budgeting methodology (Strategic resource plan)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	A category of non-current fixed assets comprising a number of asset classes including roads, drains, footpaths and cycleways, bridges, off-street car parks, recreational, leisure and community facilities and parks, open space and streetscapes.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
<i>Local Government (Planning and Reporting) Regulations 2014</i>	<p>Regulations, made under Section 243 of the <i>Local Government Act 1989</i> prescribe:</p> <ul style="list-style-type: none"> <li>a) The content and preparation of the financial statements of a Council</li> <li>b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council</li> <li>c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report</li> <li>d) (d) Other matters required to be prescribed under Parts 6 and 7 of the Act.</li> </ul>

Term	Definition
Long Term Financial Strategy	<p>A Long Term Financial Strategy is a key component of the Strategic Resource Plan and is a separate document to the annual budget, setting the future financial direction of the Council. Longer term planning is essential in ensuring that an organisation remains financially sustainable in the long term. The annual budget should be consistent with the first projected year of a Long Term Financial Strategy.</p> <p>An extract of the Long Term Financial Strategy is included in the budget report to provide information about the long term financial sustainability of the Council and how the budget for the forthcoming year fits with in that framework.</p> <p>It also demonstrates the linkage with the Council plan objectives, goals and desired outcomes by including a summary of these short and long term objectives. Reference to the Long Term Financial Strategy in an annual budget should include as a minimum, plan development and key outcomes.</p>
New asset expenditure	<p>Expenditure that creates a new asset that provides a service that does not currently exist.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>
Non-financial resources	<p>Resources of a non-financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals.</p>
Non-recurrent grant	<p>A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.</p>
Operating activities	<p>Operating activities means those activities that relate to the provision of goods and services.</p>
Operating expenditure	<p>Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.</p>
Operating performance (Impact of current year on 2018-19 budget)	<p>This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.</p>
Operating revenue	<p>Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.</p>
Own-source revenue	<p>Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>

Term	Definition
Performance statement	Performance statement prepared by a Council under Section 131 of the Act. A performance statement must be included in the annual report of a Council and include the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year.
Rate structure (Rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	<i>Local Government (Planning and Reporting) Regulations 2014.</i>
Restricted cash	Cash and cash equivalents, within the meaning of the Australian Accounting Standards (AAS), that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the <i>Local Government Act 1989</i> .
Service delivery (in strategic resource plan)	A key outcome of a strategic resource plan, service delivery must be linked with performance strategies in order to assess the adequacy of service delivery and the impact on long term budget preparation.
Services, initiatives, major initiatives and commitments	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives mean actions that are once-off in nature and/or lead to improvements in service.</p>

Term	Definition
	Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.
Statement of Capital Works	Means a statement of capital works prepared in accordance with the Local Government Model Financial Report. Refer also Financial Statements Section 3.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Financial Statements Section 3.
Strategic planning framework	A “community owned” document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
Strategic resource plan (SRP)	<p>Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.</p> <p>Section 126 of the Act states that:</p> <ul style="list-style-type: none"> <li>the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives</li> <li>the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years</li> <li>the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years</li> <li>the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan</li> <li>council must review their strategic resource plan during the preparation of the council plan</li> <li>council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website.</li> </ul> <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> <li>prudently manage financial risks relating to debt, assets and liabilities</li> <li>provide reasonable stability in the level of rate burden</li> <li>consider the financial effects of council decisions on future generations</li> <li>provide full, accurate and timely disclosure of financial information.</li> </ul> <p>In addition to Section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>

Term	Definition
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
<i>Valuations of Land Act 1960</i>	<p><i>The Valuations of Land Act 1960</i> requires a Council to revalue all rateable properties every two years.</p> <p><i>Valuations of Land Act 1960</i> – Section 11.</p>