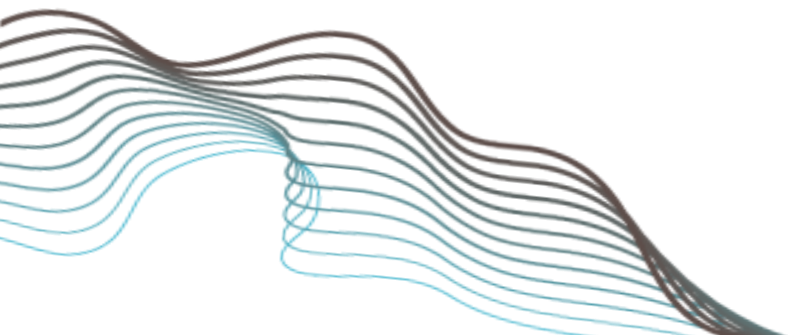




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Introduction

The focus of the 2017-18 Budget continues to be on maintaining quality services, debt reduction and on a continued investment in upgrading community facilities in Boroondara. The Budget is a direct response to community feedback reflected in the Council Plan and accords with Council's long term financial strategy.

The 2017–18 Budget will enable us to continue to deliver strong financial management for our residents. Council has previously taken up all practical opportunities to refinance its borrowings with the aim of making significant interest payment savings, and is forecast to be debt free by 2026.

A priority is our continued focus on the Boroondara Customer First Program, which will transform the way we work to meet changing community expectations in an increasingly digital world. We invested in this transformation to help ensure the community's interaction with Council is increasingly seamless.

Prudent financial management has allowed Council to now significantly invest in the information technology and systems that will provide enhanced customer service in more efficient and effective ways in future.

The 2017-18 Budget continues Council's investment in the infrastructure of the City and maintaining Council's commitment to building a better City now and for the future.

Significant construction projects in this year's Budget include:

- \$10.9 million on construction of the North East Community Hub (\$16.5 million total to be completed in 2017-18)
- \$4.3 million on construction of the Balwyn Library redevelopment (\$8.9 million to be completed in 2017-18)
- Three other major projects will commence planning in 2017-18, the Balwyn Community Centre, Kew Recreation centre - Aquatics area and Kew Library redevelopment.

Some major initiatives include:

- \$10.5 million to improve Council's online services and Digital Strategy implementation
- \$1.0 million for the ongoing program of improvements in small shopping centres
- \$1.65 million to reduce greenhouse gas emissions from Council buildings (three year project with a total of \$2.4 million)
- \$256,250 on a Boroondara-wide heritage assessment (five year project with a total expenditure of \$1.3 million).

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

- \$8.8 million to provide library services seven days a week
- \$13.4 million on aged, disability and health services including immunisation, aged care and disability support for vulnerable members of our community
- \$4.9 million on families and youth services.
- \$11.1 million for parks and gardens, biodiversity and street trees
- \$2.9 million on arts and cultural services and events
- \$9.6 million for planning, development and building controls.

To deliver quality services, Council will continue to maintain infrastructure at an appropriate standard. In 2017-18, Council will deliver:

- \$4.4 million for drainage renewal
- \$2.6 million on footpath and cycleway renewal and maintenance
- \$11.3 million on road renewal and maintenance
- \$14.9 million across 34 other community building renewal works.

Council is continuing to pursue its vision for Boroondara - a vibrant and inclusive community with an outstanding quality of life. This means providing the community with high-quality facilities and services in a financially responsible way.

Executive summary

Council has prepared a Budget for 2017-18 which is aligned to the vision in the Council Plan 2017-21. 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 \$26.90 million for 2017-18. The surplus is required to fund debt repayments from 2018 - 2026 and to fund future capital renewal requirements. Council has a strong record in investing to maintain its building assets which for many decades had not been adequately maintained. Boroondara's surplus enables Council to address the ongoing requirement for asset renewal.

It should be noted that the adjusted underlying result is a surplus of \$19.31 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

Key things we are funding

- 1) Ongoing delivery of services to the Boroondara community has a budgeted expenditure of \$203.17 million. These services are summarised in Section 2.
- 2) Continued investment in Infrastructure assets (\$66.57 million) consisting primarily of renewal works (\$45.53 million) and new asset creation (\$17.38 million). This includes roads (\$11 million); footpaths and bicycle paths (\$2.93 million); drainage (\$4.37 million); recreational, leisure and community facilities (\$2 million); parks, open space and streetscapes (\$5.33 million); and Buildings (\$35.75 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: Strong and engaged communities

- 3) Complete the Balwyn Library redevelopment works to enable local community access to contemporary and appealing spaces to meet, read and study (2017-18 expenditure of \$4,334,036).

Strategic Objective 2: Sustainable environment

- 4) Undertake a green waste and food organics feasibility study to investigate opportunities to further minimise waste to landfill (2017-18 expenditure of \$100,000).

Strategic Objective 3: Enhanced amenity

- 5) Protect the City's heritage by continuing a municipal wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme (2017-18 expenditure of \$256,250).

Strategic Objective 4: Quality facilities and assets

- 6) Continue to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits under an Energy Performance Contract (2017-18 expenditure of \$1,650,000).
- 7) Create a new public hub for services to the community by practical completion of the North East Community Hub Redevelopment Works (2017-18 expenditure of \$10,889,525).

Strategic Objective 5: Responsible management

- 8) Implement year 3 of the Digital Transformation Program to deliver services through the City of Boroondara website that are accessible and customer focused (2017-18 expenditure of \$5,599,000).

The rate rise

The average rate will rise by 2.0% in line with the order by the Minister for Local Government on 16 December 2016 under the Fair Go Rates System.

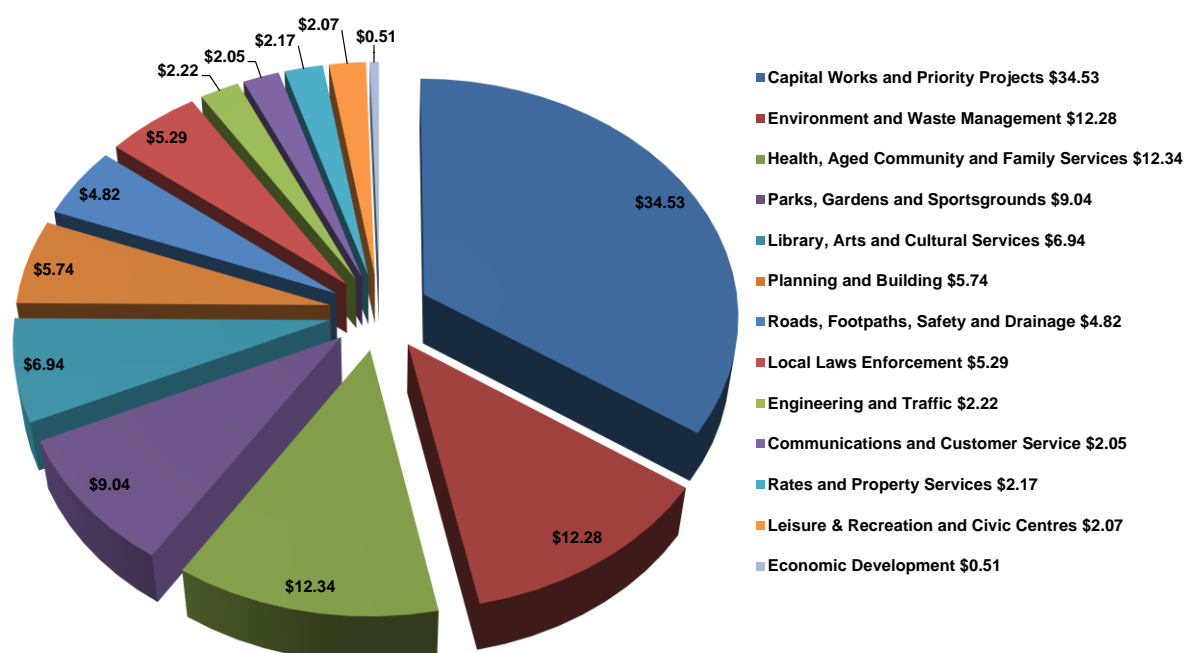
As this is not a revaluation year Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

The waste service charge incorporating kerbside collection and recycling will increase in 2017-18 by 2.2%, reflective of several factors including enhanced services for Council's footpath cleaning regime and forecast increases in State Government Landfill levy costs. Refer Section 7 for further Rates and Charges details.

Key statistics

	2017-18	2016-17
Total revenue	\$230M	\$224M
Total expenditure	\$203M	\$197M
Account result	\$26M surplus	\$26M surplus
<i>(Refer Income Statement in Section 3)</i>		
<i>(Note: Based on total income of \$230M which includes capital grants and contributions)</i>		
Underlying operating result	\$22M surplus	\$19M surplus
<i>(Refer Analysis of operating Budget in Section 10.1)</i>		
<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>		
Total Capital Works Program of \$66.57M from		
<i>Council operations (rate funded)</i>	\$61.22M	
<i>External grants</i>	\$3.12M	
<i>Cash and reserves (carried forward works from 2016-17)</i>	\$2.23M	

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.

Capital Works Program



*Other includes bridges, fixtures, fittings, furniture and land improvements.

Budget influences

External influences

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

- The proposed 2017-18 Annual Budget is based on a rate capped average increase in Council rates of 2.0 per cent as prescribed by the State Government.
- Changes proposed by the State Government that will result in municipal property revaluations being conducted by the Valuer General on an annual basis have the potential to reduce Council's income and increase valuation costs. Future year budgets will need to make appropriate financial provision once full detail of these changes.
- Council has applied an inflation rate of 1.9% for 2017-18 which has been derived from Access Economics Business Outlook September 2016 which is aligned with the commencement of budget preparation. This rate is applied to contributions - monetary, rental income and the majority of materials and services in Council's Long Term Financial Strategy. Future years apply the underlying inflation rate published in Access Economics Business Outlook September 2016.
- After freezing planning fees since 2009 the State Government has increased the allowable fee that Council may charge for these services under the Planning and Environment Act 1987 and Subdivision Act 1988. These fees came into effect October 2016. The 2016-17 forecast reflects an increase in planning income of 42% and has formed the basis for the 2017-18 budget.
- From July 2014 the Federal Government froze indexation of its grants to Councils for three years (ceasing at the end of the 2016-17 financial year). These grants vary from council to council. 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 \$20.06 per resident in Boroondara (*Source 2015-16 Victoria Grants Commission Annual Report*).
- Receipt of capital works funding of \$3.12 million including \$1.92 million part funding from the Commonwealth Government National Stronger Region Funds for the North East Community Hub and Roads to Recovery Program funding covering roads pavement renewal works.

- In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$62.03 per tonne in 2016-17 (589% increase in nine years). Forecast increases are anticipated in the 2017-18 financial year.
- High levels of development across the City leading to increases in population density and demand for Council services.
- 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*.

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 2017-18 Budget.

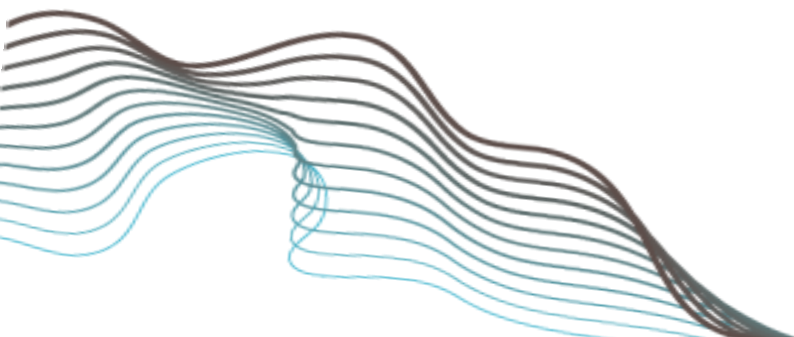
- At the end of each financial year there are projects which are either incomplete or not commenced due to circumstances including planning issues, weather delays and extended consultation. The below forward commitments have been identified to be undertaken in 2017-18:
 - \$2.24 million in 2016-17 capital works forward commitments, and
 - \$1.81 million in 2016-17 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 3% has been applied to the 2017-18 Budget. In 2017-18 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50%.
 The above assumptions cater for trend increases in tied revenue grants from other levels of government that require employment of staff to deliver funded services. These costs are being impacted by the shortage of skilled workers and the ageing population.
- Waste collection costs in 2017-18 will increase by 2.2%. The net costs of waste management and associated services are recovered by Council through the waste management charges.
- Review of future year budget parameters was undertaken to minimise planned expenditure growth.
- Continue investment of resources in the Boroondara Customer First Program which will enhance customer service levels and ultimately reduce the cost of business in the future.

Budget reports

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

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

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



1. Link to the Council Plan

1.1 Integrated Planning Framework

Council has an integrated approach to strategic corporate planning. This approach allows Council to make planning decisions in light of financial and other resource constraints. The process seeks to align the development of the Council Plan, Department Service Plans, Annual Budget, Long Term Financial Strategy, and our long term vision statement, Our Boroondara – Our City, Our Future.

The Council Plan underpins Council's decision-making processes, policies and procedures. It is the key strategic document of Council.

In the Council Plan 2017-21, the Council elected in October 2016 outlines the vision and strategic plan for its term of office. The Council Plan builds upon the achievements of the previous Council term whilst noting the increasing needs to support a changing and diverse population. The Council Plan commits to long-term planning in building capacity in many areas, continuing to revitalise our city, focusing on our community services and tangible infrastructure and asset renewal projects. The Council Plan will be reviewed for currency each year.

The Council Plan 2017-21 has been developed in the knowledge that the 10 year Boroondara Community Plan which is scheduled to be adopted by Council in December 2017, following to date more than 8,000 public submissions, may refocus Council's efforts on behalf of the community and hence a revised Council Plan will be considered by June 2018.

Boroondara's Budget and Council Plan are closely interrelated. Council's themes and strategic objectives shape both planning documents, as shown in the below diagram.

The Budget also sets out Council services, major initiatives and commitments that Council will undertake in the 2017-18 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.

Planning framework diagram



1.2 Our purpose

Vision

A vibrant and inclusive community with an outstanding quality of life.

Mission

The City of Boroondara will provide services, facilities, support and advocacy to enable our community to further its sense of place and connection.

Values

Our values	What it means
Integrity	<p>Acting honestly and ethically on all occasions.</p> <p>Doing what we say we will do.</p> <p>Ensuring that our service is characterised by openness and transparency.</p>
Collaboration	<p>Working inclusively with others to identify and meet their needs.</p> <p>Building and sustaining sound relationships.</p> <p>Encouraging effective engagement and participation.</p>
Accountability	<p>Taking full responsibility for our own decisions and actions.</p> <p>Being professional, thorough and timely in our service delivery.</p> <p>Seeking, providing and responding to feedback.</p>
Innovation	<p>Demonstrating foresight and creativity in meeting the challenges of the future.</p> <p>Nurturing an environment in which innovative thinking is sought, encouraged and valued.</p> <p>Continuously looking for improvements in our service delivery.</p>
Respect	<p>Treating all customers, stakeholders and colleagues with equality and consideration.</p> <p>Caring about others and ensuring that they feel valued.</p> <p>Listening, clarifying and responding appropriately when we communicate with others.</p>

We live these values by displaying strong leadership as we support the community focus on enterprise and wellbeing.

1.3 Strategic objectives

The Council Plan 2017-21 sets out eight strategic objectives across five broad themes that will be pursued by Council. The 2017-18 Budget documents a number of commitments that will occur over the 2017-18 financial year, and provides the financial and human resources necessary to deliver these services and commitments.

The following table lists the five themes and eight strategic objectives as detailed in the Council Plan.

Theme	Strategic Objectives
 Strong and engaged communities	<p>Our community has a say in matters of interest to them in achieving Boroondara's vision.</p> <hr/> <p>Community needs are identified and responses planned accordingly.</p> <hr/> <p>Opportunities are provided to enable people in our community to be supported and involved.</p>
 Sustainable environment	<p>Our natural and urban environment is improved in a sustainable way.</p>
 Enhanced amenity	<p>Facilitate the process of urban renewal throughout the City to enhance amenity by efficient and effective permit issuing administration.</p>
 Quality facilities and assets	<p>The community's current and future needs for assets and facilities are proactively managed.</p>
 Responsible management	<p>Decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair practices.</p> <hr/> <p>Sound financial and risk management practices are carried out.</p>

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 2017-18 financial year. In accordance with Section 127 of the *Local Government Act 1989* the major initiatives, services and initiatives are included within the Budget 2017-18. At Boroondara, initiatives are referred to as 'commitments'.

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

Theme: Strong and engaged communities



Strategic objectives

- Our community has a say in matters of interest to them in achieving Boroondara's vision.
- Community needs are identified and responses planned accordingly.
- Opportunities are provided to enable people in our community to be supported and involved.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Communication and Customer Experience	<ul style="list-style-type: none"> • ensures a customer first culture is sustained across Council • provides an in-house advisory service to improve the quality of customer service in all areas of Council • develops strategic integrated communication and engagement plans for key initiatives linked to the Council Plan • provides an in-house content development suite including print, design, video, social media, digital and copy editing • manages the Boroondara brand and corporate communications channels and content • delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors • undertakes a corporate research program to inform improved service outcomes • provides a broad range of engagement tools to facilitate the capture of external feedback • media relations and issues management. 	\$2,858 <u>(\$0)</u> \$2,858
Library Services	<ul style="list-style-type: none"> • provides a large range of relevant, contemporary library collections and services: in libraries, online and via home library services • provides welcoming community spaces for individual and group study, reflection, activity and discovery • promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development • provides family, children and adult library programs and activities. 	\$8,774 <u>(\$1,292)</u> \$7,482

Service category	Description	Expenditure (Revenue) Net cost \$'000
Community Planning and Development	<ul style="list-style-type: none"> • aims to enhance the health, wellbeing and safety of residents • 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 • works actively within the community on key community development activities, including men's shed and major projects • provides support, advice and assistance to neighbourhood houses • develops policies, strategies and plans that address community priorities • monitors, forecasts and analyses community change and wellbeing • undertakes extensive community research on behalf of Council departments and the community • prepares Council submissions in response to Australian and Victorian government enquiries and advocates on social issues impacting on the community • manages the Boroondara Community Grants Program of annual and operational triennial grants and the registered rooming house subsidy • promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre. 	\$3,406 <u>(\$363)</u> \$3,043

Service category	Description	Expenditure (Revenue) Net cost \$'000
Family and Youth Services	<ul style="list-style-type: none"> operates the Boroondara Maternal and Child Health, Kindergarten Central Enrolment Scheme, Parent Child Mother Goose Program and the Boroondara Youth Resource Centre undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community facilitates training and support for service providers and voluntary committees of management for early years and youth services advocates on behalf of young people, children and their families provides support and information, activities and programs to young people and their families facilitates the development of integrated and coordinated services for children, young people and their families supports the inclusion of children into four-year old kindergarten and long day care services through the provision of the Preschool Field Officer Program facilitates long day care, occasional care and kindergarten services through the provision of 43 buildings leased to the community and volunteer committees of management facilitates community support programs through the provision of annual funding in a deed of agreement with Camcare supports young people's health and wellbeing. 	\$4,876 <u>(\$1,363)</u> \$3,513
Health, Active Ageing and Disability Services	<ul style="list-style-type: none"> coordinates public health services including immunisation and environmental health provides home support services via the Active Service Model approach including home, personal and respite care, food services and property maintenance provides volunteer and community transport, and social support (including events and planned activity groups) coordinates emergency management (recovery) across the municipality manages Canterbury Memorial Home Units (23 independent living units) undertakes strategy and development with a focus on positive ageing and disability (including MetroAccess). 	\$13,372 <u>(\$8,866)</u> \$4,506

Service category	Description	Expenditure (Revenue) Net cost \$'000
Arts and Cultural Services	<ul style="list-style-type: none"> produces arts programs and events for the local community, including performing arts, visual arts and exhibitions, participatory workshops and creative professional development forums for local artists and community art groups programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces provides flexible spaces for community hire, including meetings, community events, private bookings and conference facilities manages and acquires at work for the Town Hall Gallery Collection provides funding support for community arts and culture groups. 	\$2,938 (\$653) \$2,285
Economic Development	<ul style="list-style-type: none"> strengthens the viability of local businesses, including strip shopping centres manages the development and implementation of the Economic Development and Tourism Strategy for Council facilitates the Boroondara Business Network, the Boroondara Farmers Market, the Hawthorn Craft Market and supports the marketing for the Camberwell Fresh Food Market and the Camberwell Sunday Market supports new and established businesses, through training and mentor services facilitates regular networking opportunities for the local business community supports and promotes tourism opportunities across the municipality delivers the City-wide Christmas in Boroondara Program. 	\$2,296 (\$1,463) \$833

Major initiatives - Strong and engaged communities



Our initiatives		Responsible department	Expenditure \$
2.1	Develop a draft 10-year Boroondara Community Plan incorporating the Public Health and Wellbeing Plan 2017-21 for adoption by Council to support the prioritised needs of the community.	Community Planning and Development	\$50,000
6.2	Complete the Balwyn Library Redevelopment Works to enable local community access to contemporary and appealing spaces to meet, read and study.	Projects and Strategy	\$4,334,036

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		Our community has a say in matters of interest to them in achieving Boroondara’s vision.	
Strategy 1		Communication and engagement	
Develop a range of communications and engagement opportunities to meet differing and emerging community needs.			
Community outcome			
Council information and services meet community expectations and an organisation that demonstrates its culture of engagement.			
Our commitments		Responsible department	Expenditure \$
1.1	Enhance communication with the community by implementing an evaluation framework which will provide data and insights to improve the effectiveness of our communication.	Communications and Customer Experience	Work performed using existing resources
1.2	Provide opportunities for the community to interact with Council at five high profile events/locations through the Pop-up Council program.	Communications and Customer Experience	\$25,000

Strategic objective		Community needs are identified and responses planned appropriately.	
Strategy 2		Community inclusion	
Monitor and plan for the community’s changing needs to support their health and wellbeing, aspirations and opportunities to contribute to community life.			
Community outcome			
A cohesive, healthy and connected community.			
Our commitments		Responsible department	Expenditure \$
2.1	Develop a draft 10-year Boroondara Community Plan incorporating the Public Health and Wellbeing Plan 2017-21 for adoption by Council to support the prioritised needs of the community.	Community Planning and Development	\$50,000
2.2	Commence a project to combine population trends with facility use data to understand current demand and forecast future demand for key Council facilities used by the community.	Community Planning and Development	\$55,556

Strategic objective		Opportunities are provided to enable people in our community to be supported and involved.	
Strategy 3		Local business	
Facilitate a positive business and community spirit by welcoming appropriate business investment and supporting existing commerce and local shopping centres.			
Community outcome			
A strong Boroondara economy, supported by a positive business and community spirit.			
Our commitments		Responsible department	Expenditure \$
3.1	Support the establishment and growth of local businesses and contribute to economic and tourism development by implementing year 1 actions of the Economic Development and Tourism Strategy.	Economic Development	\$105,000
3.2	Promote the vitality of the City's shopping centres and support a festive community spirit by implementing the year 5 actions of the Christmas in Boroondara Program.	Economic Development	\$103,000

Strategy 4		Families and young people	
Plan, lead and facilitate high quality services to meet the needs of children, young people and their families.			
Community outcome			
Healthy, connected families and youth who can access a wide range of opportunities.			
Our commitments		Responsible department	Expenditure \$
4.1	Implement year 3 actions from the Children and Young People's Strategy to support the needs and aspirations of children and young people.	Family, Youth and Recreation	Work performed using existing resources
4.2	Commence the introduction of mobile computing to enable nurses immediate access to information that enhances the quality of the Maternal and Child Health home visit service.	Family, Youth and Recreation	Work performed using existing resources

Strategy 5		Health, ageing and disability	
Plan, facilitate and implement (where appropriate) programs that create stronger communities that enhance the health, wellbeing and independence of older people and people with disabilities.			
Community outcome			
Our community members, especially older people and those with disabilities, are supported to be independent and feel safe.			
Our commitments		Responsible department	Expenditure \$
5.1	Implement the year 4 actions of the Creating an Age-friendly Boroondara Strategy to promote active ageing of older residents.	Health, Active Ageing and Disability Services	\$100,000
5.2	Monitor the Australian Government aged care and disability services reforms and their impact on Council and the Boroondara community.	Health, Active Ageing and Disability Services	Work performed using existing resources

Strategy 6		Library services	
Continue to evaluate Boroondara’s library service and respond effectively to diverse and changing needs for knowledge, information and recreation.			
Community outcome Innovative library services for everyone.			
Our commitments		Responsible department	Expenditure \$
6.1	Implement year 3 actions identified in the Library Services Strategic Plan to meet community expectations for library services.	Library Services	Work performed using existing resources
6.2	Complete the Balwyn Library Redevelopment Works to enable local community access to contemporary and appealing spaces to meet, read and study.	Projects and Strategy	\$4,334,036

Strategy 7		Arts and culture	
Provide services, programs and facilities for the community to participate in a broad range of arts and cultural activities.			
Community outcome			
Innovative cultural programs and events for all members of the community.			
Our commitments		Responsible department	Expenditure \$
7.1	Ensure financial sustainability to support access to arts programs and civic spaces for residents through the conduct of a tender for Hawthorn Arts Centre Hospitality Services Agreement.	Arts and Cultural Services	Work performed using existing resources
7.2	Provide creative professional development for community groups and local artists to strengthen and grow the capacity of community arts offered in the community.	Arts and Cultural Services	Work performed using existing resources
7.3	Enhance access for the community to the Civic Art Collection through improvements to the digital interface on the Boroondara Arts website and placement of artwork in the public areas of the Hawthorn Arts Centre.	Arts and Cultural Services	\$15,000

Strategic Indicators



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

Performance Measure	Context	2017-18 Target	Department
Strategic Objective: Our community has a say in matters of interest to them in achieving Boroondara's vision			
Percentile ranking of community satisfaction with consultation and engagement measured through the Victorian Government Community Satisfaction Survey.	The 2015-16 actual was 63.	63	Communications and Customer Experience
Strategic Objective: Community needs are identified and responses planned accordingly			
Community consultation for all major community infrastructure projects.	This is a new measure for 2017-18.	100%	Communications and Customer Experience
Strategic Objective: Opportunities are provided to enable people in our community to be supported and involved			
Number of members of the Boroondara Business Network.	The 2015-16 actual was 2,028.	2,000	Economic Development

Performance Measure	Context	2017-18 Target	Department
Percentage of users satisfied with training and support initiatives for local business.	The 2015-16 actual was 80%	80%	Economic Development
Number of young people attending Youth Services programs or services.	The 2015-16 actual was 3,500.	3,500	Family, Youth and Recreation
Proportion of infants born that receive primary immunisations.	The 2015-16 actual was 92%.	90%	Health, Active Ageing and Disability Services
Percentage of infants enrolled who receive the first Maternal and Child Health Home visit.	The 2015-16 actual was 104%. 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
Proportion of registered premises that are inspected annually as required by the <i>Food Act 1984</i> and the <i>Public Health and Wellbeing Act 2008</i> .	The measure is for the period ending 31 December of the prior year. The result of 31 December 2015 was 100%.	100%	Health, Active Ageing and Disability Services
Number of people participating in active ageing programs and events	The 2015-16 actual was 1,131	1,000	Health, Active Ageing and Disability Services
Number of attendances at library programs and events.	This is a new measure for 2017-18.	34,000	Library Services
Overall participation in library services (includes loans, returns, visits, program attendances, e-books and audio loans, enquiries, reservations, Wi-Fi and virtual visits).	The 2015-16 actual was 5,999,022. Anticipating slightly lower participation due to renewal of Balwyn Library.	4,750,000	Library Services
Number of capacity building workshops offered to volunteer involving organisations.	This is a new measure for 2017-18.	14	Community Planning and Development
Number of community events programmed by Arts and Culture.	The 2015-16 actual was 178.	165	Arts and Cultural Services

Service Performance Indicators



Service	Indicator	Performance measure	Computation
Food safety	Health and safety	Critical and major non-compliance notifications outcome (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.
Maternal and Child Health	Participation	Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] X100
		Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] X100
Home and Community Care	Participation	Participation in HACC service (percentage of the municipal target population that receive a HACC service).	[Number of people that received a HACC service / Municipal target population for HACC services] X100
		Participation in HACC service by CALD people (percentage of the municipal target population in relation to CALD people who receive a HACC service).	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] X100
Libraries	Participation	Active library members (percentage of the municipal population that are active library members).	[Number of active library members/ Municipal population] X100

Theme: Sustainable environment



Strategic objective

Our natural and urban environment is improved in a sustainable way.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Environment and Sustainable Living	<ul style="list-style-type: none"> helps the Boroondara community to live more sustainably in response to emerging environmental challenges (eg climate change, water shortage, biodiversity conservation) promotes sustainability within built and natural environments in Boroondara develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes. 	\$1,036 (0) \$1,036
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service operates the Boroondara Recycling and Waste Centre. 	\$19,451 (\$1,634) \$17,817
Horticultural & Arbor Services and Formal Gardens	<ul style="list-style-type: none"> manages and maintains Boroondara's parks, gardens and biodiversity sites provides streetscape and landscape features including garden beds, traffic management devices and shopping precincts maintains a significant and highly valued urban forest of street and park trees. 	\$11,147 (\$42) \$11,105
Tree Protection	<ul style="list-style-type: none"> administers Council's Tree Protection Local Law and assesses applications for tree removal. 	\$308 (\$175) \$133

Major initiatives - Sustainable environment



Our initiatives		Responsible department	Expenditure \$
8.2	Undertake a green waste and food organics feasibility study to investigate opportunities to further minimise waste to landfill.	Parks and Infrastructure	\$100,000

Commitments (Capital, Priority Projects or Operating Expenditure)

Strategic objective	Our natural and urban environment is improved in a sustainable way.
Strategy 8	Living sustainably
Promote sustainability through sound environmental practice.	
Community outcome A sustainable future for our community.	

Our commitments		Responsible department	Expenditure \$
8.1	Foster social connection and sustainable living of residents through engaging individuals and organisations in determining the governance and design of a community garden in the Outer Circle Linear Park (Earl Street).	Environment and Sustainable Living	\$30,000
8.2	Undertake a green waste and food organics feasibility study to investigate opportunities to further minimise waste to landfill.	Parks and Infrastructure	\$100,000

Strategy 9	Parks, gardens and natural environment
Apply sustainable practices in managing our parks, gardens, sportsgrounds and urban street trees.	
Community outcome High quality natural environments, parks and gardens for our current and future communities.	

Our commitments		Responsible department	Expenditure \$
9.1	Conduct a review of Tree Management Guidelines consistent with the Boroondara Tree Strategy to continue Council's ongoing commitment to maintaining its rich diversity of street and park trees.	Parks and Infrastructure	Work performed using existing resources
9.2	Review Council's renewal practices for water sensitive urban design (WSUD) treatments in open spaces and implement actions to ensure water quality and visual amenity are maximised for the life of the assets.	Parks and Infrastructure	\$103,800

Our commitments		Responsible department	Expenditure \$
9.3	Implement sporting infrastructure improvements and a sportsground reconstruction at Highfield Park, Camberwell to ensure long-term sustainability of the sportsground and an improved user experience.	Parks and Infrastructure	\$160,000

Strategic Indicators



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

Performance Measure	Context	2017-18 Target	Department
Strategic Objective: Our natural and urban environment is improved in a sustainable way			
Tonnes of CO ₂ emissions from energy used in all Council owned and operated buildings, street lighting, Council fleet, taxi and air travel.	<p>The Our Low Carbon Future Strategy - Action Plan Update 2017-20 sets the target of reducing corporate greenhouse gas emissions to 30-40% below 2007-08 levels by 2020.</p> <p>The target reflects a reduction in underlying emissions partly offset by the impact of expanded service delivery through Council facilities.</p> <p>The 2014-15 actual was 23,397 tCO₂e.</p> <p>* The Information is reported with a one year lag.</p>	Less than 22,900 tCO ₂ e*	Environment and Sustainable Living
Volume of harvested water (rain and stormwater) re-used within Council buildings and open space irrigation.	<p>The Integrated Water Management Strategy 2014-24 includes an overarching objective to increase local water harvesting and 'fit for purpose' reuse.</p> <p>Data for the measure is sourced from smart meters on Council's significant water storage systems where so installed.</p> <p>The 2015-16 actual was 3.42ML.</p>	5 ML	Environment and Sustainable Living

Performance Measure	Context	2017-18 Target	Department
Waste diversion from landfill, calculated as the proportion of the overall kerbside waste stream that is recycled (includes paper, bottles and green waste) instead of being disposed to landfill.	<p>The 2015-16 actual was 48%.</p> <p>The calculation method has been changed to align with Local Government Performance Reporting Framework waste diversion measure (WC5).</p> <p>The target has been held steady due to the weight of recyclables generally decreasing with lighter plastics and less newspaper waste.</p>	48%	Parks and Infrastructure
Customer Satisfaction survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with participating Councils.	<p>The 2015-16 actual was 85%.</p> <p>In 2015-16, Boroondara achieved the highest score of participating Councils and the mean score was 81%. Boroondara's results over the previous 7 years have been between 80% and 82%, during which time we have been ranked in the top 3 five times. Historically, very few Councils ever achieve a result of 85% therefore a target of 80% is considered an appropriate service level.</p>	80%	Parks and Infrastructure



Service Performance Indicators

Service	Indicator	Performance measure	Computation
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] X100.

Theme: Enhanced amenity



Strategic objective

Facilitate the process of urban renewal throughout the City to enhance amenity by efficient and effective permit issuing administration.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Traffic and Transport	<ul style="list-style-type: none"> develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas implements parking and traffic management strategies assesses traffic and parking implications of planning permit and rezoning applications assesses lane and parking bay occupation applications, street party applications and road closure applications investigates black spot accident locations and develops remedial treatments coordinates and implements sustainable transport initiatives including Car Share, green travel plans, Boroondara Active and Safe Schools and a variety of active transport programs 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 advocates for improvements to public transport and sustainable transport initiatives develops feasibility studies and grant applications to state and federal authorities for accident black spot locations and pedestrian and bicycle improvement projects provides strategic transport planning advice and develops associated studies assesses high and heavy vehicle route applications. 	\$1,740 (\$900) \$840
Landscape Architecture	<ul style="list-style-type: none"> provides landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community. 	\$541 (\$0) \$541
Strategic Planning	<ul style="list-style-type: none"> advocates for and prepares land use policy and standards within the context of Victorian state policy promotes sustainable design and development and heritage conservation manages the Municipal Strategic Statement develops policies and plans to guide land use and development. 	\$1,778 (\$0) \$1,778

Service category	Description	Expenditure (Revenue) Net cost \$'000
Building Services	<ul style="list-style-type: none"> assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers 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 administers and enforces the <i>Building Act 1993</i> and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety. 	\$1,739 <u>(\$1,105)</u> \$634
Statutory Planning	<ul style="list-style-type: none"> processes and assesses planning applications in accordance with the <i>Planning and Environment Act 1987</i>, the Boroondara Planning Scheme and Council policies provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary defends Council planning decisions at the Victorian Civil and Administrative Tribunal assesses applications to subdivide land or buildings under the <i>Subdivision Act 1988</i>. 	\$6,065 <u>(\$2,241)</u> \$3,824
Local Laws	<ul style="list-style-type: none"> delivers proactive patrol programs to maintain and promote safety and harmony within the community delivers administrative and field services in parking, amenity and animal management 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 delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention develops, implements and reviews appropriate local laws to achieve a safe and liveable environment delivery of the School Crossing Supervision program through the provision of supervision at school crossings and the overall management and administration of the program. 	\$9,577 <u>(\$16,062)</u> (\$6,485)

Major initiatives - Enhanced amenity



Our initiatives		Responsible department	Expenditure \$
10.2	Protect the City's heritage by continuing a municipal wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme.	Strategic Planning	\$256,250
11.3	Maintain and enhance safety for pedestrians and cyclists using the Main Yarra Trail and the Koonung Trail, by undertaking a safety audit.	Traffic and Transport	Work performed using existing resources

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		Facilitate the process of urban renewal throughout the City to enhance amenity by efficient and effective permit issuing administration.	
Strategy 10		Land use, planning and building	
Engage with our community in striving for protection and enhancement of the natural and built environment.			
Community outcome			
Strategic and sound planning to protect and enhance our community's liveability and environment.			
Our commitments		Responsible department	Expenditure \$
10.1	Ensure occupant safety in public and high risk buildings in the City of Boroondara, by developing a building inspection and communication strategy, to encourage building owners to maintain essential safety measures in accordance with the <i>Building Regulations 2006</i> .	Building Services	Work performed using existing resources
10.2	Protect the City's heritage by continuing a municipal wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme.	Strategic Planning	\$256,250
10.3	Undertake a study of changes to tree canopy cover to inform the effectiveness of policies and regulations relating to tree protection.	Statutory Planning	\$21,000

Strategy 11		Parking, traffic and transport	
Respond effectively and efficiently to community needs on parking, traffic and appropriate transport issues.			
Community outcome			
Appropriate traffic controls, parking rotation and availability, and transportation solutions.			
Our commitments		Responsible department	Expenditure \$
11.1	Seek to improve community safety by continuing to advocate for the introduction of 40km/hr speed limits in specific shopping strips including Auburn Village, Burwood Village, Deepdene Shopping Centre and Greythorn Shopping Centre.	Traffic and Transport	Work performed using existing resources
11.2	Ensure appropriate opportunities for on and off road cycling and improvement of Boroondara’s bicycle network by commencing the review of the Boroondara Bicycle Strategy.	Traffic and Transport	Work performed using existing resources
11.3	Maintain and enhance safety for pedestrians and cyclists using the Main Yarra Trail and the Koonung Trail, by undertaking a safety audit.	Traffic and Transport	Work performed using existing resources

Strategy 12		Safety and amenity	
Implement appropriate policies, strategies and practices that will improve neighbourhood amenity and safety.			
Community outcome			
High standards of community safety, health and amenity.			
Our commitments		Responsible department	Expenditure \$
12.1	Encourage appropriate management of domestic animals by presenting the Domestic Animal Management Plan to Council for adoption.	Local Laws	Work performed using existing resources
12.2	Improve the vitality of our local strip shopping centres by delivering streetscape improvements works at Hartwell Shopping Centre, Church Street, Glenferrie Hill, Fordham Village and Peate Avenue Shopping Centres.	Environment and Sustainable Living	\$1,005,000

Strategic Indicators



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

Performance Measure	Context	2017-18 Target	Department
Strategic Objective: Facilitate the process of urban renewal throughout the City to enhance amenity by efficient and effective permit issuing administration.			
Percentage of building permits approved within 30 days.	The 2015-16 actual was 99%.	99%	Building Services
Percentage of planning applications processed within 60 days.	The 2015-16 actual was 81%.	80%	Statutory Planning
Percentage of graffiti removed from Council owned assets within one business day of notification.	This is a new measure for 2017-18.	95%	Parks and Infrastructure

Service Performance 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 and that were not set aside).	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] X100.
Animal management	Health and safety	Animal management prosecutions (number of successful animal management prosecutions).	Number of successful animal management prosecutions.

Theme: Quality facilities and assets



Strategic objective

The community's current and future needs for assets and facilities are proactively managed.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Asset Management	<ul style="list-style-type: none"> provides proactive inspections on Council assets to ensure service standards are maintained provides a corporate Asset Management system to support the ongoing management and renewal of the community's assets develops and updates the five-year renewal program for assets develops the financial forecast for assets for Council's long-term financial strategy promotes occupational health and safety on Council worksites manages permits relating to the asset protection local law and stormwater drainage implements the Street Lighting Policy implements strategies and engineering solutions for drainage issues, planning and subdivision permit referrals and development approvals. 	\$3,994 <u>(\$720)</u> \$3,274
Projects and Strategy	<ul style="list-style-type: none"> develops, manages, reports and delivers the approved Environment and Infrastructure Capital Works and Building Renewal programs ensuring best value for money provides project management and technical advice on Council's projects and infrastructure assets manages the capital works programs and reporting to successfully deliver projects on time and within budget investigates and develops strategic solutions for major stormwater issues, Council buildings and infrastructure assets encourages and develops innovative design into quality outcomes. 	\$4,015 <u>(\$11)</u> \$4,004
Asset Maintenance	<ul style="list-style-type: none"> maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs. 	\$11,466 <u>(\$561)</u> \$10,905

Service category	Description	Expenditure (Revenue) Net cost \$'000
Leisure and Sport	<ul style="list-style-type: none"> operates the Kew Traffic School facilitates training and support for service providers and voluntary committees of management for sporting activities provides support and information, activities and programs to sport and recreation clubs and organisations facilitates participation opportunities by the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Centres, the Boroondara Tennis Centre and Junction Skate and BMX Park advocates on behalf of the community to facilitate sport and recreation participation needs leases 87 facilities to sporting clubs and early years committees of management facilitate participation opportunities for the Boroondara community in sport and recreation. 	\$1,592 (<u>\$2,855</u>) (<u>\$1,263</u>)
Sportsground and Park Assets	<ul style="list-style-type: none"> manages bookings, events and applications associated with Boroondara's parks, gardens, reserves, sportsgrounds and pavilions works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs manages and maintains the Freeway Golf Course. 	\$4,596 (<u>\$1,564</u>) \$3,032

Major initiatives – Quality facilities and assets



Our initiatives		Responsible department	Expenditure \$
13.2	Continue to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits under an Energy Performance Contract.	Environment and Sustainable Living	\$1,650,000
13.3	Create a new public hub for services to the community by practical completion of the North East Community Hub Redevelopment Works	Projects and Strategy	\$10,889,525

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		The community’s current and future needs for assets and facilities are proactively managed.	
Strategy 13		Managing assets	
Implement strategies for the development and ongoing renewal of Council’s physical assets.			
Community outcome			
Assets, activities and processes are well managed and deliver safe and usable facilities.			
Our commitments		Responsible department	Expenditure \$
13.1	Review and update the existing Asset Management Policy and Strategy to ensure that Council’s asset management practices adequately support provision of asset-dependent services.	Asset Management	Work performed using existing resources
13.2	Continue to reduce greenhouse gas emissions from Council’s large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits under an Energy Performance Contract.	Environment and Sustainable Living	\$1,650,000
13.3	Create a new public hub for services to the community by practical completion of the North East Community Hub Redevelopment Works	Projects and Strategy	\$10,889,525

Strategy 14		Leisure and sporting facilities	
Manage, develop and improve the City’s leisure and sporting assets for long-term sustainability, amenity and public safety to promote community wellbeing.			
Community outcome			
High quality sports facilities for everybody to enjoy.			
Our commitments		Responsible department	Expenditure \$
14.1	Seek community input into the design of the Kew Recreation Centre aquatic renewal project to enhance future leisure and recreation opportunities.	Family, Youth and Recreation	\$550,000
14.2	Support community participation in sport and leisure opportunities by implementing actions from the Sport and Recreation Strategy.	Family, Youth and Recreation	\$40,000

Strategic Indicators



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

Performance Measure	Context	2017-18 Target	Department
Strategic Objective: The community's current and future needs for assets and facilities are proactively managed			
Percentage completion of six monthly defect inspections on Council roads and footpaths in higher risk locations.	The 2015-16 actual was 100%.	99%	Asset Management
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects).	The 2015-16 actual 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 condition 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 2015-16 actual was 90%.	90%	Projects and Strategy
Number of proactive strip shopping centre maintenance inspections completed.	The 2015-16 actual was 157.	155	Parks and Infrastructure
Number of visits to Boroondara's leisure and aquatic facilities	The 2015-16 actual was 2,462,510.	2,400,000	Family, Youth and Recreation

Service Performance Indicators



Service	Indicator	Performance measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).	[Number of visits to aquatic facilities / Municipal population] X100.

Theme: Responsible management



Strategic objectives

- Decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair practices.
- Sound financial and risk management practices are carried out.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Councillors, Chief Executive Officer, Executive Management and support staff	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support.	\$2,624 (\$0) \$2,624
Governance	<ul style="list-style-type: none"> • provides counsel to Council, Councillors, the Chief Executive Officer and the Executive Leadership Team • develops and implements strategies and policies • manages Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions • maintains statutory registers, authorisations and delegations • administers the conduct of Council elections • provides administrative and secretarial support to the elected Councillors and Council committees • provides stewarding and catering services to the Camberwell function rooms • coordinates civic events and citizenship ceremonies. 	\$2,005 (\$26) \$1,979
Innovation and Business Transformation	<ul style="list-style-type: none"> • encourages thinking differently about how Council delivers services to the community more efficiently and effectively • leads the delivery of the Boroondara Customer First Program to improve our customers' experiences • develops strategies and approaches to transform Council into a customer-centric organisation • develops the new digital services platform to enable Council to significantly expand the services offered online, such as online payments and service requests • implements the Process Improvement Program focusing on understanding, documenting and improving Council's processes • focuses on promoting innovation and collaboration in our work. 	\$1,246 (\$0) \$1,246

Service category	Description	Expenditure (Revenue) Net cost \$'000
Finance and Corporate Planning	<ul style="list-style-type: none"> develops and delivers the annual planning cycle for the Council Plan and Budget provides financial operations services including accounts payable produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems provides payroll services manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Performance Report, and the Annual Report incorporating the Best Value Report provides external grant application support for significant project funding opportunities coordinates financial analysis and business cases for projects and provides advice on the pricing of services as well as National Competition Policy compliance provides financial accounting services coordinates external audit. 	\$3,354 <u>(\$214)</u> \$3,140
People, Culture and Development	<ul style="list-style-type: none"> delivers the functions of occupational health and safety, human resources and organisation development and learning provides specialist advice, service and policy development related to human resources and organisation development coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation facilitates and coordinates staff members' professional, leadership and cultural development programs and the Health and Wellbeing Program coordinates Council's employee performance management system. 	\$2,904 <u>(\$0)</u> \$2,904
Corporate Solicitor	<ul style="list-style-type: none"> monitors and reports on legislative changes and impacts for Council operations provides advice on legal and regulatory matters and ad hoc legal advice within the organisation delivers training programs to develop Council officers' knowledge of relevant legal issues. 	\$207 <u>(\$0)</u> \$207
Customer service	<ul style="list-style-type: none"> delivers customer service including a translation service and multilingual communications implements the Customer Channel Strategy manages correspondence in the CRM system. 	\$1,979 <u>(\$0)</u> \$1,979

Service category	Description	Expenditure (Revenue) Net cost \$'000
Commercial and Property Services	<ul style="list-style-type: none"> coordinates Audit Committee manages procurement and conduct of all public tenders manages rates and property services, including Council databases and communication of the rate payment options available to residents administers the purchasing system and purchasing card systems including training coordinates fleet management coordinates the Building and Property Working Group handles the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market manages all acquisitions and disposals of land for Council manages the discontinuance and sales of the right of way's throughout Boroondara manages internal audit services to Council manages enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity Plans manages public liability, professional indemnity, motor vehicle and property claims. 	\$6,334 <u>(\$3,234)</u> \$3,100
Information Technology	<ul style="list-style-type: none"> coordinates improvement to service delivery to the community and within Council through the use of technology ensures effectiveness and reliability of computing and communication systems manages Council's corporate information and archival services. 	\$9,810 <u>(\$0)</u> \$9,810

Major initiatives - Responsible Management



Our initiatives		Responsible department	Expenditure \$
15.1	Review the Council Plan 2017-21 to ensure alignment with community priorities as identified in the Boroondara Community Plan.	Finance and Corporate Planning	Work performed using existing resources
17.2	Implement year 3 of the Digital Transformation Program to deliver services through the City of Boroondara website that are accessible and customer focused.	Innovation and Business Transformation	\$5,599,000

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		Decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair practices.	
Strategy 15		Governance	
Ensure Council is open, transparent, inclusive and accountable to the community through sound governance practices for making and implementing decisions.			
Community outcome			
A high standard of democratic and corporate governance and sound financial records and budget systems are maintained.			
Our commitments		Responsible department	Expenditure \$
15.1	Review the Council Plan 2017-21 to ensure alignment with community priorities as identified in the Boroondara Community Plan.	Finance and Corporate Planning	Work performed using existing resources
15.2	Review the nomination process for Citizen and Young Citizen of the Year to increase participation and accessibility.	Governance	Work performed using existing resources

Strategy 16		Business Support	
Continue to improve and implement processes for service delivery and reporting practices.			
Community outcome			
Best practice approach to service delivery, information technology and records management to enhance community service.			
Our commitments		Responsible department	Expenditure \$
16.1	Improve Council's online service delivery through the continued implementation of the Customer Relationship Management System.	Information Technology	\$800,000
16.2	Deliver an accurate and transparent record of Council's performance to the community through preparing the Annual Report 2016-17 and submitting to the Minister for Local Government by 30 September 2017.	Finance and Corporate Planning	Work performed using existing resources

Strategy 17		Customer responsiveness	
Promote a culture of innovation and improvement to ensure we continue to offer a relevant, responsive and friendly service to the community.			
Community outcome			
Council information and services meet community expectations.			
Our commitments		Responsible department	Expenditure \$
17.1	Improve Council's capacity to better meet community needs by implementing the identified 2017-18 actions from the Communications Channel Strategy.	Communications and Customer Experience	Work performed using existing resources
17.2	Implement year 3 of the Digital Transformation Program to deliver services through the City of Boroondara website that are accessible and customer focused.	Innovation and Business Transformation	\$5,599,000

Strategy 18		People support and development	
Increase our internal capability for service delivery and ensure that the City of Boroondara is seen as an employer of choice through effective professional development opportunities focused on change and customer experience.			
Community outcome			
Best practice approach to service delivery and people development and management.			
Our commitments		Responsible department	Expenditure \$
18.1	Continue to build and embed organisational change capability and integration into business processes and decision making through the development of a Change Management Plan.	People, Culture and Development	Work performed using existing resources
18.2	Maintain and enhance a customer centric workforce that has the capability to deliver on Council's strategic goals through the development of a People Strategy.	People, Culture and Development	Work performed using existing resources

Strategic objective		Sound financial and risk management practices are carried out.	
Strategy 19		Financial management	
Ensure sound governance practices and financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements.			
Community outcome			
Sound financial management processes, quality records and budget systems are maintained.			
Our commitments		Responsible department	Expenditure \$
19.1	Undertake the Municipal Revaluation as at 1 January 2018 within budget and required legislation.	Commercial and Property Services	Work performed using existing resources
19.2	Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2018-19 and Strategic Resource Plan in line with statutory requirements and submit for consideration by Council by 30 June 2018.	Finance and Corporate Planning	Work performed using existing resources
19.3	Apply sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2017 and receive audit clearance by 30 September 2017.	Finance and Corporate Planning	Work performed using existing resources

Strategy 20		Risk management	
Provide risk management processes in accordance with professional standards and legislative requirements.			
Community outcome			
Sound risk management processes and systems are maintained.			
Our commitments		Responsible department	Expenditure \$
20.1	Prepare a 3-year Strategic Internal Audit Plan for consideration by the Audit Committee and adoption by Council, with reference to identified strategic risks, good corporate governance and sound financial management.	Commercial and Property Services	Work performed using existing resources
20.2	Enhance the safety of Council's workforce and minimise risk through strengthening Council's wellbeing program and delivering the Occupational Health and Safety Strategy 2017-18 actions.	People, Culture and Development	Work performed using existing resources

Strategic Indicators



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

Performance Measure	Context	2017-18 Target	Department
Strategic Objective: Decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair practices			
Percentage of Freedom of Information Requests responded to within prescribed timeframes.	The 2015-16 actual was 97%.	100%	Governance
Average time callers wait before their call is answered.	The 2015-16 actual was 45 seconds.	=< 45 seconds	Communications and Customer Experience
Workcover Employer performance rating.	The 2015-16 actual was 1.19.	Less than 1 (better than industry average)	People, Culture and Development
Strategic Objective: Sound financial and risk management practices are carried out			
Adjusted Working Capital Ratio - Measures the ability to pay existing liabilities in the next 12 months.	The 2015-16 actual was 2.24 to 1.	> 1.68 to 1	Finance and Corporate Planning
Percentage completion of Audit Committee annual plan.	The 2015-16 actual was 100%. A target of 95% allows a minor amount of non-completion of the annual plan due to changed priorities.	95%	Commercial and Property Services

Service Performance 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 2017-18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (**Section 14 - Strategic Resource Plan**) and sustainable capacity (**Section 4 - 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 Reconciliation with budgeted operating result

	Budget 2017-18 Net cost \$'000
Enhanced amenity	1,580
Quality facilities and assets	20,147
Responsible management	38,839
Strong and engaged communities	25,170
Sustainable environment	30,509
Total net cost of services and initiatives (incl priority projects)	116,245
Non attributable expenditure	
Depreciation	32,987
Other expenditure	3,174
Borrowing costs	2,349
Carrying amount of assets sold/written off	3,000
Total non-attributable expenditure	41,510
Operating deficit before funding sources	157,755
Funding sources	
General rates and waste charges ¹	170,214
Victoria Grants Commission	4,453
Contributions - monetary	4,700
Interest	2,170
Capital works income (non-recurrent)	3,119
Total funding sources	184,656
Net surplus	26,901

¹ General rates and waste charges excludes special rates included in services and initiatives.

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2018-19 to 2020-21 has been extracted from the Strategic Resource Plan.

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

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

City of Boroondara Comprehensive Income Statement For the four years ending 30 June 2021

	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Strategic Resource Plan Projections		
			2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Income					
Rates and charges	166,831	171,632	176,556	181,583	187,078
Statutory fees and fines	14,330	15,059	15,368	15,691	16,044
User fees	14,155	13,622	14,232	14,907	15,284
Grants - operating	14,293	14,206	14,473	14,776	15,086
Grants - capital	1,526	3,119	4,539	20	154
Contributions - monetary	4,984	4,965	3,455	3,528	3,609
Other income	8,186	7,472	6,883	6,982	7,538
Total income	224,305	230,075	235,506	237,487	244,793
Expenses					
Employee costs	83,629	86,743	88,945	91,936	94,886
Materials and services	64,013	65,497	60,163	62,759	64,929
Bad and doubtful debts	1,125	1,175	1,200	1,225	1,253
Depreciation and amortisation	32,182	32,987	31,353	32,129	32,470
Borrowing costs	2,534	2,349	1,652	1,424	1,342
Other expenses	11,029	11,423	11,663	11,908	12,182
Net loss on disposal of property, plant and equipment, infrastructure	3,000	3,000	2,665	2,785	2,665
Total expenses	197,512	203,174	197,641	204,166	209,727
Surplus for the year	26,793	26,901	37,865	33,321	35,066
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:					
Other	-	-	-	-	-
Total comprehensive result	26,793	26,901	37,865	33,321	35,066

City of Boroondara

Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual 2016-17 \$'000		Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Current assets					
Cash and cash equivalents	105,475	101,266	63,607	66,028	69,470
Trade and other receivables	11,217	11,367	10,438	10,538	10,647
Other financial assets	90	90	90	90	90
Other assets	1,134	1,144	1,154	1,164	1,174
Total current assets	117,916	113,867	75,289	77,820	81,381
Non-current assets					
Trade and other receivables	31	31	31	31	31
Property, infrastructure, plant and equipment	3,315,369	3,343,101	3,402,663	3,433,596	3,465,176
Investment property	8,713	8,713	8,557	8,405	8,254
Intangible assets	739	739	623	454	359
Total non-current assets	3,324,852	3,352,584	3,411,874	3,442,486	3,473,820
Total assets	3,442,768	3,466,451	3,487,163	3,520,306	3,555,201
Current liabilities					
Trade and other payables	20,006	20,391	20,824	21,266	21,760
Trust funds and deposits	3,289	3,376	3,463	3,550	3,637
Provisions	16,270	16,749	17,415	18,108	18,829
Interest-bearing loans and borrowings	4,235	18,433	1,495	1,572	1,674
Total current liabilities	43,800	58,949	43,197	44,496	45,900
Non-current liabilities					
Provisions	2,198	2,264	2,356	2,451	2,550
Investment in associates and joint ventures	739	739	739	739	739
Interest-bearing loans and borrowings	44,713	26,280	24,787	23,215	21,541
Total non-current liabilities	47,650	29,283	27,882	26,405	24,830
Total liabilities	91,450	88,232	71,079	70,901	70,730
Net assets	3,351,318	3,378,219	3,416,084	3,449,405	3,484,471
Equity					
Accumulated surplus	867,674	892,775	928,840	960,361	993,627
Reserves	2,483,644	2,485,444	2,487,244	2,489,044	2,490,844
Total equity	3,351,318	3,378,219	3,416,084	3,449,405	3,484,471

City of Boroondara
Statement of Changes in Equity
For the four years ending 30 June 2021

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves
2017				
Balance at beginning of the financial year	3,324,525	844,634	2,471,233	8,658
Surplus (deficit) for the year	26,793	26,793	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(3,753)	-	3,753
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,351,318	867,674	2,471,233	12,411
2018				
Balance at beginning of the financial year	3,351,318	867,674	2,471,233	12,411
Surplus (deficit) for the year	26,901	26,901	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,378,219	892,775	2,471,233	14,211
2019				
Balance at beginning of the financial year	3,378,219	892,775	2,471,233	14,211
Surplus (deficit) for the year	37,865	37,865	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,416,084	928,840	2,471,233	16,011
2020				
Balance at beginning of the financial year	3,416,084	928,840	2,471,233	16,011
Surplus (deficit) for the year	33,321	33,321	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,449,405	960,361	2,471,233	17,811
2021				
Balance at beginning of the financial year	3,449,405	960,361	2,471,233	17,811
Surplus (deficit) for the year	35,066	35,066	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,484,471	993,627	2,471,233	19,611

City of Boroondara

Cash Flow Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17		2018-19	2019-20	2020-21
	\$'000		\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	166,731	171,532	177,485	181,483	186,969
Statutory fees and fines	13,255	13,834	14,168	14,466	14,791
User charges and other fines	15,571	14,984	15,655	16,398	16,812
Grants - operating	15,291	15,187	15,471	15,795	16,125
Grants - capital	1,526	3,119	4,539	20	154
Contributions - monetary	4,984	4,965	3,455	3,528	3,609
Interest received	2,570	2,170	1,739	1,558	2,274
Trust fund and deposits taken	19,434	19,970	20,020	20,070	20,120
Other receipts	6,178	5,832	5,658	5,966	5,790
Net GST refund / payment	9,357	11,017	13,397	10,992	11,071
Employee costs	(82,421)	(86,198)	(88,187)	(91,148)	(94,066)
Materials and services	(74,067)	(75,158)	(72,137)	(72,355)	(74,501)
Trust fund and deposits repaid	(19,349)	(19,883)	(19,933)	(19,983)	(20,033)
Other payments	(11,993)	(12,424)	(12,685)	(12,951)	(13,249)
Net cash provided by operating activities	67,067	68,947	78,645	73,839	75,866
Cash flows from investing activities					
Payments for property, plant and equipment	(49,630)	(66,572)	(96,219)	(70,599)	(69,510)
Proceeds from sale of property, plant and equipment	-	-	-	2,100	-
Proceeds (payments) for investments	56,410	-	-	-	-
Net cash used in investing activities	6,780	(66,572)	(96,219)	(68,499)	(69,510)
Cash flows from financing activities					
Finance costs	(2,534)	(2,349)	(1,652)	(1,424)	(1,342)
Repayment of borrowings	(4,049)	(4,235)	(18,433)	(1,495)	(1,572)
Net cash used in financing activities	(6,583)	(6,584)	(20,085)	(2,919)	(2,914)
Net increase (decrease) in cash and cash equivalents	67,264	(4,209)	(37,659)	2,421	3,442
Cash and cash equivalents at beginning of year	38,211	105,475	101,266	63,607	66,028
Cash and cash equivalents at end of year	105,475	101,266	63,607	66,028	69,470

City of Boroondara Statement of Capital Works For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016-17 \$'000		2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Property					
Land improvements	2	100	525	538	552
Total land	2	100	525	538	552
Buildings	20,595	33,482	56,055	41,255	39,027
Building improvements	715	2,271	3,452	304	305
Total buildings	21,310	35,753	59,507	41,559	39,332
Total property	21,312	35,853	60,032	42,097	39,884
Plant and equipment					
Plant, machinery and equipment	1,342	1,303	1,072	979	1,003
Fixtures, fittings and furniture	249	578	490	495	500
Computers and telecommunications	2,326	1,673	815	613	630
Library books	985	985	985	985	985
Total plant and equipment	4,902	4,539	3,362	3,072	3,118
Infrastructure					
Roads	9,957	10,887	10,717	11,039	11,324
Bridges	56	58	1,560	62	63
Footpaths and cycleways	2,047	2,934	2,997	2,484	2,069
Drainage	4,490	4,370	5,091	5,337	5,272
Recreational, leisure and community facilities	1,860	1,993	4,066	1,211	1,477
Parks, open space and streetscapes	3,656	5,328	7,765	4,649	5,639
Off street car parks	1,350	610	629	648	664
Total infrastructure	23,416	26,180	32,825	25,430	26,508
Total capital works expenditure	49,630	66,572	96,219	70,599	69,510
Represented by:					
New asset expenditure	9,597	17,386	48,659	24,634	29,775
Asset renewal expenditure	37,537	45,534	47,214	45,637	39,406
Asset upgrade expenditure	1,486	2,133	346	328	329
Asset expansion expenditure	1,010	1,519	-	-	-
Total capital works expenditure	49,630	66,572	96,219	70,599	69,510

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 2021

	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Strategic Resource Plan Projections		
			2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Staff expenditure					
Employee costs	83,629	86,743	88,945	91,936	94,886
Total staff expenditure	83,629	86,743	88,945	91,936	94,886
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	839.9	828.4	800.4	798.8	797.8
Casuals	14.3	13.0	13.0	13.0	13.0
Allowance for service changes	-	-	2.0	4.1	6.0
Total staff numbers	854.2	841.4	815.4	815.8	816.8

Other information - for the four years ended 30 June 2021

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	Contrib- utions \$'000	Council cash \$'000
2018									
Property									
Land improvements	100	100	-	-	-	100	-	-	100
Total land	100	100	-	-	-	100	-	-	100
Buildings	33,482	10,637	21,326	-	1,519	33,482	1,920	-	31,562
Building improvements	2,271	570	-	1,701	-	2,271	-	-	2,271
Total buildings	35,753	11,207	21,326	1,701	1,519	35,753	1,920	-	33,833
Total property	35,853	11,307	21,326	1,701	1,519	35,853	1,920	-	33,933
Plant and equipment									
Plant, machinery and equipment	1,303	465	838	-	-	1,303	-	-	1,303
Fixtures, fittings and furniture	578	-	578	-	-	578	-	-	578
Computers and telecommunications	1,673	1,078	575	20	-	1,673	-	-	1,673
Library books	985	-	985	-	-	985	-	-	985
Total plant and equipment	4,539	1,543	2,976	20	-	4,539	-	-	4,539
Infrastructure									
Roads	10,887	757	10,107	23	-	10,887	899	-	9,988
Bridges	58	-	58	-	-	58	-	-	58
Footpaths and cycleways	2,934	1,250	1,684	-	-	2,934	-	-	2,934
Drainage	4,370	-	4,370	-	-	4,370	-	-	4,370
Recreational, leisure and community facilities	1,993	225	1,679	89	-	1,993	-	-	1,993
Parks, open space and streetscapes	5,328	2,150	2,878	300	-	5,328	300	-	5,028
Off street car parks	610	154	456	-	-	610	-	-	610
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	26,180	4,536	21,232	412	-	26,180	1,199	-	24,981
Total capital works expenditure	66,572	17,386	45,534	2,133	1,519	66,572	3,119	-	63,453

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
2019									
Property									
Land improvements	525	525	-	-	-	525	-	-	525
Total land	525	525	-	-	-	525	-	-	525
Buildings	56,055	33,648	22,407	-	-	56,055	1,490	-	54,565
Building improvements	3,452	3,150	-	302	-	3,452	550	-	2,902
Total buildings	59,507	36,798	22,407	302	-	59,507	2,040	-	57,467
Total property	60,032	37,323	22,407	302	-	60,032	2,040	-	57,992
Plant and equipment									
Plant, machinery and equipment	1,072	225	847	-	-	1,072	-	-	1,072
Fixtures, fittings and furniture	490	-	490	-	-	490	-	-	490
Computers and telecommunications	815	200	595	20	-	815	-	-	815
Library books	985	-	985	-	-	985	-	-	985
Total plant and equipment	3,362	425	2,917	20	-	3,362	-	-	3,362
Infrastructure									
Roads	10,717	263	10,430	24	-	10,717	399	-	10,318
Bridges	1,560	1,500	60	-	-	1,560	1,500	-	60
Footpaths and cycleways	2,997	1,470	1,527	-	-	2,997	-	-	2,997
Drainage	5,091	-	5,091	-	-	5,091	-	-	5,091
Recreational, leisure and community facilities	4,066	2,487	1,579	-	-	4,066	-	-	4,066
Parks, open space and streetscapes	7,765	5,033	2,732	-	-	7,765	600	-	7,165
Off street car parks	629	158	471	-	-	629	-	-	629
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	32,825	10,911	21,890	24	-	32,825	2,499	-	30,326
Total capital works expenditure	96,219	48,659	47,214	346	-	96,219	4,539	-	91,680

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
2020									
Property									
Land improvements	538	538	-	-	-	538	-	-	538
Total land	538	538	-	-	-	538	-	-	538
Buildings	41,255	21,148	20,107	-	-	41,255	-	2,100	39,155
Building improvements	304	-	-	304	-	304	-	-	304
Total buildings	41,559	21,148	20,107	304	-	41,559	-	2,100	39,459
Total property	42,097	21,686	20,107	304	-	42,097	-	2,100	39,997
Plant and equipment									
Plant, machinery and equipment	979	77	902	-	-	979	-	-	979
Fixtures, fittings and furniture	495	-	495	-	-	495	-	-	495
Computers and telecommunications	613	-	613	-	-	613	-	-	613
Library books	985	-	985	-	-	985	-	-	985
Total plant and equipment	3,072	77	2,995	-	-	3,072	-	-	3,072
Infrastructure									
Roads	11,039	270	10,745	24	-	11,039	-	-	11,039
Bridges	62	-	62	-	-	62	-	-	62
Footpaths and cycleways	2,484	912	1,572	-	-	2,484	-	-	2,484
Drainage	5,337	-	5,337	-	-	5,337	-	-	5,337
Recreational, leisure and community facilities	1,211	-	1,211	-	-	1,211	-	-	1,211
Parks, open space and streetscapes	4,649	1,527	3,122	-	-	4,649	20	-	4,629
Off street car parks	648	162	486	-	-	648	-	-	648
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	25,430	2,871	22,535	24	-	25,430	20	-	25,410
Total capital works expenditure	70,599	24,634	45,637	328	-	70,599	20	2,100	68,479

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
2021									
Property									
Land improvements	552	552	-	-	-	552	-	-	552
Total land	552	552	-	-	-	552	-	-	552
Buildings	39,027	25,778	13,249	-	-	39,027	-	-	39,027
Building improvements	305	-	-	305	-	305	-	-	305
Total buildings	39,332	25,778	13,249	305	-	39,884	-	-	39,332
Total property	39,884	26,330	13,249	305	-	39,884	-	-	39,884
Plant and equipment									
Plant, machinery and equipment	1,003	79	924	-	-	1,003	-	-	1,003
Fixtures, fittings and furniture	500	-	500	-	-	500	-	-	500
Computers and telecommunications	630	-	630	-	-	630	-	-	630
Library books	985	-	985	-	-	985	-	-	985
Total plant and equipment	3,118	79	3,039	-	-	3,118	-	-	3,118
Infrastructure									
Roads	11,324	276	11,024	24	-	11,324	-	-	11,324
Bridges	63	-	63	-	-	63	-	-	63
Footpaths and cycleways	2,069	460	1,609	-	-	2,069	-	-	2,069
Drainage	5,272	-	5,272	-	-	5,272	-	-	5,272
Recreational, leisure and community facilities	1,477	-	1,477	-	-	1,477	-	-	1,477
Parks, open space and streetscapes	5,639	2,464	3,175	-	-	5,639	154	-	5,485
Off street car parks	664	166	498	-	-	664	-	-	664
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	26,508	3,366	23,118	24	-	26,508	154	-	26,354
Total capital works expenditure	69,510	29,775	39,406	329	-	69,510	154	-	69,356

Summary of planned human resources expenditure

	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Strategic Resource Plan Projections		
			2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Chief Executive Office*					
Permanent full time	4,841	4,942	2,572	2,659	2,744
Permanent part time	178	182	194	201	207
Total Chief Executive and Governance	5,019	5,124	2,766	2,860	2,951
City Planning					
Permanent full time	11,611	12,437	13,275	13,721	14,161
Permanent part time	1,970	2,111	2,253	2,328	2,403
Total City Planning	13,581	14,548	15,528	16,049	16,564
Environment and Infrastructure					
Permanent full time	20,723	22,628	24,153	24,965	25,766
Permanent part time	1,333	1,471	1,570	1,623	1,675
Total Environment and Infrastructure	22,056	24,099	25,723	26,588	27,441
Community Development					
Permanent full time	16,662	17,138	18,293	18,908	19,514
Permanent part time	11,472	11,629	12,353	12,768	13,178
Total Community Development	28,134	28,767	30,646	31,676	32,692
Corporate Services					
Permanent full time	6,536	6,339	6,025	6,228	6,427
Permanent part time	793	793	847	875	903
Total Corporate Services	7,329	7,132	6,872	7,103	7,330
Communications and Customer Experience					
Permanent full time	2,495	2,735	2,781	2,874	2,967
Permanent part time	1,034	1,080	1,153	1,191	1,230
Total Communications and Customer Exp	3,529	3,815	3,934	4,065	4,197
Total casuals and other	3,981	3,258	3,476	3,595	3,711
Total staff expenditure	83,629	86,743	88,945	91,936	94,886

*Chief Executive Office includes Governance and Innovation and Business Transformation.

Summary of planned human resources full time equivalent (FTE)

	Forecast Actual 2016-17	Budget 2017-18	Strategic Resource Plan Projections		
			2018-19	2019-20	2020-21
Chief Executive Office*					
Permanent full time	41.0	39.0	16.0	16.0	16.0
Permanent part time	1.1	1.1	1.1	1.1	1.1
Total Chief Executive and Governance	42.1	40.1	17.1	17.1	17.1
City Planning					
Permanent full time	121.5	121.5	121.5	121.5	121.5
Permanent part time	20.3	20.3	20.3	20.3	20.3
Total City Planning	141.8	141.8	141.8	141.8	141.8
Environment and Infrastructure					
Permanent full time	228.3	228.3	228.3	228.3	228.3
Permanent part time	16.1	16.1	16.1	16.1	16.1
Total Environment and Infrastructure	244.4	244.4	244.4	244.4	244.4
Community Development					
Permanent full time	156.2	156.2	156.2	156.2	156.2
Permanent part time	153.9	144.4	144.4	143.8	143.8
Total Community Development	310.1	300.6	300.6	300.0	300.0
Corporate Services					
Permanent full time	57.0	55.0	50.0	49.0	49.0
Permanent part time	8.3	8.3	8.3	8.3	8.3
Total Corporate Services	65.3	63.3	58.3	57.3	57.3
Communications and Customer Experience					
Permanent full time	25.0	27.0	27.0	27.0	26.0
Permanent part time	11.3	11.3	11.3	11.3	11.3
Total Communications and Customer Exp	36.3	38.3	38.3	38.3	37.3
Total casuals and other	14.3	13.0	15.0	17.0	19.0
Total staff numbers	854.2	841.4	815.4	815.8	816.8

*Chief Executive Office includes Governance and Innovation and Business Transformation.

4. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial indicators. 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	Actual 2015-16	Forecast Actual 2016-17	Budget 2017-18	Strategic Resource Plan Projections			Trend +/-
						2018-19	2019-20	2020-21	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	14.5%	10.0%	8.8%	13.4%	12.9%	13.1%	+
Liquidity									
Working capital	Current assets / current liabilities	2	243.6%	269.2%	193.2%	174.3%	174.9%	177.3%	o
Unrestricted cash	Unrestricted cash / current liabilities		181.9%	206.7%	151.2%	117.1%	117.1%	119.1%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	33.1%	29.6%	26.3%	15.0%	13.8%	12.5%	+
Loans and borrowings repayments	Interest and principal repayments / rate revenue		4.1%	4.0%	3.9%	11.5%	1.6%	1.6%	o
Indebtedness	Non-current liabilities / own source revenue	4	26.7%	23.8%	14.3%	13.3%	12.2%	11.1%	+
Asset renewal	Asset renewal expenditure / depreciation	5	137.2%	116.6%	138.0%	150.6%	142.0%	121.4%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue		77.4%	76.4%	77.4%	77.6%	77.8%	77.7%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$2,362	\$2,596	\$2,629	\$2,544	\$2,611	\$2,667	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$2,153	\$2,143	\$2,258	\$2,289	\$2,321	\$2,358	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		12.6%	10.0%	10.0%	10.0%	10.0%	10.0%	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. Improvement in the financial performance is expected 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. Working capital is forecast to remain reasonably steady.
3. **Debt compared to rates:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
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.

4.1. 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 2016-17. 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 2018

Service Performance Indicators

Indicator	Description	Measure
Governance		
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).
Statutory Planning		
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 and that were not set aside).
Roads		
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).
Libraries		
Participation	Library resources are free, accessible and well utilised.	Active library members (percentage of the municipal population that are active library members).
Waste Collection		
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).
Aquatic Facilities		
Utilisation	Aquatic facilities are safe, accessible and well utilised.	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).
Animal management		
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).
Food safety		
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).

Indicator	Description	Measure
Home and Community Care		
Participation	People are supported to live independently and safely in their own community and home environment.	Participation in HACC service (percentage of the municipal target population that receive a HACC service). Participation in HACC service by CALD people (percentage of the municipal target population in relation to CALD people who receive a HACC service).
Maternal and Child Health		
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 the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service).

Financial Performance Indicators

Indicator	Description	Measure
Operating position		
Adjusted underlying result	An adjusted underlying surplus is generated in the ordinary course of business.	Adjusted underlying surplus (or deficit) (adjusted underlying surplus (or deficit) as a percentage of adjusted underlying revenue).
Liquidity		
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).
Obligations		
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
Stability		
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).
Efficiency		
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).
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).

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).

5. Other budget information (grants and borrowings)

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

This section includes the following statements and reports:

- Grants operating
- Grants capital
- Statement of borrowings

5.1 Grants - operating (\$87,000 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 table on the following page. Overall, the level of grant funding is budgeted to decrease by 0.6% or \$87,000 compared to the 2016-17 forecast primarily due to:

Non-recurrent operating grants - (\$175,000 decrease)

- Non-recurrent operating grants is forecast to decrease by \$175,000. Council separately funds projects of a non-recurring operating nature which are partly funded by non-recurrent grant funding.

Recurrent Operational Grants \$88,000 increase primarily due to:

- Victoria Grants Commission - from 1 July 2014 the Federal Government froze indexation of its grants to Council's for three years (2014-15 to 2016-17). From 2017-18 Victoria Grants Commission funding is expected to increase by inflation of 1.9% or \$84,000.
- Commonwealth Home Support Programme funding is expected to increase by \$49,000 in 2017-18.

Partially offset by:

- School Crossing Vic Roads grant - decrease in grant funding of \$79,000 is expected in 2017-18.

Recurrent operating grants after adjusting for Victoria Grants Commission is expected to increase marginally by 0.03%. 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. cost shift to local government from State and Commonwealth Governments.

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

Operating grants	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Commonwealth Home Support Programme	5,116	5,165	49
Victoria Grants Commission *	4,368	4,452	84
<i>Recurrent - State Government</i>			
Community health and safety	206	202	(4)
Family and children	1,061	1,061	-
Food services	76	76	-
Home and Community Care	1,041	1,054	13
Libraries	1,009	1,021	12
School crossing supervisors	522	448	(74)
Senior and disability support	129	131	2
Senior citizens centres	181	184	3
Volunteer services	137	140	3
Youth services	212	212	-
Total recurrent operating grants	14,058	14,146	88
<i>Non-recurrent State Government</i>			
Arts and cultural services	30	-	(30)
Community health and safety	70	-	(70)
Environment management	61	30	(31)
Family and Children	-	30	30
Libraries	74	-	(74)
Total non-recurrent operating grants	235	60	(175)
Total operating grants	14,293	14,206	(87)

* Victoria Grants Commission - from 1 July the Federal Government froze indexation of its grants to Council's for three years until the end of 2016-17. Victoria Grants Commission funding is expected to increase by inflation of 1.9% or \$84,000 in 2017-18.

5.2 Grants - Capital (\$1.59 million increase)

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 each year. 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 to table below. Overall, the level of capital grants is forecast to increase by \$1.59 million compared to 2016-17.

Capital works income of \$3.12 million is budgeted in 2017-18, the most significant grants include:

- \$1.92 million part funding for the North East Community Hub
- \$500,000 from the *Department of Education and Training* to fund Honour Avenue shared zoned works.

- \$398,650 from the *Commonwealth Government Roads to Recovery Program* covering roads pavement renewal works.
- \$300,000 relating to Chandler Park Wetlands implementation (*Melbourne Water funding*)

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

Capital grants	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery	1,315	399	(916)
Total recurrent capital grants	1,315	399	(916)
<i>Non-recurrent State Government</i>			
Community health and safety	8	-	(8)
Environment management	-	300	300
Strong regions	-	1,920	1,920
Sport and recreation	203	-	(203)
Streetscape and transport	-	500	500
Total non-recurrent capital grants	211	2,720	2,509
Total capital grants	1,526	3,119	1,593

5.3 Statement of borrowings

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

Indicator	2016-17 \$'000	Budget 2017-18 \$'000
Total amount borrowed as at 30 June of the prior year	52,997	48,948
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(4,049)	(4,235)
Total amount proposed to be borrowed as at 30 June	48,948	44,713

6. Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2017-18 year.

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

- New capital works for 2017-18
- Works carried forward from the 2016-17 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 (ie. 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.

6. Detailed list Capital Works
For the year ending 30 June 2018

1. New works

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Property								
Building improvements								
Integrated Water Management Strategy implementation - Facility retrofit program	51,250	-	-	51,250	-	-	-	51,250
Our Low Carbon Future Strategy implementation - Energy performance contract (EPC)	1,650,000	-	-	1,650,000	-	-	-	1,650,000
Hawthorn Arts Centre (HAC) - refurbishment	570,000	570,000	-	-	-	-	-	570,000
Building improvements Total	2,271,250	570,000	-	1,701,250	-	-	-	2,271,250
Land improvements								
Environment and Sustainability - dedicated ongoing funding	100,000	100,000	-	-	-	-	-	100,000
Land improvements Total	100,000	100,000	-	-	-	-	-	100,000
Building								
Ashburton Support Centre (Senior Citizens)	75,000	-	75,000	-	-	-	-	75,000
Balwyn Community Centre (Renewal)	300,001	-	300,001	-	-	-	-	300,001
Balwyn East Kindergarten	45,000	-	45,000	-	-	-	-	45,000
Camberwell community house Fairholm Grove redevelopment	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Camberwell Hockey pavilion	2,467,000	-	2,467,000	-	-	-	-	2,467,000
Camberwell Sports Ground - major pavilion	50,000	-	50,000	-	-	-	-	50,000
Canterbury and District Preschool	40,000	-	40,000	-	-	-	-	40,000
Canterbury Tennis pavilion	30,000	-	30,000	-	-	-	-	30,000
Cara Armstrong Kindergarten	200,000	-	200,000	-	-	-	-	200,000
Compliance audit projects	120,000	-	120,000	-	-	-	-	120,000
Fire service replacement	55,000	-	55,000	-	-	-	-	55,000
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis and Community Facility)	3,467,097	-	3,467,097	-	-	-	-	3,467,097
Future building renewal design	120,000	-	120,000	-	-	-	-	120,000
Glenferrie Oval Tuck Stand	50,000	-	50,000	-	-	-	-	50,000
Hawthorn Citizens Youth Club	196,737	-	196,737	-	-	-	-	196,737
Kew Senior Citizens Centre	200,000	-	200,000	-	-	-	-	200,000
Lock replacement program - electronic locks	135,000	-	135,000	-	-	-	-	135,000
Markham Reserve pavilion	1,300,000	-	1,300,000	-	-	-	-	1,300,000
Merrell Kindergarten	650,000	-	650,000	-	-	-	-	650,000
Nettleton Park pavilion	313,000	-	313,000	-	-	-	-	313,000
Patterson Reserve pavilion - Robinson Road	1,000,000	-	1,000,000	-	-	-	-	1,000,000
Riversdale Depot - office fitout	80,000	-	80,000	-	-	-	-	80,000
Roof access works	80,000	-	80,000	-	-	-	-	80,000
Small scale compliance projects (switchboards, glazing etc)	66,000	-	66,000	-	-	-	-	66,000
Surrey Hills Shopping Centre public toilet design and implementation	24,600	24,600	-	-	-	-	-	24,600
Unscheduled minor building works	650,340	-	650,340	-	-	-	-	650,340
West Hawthorn Early Childhood Centre	600,000	-	600,000	-	-	-	-	600,000
Yongala Preschool main building	350,000	-	350,000	-	-	-	-	350,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Former Bowen Street MCHC	35,000	-	35,000	-	-	-	-	35,000
Former Kew Occasional Care Centre	35,000	-	35,000	-	-	-	-	35,000
North Kew MCHC and Kindergarten	50,000	-	50,000	-	-	-	-	50,000
North East Precinct (Renewal)	1,519,089	-	1,519,089	-	-	-	-	1,519,089
Library Redevelopment Kew (Renewal)	50,000	-	50,000	-	-	-	-	50,000
Library Redevelopment Balwyn (New)	1,516,913	1,516,913	-	-	-	-	-	1,516,913
North East Precinct (Expansion)	1,519,089	-	-	-	1,519,089	-	-	1,519,089
Boroondara Tennis Centre Stage 2	480,000	-	480,000	-	-	-	-	480,000
Kew Recreation Centre - Aquatics (Renewal)	385,000	-	385,000	-	-	-	-	385,000
Camberwell Building 2 - reception improvements	30,000	-	30,000	-	-	-	-	30,000
Hawthorn Arts Centre	625,000	-	625,000	-	-	-	-	625,000
Ashburton Pool and Recreation Centre (reline sauna and replace heater panel)	95,000	-	95,000	-	-	-	-	95,000
Boroondara Sports Complex - upgrade diving tower	150,000	-	150,000	-	-	-	-	150,000
Camberwell Offices Parkview Room - (remove existing timber floor joists and install new sub floor and ply on top)	85,000	-	85,000	-	-	-	-	85,000
Davis Street Kindergarten - install split systems	35,000	-	35,000	-	-	-	-	35,000
Riversdale Depot - Transfer Station renewal of plant	125,000	-	125,000	-	-	-	-	125,000
Camberwell Market Bin Compounds - (replace steel perforated sheeting on compounds)	80,000	-	80,000	-	-	-	-	80,000
Kew Croquet Club - relining of sewer	33,000	-	33,000	-	-	-	-	33,000
Unscheduled minor renewal works	250,000	-	250,000	-	-	-	-	250,000
Roof replacement	150,000	-	150,000	-	-	-	-	150,000
Summerhill Park Kindergarten - (replace chainmesh fence with hoop iron fencing)	70,000	-	70,000	-	-	-	-	70,000
Renew key system in Council Buildings (replace locks on all Council buildings due to patenancy expiry)	220,000	-	220,000	-	-	-	-	220,000
Hamer Court Hostel - (electrical wiring for new switchboard connection)	40,000	-	40,000	-	-	-	-	40,000
New public toilets	25,000	25,000	-	-	-	-	-	25,000
Library Redevelopment Kew (New)	50,000	50,000	-	-	-	-	-	50,000
Kew Recreation Centre - Aquatics (new)	165,000	165,000	-	-	-	-	-	165,000
Library Redevelopment Balwyn (Renewal)	2,817,123	-	2,817,123	-	-	-	-	2,817,123
North East Precinct (New)	7,851,347	7,851,347	-	-	-	1,920,000	-	5,931,347
Building Total	32,151,336	10,632,860	19,999,387	-	1,519,089	1,920,000	-	30,231,336
Property Total	34,522,586	11,302,860	19,999,387	1,701,250	1,519,089	1,920,000	-	32,602,586
Plant and Equipment								
Computers and telecommunications								
Mobile computing	20,000	-	-	20,000	-	-	-	20,000
Information technology expenditure	575,000	-	575,000	-	-	-	-	575,000
Field workforce enablement and data collection hardware and licensing	150,000	150,000	-	-	-	-	-	150,000
Claims Management System	50,000	50,000	-	-	-	-	-	50,000
Procurement for paperless office project	317,000	317,000	-	-	-	-	-	317,000
Field editing of asset related data with accurate GIS equipment	30,000	30,000	-	-	-	-	-	30,000
Computers and telecommunications Total	1,142,000	547,000	575,000	20,000	-	-	-	1,142,000
Fixtures, fittings and furniture								
Library and office furniture	63,000	-	63,000	-	-	-	-	63,000

		Asset expenditure types				Funding sources		
Capital works area	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash
	\$	\$	\$	\$	\$	\$	\$	\$
Office furniture renewal	80,000	-	80,000	-	-	-	-	80,000
Hawthorn Arts Centre furniture and equipment	55,000	-	55,000	-	-	-	-	55,000
Kew Courthouse sound system	80,000	-	80,000	-	-	-	-	80,000
Library IT Hardware renewal	300,000	-	300,000	-	-	-	-	300,000
Fixtures, fittings and furniture Total	578,000	-	578,000	-	-	-	-	578,000
Library books								
Library resources	985,000	-	985,000	-	-	-	-	985,000
Library books Total	985,000	-	985,000	-	-	-	-	985,000
Plant machinery and equipment								
Bin renewal program	220,000	-	220,000	-	-	-	-	220,000
Leisure and aquatic centre equipment replacement	150,000	-	150,000	-	-	-	-	150,000
Miscellaneous equipment renewal	100,000	-	100,000	-	-	-	-	100,000
Sportsgrounds - replacement of existing turf wicket rollers	30,000	-	30,000	-	-	-	-	30,000
Town Hall Gallery collection acquisitions	75,000	75,000	-	-	-	-	-	75,000
Library RFID replacement	30,000	-	30,000	-	-	-	-	30,000
Leisure centres – equipment and pool plant replacement program	273,000	-	273,000	-	-	-	-	273,000
Hydraulic saw motors and vacuum hose	35,000	-	35,000	-	-	-	-	35,000
Library services duress alarm installation	40,000	40,000	-	-	-	-	-	40,000
Plant machinery and equipment Total	953,000	115,000	838,000	-	-	-	-	953,000
Plant and Equipment Total	3,658,000	662,000	2,976,000	20,000	-	-	-	3,658,000
Infrastructure								
Bridges								
Minor Bridge rehabilitation	58,000	-	58,000	-	-	-	-	58,000
Bridges Total	58,000	-	58,000	-	-	-	-	58,000
Drainage								
Future drainage renewal planning	200,000	-	200,000	-	-	-	-	200,000
Kinkora Road, Hawthorn	140,000	-	140,000	-	-	-	-	140,000
Lavidge and Thomas Streets, Hawthorn	100,000	-	100,000	-	-	-	-	100,000
Medlow Reserve, Surrey Hills drainage works	200,000	-	200,000	-	-	-	-	200,000
Sportsground drainage program	65,000	-	65,000	-	-	-	-	65,000
Unscheduled/ emergency drainage works	350,000	-	350,000	-	-	-	-	350,000
Hislop and Gordon Reserves, Balwyn North	1,100,000	-	1,100,000	-	-	-	-	1,100,000
84-124 Barkers Road, Hawthorn	430,000	-	430,000	-	-	-	-	430,000
Toorak Road, Camberwell - Row 1152-1180	220,000	-	220,000	-	-	-	-	220,000
Chatham Road, Canterbury (Guilford - MW drain)	230,000	-	230,000	-	-	-	-	230,000
Parlington Street, Canterbury, no. 14-28	105,000	-	105,000	-	-	-	-	105,000
Coppin Grove, Hawthorn, no. 14-26	120,000	-	120,000	-	-	-	-	120,000
Launder Street, Hawthorn, no. 2-20	110,000	-	110,000	-	-	-	-	110,000
Mary Street and Linda Crescent, Hawthorn	180,000	-	180,000	-	-	-	-	180,000
Morang Place to Gibney Street, Hawthorn, no. 1-7	140,000	-	140,000	-	-	-	-	140,000
Rowland Street, Kew, no. 4-54	80,000	-	80,000	-	-	-	-	80,000
Ferndale Road, Glen Iris, no. 24-29	50,000	-	50,000	-	-	-	-	50,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Barry Street, Kew (behind 31 and 22 Molesworth St)	25,000	-	25,000	-	-	-	-	25,000
Gleeson Avenue, Camberwell, no. 3-17	40,000	-	40,000	-	-	-	-	40,000
Grant Avenue, Balwyn, no. 6	15,000	-	15,000	-	-	-	-	15,000
Highton Grove, Deepdene, no.12-12A	45,000	-	45,000	-	-	-	-	45,000
Invermay Gve and Currajong Rd Right Of Way , Hawthorn East	40,000	-	40,000	-	-	-	-	40,000
James Avenue, Kew, no.7-8	10,000	-	10,000	-	-	-	-	10,000
Moonbria Avenue, Kew (end off)	15,000	-	15,000	-	-	-	-	15,000
Winmalee Road, Balwyn, no. 53-67	80,000	-	80,000	-	-	-	-	80,000
Queen Street, Kew near Wellington St	80,000	-	80,000	-	-	-	-	80,000
Minor Drainage Works	200,000	-	200,000	-	-	-	-	200,000
Drainage Total	4,370,000	-	4,370,000	-	-	-	-	4,370,000
Footpaths and Cycleways								
Bicycle Strategy implementation	159,000	159,000	-	-	-	-	-	159,000
Condition 4 footpaths	624,000	-	624,000	-	-	-	-	624,000
Cookson Street, Camberwell Precinct rejuvenation	56,000	56,000	-	-	-	-	-	56,000
Park gravel path renewal program	117,000	-	117,000	-	-	-	-	117,000
Shopping centre footpath works	100,000	-	100,000	-	-	-	-	100,000
Unscheduled footpath works	233,000	-	233,000	-	-	-	-	233,000
Yerrin Street pedestrianisation	700,000	700,000	-	-	-	-	-	700,000
Bicycle and pedestrian trails - (implementation of Safety Audit Action Plan)	410,000	-	410,000	-	-	-	-	410,000
Boroondara Tennis Centre (renew asphalt concourse around tennis courts)	200,000	-	200,000	-	-	-	-	200,000
Boroondara Laneway Strategy - Laneway improvements	275,000	275,000	-	-	-	-	-	275,000
Balwyn Shopping Centre streetscape improvements along Whitehorse Road	60,000	60,000	-	-	-	-	-	60,000
Footpaths and Cycleways Total	2,934,000	1,250,000	1,684,000	-	-	-	-	2,934,000
Parks, open space and streetscapes								
Athenaeum Place streetscape improvement works	300,000	-	-	300,000	-	-	-	300,000
Compliance works on play equipment and infrastructure	12,000	-	12,000	-	-	-	-	12,000
Formal gardens landscape renewal program	50,000	-	50,000	-	-	-	-	50,000
Garden bed edging renewal program	19,000	-	19,000	-	-	-	-	19,000
Oval fences renewal program	85,000	-	85,000	-	-	-	-	85,000
Park feature wall renewal program	45,000	-	45,000	-	-	-	-	45,000
Park fences renewal program	156,000	-	156,000	-	-	-	-	156,000
Park lighting - unscheduled works	13,000	-	13,000	-	-	-	-	13,000
Park lighting renewal program	100,000	-	100,000	-	-	-	-	100,000
Park playground replacement program	750,000	-	750,000	-	-	-	-	750,000
Park signage renewal program	80,000	-	80,000	-	-	-	-	80,000
Parks and gardens irrigation upgrades	200,000	-	200,000	-	-	-	-	200,000
Playground renewal program - Council properties (childcare)	20,000	-	20,000	-	-	-	-	20,000
Replace litter bin surrounds in shopping precincts	53,000	-	53,000	-	-	-	-	53,000
Retaining walls - unscheduled works	110,000	-	110,000	-	-	-	-	110,000
Shopping Centre Improvement Plan - design and implementation	1,005,000	1,005,000	-	-	-	-	-	1,005,000
Street tree planting program	277,000	-	277,000	-	-	-	-	277,000
Streetscape landscape renewal program	50,000	-	50,000	-	-	-	-	50,000
Surrey Gardens rotunda	20,000	20,000	-	-	-	-	-	20,000
The Balwyn Park Concept Master Plan (BPCMP) - implementation of open space improvements	209,724	209,724	-	-	-	-	-	209,724

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Drinking fountains - renewal program	45,000	-	45,000	-	-	-	-	45,000
Barbeque renewal program	33,000	-	33,000	-	-	-	-	33,000
Park furniture renewal	150,000	-	150,000	-	-	-	-	150,000
Council properties landscape renewal program	30,000	-	30,000	-	-	-	-	30,000
Morang Reserve landscape renewal	200,000	-	200,000	-	-	-	-	200,000
Hyde Park half court and rebound wall facility	35,000	-	35,000	-	-	-	-	35,000
Fritsch Holzer environmental audit requirements	50,000	-	50,000	-	-	-	-	50,000
Fritsch Holzer Park landscape renewal	100,000	-	100,000	-	-	-	-	100,000
Minor playground works	70,000	-	70,000	-	-	-	-	70,000
Riversdale Depot (final stage of retaining wall on eastern side of depot)	80,000	-	80,000	-	-	-	-	80,000
Park tree renewal program	65,000	-	65,000	-	-	-	-	65,000
Chandler Park Wetlands implementation	700,000	700,000	-	-	-	300,000	-	400,000
Community garden in Earl Street (Outer Circle Linear Park), Kew	30,000	30,000	-	-	-	-	-	30,000
Sportsground Lighting Highfield Park North	160,000	160,000	-	-	-	-	-	160,000
Parks, open space and streetscapes Total	5,302,724	2,124,724	2,878,000	300,000	-	300,000	-	5,002,724
Roads								
Additional traffic management devices	154,000	154,000	-	-	-	-	-	154,000
Crossing facilities	102,500	102,500	-	-	-	-	-	102,500
Future roads expenditure	6,409,279	-	6,409,279	-	-	398,650	-	6,010,629
Resheeting	3,451,150	-	3,451,150	-	-	-	-	3,451,150
Road Safety Strategy implementation - school crossing improvements	23,000	-	-	23,000	-	-	-	23,000
Disability access	50,000	-	50,000	-	-	-	-	50,000
Honour Avenue shared zone works	500,000	500,000	-	-	-	500,000	-	-
Roads Total	10,689,929	756,500	9,910,429	23,000	-	898,650	-	9,791,279
Off street carpark								
Resurfacing of condition 4 car parks	456,000	-	456,000	-	-	-	-	456,000
Access plans and parking studies implementation	154,000	154,000	-	-	-	-	-	154,000
Off street carpark Total	610,000	154,000	456,000	-	-	-	-	610,000
Recreational, leisure and community facilities								
Condition 4 safety treatments	149,000	-	149,000	-	-	-	-	149,000
Cricket practice nets renewal program	150,000	-	150,000	-	-	-	-	150,000
Minor sportsground improvements	250,000	-	250,000	-	-	-	-	250,000
Sports goal post renewal program	34,000	-	34,000	-	-	-	-	34,000
Sports synthetic surface renewal program	60,000	-	60,000	-	-	-	-	60,000
Sportsground irrigation program	115,000	-	115,000	-	-	-	-	115,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Sportsground reconstruction program	760,000	-	760,000	-	-	-	-	760,000
Sportsground training lights renewal program	180,000	-	180,000	-	-	-	-	180,000
Traffic treatment - lighting replacement	10,000	-	10,000	-	-	-	-	10,000
Funding for shade sails	85,000	85,000	-	-	-	-	-	85,000
Asphalting of the maintenance yard at Freeway Golf Course	89,000	-	-	89,000	-	-	-	89,000
Skate/BMX facility in the North of Boroondara	70,000	70,000	-	-	-	-	-	70,000
Boroondara Tennis Centre Courts	25,000	-	25,000	-	-	-	-	25,000
Hawthorn Velodrome asphalt	50,000	-	50,000	-	-	-	-	50,000
Naroo Street tennis court demolition	55,000	-	55,000	-	-	-	-	55,000
Traffic management devices - (maintenance OH&S issue works)	38,000	-	38,000	-	-	-	-	38,000
Sportsground synthetic surface	70,000	70,000	-	-	-	-	-	70,000
Recreational, leisure and community facilities Total	2,190,000	225,000	1,876,000	89,000	-	-	-	2,190,000
Infrastructure Total	26,154,653	4,510,224	21,232,429	412,000	-	1,198,650	-	24,956,003
Grand Total	64,335,239	16,475,084	44,207,816	2,133,250	1,519,089	3,118,650	-	61,216,589

2. Works carried forward from the 2016-17 year

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib-utions \$	Council cash \$
Property								
Building								
Ashburton Support Centre (Senior Citizens)	100,000	-	100,000	-	-	-	-	100,000
Balwyn Community Centre (Renewal)	251,922	-	251,922	-	-	-	-	251,922
Camberwell Hockey pavilion	450,000	-	450,000	-	-	-	-	450,000
Jack O'Toole Reserve Scout and Tennis	120,000	-	120,000	-	-	-	-	120,000
Kew Senior Citizens Centre	125,000	-	125,000	-	-	-	-	125,000
Markham Reserve pavilion	70,000	-	70,000	-	-	-	-	70,000
Nettleton Park pavilion	150,000	-	150,000	-	-	-	-	150,000
Balwyn Community Centre (New)	3,880	3,880	-	-	-	-	-	3,880
Burke Road South Reserve - including public toilet and groundskeeper facilities	60,000	-	60,000	-	-	-	-	60,000
Building Total	1,330,802	3,880	1,326,922	-	-	-	-	1,330,802
Property Total	1,330,802	3,880	1,326,922	-	-	-	-	1,330,802
Infrastructure								
Parks, open space and streetscapes								
Irrigation Management Plan	25,000	25,000	-	-	-	-	-	25,000
Parks, open space and streetscapes Total	25,000	25,000	-	-	-	-	-	25,000
Infrastructure Total	25,000	25,000	-	-	-	-	-	25,000
Plant and Equipment								
Computers and telecommunications								
Human Resource Information System	38,000	38,000	-	-	-	-	-	38,000
Legal Services management system	40,000	40,000	-	-	-	-	-	40,000
HACC - Minor Capital Grant	169,018	169,018	-	-	-	-	-	169,018
Miscellaneous general equipment and licensing	75,000	75,000	-	-	-	-	-	75,000
Automated time and attendance sheets	169,000	169,000	-	-	-	-	-	169,000
Procurement of Field Based Planning Assessment Software and Hardware	40,000	40,000	-	-	-	-	-	40,000
Computers and telecommunications Total	531,018	531,018	-	-	-	-	-	531,018
Plant machinery and equipment								
Kew Junction parking guidance system	350,000	350,000	-	-	-	-	-	350,000
Plant machinery and equipment Total	350,000	350,000	-	-	-	-	-	350,000
Plant and Equipment Total	881,018	881,018	-	-	-	-	-	881,018
Grand Total	2,236,820	909,898	1,326,922	-	-	-	-	2,236,820

3. Summary

		Asset expenditure types				Funding sources		
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contrib-utions	Council cash
PROPERTY	35,853,388	11,306,740	21,326,309	1,701,250	1,519,089	1,920,000	-	33,933,388
PLANT AND EQUIPMENT	4,539,018	1,543,018	2,976,000	20,000	-	-	-	4,539,018
INFRASTRUCTURE	26,179,653	4,535,224	21,232,429	412,000	-	1,198,650	-	24,981,003
TOTAL	66,572,059	17,384,982	45,534,738	2,133,250	1,519,089	3,118,650	-	63,453,409

7. 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 14), rates and charges were identified as an important source of revenue, accounting for 75 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 2017-18 the FGRS cap has been set at 2 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	Budget 2016-17 cents/\$CIV	Budget 2017-18 cents/\$CIV	Change
General rate for rateable residential properties	0.1354	0.1382	2.0%
General rate for rateable non residential properties	0.1354	0.1382	2.0%
Rate concession - rateable cultural and recreational properties	0.0677	0.0691	2.0%

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	Budget 2016-17 \$	Annualised rates levies 2016-17 \$	Budget 2017-18 \$	Percentage change from annualised rates levied 2016-17 Change
Rateable residential	133,396,202	134,900,433	137,598,442	2.0%
Rateable non residential	9,420,904	9,398,060	9,586,021	2.0%
Cultural and recreational	49,764	49,764	50,760	2.0%
Total estimated amount to be raised	142,866,870	144,348,257	147,235,222	2.0%

1.3 The estimated total amount to be raised by rates

	Budget 2016-17 \$	Budget 2017-18 \$	Change
Total rates to be raised (incl additional rate revenue)	144,359,192	148,992,560	3.2%
Additional rate revenue			
Special rate schemes	1,291,725	1,416,915	9.7%
Supplementary valuations	1,000,000	1,100,000	10.0%
Early payment of rates discount	(799,403)	(759,577)	-5.0%

1.4 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 2016-17 Numbers	Budget 2017-18 Numbers	Change
Rateable residential	68,912	70,109	1.7%
Rateable non residential	5,999	6,018	0.3%
Cultural and recreational	6	6	0.0%
Total number of assessments	74,917	76,133	1.6%

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

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

Type or class of land	Budget 2016-17 \$	Budget 2017-18 \$	Change
Rateable residential	98,483,883,588	99,594,428,588	1.1%
Rateable non residential	6,955,274,500	6,938,409,000	-0.2%
Cultural and recreational	73,480,000	73,480,000	0.0%
Total	105,512,638,088	106,606,317,588	1.0%

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

Type of charge	Per Rateable Property Budget 2016-17 \$	Per Rateable Property Budget 2017-18 \$	Change
Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised			
(i) 240 litre bin (Only applies to households with four people)	836	850	1.7%
(ii) 240 litre bin commercial	836	850	1.7%
(iii) 240 litre bin concession	686	698	1.7%
(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)			
(iv) 120 litre bin residential and other	343	349	1.7%
(v) 120 litre bin commercial	343	349	1.7%
(vi) 80 litre bin residential and other	190	192	1.1%
(vii) 80 litre bin commercial	190	192	1.1%
(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).	190	192	1.1%
(ix) Waste environmental levy residential and other	87	88	1.1%
(x) Waste environmental levy commercial	87	88	1.1%

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

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

Type of charge	Budget 2016-17 \$	Budget 2017-18 \$	Change
Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised			
(i) 240 litre bin (Only applies to households with four people)	1,248,000	1,278,000	2.4%
(ii) 240 litre bin commercial	1,114,240	1,085,000	-2.6%
(iii) 240 litre bin concession (The 240 litre bin concession rate will only apply to residential households of five or more people or for those with a specific medical condition requiring a larger bin size).	1,163,994	1,237,000	6.3%
(iv) 120 litre bin residential and other	12,528,000	12,761,000	1.9%
(v) 120 litre bin commercial	385,000	372,000	-3.4%
(vi) 80 litre bin residential and other	4,405,000	4,476,000	1.6%
(vii) 80 litre bin commercial	117,000	110,000	-6.0%
(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 contribution to waste and rubbish collection from public spaces)	209,000	217,000	3.8%
(ix) Waste environmental levy residential and other	492,000	594,000	20.7%
(x) Waste environmental levy commercial	202,000	209,000	3.5%
Total	21,864,234	22,339,000	2.2%

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.

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

Type of charge	Budget 2016-17 \$	Budget 2017-18 \$	Change
Rates and charges	\$ 166,223,426	\$ 171,331,560	3.1%

1.10 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.

1.11 Differential rates

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

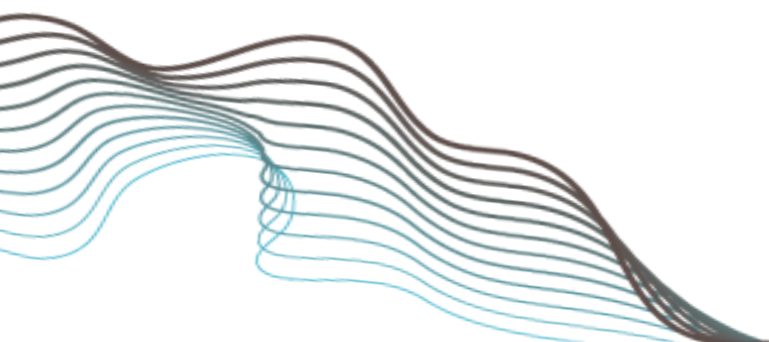
Council has not raised rate income by levying rates under a differential rates scheme.

Budget analysis

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

This section includes the following analysis and information:

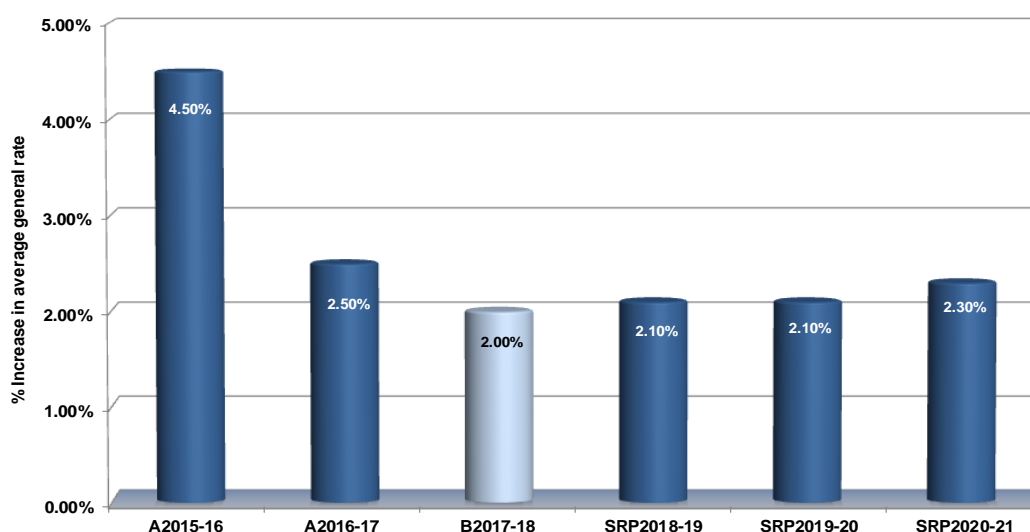
8. Summary of financial position
9. Budget influences
10. Analysis of operating budget
11. Analysis of budgeted cash position
12. Analysis of capital budget
13. Analysis of budgeted financial position



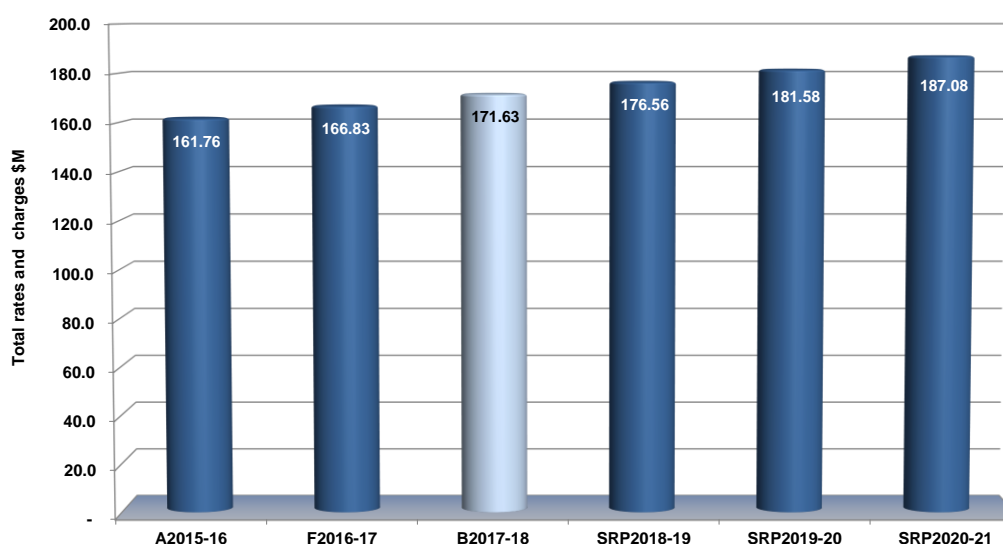
8. Summary of financial position

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 2015-16 Actual (A), 2016-17 forecast actual (F), 2017-18 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.

8.1 Rate percentage increases

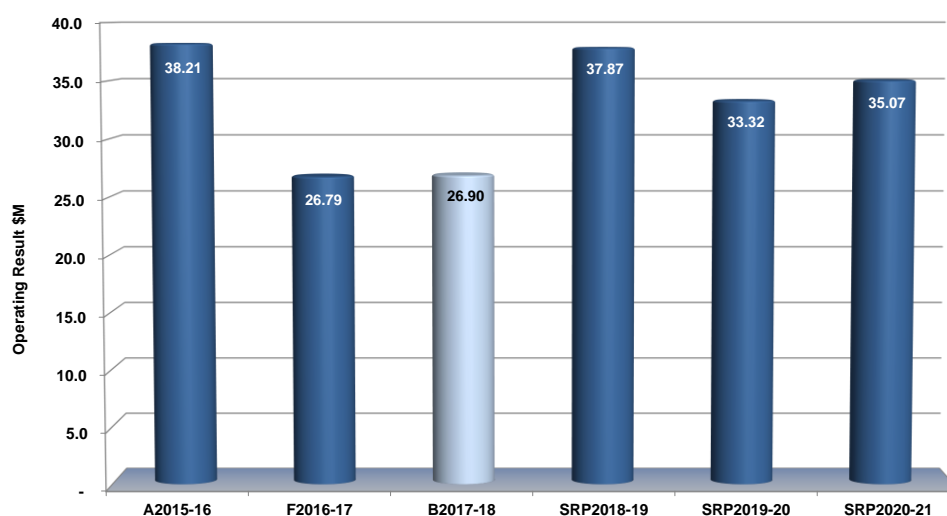


8.2 Total rates and charges



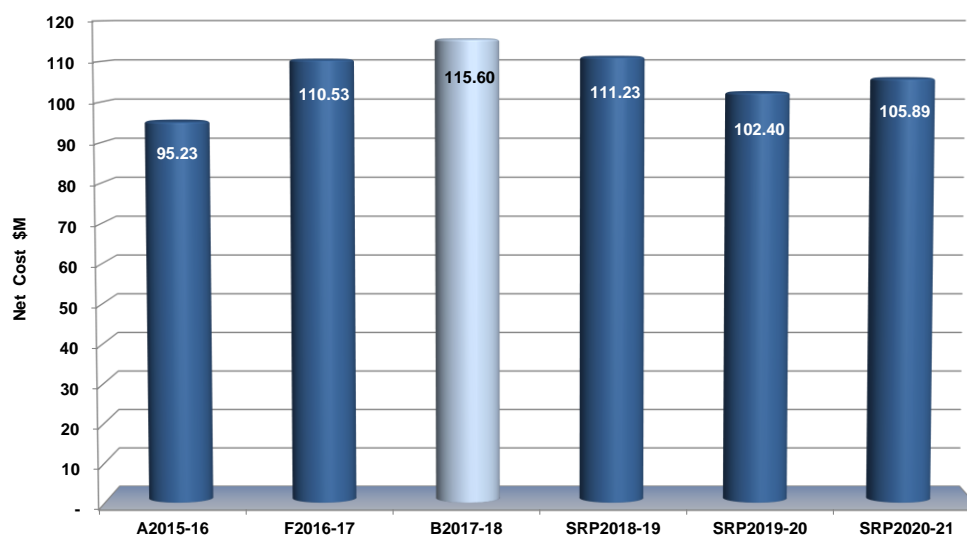
In 2017-18, rates will increase by 2.0% raising total rates and charges (including waste) of \$171.63 million including \$1.10 million generated from supplementary rates on new and redeveloped properties. The State Government has introduced a cap on rate increases from 2016-17. The cap for 2017-18 has been set at 2.0% by the Minister for Local Government. **Refer Section 15, Council's Rating Information.**

8.3 Operating result



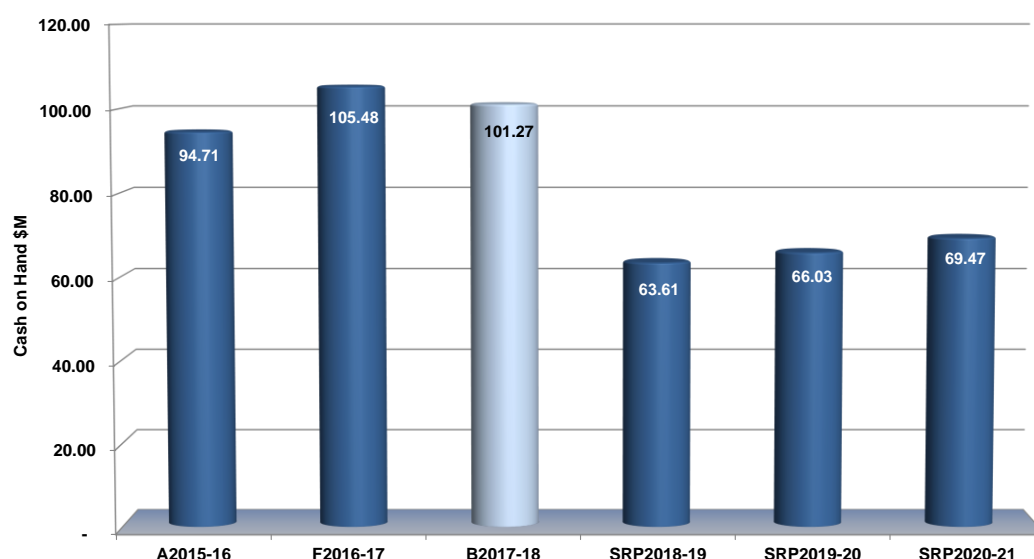
The expected operating result for the 2017-18 year is a surplus of \$26.90 million, which is a \$110,000 increase from the forecast result of \$26.79 million for 2016-17. The underlying result which excludes items such as non-recurrent capital grants, non-cash contributions and cash capital contributions is a surplus of \$19.23 million, which is a decrease of \$2.40 million over 2016-17. (The forecast underlying result for the 2016-17 year is a surplus of \$21.63 million).

8.4 Services



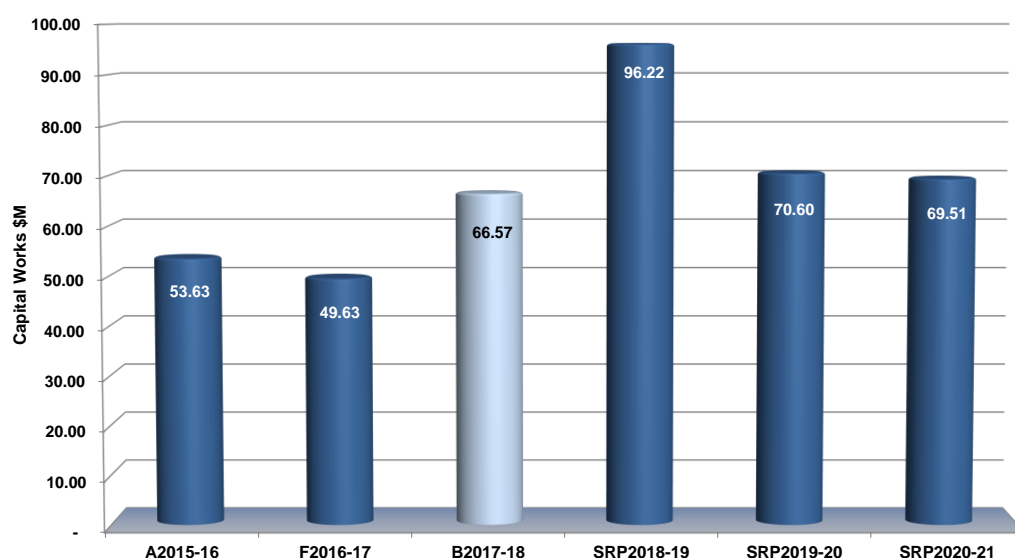
The net cost of services delivered to the community includes net operating directorate and department costs as well as net priority projects expenditure. For the 2017-18 year, the net cost of services delivered is expected to be \$115.60 million, an increase of \$5.28 million over 2016-17. During the development of each budget, service levels are discussed with Council providing direction on the increase or amendment of Council services. For the 2017-18 year a number of new activities and initiatives have been proposed.

8.5 Cash and investments



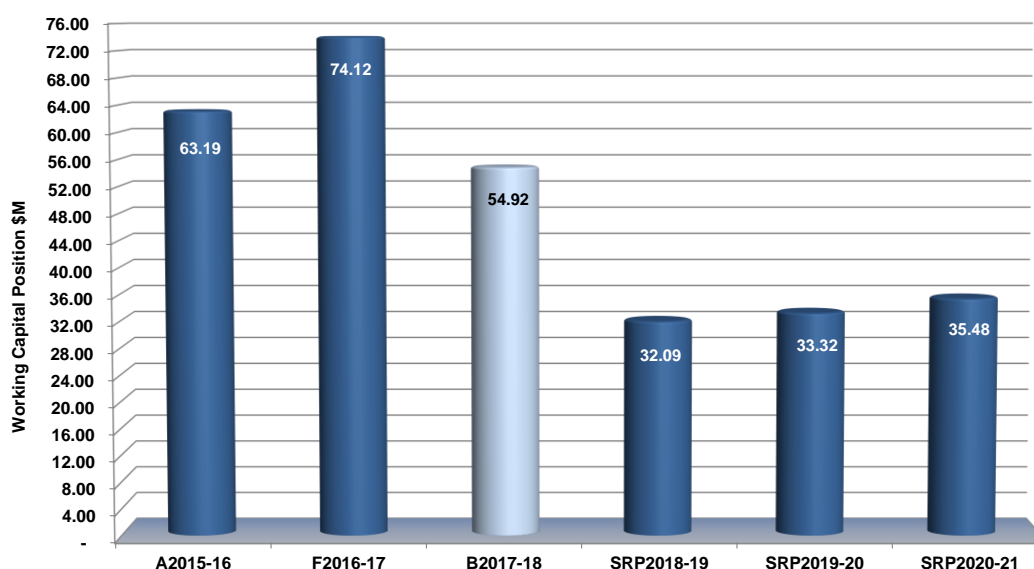
Cash and investments are budgeted to increase by \$4.21 million during the year to \$101.27 million for the year ending 30 June 2018. Total cash and investments are forecast to be \$105.48 million at 30 June 2017.

8.6 Capital Works Program (gross expenditure)



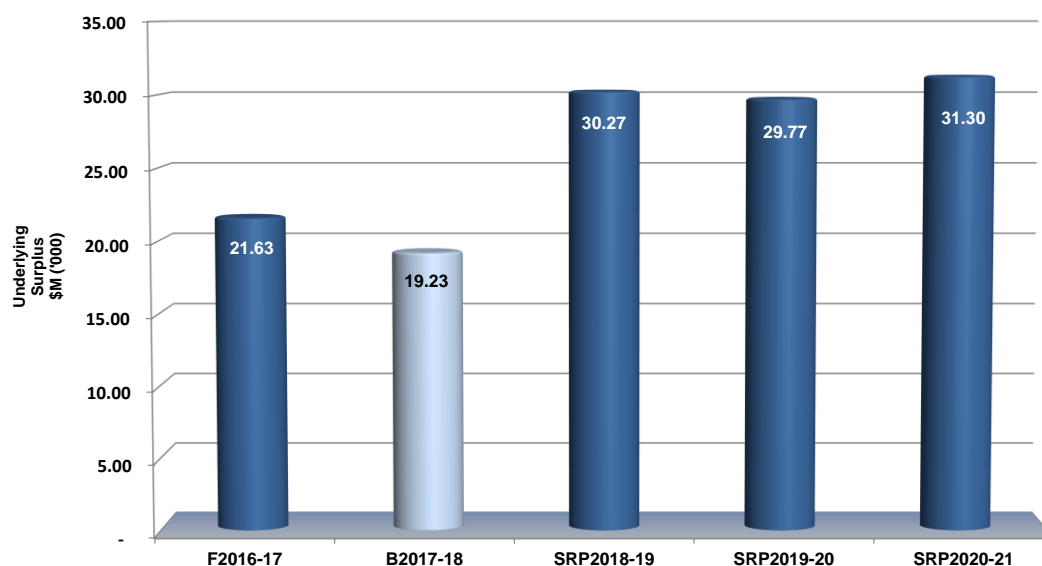
Council's commitment to capital works will reach \$66.57 million for the 2017-18 financial year. \$2.24 million relates to forward commitments from the 2016-17 year. Forward commitments are funded from the 2016-17 forecast surplus. Capital funding of \$3.12 million has been derived from external sources 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 \$45.53 million and new, upgrade and expansion expenditure of \$21.03 million inclusive of forward commitments. Refer also **Section 3** for the Statement of Capital Works and **Section 12** for an analysis of the capital budget.

8.7 Financial position



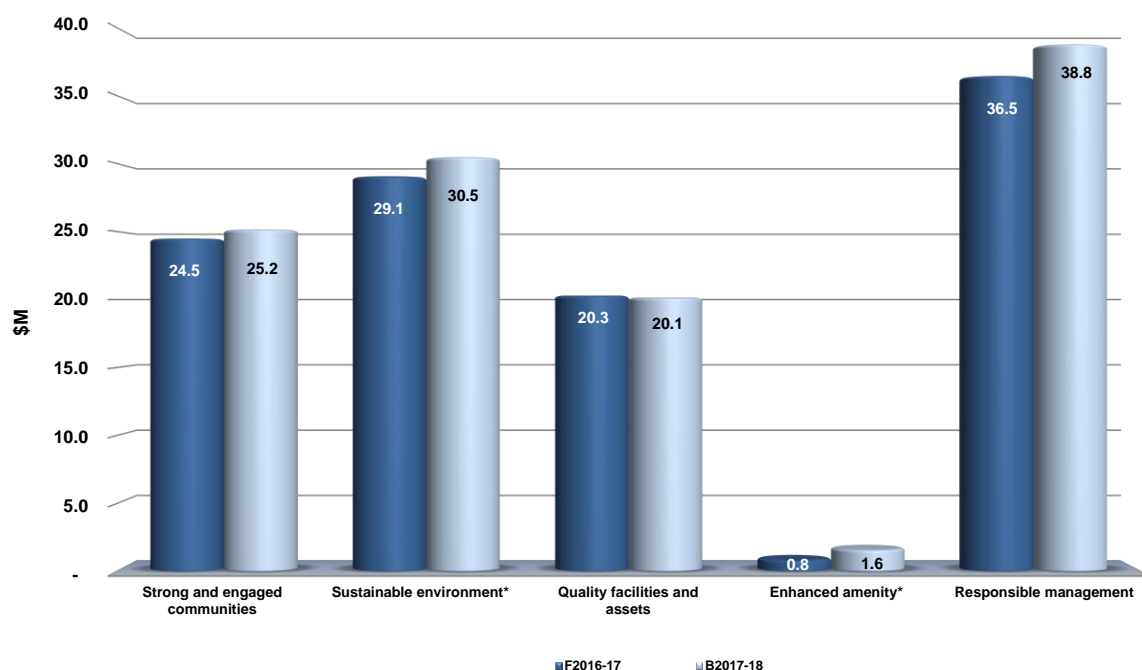
Net current assets (working capital) will decrease by \$19.20 million to \$55.13 million as at 30 June 2018. Working capital is maintained at sustainable levels and fluctuates over the strategic resource plan to meet forecast loan repayments.

8.8 Financial sustainability



A high level Strategic Resource Plan for the years 2017-18 to 2020-21 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the plan is financial sustainability in the medium to long term, whilst still achieving the Council's strategic objectives as specified in the Council Plan. The plan projects an increasing underlying result (surplus) for the next four years which will provide funding for Council's Capital Works Program in line with the Asset Management Strategy.

8.9 Council Plan 'Themes' – net operating (including priority projects)



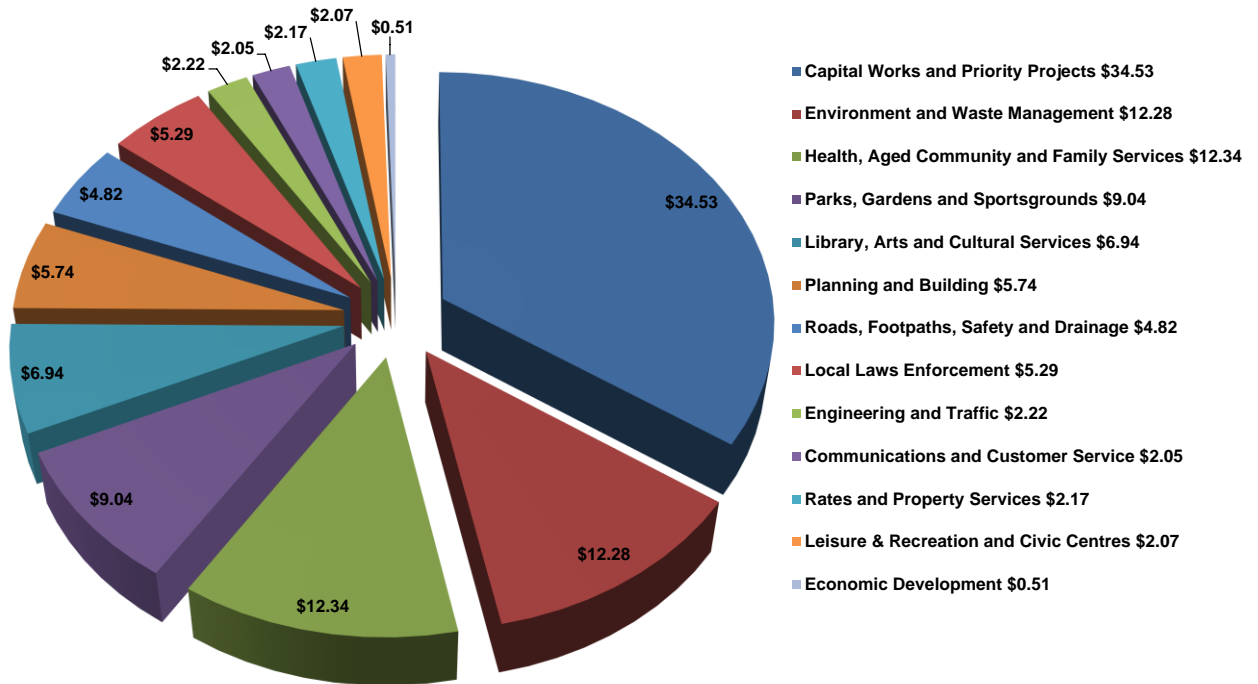
* *Sustainable environment* - includes waste services and parks and street tree maintenance.
Enhanced amenity - includes the Local Laws department which provides a surplus to Council hence reducing the net expenditure in this area.

The Annual Budget includes a range of services and commitments to be funded that will contribute to achieving the strategic objectives and key themes in the Council Plan. The graph above shows the net level of funding that is Council's share of expenditure after consideration of any associated income allocated in the budget.

The movement in Responsible Management comprises a number of key priority projects to be delivered in 2017-18 including, implementation of the Information Management Strategy (\$723,000), continuation of re-development of the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused (\$7.14 million), digital support for the ongoing management and maintenance of the website (\$1.02 million) and further enhance Council's online service delivery through the continued implementation of the Customer Relationship Management System (CRM) including access through mobile devices \$800,000.

8.10 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.

9. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

9.1 Boroondara - A snapshot

The City of Boroondara includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of Glen Iris, Surrey Hills and Mont Albert.

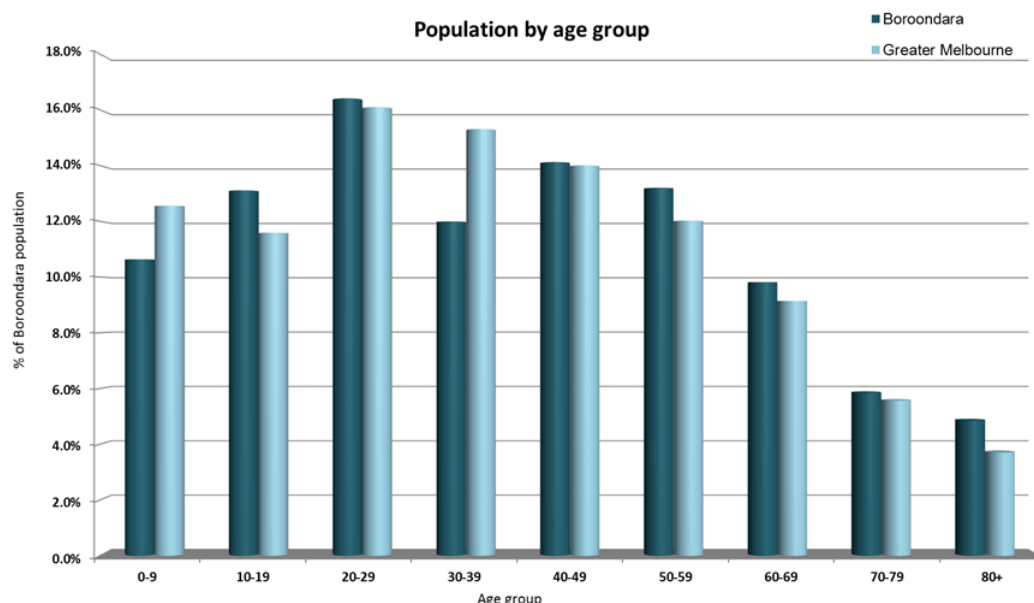
History

This area is the traditional lands of the people of the Eastern Kulin Language Group. After surveying the area in 1837, Robert Hoddle declared it the 'Parish of Boroondara' and because the area was densely wooded, he took the word from the Woiwurrung language, translating it as 'where the ground is thickly shaded'.

The first local government body was the Boroondara District Road Board, formed in 1854, which encompassed the areas that were to become Hawthorn, Kew and Camberwell. With the amalgamation of these cities in June 1994, the City of Boroondara was created.

Population

Boroondara has an estimated residential population of 174,787 people (at 30 June 2015). Compared with metropolitan Melbourne overall, we have a smaller proportion of young children and people aged 30 to 39, but a larger proportion of 10 to 19 year olds and people over 50 years. Of all 79 Victorian local government areas, Boroondara has the fifth largest population of people aged 85 years and over. At the last Census 3.7% of the population needed assistance with daily living tasks.



Where do we come from?

Boroondara is increasingly culturally and linguistically diverse. The proportion of Boroondara residents who were born overseas increased from 25.5% in 2006 to 28.2% in 2011, when residents were born in more than 150 countries and spoke more than 120 languages.

At the 2011 Census*, the majority of overseas born Boroondara residents had been born in a country where English is not a main language. Between 2006 and 2011 there was a large increase in the number of residents born in China and India in particular, and 60% of the Boroondara residents who first arrived in Australia to live during 2015 were born in one of these two countries.

* The release of stage one data from the Census held on 9 August 2016 will be released after 27 June 2017

Education hub

By area, Boroondara has one of the highest concentrations of schools of all Victorian local government areas, with 57 secondary, primary and special education schools, including 13 combined primary and secondary schools, as well as Swinburne University, Swinburne TAFE, a University of Melbourne campus and two Universities of the Third Age. The City also has 10 neighbourhood and community centres where residents can complete a short course or obtain certified or pre-accredited training in a variety of subjects.

Where do we work?

A quarter of Boroondara's employed residents work within the City of Boroondara and just under a quarter work in the City of Melbourne. Income levels for individuals and households were higher than the metropolitan Melbourne average at the 2011 Census, when 45% of Boroondara households had an income in the top 25% for Victoria. However, 15% of all Boroondara households are living on less than \$600 a week.

Where do we shop?

Boroondara has a strong retail/commercial sector with the main shopping strips located at Camberwell Junction, Kew Junction and Hawthorn's Glenferrie Road. Boroondara has 54 strip shopping centres.

How do we live?

At the 2011 Census, Boroondara had 65,164 dwellings, ranging from separate houses (62% of all dwellings) to medium and high density dwellings, which are more commonly found in Hawthorn and Hawthorn East. Housing affordability is a major issue with lower income earners facing rising rents. Average first-home buyers experience difficulties in affording a home in the City's housing market, one of the most expensive in Victoria. About 1.3% of Boroondara's housing is social housing (provided for non-profit purposes), which includes community-based and public housing.

Transport

The City has extensive train, tram and bus transport routes, but still has areas without easy access to public transport. Our sustainable transport pathways continue to expand, with over 57km of on-road bicycle lanes on arterial and local roads. The City also has 34km of shared paths across major trails, including the Gardiners Creek, Anniversary/Outer Circle, Main Yarra and Koonung trails.

Our open spaces

Boroondara has retained its green and leafy streets, parks and gardens due to water-wise and sustainable practices. The City is rich in its biodiversity and the array of flora and fauna; it has about 600 hectares of open space. The majority of residents have access to public open space close to their home.

Like other municipalities, a challenge ahead will be to maintain the standard of our current environment, liveability and heritage amidst the impacts of climate change, water shortages, increased pollution, and increasing population densities and development.

For more information and statistics about the City of Boroondara, go to www.boroondara.vic.gov.au/AAB

9.2 External influences

In preparing the 2017-18 Budget a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The proposed 2017-18 Annual Budget is based on a rate capped average increase in Council rates of 2.00% as prescribed by the State Government.
- Changes proposed by the State Government that will result in municipal property revaluations being conducted by the Valuer General on an annual basis have the potential to reduce Council's income and increase valuation costs. Future year budgets will need to make appropriate financial provision once full detail of these changes.

- Council has applied an inflation rate of 1.90% for 2017-18 which has been derived from Access Economics Business Outlook September 2016 which is aligned with the commencement of budget preparation. This rate is applied to contributions - monetary, rental income and the majority of materials and services in Council's Long Term Financial Strategy.
- In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$62.03 per tonne in 2016-17 (589% increase in nine years). Forecast increases are anticipated in the 2017-18 financial year.
- After freezing planning fees since 2009 the State Government has increased the allowable fee that Council may charge for these services under the Planning and Environment Act 1987 and Subdivision Act 1988. These fees came into effect October 2016. The 2016-17 forecast reflects an increase in planning income of 42% and has formed the basis for the 2017-18 budget.
- From July 2014 the Federal Government froze indexation of its grants to Councils for three years (ceasing at the end of the 2016-17 financial year). These grants vary from council to council. 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 \$20.06 per resident in Boroondara (Source 2015-16 Victoria Grants Commission Annual Report).
- Receipt of capital works funding of \$3.12 million including \$1.92 million part funding from the Commonwealth Government National Stronger Region Funds for the North East Community Hub and Roads to Recovery Program funding covering roads pavement renewal works.
- Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Governments. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervision, library service and home and community care for aged residents. In all of these services the level of payment received by Council from the State Government does not reflect the real cost of providing the services to the community.

9.3 Internal influences

As well as external influences, there were also a number of internal influences which are expected to have a significant impact on the preparation of the 2017-18 Budget. These matters have arisen from events occurring in the 2016-17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017-18 year. These matters and their financial impacts include:

- 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 2017-18:
 - \$2.24 million in 2016-17 capital works forward commitments, and
 - \$1.81 million in 2016-17 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 3% has been applied to the 2017-18 Budget. In 2017-18 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50%.

The above assumptions cater for trend increases in tied revenue grants from other levels of government that require employment of staff to deliver funded services. These costs are being impacted by the shortage of skilled workers and the ageing population.

- Waste collection costs in 2017-18 will increase by 2.2%. The net costs of waste management and associated services are recovered by Council through the waste management charges.
- Review of future year budget parameters was undertaken to minimise planned expenditure growth.

9.4 Budget principles

Through Council's Business Planning process, all departments actively participated in an ongoing review of their business operations, with the overall aim of improving the efficiency and effectiveness of their operations. This process was adopted for the 2017-18 Budget preparation.

The principles included:

- Identification of new non-rate revenue opportunities to support existing activities where possible.
- Existing fees and charges to be indexed by labour cost increases as most services provided by Council have a significant labour component. Where services do not include a labour cost component the inflation rate was used. In addition, considerations of community factors are required such as encouraging use of a service and ability to pay.
- Council will review the provision of services for increases in efficiency and quality. Council will seek the most efficient and effective provision of a service whether delivered by in-house resources or by external contractors.
- All new initiatives, new employee proposals and proposed capital works projects are justified through a business case process, and considered by the Executive Leadership Team prior to recommendation to Council.
- Services provided are actively reviewed through annual department business planning and consultation to ensure service levels match community need. Resource requirements are reviewed to ensure service provision meets community demand.
- The Long Term Financial Strategy and Financial Strategy Principles provide a firm foundation for business decisions and resource allocation.
- Recommendations of possible service level amendments are presented for consideration by Council as part of the budget development process.
- Any new initiative is appropriately costed to include necessary overheads and those consequential impacts on support services have been taken into account.
- A series of financial Budget parameters were reviewed by Council initially in November 2016 as a guide to the development of the Budget. These parameters include employment costs, fees and charges increases, and capital expenditure limits. These parameters are used to define overall budget revenue and expenditure limitations and officers develop individual department budgets within the context of these parameters.

9.5 Long term strategies

Council is required to prepare and adopt an Annual Budget for each financial year under the provisions of the *Local Government Act 1989* ("the Act"). 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 financial information required by the *Local Government (Planning and Reporting) Regulations 2014* ("the Regulations").

The 2017-18 Budget which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The Budget presents information in regard to the Financial Statements, including the Budgeted Comprehensive Income Statement, Balance Sheet, Cash Flow Statement and Capital Works Statement. These statements have been prepared for the year ended 30 June 2018 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the Capital Works Program to be undertaken, the human resources required and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

The Budget includes consideration of a number of long-term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan (**Section 14**) Rating Information (**Section 15**), Borrowing Strategy (**Section 16**), Asset Management Strategy (**Section 17**) and Service Delivery Strategy (**Section 18**).

10. Analysis of operating budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2017-18 year.

10.1 Budgeted comprehensive income statement

	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Total income	10.2	224,305	230,075	5,770
Total expenses	10.3	(197,512)	(203,174)	(5,662)
Surplus for the year		26,793	26,901	108
Grants - capital non-recurrent	5.2	(211)	(2,720)	(2,509)
Contributions - cash (other sources)	10.2.4	(4,984)	(4,950)	34
Adjusted underlying surplus	10.1.1	21,598	19,231	(2,367)

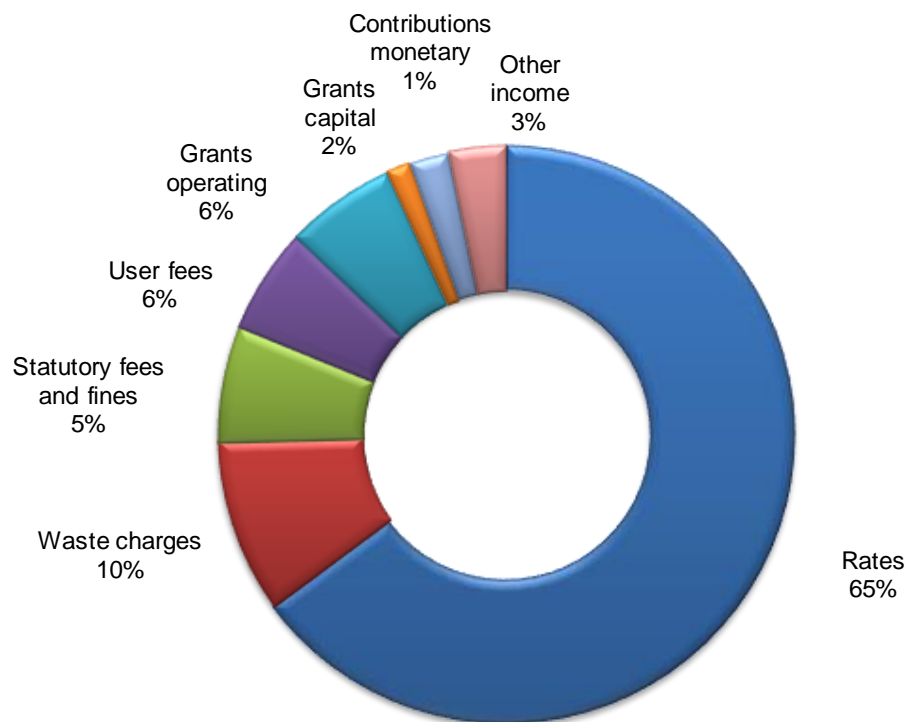
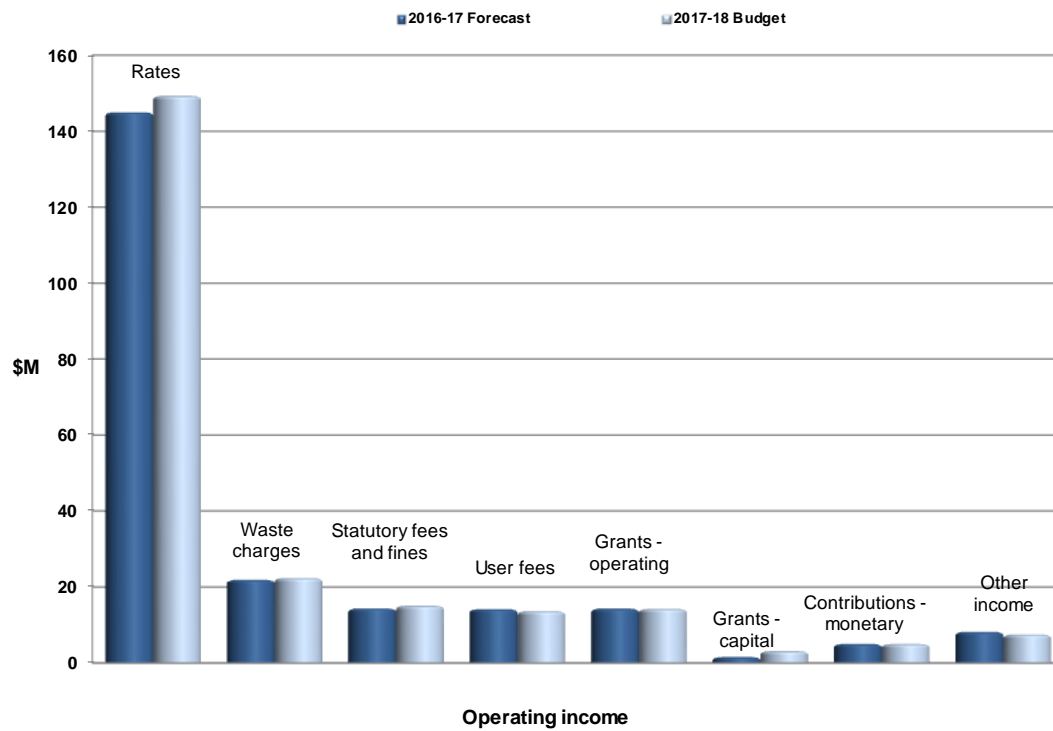
10.1.1 Adjusted underlying surplus (\$2.37 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurring or once-off items of income and expenses which can often mask the operating result. The adjusted underlying result for the 2017-18 year is a surplus of \$19.23 million which is a decrease of \$2.37 million from the 2016-17 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

10.2 Income

Income types	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Rates and charges	10.2.1	166,831	171,632	4,801
Statutory fees and fines	10.2.2	14,330	15,059	729
User fees	10.2.3	14,155	13,622	(533)
Grants - operating	5.1	14,293	14,206	(87)
Grants - capital	5.2	1,526	3,119	1,593
Contributions - monetary	10.2.4	4,984	4,965	(19)
Other income	10.2.5	8,186	7,472	(714)
Total income		224,305	230,075	5,770

Source: Section 3 - Financial Statements



Budgeted income 2017-18

10.2.1 Rates and charges (\$4.80 million increase)

The 2017-18 Annual Budget includes a capped increase in the average base rate of 2.00% or \$4.80 million. Rates and charges income is comprised of general rates of \$147.58 million (including forecast supplementary rates of \$1.10 million), special rate schemes of \$1.42 million and waste charges of \$22.34 million.

Supplementary rates for new rateable assessment or properties completing improvements works during the financial year are forecast to provide \$1.10 million in rate revenue in 2017-18. **Section 15 - Rating Information** includes a more detailed analysis of the rates to be levied for the 2017-18 financial year and the rates and charges information specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$729,000 increase)

Statutory fees related mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines.

During 2016-17, Department of Environment, Land, Water and Planning introduced new regulations for the setting of fees that can be charged by local councils for services provided under the Planning and Environment Act 1987 and Subdivision Act 1988. These fees came into effect October 2016.

The 2016-17 forecast reflects an increase in planning income of 42% and a \$286,000 increase in 2017-18 compared to the 2016-17 forecast primarily relating to scheme control. Parking fees and fines income has also increased by \$286,000.

10.2.3 User fees (\$533,000 decrease)

User fees mainly relate to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the provision of home help services and leisure and cultural services.

User charges are budgeted to decrease by 3.8% or \$533,000 compared to the 2016-17 forecast primarily relating to Boroondara's five leisure and aquatic centres. The contract for the management and operation of the centres has been extended and the guaranteed fixed return is forecast to decrease by \$569,000.

A detailed schedule of fees and charges is listed in **Appendix A – Fees and Charges**.

10.2.4 Contributions - monetary (\$19,000 decrease)

Contributions - monetary relate to cash monies received from developers towards the creation of open space within the community in accordance with legislative requirements. Council receives these funds as part of the planning process, and through an annual acquittal process that assesses Council's requirements against legislative obligations. The 2017-18 budget contributions will be maintained at similar levels to the 2016-17 forecast.

10.2.5 Other income (\$714,000 decrease)

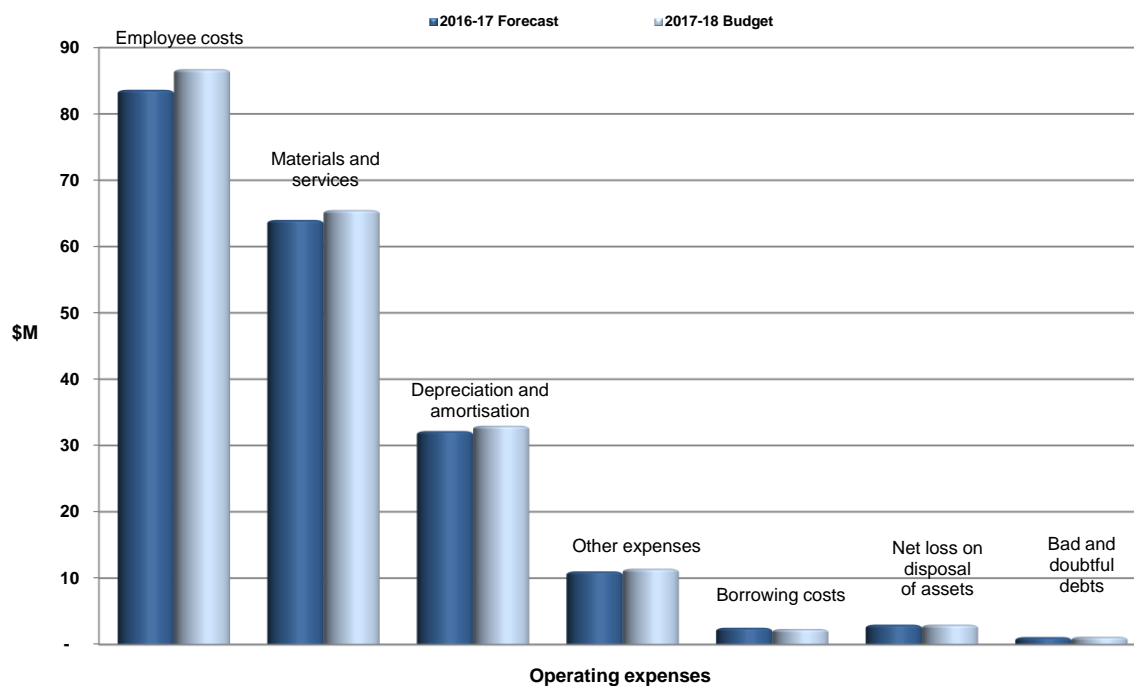
Other income relates to a range of items such as interest receivable, lease and rental income from Council owned properties and miscellaneous items such as income from right of way sales, Australian Taxation Office fuel tax credits and Camberwell Fresh Food Market rental income and cost reimbursements.

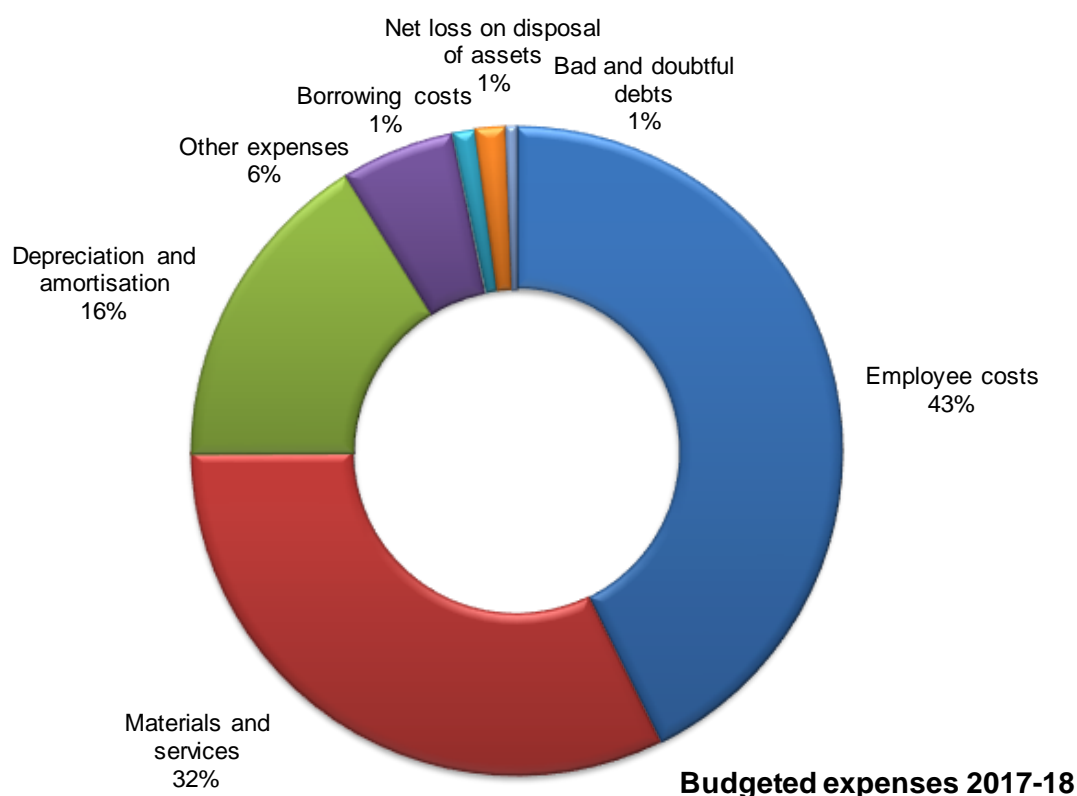
Other income is forecast to decrease by 8.7% or \$714,000 compared to 2016-17 forecast primarily due to a decrease in once off priority project income for flexible plastics kerbside collection trial \$191,000 and a decrease in interest income \$400,000 in 2017-18. The 2016-17 forecast interest income is projected to be higher due to timing of cash outflows occurring in the later half of the 2016-17 year resulting in higher cash balances.

10.3 Expenses

Expense types	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Employee costs	10.3.1	83,629	86,743	3,114
Materials and services	10.3.2	64,013	65,497	1,484
Bad and doubtful debts	10.3.3	1,125	1,175	50
Depreciation and amortisation	10.3.4	32,182	32,987	805
Borrowing costs	10.3.5	2,534	2,349	(185)
Other expenses	10.3.6	11,029	11,423	394
Net loss on disposal of assets	10.3.7	3,000	3,000	-
Total expenses		197,512	203,174	5,662

Source: Section 3 - Financial Statements





Budgeted expenses 2017-18

10.3.1 Employee costs (\$3.11 million increase)

Employment costs include all labour related expenditure such as wages and salaries, superannuation, work cover, on-costs, fringe benefits tax, other allowances and temporary staffing costs.

Employee costs are budgeted to be \$86.74 million in 2017-18. This represents an increase of \$3.11 million compared to the 2016-17 forecast. The increase in 2017-18 relates to the increase in salary and wages under relevant industrial agreements, employee on-costs such as leave provisions and workers compensation, and resources to meet additional community demand.

The increase is related to several key factors noted below:

- Workcover premium, industrial agreements including Local Area Workplace Agreements (LAWA and EBA), banding and contract staff increments.
- \$3.37 million additional resource requirements to increase organisational responsiveness and services and are non-recurrent in nature. These resources include support for the Digital Transformation Project including ongoing management and maintenance of the re-developed website and implementation of the Information Management Strategy.

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

Directorate	Budget 2017-18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Chief Executive Office*	5,124	4,942	182
City Planning	14,547	12,437	2,111
Environment and Infrastructure	24,099	22,628	1,471
Community Development	28,767	17,138	11,629
Corporate Services	7,132	6,339	793
Communications and Customer Experience	3,814	2,735	1,080
Total permanent staff expenditure	83,484	66,219	17,265
Casuals	1,383		
Employee expenditure other**	1,875		
Total expenditure	86,742		

*Chief Executive Office includes Governance and Innovation and Business Transformation

** Employee expenditure other includes: service awards, temporary staff and apprentices / traineeships.

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

Directorate	Budget 2017-18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Chief Executive Office*	40.1	39.0	1.1
City Planning	141.8	121.5	20.3
Environment and Infrastructure	244.4	228.3	16.1
Community Development	300.6	156.2	144.4
Corporate Services	63.3	55.0	8.3
Communications and Customer Experience	38.3	27.0	11.3
Total permanent staff	828.4	627.0	201.4
Casuals	13.0		
Total FTE staff	841.4		

*Chief Executive Office includes Governance and Innovation and Business Transformation

Refer **Section 14 - Strategic Resource plan** for a summary of planned human resources expenditure according to the organisational structure and number of full time equivalent (FTE) Council staff.

10.3.2 Materials and services (\$1.48 million increase)

Materials and services are budgeted to increase by 2.65% or \$1.69 million compared to the 2016-17 forecast, primarily due to the following significant variances:

- \$1.04 million increase in information technology software licences and maintenance primarily relating to Customer Relationship managed services (\$815,000), Microsoft Office 365 annual license subscription (\$97,000) and Human Resource Information System licensing and support fees (82,000).

- \$954,000 forecast decrease in footpath expenditure due to higher 2016-17 forecast spend to meet Road Management Plans obligations and customer requests.
- Waste management and operations up \$210,000. The net costs of waste management and associated services are recovered by Council through the waste management charges.
- \$167,000 increase in facilities maintenance primarily due to increase in graffiti removal expenditure \$106,000.
- \$1.63 million increase in Priority Project expenditure including continuation of the Digital Transformation Project \$1.54 million.

Council separately funds projects of a non-recurring operating nature identified in the Council Plan as Priority Projects. A number of Priority Projects expenditure is categorised under the materials and services category. Refer to **Appendix C – Priority Projects Program** for a detailed listing of the Priority Projects Program and proposed forward commitments from 2016-17.

10.3.3 Bad and doubtful debts (\$50,000 increase)

Bad and doubtful debts is expected to increase marginally from the 2016-17 forecast (\$50,000) and relates to an increase in parking fines forwarded to Perin Court for collection and a consequent reduction in collection rates.

10.3.4 Depreciation and amortisation (\$805,000 increase)

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains, from delivering services to the community. The increase of \$805,000 for 2017-18 is due to the impact of the Capital Works Program and the full year effect of depreciation on new assets acquired in the 2016-17 year. Refer to **Section 12 "Analysis of Capital Works Budget"** for a more detailed analysis of Council's Capital Works Program for the 2017-18 year.

10.3.5 Borrowing costs (\$185,000 decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to decrease by \$185,000 compared to 2016-17. The 2017-18 year includes repayment of principal in accordance with loan agreements. No new borrowings are planned in 2017-18. Refer **Section 16 - Borrowing Strategy** for more detail.

10.3.6 Other expenses (\$394,000 increase)

Other expenses relate to a range of unclassified items including bank charges, audit fees, special rates and charges, community grants & contributions and operating lease rentals. Contributing to the increase are grants and community contributions \$113,000 and leased asset expenditure in green waste collection \$180,000 for replacement of side loaders.

The budget proposes that the Mayoral allowance be \$94,641 per annum and the Councillor allowance be \$29,629 per annum.

10.3.7 Net loss on disposal of assets

No proceeds from asset sales are forecast in 2017-18. \$3 million has been allowed for the disposal of the carrying amounts of various infrastructure asset classes, including footpath, drains and road replacement works completed and capitalised during the financial year.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017-18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing minimal cash reserves required to provide operational cash flow.

The analysis is based on three main categories of cash flows:

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

11.1 Budgeted cash flow statement (inclusive of GST)

	Ref	Forecast Actual 2016-17 \$'000 Inflows (Outflows)	Budget 2017-18 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		166,731	171,532	4,801
Statutory fees and fines		13,255	13,834	579
User charges and other fines		15,571	14,984	(587)
Grants - operating		15,291	15,187	(104)
Grants - capital		1,526	3,119	1,593
Contributions - monetary		4,984	4,965	(19)
Interest received		2,570	2,170	(400)
Trust fund and deposits taken		19,434	19,970	536
Other receipts		6,178	5,832	(346)
Net GST refund / payment		9,357	11,017	1,660
		254,897	262,610	7,713
<i>Payments</i>				
Employee costs		(82,421)	(86,198)	(3,777)
Materials and services		(74,067)	(75,158)	(1,091)
Trust fund and deposits repaid		(19,349)	(19,883)	(534)
Other payments		(11,993)	(12,424)	(431)
		(187,830)	(193,663)	(5,833)
Net cash provided by operating activities		67,067	68,947	1,880
Cash flows from investing activities				
Payments for property, plant and equipment		(49,630)	(66,572)	(16,942)
Proceeds from sale of property, plant and equipment				-
Proceeds (payments) for investments		56,410	-	(56,410)
Net cash used in investing activities	11.1.2	6,780	(66,572)	(73,352)
Cash flows from financing activities				
Finance costs		(2,534)	(2,349)	185
Proceeds from borrowings		-	-	-
Repayment of borrowings		(4,049)	(4,235)	(186)
Net cash used in by financing activities	11.1.3	(6,583)	(6,584)	(1)
Net increase (decrease) in cash and cash equivalents		67,264	(4,209)	(71,473)
Cash and cash equivalents at beginning of year		38,211	105,475	67,264
Cash and cash equivalents at end of year	11.1.4	105,475	101,266	(4,209)

Source: Section 3 – Financial Statements

11.1.1 Operating activities (\$1.88 million increase)

The increase in net cash inflows from operating activities is mainly due to higher rates receipts of \$4.80 million, higher capital grants \$1.59 million partly offset by higher employment costs of \$3.78 million and higher materials and services of \$1.32 million. The net cash flows from operating activities does not equal the surplus(deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Surplus for the year	26,793	26,901	108
Depreciation	32,182	32,987	805
Provision for doubtful debts	100	100	-
Loss on disposal of assets	3,000	3,000	-
Works in progress written off	2,600	2,853	253
Finance costs	2,534	2,349	(185)
Net movement in other assets and liabilities	(142)	757	899
Cash flows available from operating activities	67,067	68,947	1,880

11.1.2 Investing activities (\$73.35 million decrease)

The decrease in net cash outflows from investing activities of \$73.35 million is due to proceeds for financial assets representing term deposits invested for greater than three months at the conclusion of the 2015-16 financial year which were redeemed during the 2016-17 year (\$56.41 million). This is partly offset by a higher investment in capital works (refer Council's Capital Works Program).

11.1.3 Financing activities (\$1,000 increase)

There is minor increase in net cash outflows from financing activities. No borrowings are forecast in 2017-18. The 2017-18 year includes total principal repayments of \$4.24 million and finance costs of \$2.35 million.

11.1.4 Cash and cash equivalents at the end of the year (\$4.21 million decrease)

Overall, total cash and investments are forecast to decrease by \$4.21 million to \$101.47 million as at 30 June 2018.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement indicates that Council estimates that at 30 June 2018, it will have cash and investments of \$101.27 million, which is restricted as shown in the following table.

	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Total cash and investments		105,475	101,266	(4,209)
Restricted cash and investments				
- Strategic acquisition fund	11.2.1	(434)	(434)	-
- Open space development fund	11.2.2	(7,695)	(8,495)	(800)
- Cash contingency - emergency response works *	11.2.3	(510)	(738)	(228)
- Drainage reserve	11.2.4	(282)	(282)	-
- Defined Benefits superannuation call up fund	11.2.5	(4,000)	(5,000)	(1,000)
- Capital and priority projects net forward commitments to 2017-18	11.2.6	(4,044)	-	4,044
Unrestricted cash and investments	11.2.6	88,510	86,317	(2,193)

11.2.1 Strategic acquisition fund (\$434,000)

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.

Due to the nature of this fund, and potential for immediate use, the cash will not be considered as part of Council's internal budgeting and management reporting processes. It will be treated as a source of funds only available for the stated purpose. Refer **Section 14.4 Financial Strategy Principles**.

11.2.2 Open space development fund (\$8.50 million)

The open space development fund is a cash-backed 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.

Due to the nature of this fund, and potential for immediate use, the cash will not be considered as part of Council's internal budgeting and management reporting processes. Refer **Section 14.4 Financial Strategy Principles**.

11.2.3 Cash contingency - emergency response works (\$738,000)

The provision of this cash contingency represents 0.5% of general rate revenue for works in response to emergency situations eg storm event. Refer **Section 14.4 Financial Strategy Principles**.

11.2.4 Drainage reserve (\$282,000)

The drainage reserve represents non-refundable contributions which are sought from developers to upgrade drainage as a result of development in the municipality. Where appropriate, these funds can be applied to work in the relevant drainage catchments.

11.2.5 Defined Benefits superannuation call up fund (\$5 million)

The Defined Benefits superannuation call up fund is 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.

11.2.6 Unrestricted cash and investments (\$86.32 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short-term needs and any budget commitments which will be expended in the following year, such as grants, contributions or net carried forward capital and priority projects. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds. Additionally, Council is committed to maintain a minimum 1.20:1 working capital ratio (current assets/current liabilities) or above in unrestricted cash and investments plus the provision of a cash contingency of 0.5% of general rate revenue for works in response to emergency situations eg storm event and cash held in Council's Reserve Funds as detailed above.

12. Analysis of capital works budget

This section of the Annual Budget report analyses the planned capital works expenditure budget for the 2017-18 financial year and the sources of funding for the budget.

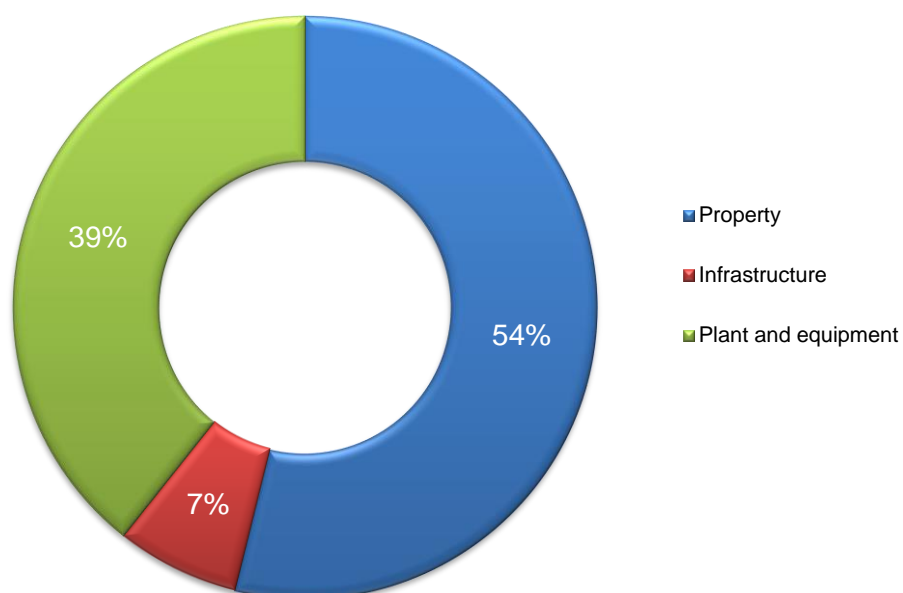
12.1 Capital works expenditure budget

Capital works area	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Works carried forward				
Property				
Buildings		2,129	1,331	(798)
Total property		2,129	1,331	(798)
Plant and equipment				
Plant, machinery and equipment		60	350	290
Fixtures, fittings and furniture		30	-	(30)
Computers and telecommunications		-	531	531
Total plant and equipment		90	881	791
Infrastructure				
Parks, open space and streetscapes		-	25	25
Total infrastructure		-	25	25
Total works carried forward	12.1.1	2,219	2,237	18

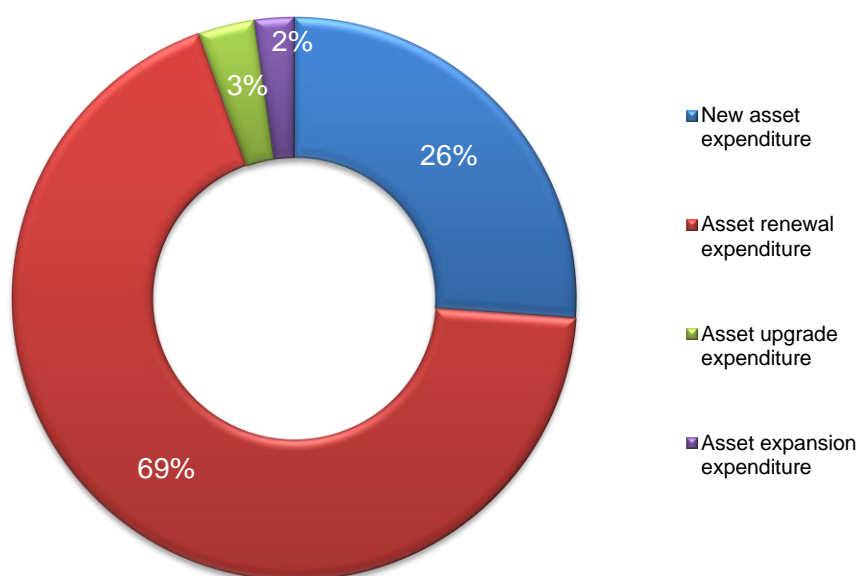
Capital works area	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Works carried forward				
Property				
Buildings		2,129	1,331	(798)
Total property		2,129	1,331	(798)
Plant and equipment				
Plant, machinery and equipment		60	350	290
Fixtures, fittings and furniture		30	-	(30)
Computers and telecommunications		-	531	531
Total plant and equipment		90	881	791
Infrastructure				
Parks, open space and streetscapes		-	25	25
Total infrastructure		-	25	25
Total works carried forward	12.1.1	2,219	2,237	18
New works				
Property	12.1.2			
Land improvements		2	100	98
Buildings		18,466	32,151	13,685
Building improvements		715	2,271	1,556
Total property		19,183	34,522	15,339
Plant and equipment	12.1.3			
Plant, machinery and equipment		1,282	953	(329)
Fixtures, fittings and furniture		219	578	359
Computers and telecommunications		2,326	1,142	(1,184)
Library books		985	985	-
Total plant and equipment		4,812	3,658	(1,154)
Infrastructure	12.1.4			
Roads		9,957	10,887	930
Bridges		56	58	2
Footpaths and cycleways		2,047	2,934	887
Drainage		4,490	4,370	(120)
Recreational, leisure and community facilities		1,860	1,993	133
Parks, open space and streetscapes		3,656	5,303	1,647
Off street car parks		1,350	610	(740)
Total infrastructure		23,416	26,155	2,739
Total new works		47,411	64,335	16,924
Total capital works expenditure		49,630	66,572	16,942
Represented by:				
New asset expenditure	12.1.5	9,597	17,386	7,789
Asset renewal expenditure	12.1.5	37,537	45,534	7,997
Asset upgrade expenditure	12.1.5	1,486	2,133	647
Asset expansion expenditure	12.1.5	1,010	1,519	509
Total capital works expenditure		49,630	66,572	16,942

A detailed listing of the individual projects included in the 2017-18 Capital Works program as well as summary information for the following three years is included in **Section 6**.

Budgeted capital works 2017-18



Budgeted capital works 2017-18



Refer to **Appendix E - Glossary of Terms** for definitions of asset renewal, asset upgrade, asset expansion and new capital works.

Source: Section 3 Financial Statements. A more detailed listing of the Capital Works program is included in Section 6.

12.1.1 Carried forward works (\$2.24 million)

At the end of each financial year there are projects, which are either incomplete or not commenced due to circumstances such as planning issues, weather delays and extended consultation. For the 2016-17 financial year, a total of \$2.24 million in forward commitments is forecast to be carried forward into the 2017-18 year for completion. A listing of 2016-17 forecast forward commitments is included in **Section 6 - Detailed List of Capital Works**.

12.1.2 Property (\$35.85 million)

The property class comprises land, land improvements, building and building improvements including community facilities, sports facilities and pavilions.

For the 2017-18 year, \$35.75 million will be expended on buildings and building improvements. The more significant projects include:

• North East Community Hub	\$10.89 million
• Balwyn Library redevelopment	\$4.33 million
• Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis And Community Facility)	\$3.47 million
• Camberwell Hockey Pavilion	\$2.92 million
• Camberwell Community House Fairholm Grove redevelopment	\$1 million
• Markham reserve pavilion	\$1 million

12.1.3 Plant and equipment (\$4.54 million)

Plant and equipment includes plant, plant machinery and equipment, computers and telecommunications and library books.

For the 2017-18 year, \$4.54 million will be expended on plant and equipment. The more significant projects include:

• Information technology	\$1.67 million
• Plant, machinery and equipment	\$1.30 million
• Library resources	\$985,000

12.1.4 Infrastructure (\$26.18 million)

Infrastructure includes roads, bridges, footpaths and cycle ways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

• Road resurfacing and refurbishment projects	\$10.89 million
• Drainage replacement works (including brick drain renewal works)	\$4.37 million
• Footpath and cycle ways	\$2.93 million
• Recreational, leisure and community facilities	\$1.99 million
• Park and playground replacement program	\$840,000
• Park, street and corridor tree planting	\$342,000
• Bridge works	\$58,000

12.1.5 Asset renewal (\$45.53 million), new assets (\$17.38 million), upgrade (\$2.13 million) and expansion (\$1.52 million)

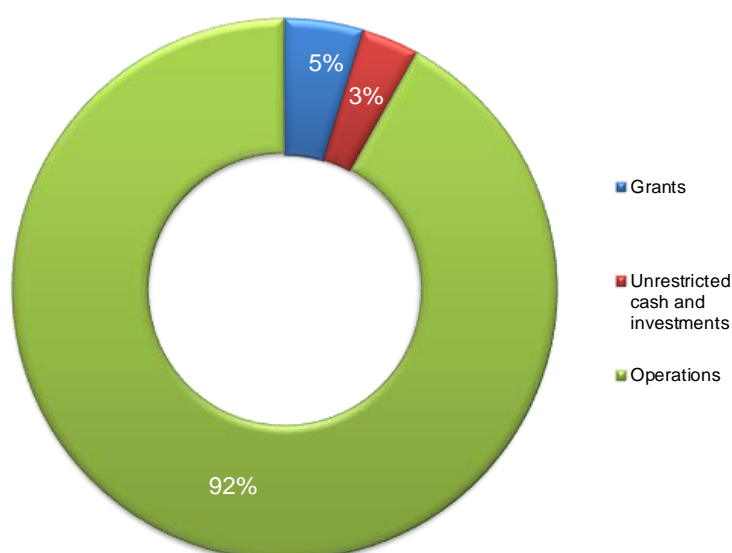
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories, which constitute expenditure on new assets, are the North East Precinct (\$7.85 million) and Balwyn Library redevelopment (\$1.52 million). The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

12.2 Funding sources

Sources of funding	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Council cash				
- unrestricted cash and investments		2,219	2,237	18
Total works carried forward	12.2.1	2,219	2,237	18
New works				
Current year funding				
Grants	12.2.2	1,526	3,119	1,593
Council cash				
- operations	12.2.3	45,885	61,216	15,331
Total new works		47,411	64,335	16,924
Total funding sources		49,630	66,572	16,942

Budgeted total funding sources 2017-18



12.2.1 Carried forward works (\$2.24 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016-17 year it is forecast that \$2.24 million of capital works will be incomplete and be carried forward into the 2017-18 year. Unrestricted cash and investments includes funding for the Camberwell Hockey Pavilion \$450,000, Kew Junction parking guidance system \$350,000, Balwyn Community Centre \$255,801, Nettleton Park pavilion \$150,000, Kew Senior Citizens Centre \$125,000 and Ashburton Support Centre (Senior Citizens) \$100,000. Unrestricted cash and investments represent funding sources from the previous year.

12.2.2 Grants (\$3.12 million)

Capital grants include monies sourced from the State and Federal Government, and community sources for the purposes of funding the Capital Works Program.

Significant grants and contributions are budgeted to be received for the following capital works projects:

- \$1.92 million part funding for the North East Community Hub from *Department of Infrastructure and Regional Development* (total grant to be received is \$3.20 million).
- \$500,000 from the *Department of Education and Training* to fund Honour Avenue shared zoned works.
- \$398,650 from the *Commonwealth Government Roads to Recovery Program* covering roads pavement renewal works.
- \$300,000 relating to Chandler Park Wetlands implementation (*Melbourne Water funding*)

12.2.3 Operations (\$61.22 million)

Council generates cash from its operating activities, which is used as a funding source for the Capital Works Program. It is forecast that \$61.22 million will be generated from operations to fund the 2017-18 Capital Works Program.

13. Analysis of budgeted financial position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2016-17 forecast and the 2017-18 Budget.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Current assets	13.1.1			
Cash and cash equivalents		105,475	101,266	(4,209)
Trade and other receivables		11,217	11,367	150
Other financial assets		90	90	-
Other assets		1,134	1,144	10
Total current assets		117,916	113,867	(4,049)
Non-current assets	13.1.2			
Trade and other receivables		31	31	-
Property, plant and equipment, infrastructure		3,315,369	3,343,101	27,732
Investment property		8,713	8,713	-
Intangible assets		739	739	-
Total non-current assets		3,324,852	3,352,584	27,732
Total assets		3,442,768	3,466,451	23,683
Current liabilities	13.1.3			
Trade and other payables		20,006	20,391	(385)
Trust funds and deposits		3,289	3,376	(87)
Provisions		16,270	16,749	(479)
Interest-bearing loans and borrowings		4,235	18,433	(14,198)
Total current liabilities		43,800	58,949	(15,149)
Non-current liabilities	13.1.4			
Provisions		2,198	2,264	(66)
Investment in associates and joint ventures		739	739	-
Interest-bearing loans and borrowings		44,713	26,280	18,433
Total non-current liabilities		47,650	29,283	18,367
Total liabilities		91,450	88,232	3,218
Net assets		3,351,318	3,378,219	26,901
Equity	13.1.6			
Accumulated surplus		867,674	892,775	25,101
Asset revaluation reserve		2,471,233	2,471,233	-
Other reserves		12,411	14,211	1,800
Total equity		3,351,318	3,378,219	26,901

Source: Section 3 Financial Statements

13.1.1 Current assets (\$4.05 million decrease)

The \$4.05 million increase in current assets is primarily due to decreases in cash and cash equivalent balances of \$4.21 million. Refer to **Section 11 - Analysis of Budgeted Cash Position** for further analysis.

13.1.2 Non-current assets (\$27.73 million increase)

The increase in non-current assets is primarily due to a \$27.73 million increase in property, infrastructure, plant and equipment due to \$66.57 million in capital expenditure budgeted under the Capital Works Program (refer **Section 6 for a detailed listing of projects**). This is offset by \$32.99 million in depreciation expenditure, \$2.85 million capital works in progress written off (expenditure that does not meet the asset capitalisation criteria) and \$3 million relating to the carrying value of proposed property sales and the disposal relating to replacement of infrastructure and library resource assets completed and capitalised during the year.

13.1.3 Current liabilities (\$15.15 million increase)

Current liabilities represent obligations that Council must pay within the next year.

The 2017-18 Budget includes increases in trade payables and other liabilities primarily relating to an increase in accrued interest on new borrowings in accordance with loan repayment schedules and employee leave provisions. Interest bearing loans and borrowings has increased by \$14.20 million due to the repayment of existing loan borrowings expected to occur in 2018-19.

13.1.4 Non-current liabilities (\$18.37 million decrease)

The decrease in non-current liabilities, which represent obligations that Council must pay beyond the next year, is primarily due to a decrease of \$18.43 million in non-current borrowings.

13.1.5 Working capital (\$19.20 million decrease)

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

Council has also committed further current assets to specific and restricted purposes, represented by the strategic acquisition fund, cash contingency - emergency response works provision, drainage reserve, defined benefits superannuation call up fund, open space development fund and forward commitments which are internal allocations and do not meet the accounting definition of a liability.

		Forecast Actual 2016-17 \$'000	Budget 2017-18 \$'000	Variance \$'000
Current assets		117,916	113,867	(4,049)
Current liabilities		43,800	58,949	(15,149)
Working capital	13.1.5	74,116	54,918	(19,198)
Restricted cash and investment current asset				
- Strategic acquisition fund		(434)	(434)	-
- Open space development fund		(7,695)	(8,495)	(800)
- Cash contingency - emergency response works		(510)	(738)	(228)
- Drainage reserve		(282)	(282)	-
- Defined Benefits superannuation call up fund		(4,000)	(5,000)	(1,000)
- Capital and priority projects net forward commitments to 2016-17		(4,044)	-	4,044
Unrestricted working capital		57,151	39,969	(17,182)

13.1.6 Equity (\$26.90 million increase)

The net increase in equity or net assets of \$26.90 million results directly from the 2017-18 financial year budgeted net operating surplus.

13.2 Key assumptions

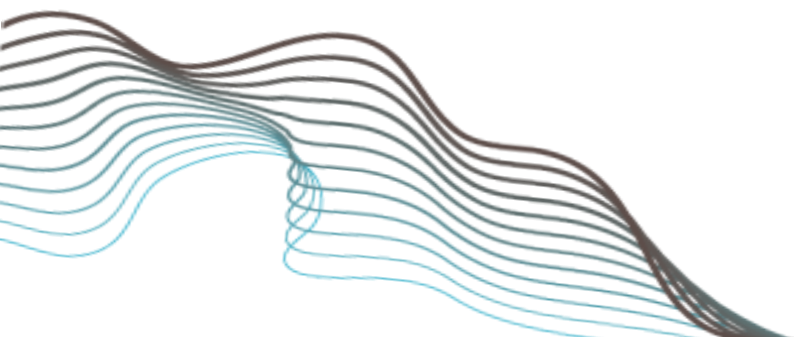
In preparing the Budgeted Balance Sheet for the year ended 30 June 2018 it was necessary to make a number of assumptions about key assets, liabilities and equity balances. The key assumptions are as follows:

- 98% of total rates and charges raised will be collected in the 2017-18 year.
- Trade creditors to be based on total capital expenditure and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2016-17 levels.
- Capital works expenditure of \$66.57 million including \$2.24 million in proposed forward commitments from 2016-17.
- Repayment of loan principal to be \$4.24 million.
- \$1 million to be transferred to the Defined Benefits Superannuation Call Up Fund.
- \$800,000 to be transferred to the Open Space Development Fund.

Long term strategies

This section includes the following analysis and information:

14. Strategic resource plan
15. Rating information
16. Borrowing Strategy
17. Asset Management Strategy
18. Service Delivery Strategy



14. 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.

14.1 Strategic Resource Plan development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and 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 2017-18 to 2020-21 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.

14.2 Financial resources

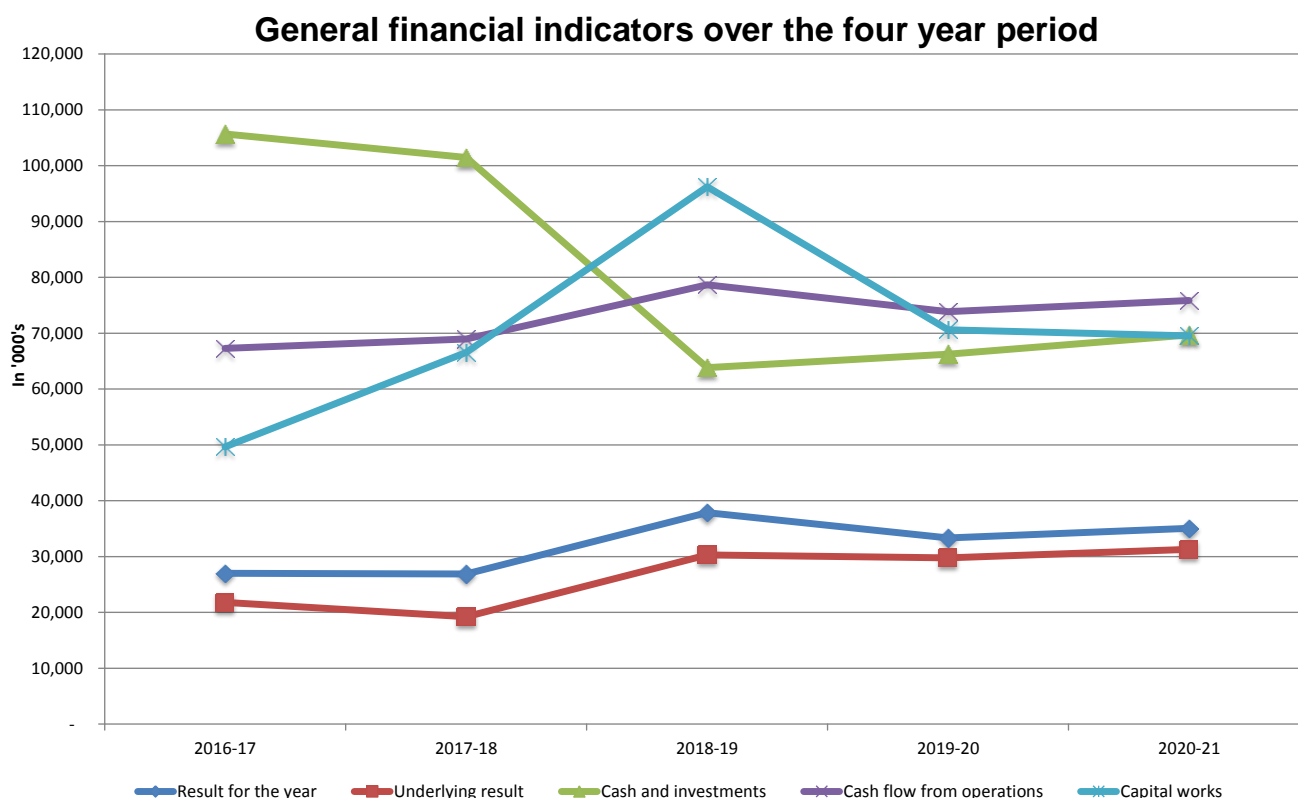
The following table summarises the anticipated key financial results for the next four years as set out in the Strategic Resource Plan for the years 2017-18 to 2020-21. **Section 3 – Financial Statements** includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016-17	2017-18	2018-19	2019-20	2020-21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	26,793	26,901	37,865	33,321	35,066	o
Adjusted underlying result	21,598	19,231	30,270	29,773	31,303	o
Cash and investments balance	105,475	101,267	63,607	66,028	69,470	o
Cash flows from operations	67,067	68,948	78,645	73,839	75,866	o
Capital works expenditure	49,630	66,572	96,219	70,599	69,510	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.

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



The key outcomes of the SRP are as follows:

- Financial sustainability (Section 11 - Analysis of budgeted cash position)**
 Cash and investments will exceed Council's minimum working capital ratio at or above 1.20:1. It is budgeted to be 1.93:1 in 2017-18 (includes cash contingency and reserve funds) and continues to be above the minimum requirement for the SRP.
- Capital Works (Section 12 - Analysis of Capital Works budget)**
 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 15)**
 Average property general rates are budgeted to increase in 2017-18 by 2%. The SRP assumes increases in accordance with the State Government rate capping practices.
- Borrowing Strategy (Section 16)**
 There are no borrowings budgeted to be drawn down in 2017-18 to specifically fund the capital works program.
- Asset Management Strategy (Section 17)**
 Capital Works capacity over the life of the SRP is \$303 million at an average of around \$76 million. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans.

14.3 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 2017-18 to 2026-27 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 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.

14.4 Financial Strategy Principles

14.4.1 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 wants and 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 identified in the Council Plan as priority projects.

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.

14.4.2 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.

14.4.3 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 maintains debt at levels that are serviceable and sustainable, while ensuring community needs are adequately addressed.

Debt will be maintained at levels below the following guidelines:

- indebtedness as a percentage of rate revenue – 60 per cent or less - defined as the total amount of interest bearing liabilities compared to the annual rates levy
- debt servicing costs as a percentage of total revenue – 5 per cent or less - defined as the interest expense incurred on interest bearing liabilities compared to the total revenue base.

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 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 principles).

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.

14.5 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 Actual 2016-17 \$'000	Budget 2017-18 \$'000	Strategic Resource Plan Projections		
			2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Staff expenditure					
Employee costs	83,629	86,743	88,945	91,936	94,886
Total staff expenditure	83,629	86,743	88,945	91,936	94,886
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	839.9	828.4	800.4	798.8	797.8
Casuals	14.3	13.0	13.0	13.0	13.0
Allowance for service changes	-	-	2.0	4.1	6.0
Total staff numbers	854.2	841.4	815.4	815.8	816.8

A statement of Human Resources is included in **Section 3 - 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 2015. 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 five years. The foreshadowed budget for the provision of renewal of Capital Works is \$178 million over the next four years of the SRP, with an additional \$125 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 3 – Financial Statements**.

Information technology

Consistent with international trends technology is essential to the efficiency, responsiveness and accessibility of the City of Boroondara's services to all groups of the community. In order to continue to provide services to achieve community responsiveness, reliable and secure information technology systems are essential. A review of the Boroondara Information Technology Strategy articulating the strategies used to meet technological demands now and into the future will be carried out in 2017 to ensure a continued capability and capacity to address the digitalisation of Council services to meet the expectations of the Customer Experience Improvement Strategy.

15. 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.

15.1 Rating context

The Strategic Resource Plan (refer to **Section 3 – 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 75% of total income in 2017-18.

While government grants total \$14.15 million in 2017-18, all but \$4.61 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 \$20.06 per resident in Boroondara (*Source 2015-16 Victoria Grants Commission Annual Report*).

15.2 Current year rates and charges

The 2017-18 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 as noted in **Section 9 - Budget Influences**. The general rate will increase by 2% and the waste collection costs will increase by 2.2% in 2017-18. This will raise total rates and charges for 2017-18 of \$171.63 million, including \$1.1 million generated from supplementary rates. This amount also includes special rates and charges of \$1.42 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 tables 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 of consumer price index.

Year	General rate %	Waste charge %	Total rates and charges raised \$'000's
2016-17	2.50%	0.70%	166,831
2017-18	2.00%	2.20%	171,632
2018-19	2.10%	2.10%	176,556
2019-20	2.10%	2.10%	181,583
2020-21	2.30%	2.30%	187,078

15.3 Rate in the dollar

The City of Boroondara's 2017-18 Budget provides for a decrease in the rate in the dollar paid by ratepayers, a increase from 0.1354 cents in the dollar to 0.1382 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$1,365,000 would now expect to pay a general rate of \$1,885.87, an increase in 2017-18 of \$36.98 per year or \$0.71 per week.

15.4 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. The City of Boroondara elected to apply the 'Capital Improved Value' (CIV) method of valuation in 1997-98, as this is considered to be the most equitable way to distribute the rate burden amongst the community.

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 six properties which are eligible for rate concessions under the *Cultural and Recreational Lands Act 1963*. Properties declared Cultural and Recreational Lands are granted a 100% concession on rates with the exception of six properties which are granted a 50% concession.

The following table summarises the rates to be levied for the 2017-18 year. A more detailed analysis of the rates to be raised is contained in **Section 7 - Rates and Charges**.

Type or class of land	Budget 2016-17 cents/\$CIV	Budget 2017-18 cents/\$CIV	Change
General rate for rateable residential properties	0.1354	0.1382	2.0%
General rate for rateable non residential properties	0.1354	0.1382	2.0%
Rate concession - rateable cultural and recreational properties	0.0677	0.0691	2.0%

15.5 General revaluation of properties

A revaluation of all properties within the municipality was undertaken during the 2015-16 year. The revaluation date was 1 January 2016 and the value assessed will be applied to all ratable properties for the financial years 2016-17 and 2017-18.

A revaluation in itself does not increase or decrease revenue for the Council, but is used to distribute the total rates raised across individual properties. The Victorian Government has legislated that a general revaluation is to occur every two years, their rationale being to ensure equity and transparency and, where possible, to reduce significant movements between valuations.

15.6 Waste Management Strategy

In 2011, Council adopted a revised Waste Minimisation and Recycling Strategy (2011-2016). The key objectives of this strategy are reducing the amount of waste to landfill and maximising recycling. The associated implementation plan is reviewed annually and targets set for the following financial year.

The following waste bin charges will apply in 2017-18:

Waste bin size	2016-17 charge	2017-18 charge
Waste environment levy residential and other	\$87.00	\$88.00
Waste environment levy commercial	\$87.00	\$88.00
80 litre & minimum waste charge residential and other	\$190.00	\$192.00
80 litre commercial	\$190.00	\$192.00
120 litre residential and other	\$343.00	\$349.00
120 litre commercial	\$343.00	\$349.00
240 litre (only for residential properties with four people)	\$836.00	\$850.00
240 litre commercial (only for commercial properties)	\$836.00	\$850.00
240 litre concession (concessional fee for residential properties with 5 or more people in the household OR a specific medical condition)	\$686.00	\$698.00

In 2017-18, Council continues to provide the 240 litre bin option to households of four people (\$850). For households with five or more people and those with a specific medical condition or exceptional circumstances the 240 litre concession applies and will be \$698. This initiative aims to achieve an improved environmental outcome through assisting the diversion of waste from landfill.

A waste environment levy applies to vacant land and those residential properties required to service their own refuse as a condition of a town planning permit. This charge provides a contribution to waste and rubbish collection from public spaces.

The waste environment levy also applies to commercial premises that do not have a waste collection service provided by Boroondara to ensure these properties contribute to the cost of waste and rubbish collection from public places.

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

Landfill Levy

In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$62.03 per tonne in 2016-17 (589% increase in 9 years). Forecast increases are anticipated in the 2017-18 financial year. This significant policy adjustment was introduced by the State Government to increase recycling rates and reduce volumes going to landfill.

Budgeted costs associated with the disposal of domestic waste have been included within the waste management service charge in line with Council's policy of full cost recovery of waste related costs.

15.7 Rate payment options

In 2017-18, 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 2017 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 2017.
- One lump sum payment, in full, by 15 February 2018 (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.

15.8 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.

15.9 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 2017-18 weighted average investment earning rate. Council's current weighted average investments earning rate as at 31 March 2017 is 2.56% per annum.

16. Borrowing Strategy

In developing the Strategic Resource Plan, (**Section 14**) borrowings have been identified as a funding source for the creation of income generating assets and assets servicing current and future generations.

16.1 Introduction

In 2005-06 borrowing was undertaken to part fund the Boroondara Sports Complex. Council originally agreed to borrow \$15 million in two tranches for this project, however through careful cash management was able to reduce the amount borrowed to only \$6 million.

During the 2011-12 financial year borrowings of \$20.6 million were undertaken to fund significant building works at the Kew and Hawthorn Aquatic and Leisure Centres, 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 with scheduled repayments over 15 years at a lower interest rate. Council plans to repay the outstanding balance in full in 2018-19. As a result, Council has repaid the balance of an existing loan of \$21.51 million including break costs and refinanced \$21.16 million in loan borrowings. Significant Interest savings to the community will be achieved over the term of the loan to more than offset the break costs.

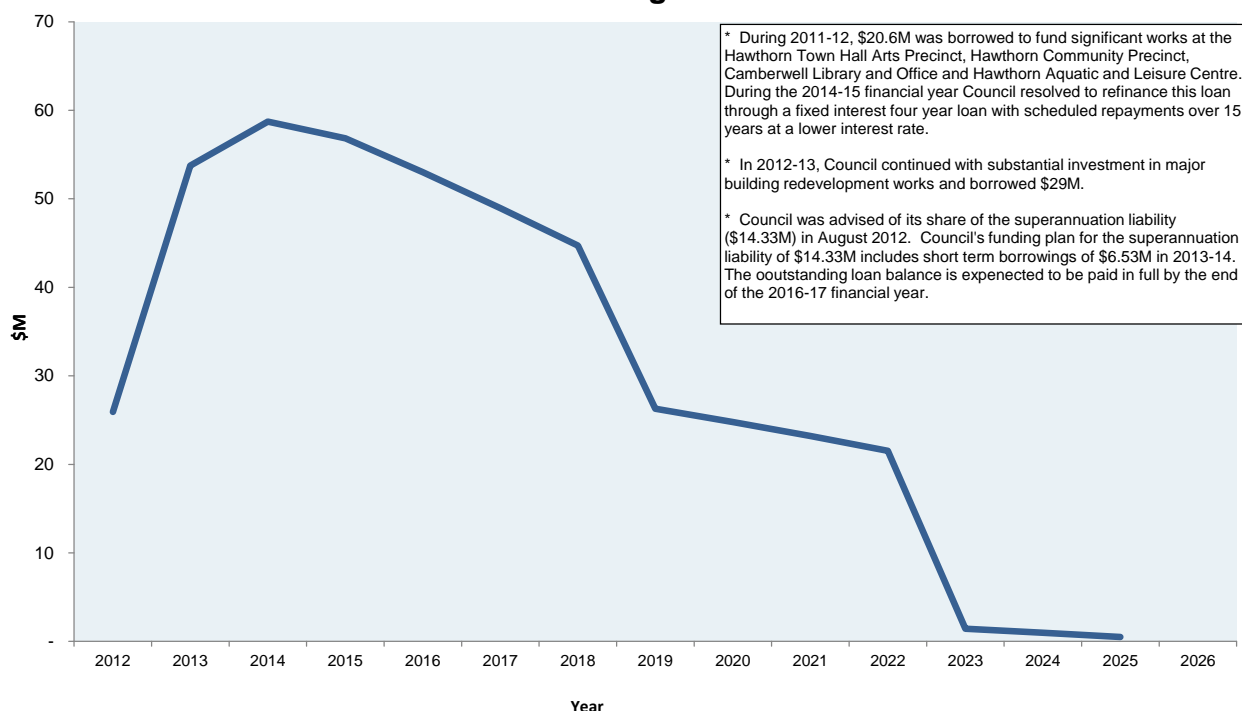
A further \$29 million was taken out in 2012-13 to fund major building works. This was at a fixed interest rate for 10 years, and the long term financial strategy provides for payment of the remaining balance in full at that time.

Superannuation liability

In August 2012 Council was advised of its share of the Defined Benefit Scheme superannuation shortfall of \$14.33 million. The 2013-14 adopted Budget was prepared on the basis that borrowing of \$14.33 million to fund the shortfall would be based on a five year fixed interest loan term. In September 2013 Council accessed a short term financing option to finance the superannuation liability. The short term financing option (available for the 2013-14 financial year) presented Council with an opportunity to access lower servicing costs for twelve months whilst Council reviewed its debt structuring options.

The deferment of the need to drawdown on a fixed rate, fixed term loan until June 2014 allowed Council to drawdown less than the budgeted \$14.33 million in fixed term borrowings. The 2013-14 cash surplus combined with controlled expenditure identified favourable financial capacity to reduce the borrowing requirement. As a result, Council repaid \$7.77 million of the \$14.33 million borrowings from cash and investment reserves with the balance of \$6.53 million to be repaid over the remaining four years reducing the overall cost to the community of the shortfall. The outstanding loan balance is expected to be paid in full at the end of the 2016-17 financial year.

Total outstanding loans at 30 June



16.2 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 if required. The repayment of outstanding debt competes for the same funding as Capital Works expenditure. Boroondara Council will consider debt for major community assets in accordance with its financial strategy principles. As in previous years this budget has put strategies in place to accelerate the repayment of borrowings compared with the loan terms previously foreshadowed.

Council does not foresee the requirement to access additional borrowings during the life of the current long term financial strategy.

The current Long Term Financial Strategy envisions Council being debt free during 2026.

16.3 Existing borrowings

During the 2017-18 year \$4.24 million in principal repayments on existing borrowings will be made. The outstanding amount borrowed will be \$44.71 million as at 30 June 2018. The projected cost of servicing these borrowings will be \$2.35 million during 2017-18.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2018. The table also shows the results of prudential ratios that have previously been issued by the Victorian State Government.

Council is projected to be well within these prudential ratio limits through the entire period of the Long Term Financial Strategy as shown below.

Financial year ending	\$'000's				Ratios (%)			
	New borrowings/ refinance	Principal paid	Interest expense	Balance 30 June	Liquidity (Current assets/ Current liabilities)	Debt Mgmt (Debt/Total rates and charges)	Debt Mgmt (Serv Costs/ Total Revenue)	Debt Exp (Total liabilities/ Realisable assets*)
2017	-	4,049	2,534	48,948	2.69	29.3%	1.1%	3.1%
2018	-	4,235	2,349	44,713	1.93	26.1%	1.0%	2.9%
2019	-	18,433	1,652	26,282	1.74	14.9%	0.7%	2.3%
2020	-	1,495	1,424	24,787	1.75	13.7%	0.6%	2.3%
2021	-	1,572	1,342	23,215	1.77	12.4%	0.5%	2.3%
2022	-	1,674	1,246	21,541	1.63	11.2%	0.5%	2.3%
2023	-	20,118	1,148	1,423	1.81	0.7%	0.4%	1.6%
2024	-	446	68	977	1.83	0.5%	0.0%	1.7%
2025	-	473	39	503	1.86	0.2%	0.0%	1.7%
2026	-	503	8	-	1.88	0.0%	0.0%	1.7%
2027	-	-	-	-	1.88	0.0%	0.0%	1.7%
Prudential ratio limits:						Not greater than 80%	Not greater than 5%	Not greater than 150%

* Realisable assets include total assets except for the following infrastructure assets: roads, drains, footpaths, bridges, trees, kerb and channel, utilities, landscape features and traffic management devices.

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

Indicator	2016-17	Budget 2017-18
	\$'000	\$'000
Total amount borrowed as at 30 June of the prior year	52,997	48,948
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(4,049)	(4,235)
Total amount proposed to be borrowed as at 30 June	48,948	44,713

17. Asset Management Strategy

The Asset Management Strategy is one of the key areas of Council's planning informing the Strategic Resource Plan.

17.1 Strategy development

A high priority for Boroondara is to ensure that the more than \$3.4 billion dollars of assets under Council's control such as roads, drains, footpaths and buildings are maintained at a level that will service the needs of current generations and not leave unreasonable cost burdens on future generations.

Boroondara has been proactive in undertaking asset renewal to reduce backlogs of works that is a common issue with most Councils and all levels of government that was created over time with insufficient capital renewal funding in the prior decades.

The Department of Transport Planning and Local Infrastructure and separately the Victorian Auditor-General's Office (VAGO) have financial measurements of Council's asset renewal performance. These measures demonstrate that all Councils should aim to refurbish at least the same amount of its assets than are being used up each year. In Boroondara's case the rate of depreciation of assets is forecast to be \$32.99 million in 2017-18. Therefore to maintain pace with the rate of asset use Council should spend an equivalent amount on capital renewal. However, in order to bring the standard of assets up the level adopted in Asset Management Plans, asset renewal expenditure should be maintained above the depreciation level.

Council has developed comprehensive Asset Management Plans for the major asset classes. Asset Management Plans include condition assessments for each of the thousands of assets under Council control. The plans identify the proposed timing of the renewal of these assets based on their condition. The asset condition assessments help to create a scheduled program of works that targets the expenditure of capital funds on the assets that most require intervention. Council's depreciation calculations draw on information contained in these plans to derive appropriate depreciation rates. This ensures that depreciation recorded within our accounts adequately reflects asset renewal needs.

The funding of asset renewal is a substantial expense to the community and Council receives limited support from other levels of government. Therefore the burden of asset renewal must be carried largely by the residents of local communities. Boroondara has increased the amount it is spending on asset renewal over the last decade and plans to expend \$45.53 million in 2017-18. In the future, asset renewal expenditure on average is forecast to be \$44 million per annum over the next four years as detailed in Council's Long Term Financial Strategy. Funds for these projects will be primarily generated from Council's underlying surplus from operations.

Council also has asset renewal programs for its fleet, equipment, library books and information technology equipment.

Each year a range of new capital assets are created for new facilities to meet community expectations, ranging from traffic management works to shopping centre streetscapes, parks and new or upgraded buildings. These new assets will also require renewal in future years thus adding to the asset renewal needs of the city.

In the 2017-18 Long Term Financial Strategy Council continues to allocate funding to upgrade and renew major community facilities across the City. Details of the foreshadowed major projects and renewal programs can be reviewed in (**Appendix D – Capital Works Program**). Council has also made public details of the proposed expenditure by project for building works and by category for other asset classes. Council also provides by category, asset class proposed expenditure for the next 4 years in the Strategic Resource Plan in **Section 14 – Strategic Resource Plan**.

17.2 Influences on Asset Management Strategy

The following influences are anticipated to significantly impact on Council's Asset Management Strategy and associated costs:

- Capital Works Programs from 2017-18 onwards are funded by annual underlying operating surpluses, capital grants and contributions in the Long Term Financial Strategy.
- Growth in litigation and legal requirements.
- Compliance with the Commonwealth Government's *Disability Discrimination Act*.
- Compliance with State Government Occupational Health and Safety Regulations.
- Council does not foresee the requirement for additional borrowings for asset management.

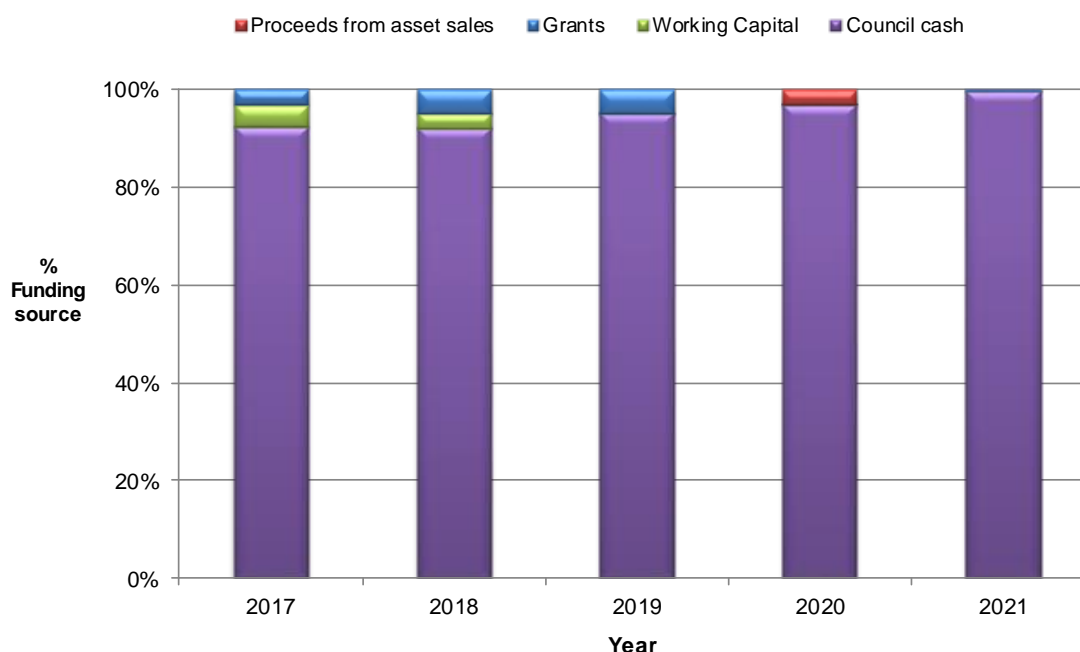
Council has a program for the ongoing review of Council's Asset Management Plans and Practices. The following table summarises Council's forward outlook on new, upgrade, expansion and renewal capital expenditure including funding sources for the next four years.

Year	Total capital program \$'000	Grants \$'000	Borrowings \$'000	Working capital ¹ \$'000	Proceeds from asset sales \$'000	Council cash \$'000
2017	49,630	1,526	-	2,219	-	45,885
2018	66,572	3,119	-	2,237	-	61,216
2019	96,219	4,539	-	-	-	91,680
2020	70,599	20	-	-	2,100	68,479
2021	69,510	154	-	-	-	69,356

¹Funding projects carried forward from 2016-17 totals a proposed \$2.24 million. Working capital (unrestricted cash and investments) represents funding sources from the previous year.

In addition to using cash generated from its annual operations, borrowings and external grants and contributions, such as government grants, and working capital for forward commitments where funding for these projects was previously received or committed but not expended are also used to fund a variety of capital projects.

Capital Works funding sources



18. Service Delivery Strategy

In developing the Strategic Resource Plan, strategies including the Service Delivery Strategy have been developed.

18.1 Strategy development

During the development of each departmental budget, service levels are discussed with Council to provide direction on the increase or amendment of Council services. Proposed service amendments are reviewed by Council during the development of the Budget for consideration and evaluation.

Council's focus on customer experience service delivery is evidenced in the 2017-18 Budget which builds on the Council Plan theme of Responsible Resource Management. A number of customer focused commitments are included within the Budget including continuing the redevelopment of Council's website to improve the navigability of the website for users and online payment options, continue the implementation of the Customer Relationship Management System including access via mobile devices.

18.2 Service delivery changes

Overall service direction for 2017-18 and in future years is being guided by strategies and policies adopted by Council after extensive community consultation. The annual commitments identified in the Annual Plan are actions derived by the strategies, plans and policies of Council together with departmental Business Plans.

18.3 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.

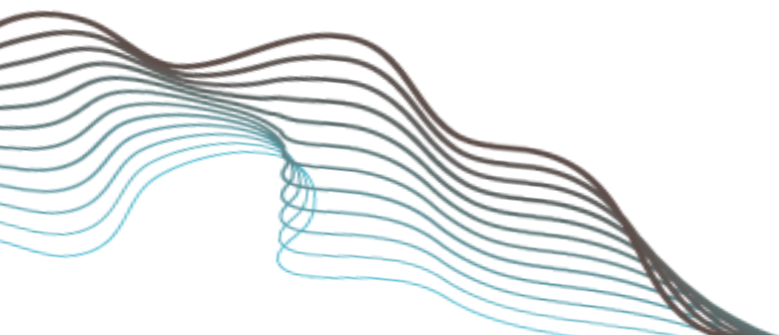
In 2017-18 Priority Projects have been fully planned for the coming year and in addition details of projects foreshadowed over the next two years have been made available (refer to **Appendix C - Priority Projects Program**). The Priority Projects budget for 2017-18 includes projects that support all of Council's eight Strategic Objectives as outlined in **Section 2**.

Some highlights include:

- Digital transformation \$7.14 million - re-development of the City of Boroondara website with users to deliver an improved online experience that is easily accessible and customer focused.
- Municipal Wide Heritage Assessment - \$256,250
- Health and Wellbeing - Active Ageing Project \$148,000
- Christmas in Boroondara Program \$103,000
- Year four actions of the creating an Age-Friendly Boroondara Strategy \$100,000
- Urban Biodiversity Strategy Implementation \$50,000

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 18 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

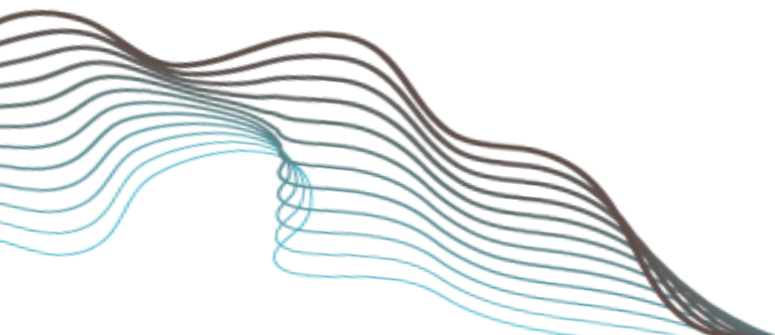


BOROONDARA
City of Harmony

City of Boroondara
Budget 2017-18

Appendix A

Fees and Charges



Appendix A - Fees and charges index

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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 area 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 2017-18 this means that many fees and charges were increased by an average of 3%. 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 1.90% in 2017-18, *Access Economics Business Outlook September 2016* release).

A key issue is 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 2017-18 year.

Statutory Planning Fees and Charges

During 2016-17, Department of Environment, Land, Water and Planning introduced new regulations that effected the Statutory Planning department: Planning and Environment (Fee) Regulations 2016 and the Subdivision (Fees) Regulations 2016. These fees came into effect on Thursday 13th October 2016 and the 2017-18 Fees and Charges schedule reflect the new changes.

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. Waste bin fees and transfer station tipping fees have been set to recover the full costs of all of these services.

Landfill Levy

In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$62.03 per tonne in 2016-17 (589% increase in 9 years). Forecast increases are anticipated in the 2017-18 financial year.

Budgeted costs associated with the disposal of domestic waste have been included within the waste management service charge in line with Council's policy of full cost recovery of waste related costs.

Changes to GST Status

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

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 including this determination.

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 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Community Development - Family, Youth and Recreation Services						
Youth services						
Drug and alcohol free events	N	Per ticket	\$25.00 Maximum	\$22.50 Maximum	\$ 2.50	Y
360 Program Room - Not for Profit Youth Providers	N	Per hour	No charge	No charge	\$ -	Y
360 Program Room - Commercial Hire (Youth Related Programs Only)	N	Per hour	\$ 62.50	\$ 25.00	\$ 37.50	Y
Youth services school program facilitation	N	Per hour	\$67.70 Maximum	\$65.75 Maximum	\$ 1.95	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 per 6 months	\$ -	-\$ 20.00	Y
Others						
Sleep day stay program fee	N	Rate per day	\$ 96.00	\$ 93.50	\$ 2.50	Y
Sleep day stay program fee (health care card holder)	N	Rate per day	No charge	No charge	\$ -	Y
Preschool central enrolment application fee Three year old child	N	Per application for three year old	\$ 25.50	\$ 25.50	\$ -	Y
Preschool central enrolment application fee Four year old child	N	Per application for four year old	\$ 25.50	\$ 25.50	\$ -	Y
Preschool central enrolment application fee Three year old child (health care card holder)	N	Per application for three year old	\$ 12.75	\$ 12.75	\$ -	Y
Preschool central enrolment application fee Four year old child (health care card holder)	N	Per application for four year old	\$ 12.75	\$ 12.75	\$ -	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	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	\$ 10.00	\$ 10.00	\$ -	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	\$ 64.00	\$ 62.00	\$ 2.00	Y
Boroondara Early Years and Youth Providers Conference - Stall trade table /display Not for Profit, community based organisation	N	Per display	No charge	No charge	\$ -	Y
Boroondara Early Years and Youth Providers Conference - Stall trade table display Commercial operators	N	Per display	\$ 64.00	\$ 62.00	\$ 2.00	Y
Meeting or Facility Room hire (From 1 July to 31 December 2017)						
Anderson Park Community Centre meeting room Commercial groups Applicable for bookings up until 31 December 2017	N	Per hour	\$ 24.30	\$ 24.30	\$ -	Y
Anderson Park Community Centre meeting room Community groups Applicable for bookings up until 31 December 2017	N	Per hour	\$ 6.80	\$ 6.80	\$ -	Y
Lexia Street Community Meeting Facility Commercial groups Applicable for bookings up until 31 December 2017	N	Per hour	\$ 12.20	\$ 12.20	\$ -	Y
Lexia Street Community Meeting Facility Community groups Applicable for bookings up until 31 December 2017	N	Per hour	\$ 3.40	\$ 3.40	\$ -	Y
Auburn Centre facilities- hire of facility for delivery of services supporting families with young children (commercial) Applicable for bookings up until 31 December 2017	N	Per hour	\$ 24.30	\$ 24.30	\$ -	Y
Auburn Centre facilities - hire of facility (community organisation - not for profit) Applicable for bookings up until 31 December 2017	N	Per term	\$ 51.75	\$ 51.75	\$ -	Y
Auburn Centre facilities (playgroup contribution) Applicable for bookings up until 31 December 2017	N	Per family per term	\$ 38.00	\$ 38.00	\$ -	Y
Maternal and child health centre facilities - hire of facility for delivery of services supporting families with young children. (Commercial) Applicable for bookings up until 31 December 2017	N	Per hour	\$ 24.30	\$ 24.30	\$ -	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Maternal and child health centre facilities (community organisation - not for profit) Applicable for bookings up until 31 December 2017	N	Per term	\$ 51.75	\$ 51.75	\$ -	Y
Maternal and child health centre facilities (playgroup contribution) Applicable for bookings up until 31 December 2017	N	Per family per term	\$ 38.00	\$ 38.00	\$ -	Y
Meeting or Facility Room hire (From 1 January to 30 June 2018)						
Anderson Park Community Centre meeting room Commercial groups Applicable for bookings as of 1 January 2018	N	Per hour	\$ 25.00	\$ 24.30	\$ 0.70	Y
Anderson Park Community Centre meeting room Community groups Applicable for bookings as of 1 January 2018	N	Per hour	\$ 7.00	\$ 6.80	\$ 0.20	Y
Lexia Street Community Meeting Facility Commercial groups Applicable for bookings as of 1 January 2018	N	Per hour	\$ 12.50	\$ 12.20	\$ 0.30	Y
Lexia Street Community Meeting Facility Community groups Applicable for bookings as of 1 January 2018	N	Per hour	\$ 3.50	\$ 3.40	\$ 0.10	Y
Auburn Centre facilities- hire of facility for delivery of services supporting families with young children (commercial) Applicable for bookings as of 1 January 2018	N	Per hour	\$ 25.00	\$ 24.30	\$ 0.70	Y
Auburn Centre facilities - hire of facility (community organisation - not for profit) Applicable for bookings as of 1 January 2018	N	Per term	\$ 53.00	\$ 51.75	\$ 1.25	Y
Auburn Centre facilities (playgroup contribution) Applicable for bookings as of 1 January 2018	N	Per family per term	\$ 39.00	\$ 38.00	\$ 1.00	Y
Maternal and child health centre facilities - hire of facility for delivery of services supporting families with young children. (Commercial) Applicable for bookings as of 1 January 2018	N	Per hour	\$ 25.00	\$ 24.30	\$ 0.70	Y
Maternal and child health centre facilities (community organisation - not for profit) Applicable for bookings as of 1 January 2018	N	Per term	\$ 53.00	\$ 51.75	\$ 1.25	Y
Maternal and child health centre facilities (playgroup contribution) Applicable for bookings as of 1 January 2018	N	Per family per term	\$ 39.00	\$ 38.00	\$ 1.00	Y
Kew traffic school						
Community group bookings	N	Per group booking	\$ 127.50	\$ 125.00	\$ 2.50	Y
Wednesday Ride and Play	N	Per child	\$ 13.50	\$ 13.00	\$ 0.50	Y
School holiday program - at time of booking	N	Per child	\$ 13.50	\$ 13.00	\$ 0.50	Y
Private bookings - at time of booking - two hours (Monday to Friday and weekends)	N	Two hours	\$ 225.00	\$ 221.00	\$ 4.00	Y
Private bookings - at time of booking - three hours (Monday to Friday, daylight savings period only)	N	Three hours	\$ 257.00	\$ 252.00	\$ 5.00	Y
Safety education (three sessions on same day) At time of booking	N	Per booking	\$ 300.00	\$ 290.00	\$ 10.00	Y
Safety education (two sessions on same day) At time of booking	N	Per booking	\$ 200.00	\$ 172.00	\$ 28.00	Y
Safety education (one session) At time of booking	N	Per booking	\$ 130.00	\$ 127.00	\$ 3.00	Y
Community Development - Health, Active Ageing and Disability Services						
Food Act registration and renewal						
Class one Initial Registration Fee	N	Per premises	\$ 570.00	\$ 555.00	\$ 15.00	N
Class one Renewal of Registration	N	Per premises	\$ 415.00	\$ 405.00	\$ 10.00	N
Not for profit school canteen, sporting club Charitable Organisation / Community Group	N	No charge	No charge	No charge	\$ -	N
Class two Large Supermarket 3 plus departments non-standard Food Safety Program Initial Registration Fee	N	Per premises	\$ 2,395.00	\$ 2,325.00	\$ 70.00	N
Class two Large Supermarket 3 plus departments non-standard Food Safety Program Renewal of Registration	N	Per premises	\$ 2,235.00	\$ 2,170.00	\$ 65.00	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Class two Large Supermarket 3 plus departments Initial Registration Fee	N	Per premises	\$ 2,070.00	\$ 2,010.00	\$ 60.00	N
Class two Large Supermarket 3 plus departments Renewal of Registration	N	Per premises	\$ 1,915.00	\$ 1,860.00	\$ 55.00	N
Class two Non-standard Food Safety Program Initial Registration Fee	N	Per premises	\$ 965.00	\$ 940.00	\$ 25.00	N
Class two Non-standard Food Safety Program Renewal of Registration	N	Per premises	\$ 810.00	\$ 787.00	\$ 23.00	N
Class two Initial Registration Fee	N	Per premises	\$ 927.00	\$ 900.00	\$ 27.00	N
Class two Renewal of Registration	N	Per premises	\$ 770.00	\$ 750.00	\$ 20.00	N
Class three Initial Registration Fee	N	Per premises	\$ 515.00	\$ 500.00	\$ 15.00	N
Class three Renewal of Registration	N	Per premises	\$ 440.00	\$ 425.00	\$ 15.00	N
Class four Food premises	N	No charge	No charge	No charge	\$ -	N
Temporary food premises registration	N	Per premises	25% of applicable initial registration or renewal of registration fee	25% of applicable initial registration or renewal of registration fee	\$ -	N
Temporary food premises Charitable Organisation / Community group registration	N	No charge to community groups	No charge	No charge	\$ -	N
Food Act registration non compliance follow up visit (this will be charged to businesses as appropriate)	N	Per premises	\$ 237.00	\$ 230.00	\$ 7.00	N
Public Health and Wellbeing Act registration and renewal						
New Hairdresser and/or Temporary make up premises only - Initial ongoing registration fee	N	Per premises	\$ 310.00	\$ 300.00	\$ 10.00	N
Hairdresser and/or Temporary make up premises only - Ongoing renewal registration fee	N	Per premises	\$ 230.00	\$ 225.00	\$ 5.00	N
Hairdresser/Skin penetration/Beauty therapies Single operation Initial Registration Fee	N	Per premises	\$ 220.00	\$ 214.00	\$ 6.00	N
Hairdresser/Skin penetration/Beauty therapies Single operation Renewal of Registration	N	Per premises	\$ 145.00	\$ 140.00	\$ 5.00	N
Hairdresser/Skin penetration/Beauty therapies Multiple operation Initial Registration Fee	N	Per premises	\$ 255.00	\$ 250.00	\$ 5.00	N
Hairdresser/Skin penetration/Beauty therapies Multiple operation Renewal of Registration	N	Per premises	\$ 180.00	\$ 176.00	\$ 4.00	N
Prescribed accommodation (5 - 10 accommodation beds) Initial Registration Fee	N	Per premises	\$ 465.00	\$ 450.00	\$ 15.00	N
Prescribed accommodation (5 - 10 accommodation beds) Renewal of Registration	N	Per premises	\$ 390.00	\$ 377.00	\$ 13.00	N
Prescribed accommodation (11 - 20 accommodation beds) Initial Registration Fee	N	Per premises	\$ 640.00	\$ 623.00	\$ 17.00	N
Prescribed accommodation (11 - 20 accommodation beds) Renewal of Registration	N	Per premises	\$ 565.00	\$ 548.00	\$ 17.00	N
Prescribed accommodation (21 - 35 accommodation beds) Initial Registration Fee	N	Per premises	\$ 700.00	\$ 680.00	\$ 20.00	N
Prescribed accommodation (21 - 35 accommodation beds) Renewal of Registration	N	Per premises	\$ 625.00	\$ 605.50	\$ 19.50	N
Prescribed accommodation (36 - 55 accommodation beds) Initial Registration Fee	N	Per premises	\$ 885.00	\$ 860.00	\$ 25.00	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Prescribed accommodation (36 - 55 accommodation beds) Renewal of Registration	N	Per premises	\$ 810.00	\$ 786.00	\$ 24.00	N
Prescribed accommodation (56+ accommodation beds) Initial Registration Fee	N	Per premises	\$ 1,030.00	\$ 1,000.00	\$ 30.00	N
Prescribed accommodation (56+ accommodation beds) Renewal of Registration	N	Per premises	\$ 950.00	\$ 925.00	\$ 25.00	N
Miscellaneous						
Solicitors request - ten working day turnaround	N	Per enquiry	\$ 235.00	\$ 230.00	\$ 5.00	Y
Solicitors request - five working day turnaround (+50% of Solicitors request (ten working day turnaround))	N	Per enquiry	\$ 365.00	\$ 355.00	\$ 10.00	Y
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	50% of current year initial registration fee	\$ -	Y
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	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	\$ 35.50	\$ 34.50	\$ 1.00	N
Septic tank / onsite waste water treatment system permit fee	N	Per application	\$ 395.00	\$ 383.00	\$ 12.00	N
Product sales - rat bait, head lice, mosquito briquettes	N	Per item sold	Total cost + 10% - 15%	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	Cost of vaccine + 25% of hourly rate + on costs Public Health (immunisation) Nurse	\$ -	N
Sharps container sales (free to people with relevant health condition)	N	Per container	No charge	No charge	\$ -	N
Sharps container - large (registered business)	N	Per container	\$ 18.70	\$ 18.50	\$ 0.20	Y
Sharps container - small (registered business)	N	Per container	\$ 9.70	\$ 9.50	\$ 0.20	Y
HAADS Training sessions and other services	N	Per session	Cost + 10%	Cost + 10%	\$ -	Y
Active Ageing and Disability Services						
Adult day care / social support activity	N	Per session + meal if applicable	\$ 7.70	\$ 7.50	\$ 0.20	N
Adult day care / social support activity	N	Two - three hours	\$ 3.70	\$ 3.60	\$ 0.10	N
Community bus hire - community groups	N	Per day	\$ 101.00	\$ 98.00	\$ 3.00	Y
Community bus hire - community groups	N	Per half day	\$ 60.70	\$ 59.00	\$ 1.70	Y
Community bus fixed runs	N	One way trip and return trip	\$ 3.00	\$ 2.90	\$ 0.10	N
Young persons social group bus	N	Return trip	\$ 3.00	\$ 2.90	\$ 0.10	N
Young person social group excursion	N	Per trip	\$ 3.70	\$ 3.60	\$ 0.10	N
Excursions - older person	N	Per person	\$ 4.50	\$ 4.40	\$ 0.10	N
Travel charge	N	Per kilometre	\$ 1.65	\$ 1.60	\$ 0.05	N
Home care/Domestic assistance - single - low income historical fee (a)	N	Per hour	\$ 6.05	\$ 5.90	\$ 0.15	N
Home care/Domestic assistance - couple - low income historical fee	N	Per hour	\$ 7.40	\$ 7.20	\$ 0.20	N
Home care/Domestic assistance - single - low income historical fee (b)	N	Per hour	\$ 5.00	\$ 4.85	\$ 0.15	N
Home care/Domestic assistance - aged couple and young persons program - low income	N	Per hour	\$ 9.60	\$ 9.30	\$ 0.30	N
Home care/Domestic assistance - single - low income	N	Per hour	\$ 7.00	\$ 6.65	\$ 0.35	N
Home care/Domestic assistance - couple - medium income historical fee (a)	N	Per hour	\$ 10.65	\$ 10.35	\$ 0.30	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Home care/Domestic assistance - single - medium income historical fee (a)	N	Per hour	\$ 9.05	\$ 8.80	\$ 0.25	N
Home care/Domestic assistance - couple - medium income historical fee (b)	N	Per hour	\$ 14.15	\$ 13.75	\$ 0.40	N
Home care/Domestic assistance - single - medium income historical fee (b)	N	Per hour	\$ 12.75	\$ 12.40	\$ 0.35	N
Home care/Domestic assistance - aged couple and young persons program - medium income	N	Per hour	\$ 17.50	\$ 17.00	\$ 0.50	N
Home care/Domestic assistance - single - medium income	N	Per hour	\$ 16.80	\$ 16.30	\$ 0.50	N
Home care/Domestic assistance - aged couple and young persons program - high income	N	Per hour	\$ 44.80	\$ 43.50	\$ 1.30	N
Home care/Domestic assistance - single - high income	N	Per hour	\$ 43.70	\$ 42.50	\$ 1.20	N
Home Care/Domestic assistance, Personal Care and Respite Care	N	No charge	No charge	No charge	\$ -	N
Home Care/Domestic assistance, Personal Care and Respite Care discretionary fee (low and medium income only) - 25% of applicable rate	N	Per hour	25% of applicable rate	25% of applicable rate	\$ -	N
Home Care/Domestic assistance, Personal Care and Respite Care discretionary fee (low and medium income only) - 50% of applicable rate	N	Per hour	50% of applicable rate	50% of applicable rate	\$ -	N
Property maintenance/Home maintenance/Home modifications - low income	N	Per hour + materials	\$ 14.40	\$ 14.00	\$ 0.40	N
Property maintenance/Home maintenance/Home modifications - medium income	N	Per hour + materials	\$ 21.30	\$ 20.70	\$ 0.60	N
Property maintenance/Home maintenance/Home modifications - high income	N	Per hour + materials	\$ 54.40	\$ 52.80	\$ 1.60	N
Personal care (aged and younger persons programs) - low income	N	Per hour	\$ 5.15	\$ 5.00	\$ 0.15	N
Personal care - medium income historical fee	N	Per hour	\$ 7.00	\$ 6.80	\$ 0.20	N
Personal care (aged and younger persons programs) - medium income	N	Per hour	\$ 10.05	\$ 9.80	\$ 0.25	N
Personal care (aged and younger persons programs) - high income	N	Per hour	\$ 43.70	\$ 42.45	\$ 1.25	N
Respite care (aged and younger persons programs) - low income	N	Per hour	\$ 3.60	\$ 3.45	\$ 0.15	N
Respite care (aged and younger persons programs) - medium income	N	Per hour	\$ 5.85	\$ 5.70	\$ 0.15	N
Respite care (aged and younger persons programs) - high income	N	Per hour	\$ 43.70	\$ 42.45	\$ 1.25	N
Younger persons respite families	N	Per couple	\$ 14.30	\$ 13.90	\$ 0.40	N
Home care - medium income historical/discretionary fee	N	per hour	\$ 4.95	\$ 4.80	\$ 0.15	N
Younger persons respite families	N	Per hour	\$ 4.95	\$ 4.80	\$ 0.15	N
Respite care - medium income historical fee	N	Per hour	\$ 71.00	\$ 66.00	\$ 5.00	Y
Commercial - home care	N	Per hour	\$ 73.00	\$ 70.00	\$ 3.00	Y
Monday - Friday 7am - 7pm	N	Per hour	\$ 90.00	\$ 87.00	\$ 3.00	Y
Commercial - personal care	N	Per hour	\$ 73.00	\$ 70.00	\$ 3.00	Y
Monday - Friday 7am - 7pm	N	Per hour	\$ 90.00	\$ 87.00	\$ 3.00	Y
Commercial - respite care	N	Per hour	\$ 105.00	\$ 102.00	\$ 3.00	Y
Monday - Friday 7am - 7pm	N	Per hour	\$ 125.00	\$ 121.00	\$ 4.00	Y
Commercial - respite care	N	Per hour	\$ 125.00	\$ 121.00	\$ 4.00	Y
Monday - Friday 7pm - midnight	N	Per hour	\$ 423.00	\$ 408.00	\$ 15.00	Y
Commercial - respite care	N	Per hour	\$ 125.00	\$ 100.00	\$ 25.00	Y
Weekend 7am - 12 midday Saturday	N	Per hour	\$ 6.20	\$ 6.00	\$ 0.20	N
Commercial - respite care	N	Per hour	\$ 6.20	\$ 6.00	\$ 0.20	N
Weekend 12 midday Saturday onwards	N	Per hour	\$ 6.20	\$ 6.00	\$ 0.20	N
Commercial - Assessment	N	Per assessment	\$ 423.00	\$ 408.00	\$ 15.00	Y
Public holiday (all services)	N	Per hour	\$ 125.00	\$ 100.00	\$ 25.00	Y
Commercial	N	Per hour	\$ 125.00	\$ 100.00	\$ 25.00	Y
Linkages - core hours	N	Per hour	\$ 6.20	\$ 6.00	\$ 0.20	N
Meals on Wheels						
Dining room meal	N	Per meal	\$ 7.20	\$ 7.00	\$ 0.20	N
Soup - low income, medium income and linkages clients	N	Each	\$ 1.75	\$ 1.70	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - low income, medium income and linkages clients	N	Each	\$ 9.25	\$ 9.00	\$ 0.25	N

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Sandwich - low income, medium income and linkages clients	N	Each	\$ 5.45	\$ 5.30	\$ 0.15	N
Soup - Commercial and high income	N	Each	\$ 4.35	\$ 4.24	\$ 0.11	N
Main meal/ vegetables/ dessert/ juice - Commercial and high income	N	Each	\$ 32.50	\$ 31.57	\$ 0.93	N
Sandwich - Commercial and high income	N	Each	\$ 8.50	\$ 8.28	\$ 0.22	N
Canterbury Memorial Home						
Main hall hire - community groups	N	Per hour	\$ 4.00	\$ 3.90	\$ 0.10	Y
Canterbury Memorial Home Units - standard rate	N	Per month	\$ 553.00	\$ 537.80	\$ 15.20	N
Canterbury Memorial Home Units - historical fee level one	N	Per month	\$ 474.00	\$ 460.25	\$ 13.75	N
Canterbury Memorial Home Units - discretionary fee level two	N	Per month	\$ 394.00	\$ 382.70	\$ 11.30	N
Seniors centre hire fees						
Community group (per room)	N	Per hour	\$4.00 (\$12.80 max per day)	\$3.90 (\$12.55 max per day)	\$ 0.10	Y
Casual event (Main Hall)	N	Per hour	\$ 65.40	\$ 63.50	\$ 1.90	Y
Community Development - Arts and Cultural Services						
Eisteddfod						
Daily audience entry fee - full	N	Per person	\$ 10.00	\$ 8.50	\$ 1.50	Y
Daily audience entry fee - concession	N	Per person	\$ 5.00	\$ 5.00	\$ -	Y
Daily audience entry fee - family (2A/2C)	N	Per family	\$ 18.00	\$ 17.50	\$ 0.50	Y
Audience entrance fee - season pass (excludes Piano concerto event)	N	Per ticket	\$ 30.00	\$ -	\$ 30.00	Y
Audience entrance fee - Piano concerto event	N	Per ticket	\$ 10.00	\$ -	\$ 10.00	Y
Section entry fee - 8 years and under, 10 years and under or 12 years and under	N	Per entry	\$ 15.00	\$ 11.50	\$ 3.50	Y
Section entry fee - 14 years and under	N	Per entry	\$ 15.00	\$ 13.90	\$ 1.10	Y
Section entry fee - 15 years and under or 16 years and under	N	Per entry	\$ 15.00	\$ 16.00	-\$ 1.00	Y
Section entry fee - 18 years and under	N	Per entry	\$ 15.00	\$ 21.50	-\$ 6.50	Y
Section entry fee - open	N	Per entry	\$ 30.00	\$ 29.00	\$ 1.00	Y
Chamber groups and ensembles	N	Per entry	\$ 33.00	\$ 32.00	\$ 1.00	Y
Choral groups	N	Per entry	\$ 55.00	\$ 53.00	\$ 2.00	Y
Late entry fee	N	Per entry	\$ 10.30	\$ 10.00	\$ 0.30	Y
Performance Accompanist	N	Per performance	\$ 2.00	\$1.00 (\$6.00 max)	\$ 1.00	Y
Outdoor Events						
Marquee - community	N	No charge	No charge	No charge	\$ -	N
Marquee - business	N	Per event	\$ 235.00	\$ 228.00	\$ 7.00	Y
Site fee - community	N	No charge	No charge	No charge	\$ -	N
Site fee - business	N	Per event	\$ 66.00	\$ 64.00	\$ 2.00	Y
HIRE FEES						
Kew Court House						
Just Theatre						
Theatre including dressing rooms - standard rate	N	Per hour Minimum 3 hours	\$ 46.50	\$ 45.00	\$ 1.50	Y
Theatre including dressing rooms - standard rate Monday to Thursday	N	Per day	\$ 335.00	\$ 327.50	\$ 7.50	Y
Theatre including dressing rooms - standard rate Friday to Sunday	N	Per day	\$ 400.00	\$ -	\$ 400.00	Y

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Theatre including dressing rooms - standard rate	N	Per week	\$ 1,130.00	\$ 1,075.00	\$ 55.00	Y
Theatre including dressing rooms - subsidised rate	N	Per hour Minimum 3 hours	\$ 11.60	\$ 11.25	\$ 0.35	Y
Theatre including dressing rooms - subsidised rate Monday to Thursday	N	Per day	\$ 84.00	\$ 81.90	\$ 2.10	Y
Theatre including dressing rooms - subsidised rate Friday to Sunday	N	Per day	\$ 100.00	\$ -	\$ 100.00	Y
Theatre including dressing rooms - subsidised rate	N	Per week	\$ 282.50	\$ 268.75	\$ 13.75	Y
Community Workshop/Meeting room						
Community workshop/meeting room - standard rate	N	Per hour Minimum 3 hours	\$ 29.50	\$ 28.60	\$ 0.90	Y
Community workshop/meeting room - standard rate	N	Per day	\$ 212.00	\$ 205.90	\$ 6.10	Y
Community workshop/meeting room - subsidised rate	N	Per hour Minimum 3 hours	\$ 7.40	\$ 7.15	\$ 0.25	Y
Community workshop/meeting room - subsidised rate	N	Per day	\$ 53.00	\$ 51.45	\$ 1.55	Y
Access Gallery						
Access Gallery - standard rate	N	Per week	\$ 154.50	\$ 150.00	\$ 4.50	Y
Access Gallery - subsidised rate	N	Per week	\$ 38.60	\$ 37.50	\$ 1.10	Y
Hawthorn Arts Centre						
<i>Hawthorn Arts Centre venue corporate hire rates may vary in accordance with the Hospitality Services Licence Agreement.</i>						
Hawthorn Arts Centre venue - day rate - standard rate	N	Per day Minimum 8 Hours	90% of hourly rate (8 hours)	\$ -	\$ -	Y
Main Hall and Stage						
Main hall and stage - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 216.50	\$ 210.00	\$ 6.50	Y
Main hall and stage - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 368.50	\$ 358.00	\$ 10.50	Y
Main hall and stage - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 108.50	\$ 105.00	\$ 3.50	Y
Main hall and stage - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 184.50	\$ 179.00	\$ 5.50	Y
Chandelier Room						
Chandelier room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 154.00	\$ 149.50	\$ 4.50	Y
Chandelier room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 279.00	\$ 271.00	\$ 8.00	Y
Chandelier room - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 77.00	\$ 74.75	\$ 2.25	Y
Chandelier room - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 139.50	\$ 135.50	\$ 4.00	Y
Mayor's Room						
Mayor's room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 62.50	\$ 60.40	\$ 2.10	Y
Mayor's room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 77.00	\$ 74.75	\$ 2.25	Y
Mayor's room - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 31.00	\$ 30.20	\$ 0.80	Y
Mayor's room - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 38.50	\$ 37.40	\$ 1.10	Y

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<u>Dora Wilson Room</u>						
Dora Wilson room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 25.00	\$ 24.00	\$ 1.00	Y
Dora Wilson room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 30.00	\$ 28.65	\$ 1.35	Y
Dora Wilson room - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.25	\$ 6.00	\$ 0.25	Y
Dora Wilson room - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.50	\$ 7.15	\$ 0.35	Y
<u>The Chamber</u>						
The Chamber - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 62.50	\$ 60.40	\$ 2.10	Y
The Chamber - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 77.00	\$ 74.75	\$ 2.25	Y
The Chamber - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 15.60	\$ 15.10	\$ 0.50	Y
The Chamber - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 19.25	\$ 18.65	\$ 0.60	Y
<u>John Beswicke Room</u>						
John Beswicke room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 25.00	\$ 24.00	\$ 1.00	Y
John Beswicke room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 30.00	\$ 28.65	\$ 1.35	Y
John Beswicke room - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.25	\$ 6.00	\$ 0.25	Y
John Beswicke room - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.50	\$ 7.15	\$ 0.35	Y
<u>Zelman Room</u>						
The Zelman room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 62.50	\$ 60.40	\$ 2.10	Y
The Zelman room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 77.00	\$ 74.75	\$ 2.25	Y
The Zelman room - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 31.25	\$ 30.20	\$ 1.05	Y
The Zelman room - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 38.50	\$ 37.40	\$ 1.10	Y
<u>Edward C. Rigby Room</u>						
Edward C. Rigby room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 25.00	\$ 24.00	\$ 1.00	Y
Edward C. Rigby room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 30.00	\$ 28.65	\$ 1.35	Y
Edward C. Rigby room - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.25	\$ 6.00	\$ 0.25	Y
Edward C. Rigby room - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.50	\$ 7.15	\$ 0.35	Y

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Community Arts Space						
Community arts space - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 25.00	\$ 24.00	\$ 1.00	Y
Community arts space - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 30.00	\$ 28.65	\$ 1.35	Y
Community arts space - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.25	\$ 6.00	\$ 0.25	Y
Community arts space - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.50	\$ 7.15	\$ 0.35	Y
Basement - Foyer/Meeting space						
Basement - Foyer/Meeting space - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 9.20	\$ 8.90	\$ 0.30	Y
Basement - Foyer/Meeting space - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 9.20	\$ 8.90	\$ 0.30	Y
Basement - Foyer/Meeting space - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 2.30	\$ 2.25	\$ 0.05	Y
Basement - Foyer/Meeting space - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 2.30	\$ 2.25	\$ 0.05	Y
Basement - Performance/Rehearsal studio						
Basement - Performance/Rehearsal studio - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 52.00	\$ 50.20	\$ 1.80	Y
Basement - Performance/Rehearsal studio - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 66.50	\$ 64.50	\$ 2.00	Y
Basement - Performance/Rehearsal studio - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 13.00	\$ 12.50	\$ 0.50	Y
Basement - Performance/Rehearsal studio - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 16.60	\$ 16.00	\$ 0.60	Y
Basement - Performance/Rehearsal studio - Standard rate Monday to Thursday	N	Per day	\$ 335.00	\$ 280.00	\$ 55.00	Y
Basement - Performance/Rehearsal studio - Standard rate Friday to Sunday	N	Per day	\$ 400.00	\$ 361.00	\$ 39.00	Y
Basement - Performance/Rehearsal studio - Standard rate	N	Per week	\$ 1,820.00	\$ 1,761.00	\$ 59.00	Y
Basement - Performance/Rehearsal studio - Subsidised rate Monday to Thursday	N	Per day	\$ 84.00	\$ 70.00	\$ 14.00	Y
Basement - Performance/Rehearsal studio - Subsidised rate Friday to Sunday	N	Per day	\$ 100.00	\$ 90.00	\$ 10.00	Y
Basement - Performance/Rehearsal studio - Subsidised rate	N	Per week	\$ 455.00	\$ 440.00	\$ 15.00	Y
Artists studios						
Studio 1 (previously called Studio A)	N	Per month	\$ 530.00	\$ 513.00	\$ 17.00	Y
Studio 1 (previously called Studio A)	N	Per year	\$ 6,360.00	\$ 6,156.00	\$ 204.00	Y
Studio 2 (previously called Studio B)	N	Per month	\$ 324.00	\$ 313.00	\$ 11.00	Y
Studio 2 (previously called Studio B)	N	Per year	\$ 3,890.00	\$ 3,760.00	\$ 130.00	Y
Studio 3 (previously called Studio C)	N	Per month	\$ 340.00	\$ 330.00	\$ 10.00	Y
Studio 3 (previously called Studio C)	N	Per year	\$ 4,080.00	\$ 3,969.00	\$ 111.00	Y
Studio 4	N	Per month	\$ 122.00	\$ 118.00	\$ 4.00	Y
Studio 4	N	Per year	\$ 1,464.00	\$ 1,413.00	\$ 51.00	Y

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Studio 5 (previously called Studio D)	N	Per month	\$ 192.00	\$ 186.00	\$ 6.00	Y
Studio 5 (previously called Studio D)	N	Per year	\$ 2,304.00	\$ 2,236.00	\$ 68.00	Y
Studio 6	N	Per week	\$ 66.00	\$ 64.00	\$ 2.00	Y
Studio 6	N	Per month	\$ 264.00	\$ 256.00	\$ 8.00	Y
Studio 6	N	Per year	\$ 3,164.00	\$ 3,072.00	\$ 92.00	Y
STAFFING COSTS						
Standard rate*						
* Staffing costs will be met by hirer - Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 60.00	\$ 50.90	\$ 9.10	Y
Front of House/ Duty Manager	N	Per hour	\$ 55.00	\$ 50.90	\$ 4.10	Y
Usher	N	Per hour	\$ 50.00	\$ 45.40	\$ 4.60	Y
Technician	N	Per hour	\$ 55.00	\$ 45.40	\$ 9.60	Y
Public Holiday surcharge for staffing costs	N	Per hour	50% of staff cost rate	50% of staff cost rate	\$ -	Y
Staff charge out costs - Subsidised rate*						
* Council will provide a 50% subsidy of staffing costs for bonafide community groups. Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 30.00	\$ 25.45	\$ 4.55	Y
Front of House/ Duty Manager	N	Per hour	\$ 27.50	\$ 25.45	\$ 2.05	Y
Usher	N	Per hour	\$ 25.00	\$ 22.70	\$ 2.30	Y
Technician	N	Per hour	\$ 27.50	\$ 22.70	\$ 4.80	Y
Other						
Hirer's box office fees - standard	N	Per ticket	\$ 3.00	\$ 2.50	\$ 0.50	Y
Hirer's box office fees - subsidised	N	Per ticket	\$ 1.55	\$ 1.50	\$ 0.05	Y
Venue hire for internal photography not associated with event	N	Per hour	\$ 110.00	\$ 100.00	\$ 10.00	Y
Venue rehearsal fee	N	Per hour	50% of venue hire rate	50% of venue hire rate	\$ -	Y
Venue bump in fee	N	Per hour	50% of venue hire rate	50% of venue hire rate	\$ -	Y
Venue bump out fee	N	Per hour	50% of venue hire rate	50% of venue hire rate	\$ -	Y
Commission on consignment stock at The Emporium @ Town Hall Gallery	N	Per item	35% commission on sale price	35% commission on sale price	\$ -	Y
Commission on sales of artwork at the Community Project Wall	N	Per item	15% commission on sale price	15% commission on sale price	\$ -	Y
Refreshment sales - Kew Court House	N	Per item	Up to \$30.00	Up to \$20.00	\$ 10.00	Y
Standard mail out fee	N	Per transaction	\$ 2.00	\$ 1.20	\$ 0.80	Y
Registered mail out fee	N	Per transaction	\$ 7.50	\$ 7.20	\$ 0.30	Y
Express post mail out fee	N	Per transaction	\$ 7.00	\$ 5.20	\$ 1.80	Y
External hirer refund fee	N	Per transaction	\$ 1.50	\$ 1.00	\$ 0.50	Y
Additional cleaning to Hawthorn Arts Centre Hired Spaces	N	Per booking	Up to a maximum of \$500	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	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	Up to a maximum of \$500	\$ -	Y

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Damage or loss of Kew Court House meeting room equipment	N	Per booking	Up to a maximum of \$2,000	Up to a maximum of \$2,000	\$ -	Y
Cultural Venue Equipment						
Administration fee - Equipment hire - standard	N	Per hire	15% of equipment hire	2.5% of equipment hire	\$ -	Y
Administration fee - Equipment hire - community	N	Per hire	No charge	No charge	\$ -	Y
Main Hall wall uplighting	N	Per event	\$ 550.00	\$ -	\$ 550.00	Y
Main Hall Chandelier repositioning	N	Per chandelier	\$ 35.00	\$ -	\$ 35.00	Y
Staging (1m x 2m)	N	Per piece	\$ 80.00	\$ -	\$ 80.00	Y
Radio Microphone	N	Per unit	\$ 75.00	\$ -	\$ 75.00	Y
Relocation of Piano (If required)	N	Per event	\$ 500.00	\$ -	\$ 500.00	Y
Tune of Piano	N	Per event	\$ 250.00	\$ -	\$ 250.00	Y
Ticketing						
Council curated event ticket - full	N	Per ticket	Up to a maximum of \$150	Up to a maximum of \$150	\$ -	Y
Council curated event ticket - concession	N	Per ticket	Up to a maximum of \$115	Up to a maximum of \$100	\$ 5.00	Y
Ticketing administration - Hirer's Complimentary Tickets - First 5% of total seating capacity	N	Per ticket	No charge	No charge	\$ -	Y
Ticketing administration - Hirer's Complimentary Tickets - Greater than 5% of total seating capacity	N	Per ticket	\$ 0.50	\$ 0.50	\$ -	Y
Town Hall Gallery Memberships						
Adult (Individual)	N	Per year	\$ 35.00	\$ 35.00	\$ -	Y
Concession	N	Per year	\$ 20.00	\$ 20.00	\$ -	Y
Family	N	Per year	\$ 60.00	\$ 60.00	\$ -	Y
Duo	N	Per year	\$ 60.00	\$ 60.00	\$ -	Y
Institution	N	Per year	\$ 60.00	\$ 60.00	\$ -	Y
Lifetime Membership	N	Per year	\$ 250.00	\$ 250.00	\$ -	Y

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Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Community Development - Library Services						
Library Meeting rooms hire (from 1 July to 31 December 2017)						
Ashburton, Camberwell and Hawthorn individual meeting rooms - discount community rate Applicable for bookings up until 31 December 2017	N	Per hour	\$ 3.40	\$ 3.40	\$ -	Y
Ashburton, Camberwell and Hawthorn individual meeting rooms - standard rate Applicable for bookings up until 31 December 2017	N	Per hour	\$ 12.20	\$ 12.20	\$ -	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - discount community rate Applicable for bookings up until 31 December 2017	N	Per hour	\$ 6.80	\$ 6.80	\$ -	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - standard rate Applicable for bookings up until 31 December 2017	N	Per hour	\$ 24.30	\$ 24.30	\$ -	Y
Balwyn and Kew Libraries meeting rooms - discount community rate Applicable for bookings up until 31 December 2017	N	Per hour	\$ 6.80	\$ 6.80	\$ -	Y
Balwyn and Kew Libraries meeting rooms - standard rate Applicable for bookings up until 31 December 2017	N	Per hour	\$ 24.30	\$ 24.30	\$ -	Y
Library Meeting rooms hire (from 1 January to 30 June 2018)						
Ashburton, Camberwell and Hawthorn individual meeting rooms - discount community rate Applicable for bookings as of 1 January 2018	N	Per hour	\$ 3.50	\$ 3.40	\$ 0.10	Y
Ashburton, Camberwell and Hawthorn individual meeting rooms - standard rate Applicable for bookings as of 1 January 2018	N	Per hour	\$ 12.50	\$ 12.20	\$ 0.30	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - discount community rate Applicable for bookings as of 1 January 2018	N	Per hour	\$ 7.00	\$ 6.80	\$ 0.20	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - standard rate Applicable for bookings as of 1 January 2018	N	Per hour	\$ 25.00	\$ 24.30	\$ 0.70	Y
Balwyn and Kew Libraries meeting rooms - discount community rate Applicable for bookings as of 1 January 2018	N	Per hour	\$ 7.00	\$ 6.80	\$ 0.20	Y
Balwyn and Kew Libraries meeting rooms - standard rate Applicable for bookings as of 1 January 2018	N	Per hour	\$ 25.00	\$ 24.30	\$ 0.70	Y
Excess cleaning to Library meeting rooms	N	Per booking	Up to a maximum of \$500	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	Up to a maximum of \$2,000	\$ -	Y
Other						
Overdue library fines - adult items	N	Charge per day	\$ 0.30	\$ 0.40	-\$ 0.10	N
Overdue library fines - junior and teenage items	N	Charge per day	\$ 0.10	\$ 0.10	\$ -	N
Debt collection charge	N	Per borrower submission	\$ 15.50	\$ 15.50	\$ -	N
Printing fee - A3 black and white	N	Per copy	\$ 0.40	\$ 0.40	\$ -	Y
Printing fee - A4 black and white	N	Per copy	\$ 0.20	\$ 0.20	\$ -	Y
Printing fee - A3 colour	N	Per copy	\$ 2.50	\$ 2.50	\$ -	Y
Printing fee - A4 colour	N	Per copy	\$ 1.50	\$ 1.50	\$ -	Y
Inter library loan fee plus any charges from lending libraries	N	Per loan	\$ 5.80	\$ 5.70	\$ 0.10	Y
Inter library loan (ILL) fee for items from academic, State or special libraries	N	Per loan	\$ 16.50	\$ 16.50	\$ -	Y
Replacement of lost or damaged materials	N	Per item processed	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Local history publication	N	Per publication	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y
Boroondara Literary Awards anthology	N	Per publication	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y
Local history photograph - print	N	Per image	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y
Local history photograph - digital	N	Per image	\$ 11.00	\$ 5.70	\$ 5.30	Y
Permission to publish local history image	N	Per image	Price upon application	Price upon application	\$ -	Y
Lost membership card	N	Per membership card replaced	\$ 4.00	\$ 5.00	-\$ 1.00	N
Lost key to library storage and charging stations	N	Per key	\$ 55.00	\$ 53.25	\$ 1.75	Y
Replacement of single disc	N	Per item	\$ 11.00	\$ 10.60	\$ 0.40	N
Replacement of covers/cases	N	Per item	\$ 5.50	\$ 5.30	\$ 0.20	N
Corporate Services - Information Technology						
Additional AO facilities map	N	Per map	\$ 54.60	\$ 53.00	\$ 1.60	N
Map sales - hourly labour rate	N	Hourly labour rate	\$ 69.30	\$ 67.30	\$ 2.00	N
Material costs - A1 thematic maps	N	Per map	\$ 35.00	\$ 34.00	\$ 1.00	N
A3 - Aerial map	N	Per map	\$ 35.00	\$ 34.00	\$ 1.00	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
City Planning - Building Services						
Building permit fees (within the City of Boroondara)						
<u>For dwelling (class 1a) and outbuildings (class 10a and 10b)</u>						
Timber and steel fences (not incorporating retaining walls), deck / verandah / pergola (up to \$5,000) and above ground swimming pools	N	Per permit	Minimum \$643.80 or POA	Minimum \$625 or POA	\$ 18.80	Y
Brick fences, deck / verandah / pergola (up to \$10,000), retaining walls, demolitions and reblocks or similar minor structures	N	Per permit	Minimum \$749.80 or POA	Minimum \$728 or POA	\$ 21.80	Y
Garages, carports, sheds, deck / verandah / pergola, minor alterations and in ground swimming pools (up to \$15,000)	N	Per permit	Minimum \$914.60 or POA	Minimum \$888 or POA	\$ 26.60	Y
Minor additions and alterations (\$15,000 - \$50,000)	N	Per permit	Minimum \$1,148.50 or POA	Minimum \$1,115 or POA	\$ 33.50	Y
Additions and alterations (\$50,000 - \$100,000)	N	Per permit	Minimum \$1,570 or POA	Minimum \$1,525 or POA	\$ 45.00	Y
Major additions and alterations (over \$100,000)	N	Per permit	Value / \$154 + GST minimum \$1,488 or POA	Value / \$150 + GST minimum \$1,445 or POA	\$ 4.00	Y
New single dwelling / multiple dwelling	N	Per permit	Value / \$154 + GST (\$2,732 min per dwelling or POA - multi unit developments POA)	Value / \$150 + GST (\$2,653 min per dwelling or POA - multi unit developments POA)	\$ 4.00	Y
Minor alterations to pool barrier	N	Per permit	\$ 432.00	\$ 420.00	\$ 12.00	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	\$ 890.00	\$ 865.00	\$ 25.00	Y
Works with estimated cost between \$15,000 - \$100,000	N	Per permit	(Value of works / \$94 + \$1,179) + GST	(Value of works / \$92 + \$1,145) + GST	\$ 2.00	Y
Works with estimated cost between \$100,000 - \$500,000	N	Per permit	(Value of works / 250 + \$2,111) + GST	(Value of works / 250 + \$2,050) + GST	\$ 61.00	Y
Works with estimated cost over \$500,000	N	Per permit	(Value / 425 + \$3,728) + GST	(Value / 425 + \$3,620) + GST	\$ 108.00	Y
Building permit fees (outside the City of Boroondara)						
Building permit fees	N	Per permit	POA	POA	\$ -	Y
Variations to building permits and building permit applications	N	Per permit	POA	POA	\$ -	Y
Other building permit fees						
Minor variations to building permit applications	N	Per permit	\$198.00 or POA	\$193.00 or POA	\$ 5.00	Y
Building inspection fees Permit expired, and no extension granted occupancy permit required	N	Per inspection	\$ 410.00	\$ 398.00	\$ 12.00	Y
Building inspection fees Permit expired, and no extension granted certificate of final inspection required	N	Per inspection	\$ 234.50	\$ 228.00	\$ 6.50	Y
Extension in time request	N	Per request	\$ 305.00	\$ 297.00	\$ 8.00	Y
Additional mandatory inspection fee	N	Per inspection	\$ 145.00	\$ 140.00	\$ 5.00	Y
Additional fee: Building works incur a State Government Building Levy - calculation - (cost of works x 0.00128 where estimated cost of works exceeds \$10,000) fee collected and forwarded to the Building Commission.						
Additional fee: Lodgement fee where estimated cost of works exceeds \$5,000	Y	Per lodgement per building permit stage	\$ 39.10	\$ 38.30	\$ 0.80	N
Note: Competitive quotes for works over \$500,000 and for major users of the service by approval of the Manager Building Services.						
Note: All building Permit fees shown above are the minimum fees. Upon assessment of proposed plans, detailed quotations may be provided depending on the size and complexity of the project.						

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Report and consent						
Report and consent for siting variations	Y	Per regulation to be varied	\$ 262.10	\$ 256.90	\$ 5.20	N
Report and consent for non siting variations	Y	Per regulation to be varied	\$ 262.10	\$ 256.90	\$ 5.20	N
Report and consent advertising fee	N	Per application	\$149 for first two properties to be advertised to + \$74 per additional property	\$145 for first two properties to be advertised to + \$71.90 per additional property	\$ 4.00	N
Variations to report and consent applications	N	Per application	\$ 138.50	\$ 134.50	\$ 4.00	N
Hoarding consents and reports	Y	Per request	\$ 262.10	\$ 256.90	\$ 5.20	N
Hoarding inspections	N	Per inspection	\$ 149.00	\$ 145.00	\$ 4.00	N
Consent under Section 29A for demolition	Y	Per application	\$ 65.40	\$ 64.10	\$ 1.30	N
Request for Council comments	N	Per regulation to be varied	2 x report and consent for siting variations fee	2 x report and consent for siting variations fee	\$ -	Y
POPE applications						
Places of public entertainment applications for minor event (less than 10,000 people)	N	Per application	\$ 770.00	\$ 750.00	\$ 20.00	N
Places of public entertainment applications for major event (over 100,000 people)	N	Per application	POA	POA	\$ -	N
Consultant fee reports Professional reports, fire protection etc	N	Per request	POA	POA	\$ -	Y
Property information requests						
Statutory property information request	Y	Per request	\$ 52.20	\$ 51.20	\$ 1.00	N
Priority surcharge fee - per property information request (48 hour turnaround time)	N	Per request	Same as statutory property information request fee	Same as statutory property information request fee	\$ -	N
Details of any occupancy permit	Y	Per request per permit	\$ 52.20	\$ 51.20	\$ 1.00	N
Details of mandatory inspection approval dates	Y	Per request per permit	\$ 52.20	\$ 51.20	\$ 1.00	N
Copy of building permit register	N	Per request	\$ 54.60	\$ 53.00	\$ 1.60	N
General building enquiries requiring written response	N	Per request	Minimum \$121 for first hour, otherwise \$121 per hour	Minimum \$117.30 for first hour, otherwise \$117.30 per hour	\$ 3.70	Y
Request for plans for dwellings (class 1a) and outbuildings (class 10a and 10b)						
Building plan request research fee Max up to four (4) X A3 pages or 1 hour research and administration fee - POA thereafter	N	Per request	\$ 138.50	\$ 134.50	\$ 4.00	N
Copies small	N	Per request	\$ 7.40	\$ 7.25	\$ 0.15	N
Copies large	N	Per request	POA	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 (4) X A2 pages or 1 hour research and administration fee - POA thereafter	N	Per request	\$ 213.00	\$ 207.00	\$ 6.00	N
Copies small	N	Per request	\$ 7.40	\$ 7.25	\$ 0.15	N
Copies large	N	Per request	POA	POA	\$ -	N
Other services						
Swimming pool inspection fee - residential	N	Charge per house	\$ 328.00	\$ 319.00	\$ 9.00	Y
Liquor licence measure and report	N	Per request	Minimum \$561 or POA	Minimum \$545 or POA	\$ 16.00	Y
Building surveying consultancy	N	Per hour (or part thereof)	\$ 180.20	\$ 175.00	\$ 5.20	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
City Planning - Statutory Planning						
Application for permits under section 47 of the Planning Environment Act (1987) (Regulation 9)						
Class 1: Use only	Y	Per application	\$ 1,240.70	\$ 502.00	\$ 738.70	N
Class 2: 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	Y	Per application	\$ 188.20	\$ 188.20	\$ -	N
Class 3: 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	Y	Per application	\$ 592.50	\$ 592.50	\$ -	N
Class 4: 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	Y	Per application	\$ 1,212.80	\$ 1,212.80	\$ -	N
Class 5: 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	Y	Per application	\$ 1,310.40	\$ 1,310.40	\$ -	N
Class 6: 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* * If the estimated cost of the single dwelling is more than \$2,000,000, the "Develop Land" classes 12-15 apply based on the applicable development value	Y	Per application	\$ 1,407.90	\$ 1,407.90	\$ -	N
Class 7: VicSmart application if the estimated cost of development is \$10,000 or less	Y	Per application	\$ 188.20	\$ 188.20	\$ -	N
Class 8: VicSmart application if the estimated cost of development is more than \$10,000	Y	Per application	\$ 404.30	\$ 404.30	\$ -	N
Class 9: VicSmart application to subdivide or consolidate land	Y	Per application	\$ 188.20	\$ 188.20	\$ -	N
Class 10: 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	Y	Per application	\$ 1,080.40	\$ 1,080.40	\$ -	N
Class 11: 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	Y	Per application	\$ 1,456.70	\$ 1,456.70	\$ -	N
Class 12: 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	Y	Per application	\$ 3,213.20	\$ 3,213.20	\$ -	N
Class 13: 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	Y	Per application	\$ 8,189.80	\$ 8,189.80	\$ -	N
Class 14: 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	Y	Per application	\$ 24,151.10	\$ 24,151.10	\$ -	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Class 15: 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 Applicable for the period: 13 October 2016 - 12 October 2017	Y	Per application	\$ 27,141.20	\$ 27,141.20	\$ -	N
Class 15: 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 Applicable from 13 October 2017 onwards	Y	Per application	\$ 54,282.40	\$ 54,282.40	\$ -	N
Class 16: To subdivide an existing building (other than a class 9 permit)	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 17: To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 18: To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 19: Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) * * Per 100 lots created or part thereof	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 20: 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	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 21: A permit not otherwise provided for in the regulation	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11)						
Class 1 amendments: Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 2 amendments: 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	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 3 amendments: Amendment to a class 2 permit	Y	Per application	\$ 188.20	\$ 188.20	\$ -	N
Class 4 amendments: Amendment to a class 3 permit	Y	Per application	\$ 592.50	\$ 592.50	\$ -	N
Class 5 amendments: Amendment to a class 4 permit	Y	Per application	\$ 1,212.80	\$ 1,212.80	\$ -	N
Class 6 Amendments: Amendment to a class 5 or class 6 permit	Y	Per application	\$ 1,310.40	\$ 1,310.40	\$ -	N
Class 7 Amendments: Amendment to a class 7 permit	Y	Per application	\$ 188.20	\$ 188.20	\$ -	N
Class 8 Amendments: Amendment to a class 8 permit	Y	Per application	\$ 404.30	\$ 404.30	\$ -	N
Class 9 Amendments: Amendment to a class 9 permit	Y	Per application	\$ 188.20	\$ 188.20	\$ -	N
Class 10 Amendments: Amendment to a class 10 permit	Y	Per application	\$ 1,080.40	\$ 1,080.40	\$ -	N
Class 11 Amendments: Amendment to a class 11 permit	Y	Per application	\$ 1,456.70	\$ 1,456.70	\$ -	N
Class 12 Amendments: Amendment to a class 12, 13, 14 or 15 permit	Y	Per application	\$ 3,213.20	\$ 3,213.20	\$ -	N
Class 13 Amendments: Amendment to a class 16 permit	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 14 Amendments: Amendment to a class 17 permit	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 15 Amendments: Amendment to a class 18 permit	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 16 Amendments: Amendment to a class 19 permit * * Per 100 lots created or part thereof	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 17 Amendments: Amendment to a class 20 permit	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N
Class 18 Amendments: Amendment to a class 21 permit	Y	Per application	\$ 1,240.70	\$ 1,240.70	\$ -	N

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Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Planning and Environment (Fees) Regulations 2016						
Regulation 10: 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	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s	Sum of the highest fee and then 50% of each of the other applicable fee/s	\$ -	N
Regulation 12: 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	Y	Per application	40% of application fee for class of permit	40% of application fee for class of permit	\$ -	N
Regulation 13: 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	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s	Sum of the highest fee and then 50% of each of the other applicable fee/s	\$ -	N
Regulation 14: 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	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s	Sum of the highest fee and then 50% of each of the other applicable fee/s	\$ -	N
Regulation 15: For a certificate of compliance in accordance with Part 4A of the Planning and Environment Act 1987	Y	Per certificate	\$ 306.70	\$ 306.70	\$ -	N
Regulation 16: For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Y	Per agreement	\$ 620.30	\$ 620.30	\$ -	N
Regulation 18: Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Y	Per application	\$ 306.70	\$ 306.70	\$ -	N
Subdivision (Fees) Regulations 2016						
Regulation 6: For certification of a plan of subdivision	Y	Per request	\$ 164.50	\$ 164.50	\$ -	N
Regulation 7: Alteration of plan under section 10(2) of the Act	Y	Per request	\$ 104.60	\$ 104.60	\$ -	N
Regulation 8: Amendment of certified plan under section 11(1) of the Act	Y	Per request	\$ 132.40	\$ 132.40	\$ -	N
Regulation 9: Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	Y	Per request	0.75% of estimated cost of construction of the works proposed in the engineering plan	0.75% of estimated cost of construction of the works proposed in the engineering plan	\$ -	N
Regulation 10: Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)	Y	Per request	3.5% of estimated cost of works proposed in the engineering plan	3.5% of estimated cost of works proposed in the engineering plan	\$ -	N
Regulation 11: Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee)	Y	Per request	2.5% of estimated cost of construction of the works	2.5% of estimated cost of construction of the works	\$ -	N

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Fees and charges 2017-18

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Others						
Developer open space levy (charge dependent on land value)	Y	Sliding scale applies	Statutory fee	Statutory fee	\$ -	N
Preparation of section 173 agreements	N	Per agreement	\$ 790.00	\$ 766.00	\$ 24.00	Y
General planning enquiries requiring written response	N	Per enquiry	\$ 86.50	\$ 84.00	\$ 2.50	Y
Request for confirmation of existing use rights	N	Per property	\$ 106.00	\$ 103.00	\$ 3.00	N
Notification / advertising fee one sign and up to five notices	N	Per application	\$ 71.00	\$ 69.00	\$ 2.00	N
Notification / advertising fee one sign and up to ten notices	N	Per application	\$ 129.50	\$ 126.00	\$ 3.50	N
Notification / advertising fee one sign and up to fifteen notices	N	Per application	\$ 188.00	\$ 183.00	\$ 5.00	N
Planning application - 1st sign When sign is erected on behalf of applicant	N	Per sign	\$ 185.00	\$ 180.00	\$ 5.00	N
Planning application - 2nd and subsequent signs When sign is erected on behalf of applicant	N	Per sign	\$ 51.50	\$ 50.00	\$ 1.50	N
Amendment to application - 1st sign When sign is erected on behalf of applicant	N	Per sign	\$ 185.00	\$ 180.00	\$ 5.00	N
Amendment to application - 2nd and subsequent signs When sign is erected on behalf of applicant	N	Per sign	\$ 51.50	\$ 50.00	\$ 1.50	N
For additional notices and for each notice where Council has erected the sign.	N	Per application	\$ 6.00	\$ 5.85	\$ 0.15	N
For any additional sign	N	Per application	\$ 12.00	\$ 11.65	\$ 0.35	N
For lamination of any sign	N	Per application	\$ 10.90	\$ 10.60	\$ 0.30	N
Photocopy fee - A1	N	Per copy	\$ 11.70	\$ 11.50	\$ 0.20	N
Photocopy fee - A2	N	Per copy	\$ 7.20	\$ 7.15	\$ 0.05	N
Photocopy fee - A3	N	Per copy	\$ 3.00	\$ 2.90	\$ 0.10	N
Photocopy fee - A4	N	Per copy	\$ 1.70	\$ 1.65	\$ 0.05	N
Planning search fee (considered as information request)	N	Per request	\$ 121.50	\$ 118.00	\$ 3.50	N
Secondary consent requests and requests for an extension of time to a planning permit	N	Per request	\$ 527.00	\$ 512.00	\$ 15.00	N
Fee for applications made under the Tree Protection Local Law	N	Per tree sought to be removed or pruned	\$79 (per tree sought to be removed), \$39.50 (per tree sought to be pruned)	\$77 (per tree sought to be removed), \$38.50 (per tree sought to be pruned)	\$ 2.00	Y
City Planning - Local Laws						
Animal registration						
Registration of animal business	N	Per registration	\$ 319.00	\$ 310.00	\$ 9.00	N
Pet registration register	N	Per inspection	\$ 35.00	\$ 34.00	\$ 1.00	N
Animal registration (cat)						
Cat aged over ten years - for non pensioner *	Y	Per animal	\$ 51.00	\$ 49.00	\$ 2.00	N
Cat aged over ten years - for pensioner *	Y	Per animal	\$ 25.50	\$ 24.50	\$ 1.00	N
Cat registered with an applicable organisation - for non pensioner *	Y	Per animal	\$ 51.00	\$ 49.00	\$ 2.00	N
Cat registered with an applicable organisation - for pensioner *	Y	Per animal	\$ 25.50	\$ 24.50	\$ 1.00	N
Cat (microchipped and registered prior to 11/04/2013) - for non pensioner *	Y	Per animal	\$ 51.00	\$ 49.00	\$ 2.00	N
Cat (microchipped and registered prior to 11/04/2013) - for pensioner *	Y	Per animal	\$ 25.50	\$ 24.50	\$ 1.00	N
Cat - maximum fee - for non pensioner	Y	Per animal	\$ 153.00	\$ 147.00	\$ 6.00	N
Cat - maximum fee - for pensioner	Y	Per animal	\$ 76.50	\$ 73.50	\$ 3.00	N

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Sterilised cat - proof required - for non pensioner	N	Per animal	\$ 37.00	\$ 36.00	\$ 1.00	N
Sterilised cat - proof required - for pensioner	N	Per animal	\$ 18.50	\$ 18.00	\$ 0.50	N
Cat registration tag replacement	N	Per animal	\$ 8.20	\$ 8.00	\$ 0.20	N
Cat release fee charged for cats held up to statutory holding period	N	Per animal	\$ 221.00	\$ 215.00	\$ 6.00	N
<i>*These fees apply individually without attracting any further discount for a combination of these categories</i>						
Animal registration (dog)						
Dangerous dog / menacing dog	N	Per animal	\$ 324.00	\$ 315.00	\$ 9.00	N
Dangerous dog - non residential premises	Y	Per animal	\$ 192.00	\$ 186.00	\$ 6.00	N
Dangerous dog - protection trained	Y	Per animal	\$ 192.00	\$ 186.00	\$ 6.00	N
Restricted breed	N	Per animal	\$ 324.00	\$ 315.00	\$ 9.00	N
Dog aged over ten years - for non pensioner *	Y	Per animal	\$ 64.00	\$ 62.00	\$ 2.00	N
Dog aged over ten years - for pensioner *	Y	Per animal	\$ 32.00	\$ 31.00	\$ 1.00	N
Dog registered with an applicable organisation - for non pensioner *	Y	Per animal	\$ 64.00	\$ 62.00	\$ 2.00	N
Dog - registered with an applicable organisation - for pensioner *	Y	Per animal	\$ 32.00	\$ 31.00	\$ 1.00	N
Dog (microchipped and registered prior to 11/04/2013) - for non pensioner *	Y	Per animal	\$ 64.00	\$ 62.00	\$ 2.00	N
Dog (microchipped and registered prior to 11/04/2013) - for pensioner *	Y	Per animal	\$ 32.00	\$ 31.00	\$ 1.00	N
Dog - maximum fee - for non pensioner	Y	Per animal	\$ 192.00	\$ 186.00	\$ 6.00	N
Dog - maximum fee - for pensioner	Y	Per animal	\$ 96.00	\$ 93.00	\$ 3.00	N
Sterilised dog - proof required - for non pensioner	N	Per animal	\$ 58.00	\$ 56.00	\$ 2.00	N
Sterilised dog - proof required - for pensioner	N	Per animal	\$ 29.00	\$ 28.00	\$ 1.00	N
Dog obedience training - for non pensioner *	N	Per animal	\$ 64.00	\$ 62.00	\$ 2.00	N
Dog obedience training - for pensioner *	N	Per animal	\$ 32.00	\$ 31.00	\$ 1.00	N
Dog registration tag replacement	N	Per animal	\$ 8.20	\$ 8.00	\$ 0.20	N
Dog release fee charged for dog held up to statutory holding period	N	Per animal	\$ 221.00	\$ 215.00	\$ 6.00	N
<i>*These fees apply individually without attracting any further discount for a combination of these categories</i>						
Footpath occupation						
Portable signs, display of goods, cafes, barbeques and food sampling - Burke Road, Camberwell	N	Per square metre	\$ 298.00	\$ 290.00	\$ 8.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - Glenferrie Road, Hawthorn	N	Per square metre	\$ 228.00	\$ 222.00	\$ 6.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - all other areas	N	Per square metre	\$ 136.00	\$ 132.00	\$ 4.00	N
Promotional permits	N	Per application	\$ 80.00	\$ 77.50	\$ 2.50	N
Directory / Finger board descriptions	N	Per description	\$ 392.00	\$ 385.00	\$ 7.00	N
First time application	N	One-off fee per application	\$ 80.00	\$ 77.50	\$ 2.50	N
Transfer of Permit Holder's Name and Associated Details	N	Per Transfer	\$ 80.00	\$ 77.50	\$ 2.50	N
Amendment to Items/Configuration Approved in a Permit	N	Per Permit	\$ 80.00	\$ 77.50	\$ 2.50	N
Real estate agents (portable signs)	N	Per year per company	\$ 618.00	\$ 600.00	\$ 18.00	N
Parking						
Butler Street car park permit	N	Per quarter	\$ 530.00	\$ 515.00	\$ 15.00	Y
Junction West and Fenton Way stage two car parks permit	N	Per quarter	\$ 530.00	\$ 515.00	\$ 15.00	Y
Hawthorn Town Hall West off street car park permit	N	Per quarter	\$ 530.00	\$ 515.00	\$ 15.00	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Kent Street off street car park permit	N	Per quarter	\$ 530.00	\$ 515.00	\$ 15.00	Y
Hilda Crescent off street car park permit	N	Per quarter	\$ 330.00	\$ 320.00	\$ 10.00	Y
Auburn Road off street car park permit	N	Per quarter	\$ 330.00	\$ 320.00	\$ 10.00	Y
Rose Street off street car park permit	N	Per quarter	\$ 330.00	\$ 320.00	\$ 10.00	Y
Fenton Way car park permit fees applied as per planning application requirements	N	Per quarter	\$ 520.00	\$ 505.00	\$ 15.00	Y
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	Percentage of full quarterly fee applied to the number of weeks (including part thereof) required for a quarter	\$ -	Y
Parking fines 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.	Y	Per fine	\$ 79.00	\$ 78.00	\$ 1.00	N
Four hour paid parking *	N	Per four hours	\$ 4.80	\$ 4.70	\$ 0.10	Y
Four hour paid parking *	N	Per hour	\$ 2.80	\$ 2.70	\$ 0.10	Y
Three hour paid parking *	N	Per three hours	\$ 3.90	\$ 3.80	\$ 0.10	Y
Three hour paid parking *	N	Per hour	\$ 2.80	\$ 2.70	\$ 0.10	Y
Two hour paid parking *	N	Per two hours	\$ 3.50	\$ 3.40	\$ 0.10	Y
Two hour paid parking *	N	Per hour	\$ 2.80	\$ 2.70	\$ 0.10	Y
Paid parking (other areas) *	N	Per day	\$ 6.20	\$ 6.00	\$ 0.20	Y
Paid parking - Junction West Off Street Car Parking *	N	Per day	\$ 6.20	\$ 6.00	\$ 0.20	Y
Paid parking *	N	Per hour	\$ 2.80	\$ 2.70	\$ 0.10	Y
Paid parking (Glenferrie car parks - Park Street, Wakefield Street and Linda Crescent) *	N	Per hour after first hour	\$ 2.80	\$ 2.70	\$ 0.10	Y
Paid parking - Rose Street Off Street Car Parking (OSCP) *	N	Per Day	\$ 4.90	\$ 4.50	\$ 0.40	Y
Business parking permits - non designated car park bay	N	Per year	\$ 77.00	\$ 75.00	\$ 2.00	N
Abandoned vehicles	N	Per release	\$ 412.00	\$ 400.00	\$ 12.00	N
Abandoned vehicles	N	Per day commencing upon expiry of 24 hours after vehicle claimant paying release fee	\$ 10.00	\$ -	\$ 10.00	N
Abandoned vehicles	N	Per day commencing upon expiry of the third calendar month from date of vehicle impoundment	\$ 10.00	\$ -	\$ 10.00	N

* Previously called parking meters

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Permits						
Residential parking permit replacement fee	N	Per permit	\$ 15.40	\$ 15.00	\$ 0.40	N
Permits - to place large item on Council controlled land (placement for 1-5 days)	N	Per application	\$ 138.50	\$ 134.50	\$ 4.00	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	\$ 99.00	\$ 96.00	\$ 3.00	N
Out of hours work	N	Per permit per day	\$ 71.00	\$ 69.00	\$ 2.00	N
Tradesperson parking permit - minor residential refurbishment works (residential parking permit policy)	N	Per permit	\$ 71.00	\$ 69.00	\$ 2.00	N
Tradesperson parking permit - residential other	N	Per vehicle per week	\$ 23.50	\$ 23.00	\$ 0.50	N
Tradesperson parking permit replacement fee	N	Per permit	\$ 12.30	\$ 12.00	\$ 0.30	N
Tradesperson permits (in commercial shopping areas)	N	Per vehicle per bay per day	\$ 45.80	\$ 44.50	\$ 1.30	N
Lost, stolen or damaged trader permit - replacement	N	Per permit	\$ 26.80	\$ 26.00	\$ 0.80	N
Permits - skip bins	N	Cost per one - three days	\$ 62.80	\$ 61.00	\$ 1.80	N
Permits - skip bins	N	Cost per four - seven days	\$ 93.70	\$ 91.00	\$ 2.70	N
Permits - skip bins	N	Cost more than seven days	\$93 + \$6 per day	\$91 + \$6 per day	\$ 2.00	N
Permits for charity recycling bins	N	No charge	No charge	No charge	\$ -	N
Filming permit - occupation of Council controlled land for filming purposes	N	Per application	\$ 1,421.00	\$ 1,380.00	\$ 41.00	N
Filming permit - car parking spaces - residential	N	Per space	\$ 30.90	\$ 30.00	\$ 0.90	N
Filming permit - car parking spaces - commercial	N	Per space	\$ 86.50	\$ 84.00	\$ 2.50	N
Busking permit fee	N	Per week	\$ 16.00	\$ 15.50	\$ 0.50	N
Excess animals permit (more than two dogs or two cats)	N	Per application	\$ 109.00	\$ 106.00	\$ 3.00	N
Standard local laws permit	N	Per permit	\$ 78.00	\$ 76.00	\$ 2.00	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	50% of permit/application on fee type	\$ -	N
Other permits - replacement fee	N	Per permit	\$ 12.30	\$ 12.00	\$ 0.30	N
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	No charge	\$ -	N
Amenity Local Laws Permit issued in relation to a not-for-profit community event.	N	Per permit	No charge	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, State or Local Government election campaigning.	N	Per permit	No charge	No charge	\$ -	N
Amenity Local Laws Permit issued to Council contractors.	N	Per permit	No charge	No charge	\$ -	Y
Impounded goods	N	Per release	\$ 303.80	\$ 295.00	\$ 8.80	N
Miscellaneous						
Cat cages	N	Cage deposit	\$ 139.00	\$ 135.00	\$ 4.00	N
Cat cages	N	For two weeks	\$ 50.00	\$ 49.00	\$ 1.00	N
Cat cages	N	Per day in excess of 2 weeks	\$ 25.00	\$ 24.50	\$ 0.50	N
Carnivals on Council land	N	Per carnival	\$ 844.50	\$ 820.00	\$ 24.50	N
Door to door collecting - specified dates (free - issued only to registered charities and community based organisations)	N	No charge	No charge	No charge	\$ -	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Fire hazards, overhanging shrubs, noxious weeds - clearance administration fee	N	Per clearance	\$ 186.40	\$ 181.00	\$ 5.40	N
Roadside vending (annual or pro-rata for specific dates with minimum fee \$225)	N	Annual fee	\$ 13,596.00	\$ 13,200.00	\$ 396.00	N
Shopping trolleys	N	Release fee, each trolley up to 4 trolleys	\$ 139.00	\$ 135.00	\$ 4.00	N
Shopping trolleys	N	Release fee, per batch of trolleys consisting of 5 - 9 trolleys	\$ 600.00	\$ -	\$ 600.00	N
Shopping trolleys	N	Release fee, per batch of trolleys consisting of 10 or more trolleys	\$ 1,000.00	\$ -	\$ 1,000.00	N
Street collecting (free - issued only to registered charities)	N	No charge	No charge	No charge	\$ -	N
Street trading stalls (free - issued only to registered charities and community based organisations)	N	No charge	No charge	No charge	\$ -	N
City Planning - Economic Development						
Banner hire fees						
Banner hire fees - administration fee	N	Per event	\$ 381.00	\$ 370.00	\$ 11.00	Y
Banner hire fees - installation and removal	N	Per banner	\$ 66.40	\$ 64.50	\$ 1.90	Y
Events						
Business Events	N	Per person	Less than \$50	Less than \$50	\$ -	Y
Product Sales						
Product sales	N	Per item sold	Total cost + 10% - 15%	Total cost + 10% - 15%	\$ -	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Environment and Infrastructure - Parks & Infrastructure Services						
Bins that are reported stolen, broken or missing are replaced at no charge.						
Green waste - bin (service fee)	N	Per bin	\$ 120.50	\$ 117.00	\$ 3.50	N
Green waste - disposal tipping	N	Car boot/ station wagon seat up or down	\$ 19.50	\$ 19.00	\$ 0.50	Y
Green waste - disposal tipping - trailer	N	Greater than six x four	\$ 56.50	\$ 55.00	\$ 1.50	Y
Green waste - disposal tipping - trailer	N	Tandem with high sides	\$ 134.00	\$ 130.00	\$ 4.00	Y
Green waste - disposal tipping - trailer	N	Tandem	\$ 74.00	\$ 72.00	\$ 2.00	Y
Green waste - disposal tipping - trailer	N	Single axle greater than six x four high sides	\$ 96.50	\$ 94.00	\$ 2.50	Y
Green waste - disposal tipping	N	Utility/small van/small trailer with high sides	\$ 62.50	\$ 61.00	\$ 1.50	Y
Green waste - disposal tipping	N	Utility/small van/small trailer	\$ 38.00	\$ 37.00	\$ 1.00	Y
Minimum charge fee	N	Per load	\$ 8.50	\$ 8.50	\$ -	Y
Transfer station / tipping fees - electronic waste - DVD and VCR players	N	Per item	No charge	\$ 9.50	-\$ 9.50	Y
Transfer station / tipping fees - electronic waste - sound systems	N	Per item	No charge	\$ 9.50	-\$ 9.50	Y
Transfer station / tipping fees - domestic refuse	N	Car boot/ station wagon seat up or down	\$ 27.00	\$ 26.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre with rim attached	\$ 20.50	\$ 20.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre no rim	\$ 18.00	\$ 17.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per fridge	\$ 19.00	\$ 18.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per mattress	\$ 32.50	\$ 32.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four high sides	\$ 164.00	\$ 159.50	\$ 4.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four	\$ 94.00	\$ 91.50	\$ 2.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem with high sides	\$ 197.00	\$ 191.50	\$ 5.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem	\$ 133.00	\$ 129.50	\$ 3.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Utility/small van/small trailer with high sides	\$ 133.00	\$ 129.50	\$ 3.50	Y
Transfer station / tipping fees - domestic refuse (spoil, bricks, concrete & dirt)	N	Utility/small van/small trailer with high sides	\$ 133.00	\$ 129.50	\$ 3.50	Y
Transfer station / tipping fees - domestic refuse	N	Utility/small van/small trailer	\$ 60.50	\$ 59.00	\$ 1.50	Y
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m2) (0-10m ²)	\$ 50.00	\$ 49.00	\$ 1.00	N
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m2) (10-50m ²)	\$ 38.00	\$ 37.00	\$ 1.00	N
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m2) (>50m ²)	\$ 31.90	\$ 31.00	\$ 0.90	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m2) (0-10m ²)	\$ 104.00	\$ 101.00	\$ 3.00	N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m2) (10-50m ²)	\$ 64.80	\$ 63.00	\$ 1.80	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m2) (>50m ²)	\$ 50.00	\$ 49.00	\$ 1.00	N
Road reinstatement charges - channel / kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	N	Per lineal metre	\$ 234.50	\$ 228.00	\$ 6.50	N
Road reinstatement charges - channel / kerb (concrete)	N	Per lineal metre	\$ 186.40	\$ 181.00	\$ 5.40	N
Road reinstatement charges - residential crossovers / footpaths 125mm thick concrete	N	Per (m2)	\$ 180.20	\$ 175.00	\$ 5.20	N
Road reinstatement charges - commercial crossovers / footpaths 200mm thick concrete	N	Per (m2)	\$ 234.50	\$ 228.00	\$ 6.50	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with existing sawn bluestone)	N	Per lineal metre	\$ 256.00	\$ 248.50	\$ 7.50	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with new sawn bluestone)	N	Per lineal metre	\$ 551.00	\$ 535.00	\$ 16.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m2) (0 - 2m2)	\$ 201.00	\$ 195.00	\$ 6.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m2) (2.01 - 5m2)	\$ 201.00	\$ 195.00	\$ 6.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m2) (5.01 - 20m2)	\$ 201.00	\$ 195.00	\$ 6.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m2) (20.01 - 50m2)	\$ 185.00	\$ 180.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m2) (>50m2)	\$ 185.00	\$ 180.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m2) (0 - 2m2)	\$ 170.00	\$ 165.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m2) (2.01 - 5m2)	\$ 170.00	\$ 165.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m2) (5.01 - 20m2)	\$ 139.00	\$ 135.00	\$ 4.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m2) (20.01 - 50m2)	\$ 116.00	\$ 113.00	\$ 3.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m2) (>50m2)	\$ 113.00	\$ 110.00	\$ 3.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m2) (0 - 2m2)	\$ 180.20	\$ 175.00	\$ 5.20	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m2) (2.01 - 5m2)	\$ 172.00	\$ 167.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m2) (5.01 - 20m2)	\$ 139.00	\$ 135.00	\$ 4.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m2) (20.01 - 50m2)	\$ 132.80	\$ 129.00	\$ 3.80	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m2) (>50m2)	\$ 127.70	\$ 124.00	\$ 3.70	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m2) (0 - 2m2)	\$ 201.00	\$ 195.00	\$ 6.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m2) (2.01 - 5m2)	\$ 175.00	\$ 170.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m2) (>5m2)	\$ 172.00	\$ 167.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m2) (0 - 2m2)	\$ 285.00	\$ 277.00	\$ 8.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m2) (2.01 - 5m2)	\$ 240.00	\$ 233.00	\$ 7.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m2) (>5m2)	\$ 201.00	\$ 195.00	\$ 6.00	N
Re-locate street furniture - bike hoop	N	Per item	\$ 669.50	\$ 650.00	\$ 19.50	Y
Re-locate street furniture - seat	N	Per item	\$ 1,143.00	\$ 1,110.00	\$ 33.00	Y
Re-locate street furniture - bollard	N	Per item	\$ 721.00	\$ 700.00	\$ 21.00	Y
Re-locate street furniture - bin surround	N	Per item	\$ 1,050.00	\$ 1,020.00	\$ 30.00	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
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". Cost recovery only.	N	Per item	\$ 130.80	\$ 127.00	\$ 3.80	Y
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 Environment Levy will apply as a contribution to waste and rubbish collection from public places)	N	Per property	\$ 192.00	\$ 190.00	\$ 2.00	N
Waste environment levy as per exception stated above	N	Per property	\$ 88.00	\$ 87.00	\$ 1.00	N
Waste collection from Camberwell traders (Food premises)	N	Per quarter	\$ 1,210.00	\$ 1,175.00	\$ 35.00	Y
Waste collection from Camberwell traders (Retail premises)	N	Per quarter	\$ 777.00	\$ 755.00	\$ 22.00	Y
Waste collection from Camberwell traders (Office)	N	Per quarter	\$ 473.00	\$ 460.00	\$ 13.00	Y
Waste collection from Greythorn Shopping Centre traders (Large Restaurant >100 seats)	N	Per quarter	\$ 1,030.00	\$ 1,000.00	\$ 30.00	Y
Waste collection from Greythorn Shopping Centre traders (Restaurant/Café/Food ≤100 seats)	N	Per quarter	\$ 515.00	\$ 500.00	\$ 15.00	Y
Waste collection from Greythorn Shopping Centre traders (Office 240 litre bin)	N	Per quarter	\$ 215.00	\$ 209.00	\$ 6.00	Y
Waste collection from Greythorn Shopping Centre traders (Office 120 litre bin)	N	Per quarter	\$ 88.50	\$ 86.00	\$ 2.50	Y
Waste collection from Greythorn Shopping Centre traders (Office 80 litre bin)	N	Per quarter	\$ 49.50	\$ 48.00	\$ 1.50	Y
Waste collection - property garbage charge: 80 litre bin	N	Per bin	\$ 192.00	\$ 190.00	\$ 2.00	N
Waste collection - property garbage charge: 120 litre bin	N	Per bin	\$ 349.00	\$ 343.00	\$ 6.00	N
Waste collection - property garbage charge: 240 litre bin Only for residential properties with 4 people; and Commercial properties	N	Per bin	\$ 850.00	\$ 836.00	\$ 14.00	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	\$ 698.00	\$ 686.00	\$ 12.00	N
¹ Tenants leasing Council owned facilities under the conditions of Council's Community Facility Leasing Policy will have waste charges levied as listed in the Fees and Charges schedule - Waste charges for Council tenanted properties. Note additional recycling and green waste bins are available on request to these properties.						
Freeway Golf Course						
Freeway golf course - (unlimited golf weekday after 1.00pm.)	N	Daylight savings rate/per round	\$ 19.00	\$ 18.50	\$ 0.50	Y
Mad Monday special (unlimited golf all day)	N	Rate per round	\$ 19.00	\$ 18.50	\$ 0.50	Y
Late birdie special (unlimited golf after 4.00pm in daylight savings time)	N	Rate per round	\$ 12.50	\$ 12.00	\$ 0.50	Y
Freeway golf course - second nine holes (after having played first nine holes)	N	Second nine holes	\$ 11.00	\$ 10.50	\$ 0.50	Y
Freeway golf course Concessions (pensioners, youth and students under 23) 18 holes	N	18 holes	\$ 20.50	\$ 20.00	\$ 0.50	Y
Freeway golf course Concessions (pensioners, youth and students under 23) - nine holes	N	Nine holes	\$ 17.50	\$ 17.00	\$ 0.50	Y
Freeway golf course Weekend / public holidays - 18 holes - youth and students under 23	N	18 holes	\$ 20.50	\$ 20.00	\$ 0.50	Y
Freeway golf course Weekend / public holidays - nine holes - youth and students under 23	N	Nine holes	\$ 17.50	\$ 17.00	\$ 0.50	Y
Freeway golf course Pre-payment concessions weekend / public holidays - 18 holes	N	18 holes	\$ 31.00	\$ 30.00	\$ 1.00	Y
Freeway golf course Seniors concessions weekdays - 18 holes	N	18 holes	\$ 27.50	\$ 27.00	\$ 0.50	Y
Freeway golf course Seniors concessions weekdays - nine holes	N	Nine holes	\$ 19.00	\$ 18.50	\$ 0.50	Y
Freeway golf course Weekdays - 18 holes	N	18 holes	\$ 30.50	\$ 29.50	\$ 1.00	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Freeway golf course Weekdays - nine holes	N	Nine holes	\$ 20.00	\$ 19.50	\$ 0.50	Y
Freeway golf course Weekend / public holidays - 18 holes	N	18 holes	\$ 32.00	\$ 31.00	\$ 1.00	Y
Freeway golf course Weekend / public holidays - nine holes	N	Nine holes	\$ 21.50	\$ 21.00	\$ 0.50	Y
Parks - booking charges for weddings, Christmas parties, filming and functions - Formal Gardens	N	Per hour	\$ 137.00	\$ 133.00	\$ 4.00	Y
Parks - booking charges for weddings, Christmas parties, filming and functions - Parks and Reserves	N	Per four hour block	\$ 137.00	\$ 133.00	\$ 4.00	Y
Parks - Access to private property via Council managed land	N	Per day	\$ 61.00	\$ 59.00	\$ 2.00	Y
Parks - permit to erect a marquee in a park (large 100 square metres + or multiple structures)	N	Per request	\$ 664.00	\$ 645.00	\$ 19.00	N
Parks - permit to erect a marquee in a park (medium 51 - 100 square metres)	N	Per request	\$ 458.00	\$ 445.00	\$ 13.00	N
Parks - permit to erect a marquee in a park (small 50 square metres)	N	Per request	\$ 267.00	\$ 260.00	\$ 7.00	N
Permit to conduct a private fireworks display in a park	N	Per request	\$ 675.00	\$ 655.00	\$ 20.00	N
Memorial seats	N	Per Seat	\$ 2,000.00	Cost recovery	\$ 2,000.00	Y
Memorial plaques	N	Per Plaque	Cost recovery	Cost recovery	\$ -	Y
Tree removal - small tree Less than 5 metres	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree removal - medium tree Greater than 5 metres less than 10 metres	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree removal - large tree Greater than 10 metres	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree replacement	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree relocation	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Administration fee - for processing of refunds and Bonds involved in booking cancellations	N	Per Booking	\$ 51.50	\$ 50.00	\$ 1.50	Y
Priority processing fee - provision for a dedicated resource to process a booking, event or access application that has been submitted with less than one week's lead time	N	Per Booking	\$ 77.00	\$ 75.00	\$ 2.00	Y
Sportsgrounds						
Sportsgrounds casual use (booking charges for functions, casual sports games, schools outside Boroondara municipality) <i>Please note: The 2016-17 fee was "Per four hours or pro rata appropriate to booking request". This is now represented by an hourly rate.</i>	N	Per hour	\$ 60.00	\$ 230.00	-\$ 170.00	Y
Sportsgrounds casual use - Junior rate (Under 18) (booking charges for functions, casual sports games) <i>Please note: The 2016-17 fee was "Per four hours or pro rata appropriate to booking request". This is now represented by an hourly rate.</i>	N	Per hour	\$ 30.00	\$ 115.00	-\$ 85.00	Y
Sportsgrounds casual use Monday to Friday: Within 8:30am to 3:30pm Schools within Boroondara municipality - (inside school hours)	N	Per hour	No charge	\$ -	\$ -	Y
Sportsgrounds casual use Monday to Friday: Before 8:30am and after 3:30pm Schools within Boroondara municipality - (outside school hours)	N	Per hour	\$ 30.00	\$ -	\$ 30.00	Y
Halls and pavilions (booking charges for casual hire of halls, pavilions and changerooms) <i>Please note: The 2016-17 fee was "Per four hours or pro rata appropriate to booking request". This is now represented by an hourly rate.</i>	N	Per hour	\$ 60.00	\$ 230.00	-\$ 170.00	Y
Halls and pavilions - booking charges for seasonal hall tenants	N	Per booking	\$ 37.00	\$ 36.00	\$ 1.00	Y
Sportsgrounds seasonal tenancy fees (formula based on quality and usage of the facility)	N	Per unit as allocated to facilities or pro rata appropriate to the booking request	\$ 11.00	\$ 10.75	\$ 0.25	Y
Additional turf wicket ground preparation and hire	N	Per booking	\$ 917.00	\$ 890.00	\$ 27.00	Y

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
Additional turf practice wicket	N	Additional turf practice wicket (above the two provided as part of club tenancy) per training session	Cost recovery	Cost recovery	\$ -	Y
Curator - over time Saturdays	N	Per 3 hours	Cost recovery	Cost recovery	\$ -	Y
Curator - over time Sundays	N	Per 3 hours	Cost recovery	Cost recovery	\$ -	Y
Environment and Infrastructure - Traffic and Transport						
Road/ footpath occupation	N	Per day	\$ 267.00	\$ 260.00	\$ 7.00	N
Use of Crane / Travel Tower on Council controlled land	N	Per permit per day	\$ 138.50	\$ 134.50	\$ 4.00	N
Parking bay occupation	N	Per bay per day	\$ 50.00	\$ 49.00	\$ 1.00	N
Residential street parties	N	Per application	\$ 129.50	\$ 126.00	\$ 3.50	N
Work zone signage	N	Per sign	\$ 221.00	\$ 215.00	\$ 6.00	Y
Environment and Infrastructure - Asset Management						
Asset protection - standard application fee	N	Per application	\$ 330.00	\$ 320.00	\$ 10.00	N
Asset protection - application fee for large developments, >\$10M or >10 unit developments	N	Per application	\$ 515.00	\$ 500.00	\$ 15.00	N
Drainage contribution / levy from private developers (estimated value)	N	Per application	\$9.80/sqm + 10% administration fee	\$9.60/sqm + 10% administration fee	\$ 0.20	N
Works within a road reserve permit	Y	Per application (based on 11.5 units)	\$ 147.66	\$ 147.66	\$ -	N
Construction of stormwater drainage supervision fee	N	Per application	\$370 or 2.5% of total cost of drainage works	\$360 or 2.5% of total cost of drainage works	\$ 10.00	N
Compliance - stormwater inspection	N	Per application	\$ 132.00	\$ 128.00	\$ 4.00	N
Legal points of discharge	Y	Per application	\$ 64.10	\$ 64.10	\$ -	N
Building over easement - application fee	N	Per application	\$ 355.00	\$ 345.00	\$ 10.00	N
Compliance - vehicle crossing permit fee	N	Per application	\$ 205.00	\$ 200.00	\$ 5.00	N
On site detention system assessment fee	N	Per application	\$ 128.00	\$ 124.00	\$ 4.00	N
Flood level assessment fee	N	Per application	\$ 230.00	\$ -	\$ 230.00	N
Environment and Infrastructure - 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	Cost recovery	\$ -	Y
Sale of tender documents Minimum charge \$73 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	\$ 77.50	\$ 75.50	\$ 2.00	Y
Land information certificate	Y	Per certificate issued	\$ 25.90	\$ 25.38	\$ 0.52	N
Right of way discontinuance and sales	N	Per right of way	As per Council's Discontinuance Policy	Market value + GST	\$ -	Y
Dishonoured cheque fee	N	Per dishonoured cheque	\$ 53.30	\$ 51.75	\$ 1.55	N
Credit card payment surcharge	N	Per transaction	Full cost recovery	Full cost recovery	\$ -	Y/N

City of Boroondara

Fees and charges 2017-18

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2017-18 fee \$	GST inclusive 2016-17 fee \$	Fee increase \$	GST applied at 10%
CEO's Office - Governance						
Fines for failure to vote in Council elections Applicable during Council election year	Y	Per infringement	\$ 78.00	\$ 78.00	\$ -	N
Freedom of information and inspection of prescribed documents under section 222 of the Local Government Act.						
Freedom of information application fee	Y	Per application	\$ 28.40	\$ 27.90	\$ 0.50	N
Freedom of information charge for search time	Y	Per hour or part thereof	\$ 21.30	\$ 20.91	\$ 0.39	N
Freedom of information charge for supervised inspection	Y	Per hour (to be calculated per quarter hour or part of a quarter hour)	\$ 20.91	\$ 20.91	\$ -	N
Photocopy - A4 black and white	Y	Per copy	\$ 0.20	\$ 0.20	\$ -	N
Photocopy - A3 black and white	N	Per copy	\$ 2.65	\$ 2.60	\$ 0.05	N
Photocopy - A2 black and white	N	Per copy	\$ 4.05	\$ 4.00	\$ 0.05	N
Photocopy - A1 black and white	N	Per copy	\$ 5.70	\$ 5.60	\$ 0.10	N
Photocopy - A0 black and white	N	Per copy	\$ 6.60	\$ 6.50	\$ 0.10	N
Parkview room hire						
Parkview Room - Standard Rate Mon-Thu	N	Per hour Min 3 Hours	\$ 154.00	\$ 149.50	\$ 4.50	Y
Parkview Room - Standard Rate Fri-Sun	N	Per hour Min 3 Hours	\$ 279.00	\$ 271.00	\$ 8.00	Y
Parkview Room - Subsidised Rate Mon-Thu	N	Per hour Min 3 Hours	\$ 77.00	\$ 74.75	\$ 2.25	Y
Parkview Room - Subsidised Rate Fri-Sun	N	Per hour Min 3 Hours	\$ 139.50	\$ 135.50	\$ 4.00	Y
Standard rate*						
* Staffing costs will be met by hirer - Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 60.00	\$ 50.90	\$ 9.10	Y
Front of House/ Duty Manager	N	Per hour	\$ 55.00	\$ 50.90	\$ 4.10	Y
Usher/ Facilities Officer	N	Per hour	\$ 50.00	\$ 45.40	\$ 4.60	Y
Technician	N	Per hour	\$ 55.00	\$ 45.40	\$ 9.60	Y
Public Holiday surcharge for staffing costs	N	Per hour	50% of staff cost rate	50% of staff cost rate	\$ -	Y
Staff charge out costs - Subsidised rate*						
* Council will provide a 50% subsidy of staffing costs for bonafide community groups. Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 30.00	\$ 25.45	\$ 4.55	Y
Front of House/ Duty Manager	N	Per hour	\$ 27.50	\$ 25.45	\$ 2.05	Y
Usher/ Facilities Officer	N	Per hour	\$ 25.00	\$ 22.70	\$ 2.30	Y
Technician	N	Per hour	\$ 27.50	\$ 22.70	\$ 4.80	Y
Catering Charges						
Tea / Coffee Package 1 (Tea and instant coffee, disposable cups)	N	Per person	\$ 2.10	\$ 2.05	\$ 0.05	Y
Tea / Coffee Package 2 (Tea and instant coffee, china cups)	N	Per person	\$ 4.70	\$ 4.60	\$ 0.10	Y
Tea / Coffee Package 3 (Tea and brewed coffee, china cups)	N	Per person	\$ 6.20	\$ 6.10	\$ 0.10	Y

* Statutory fees will be amended in line with any increases determined by State Government over the course of the 2016-17 and 2017-18 year.

City of Boroondara

Fees and Charges 2017-18

Community group	Free bin/s supplied	Additional bin charges
Aged Care	1 general 240 litre waste bin	Charge for subsequent general waste bins. 240 litre \$850 120 litre \$349 80 litre \$192
Boat Shed	2 general 240 litre waste bin	
Child Care Centre	3 general 240 litre waste bins	
Community Centre	2 general 240 litre waste bins	
Disability Service	1 general 240 litre waste bin	
Family Centre	2 general 240 litre waste bins	
Hockey Clubs	2 general 240 litre waste bin	
Kindergartens	2 general 240 litre waste bins	
Bowling Clubs	2 general 240 litre waste bins	
School	Nil	
Scouts and Guides	1 general 240 litre waste bin	
Senior Citizens Centre	2 general 240 litre waste bins	
Sportsgrounds	Nil	
Tennis Club	2 general 240 litre waste bins	
Toy Library	1 general 240 litre waste bin	
Weight Lifting Centre	Nil	
Youth Club	Nil	

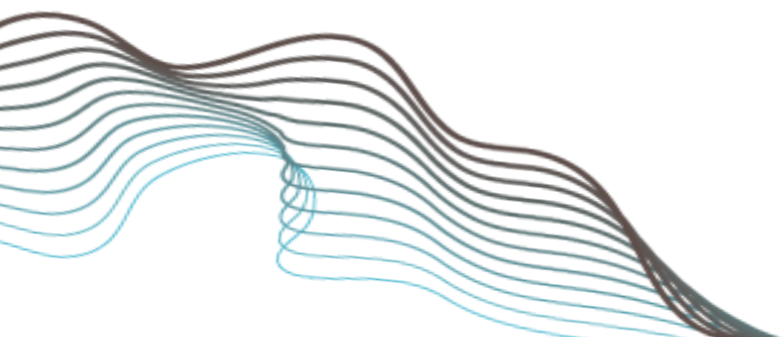


BOROONDARA
City of Harmony

City of Boroondara
Budget 2016-17

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 2017-18 Budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. 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 for the year ended 30 June 2018 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 services and projects funded within the Budget are the result of strategies and plans adopted by Council throughout the year and in previous years. In addition the Council Plan directs the emphasis of expenditure within the Budget. All of these strategies and plans have been the subject of extensive community consultation to inform their development.

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 which of the previously adopted strategies and plans are 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 Council 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 Governments 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.

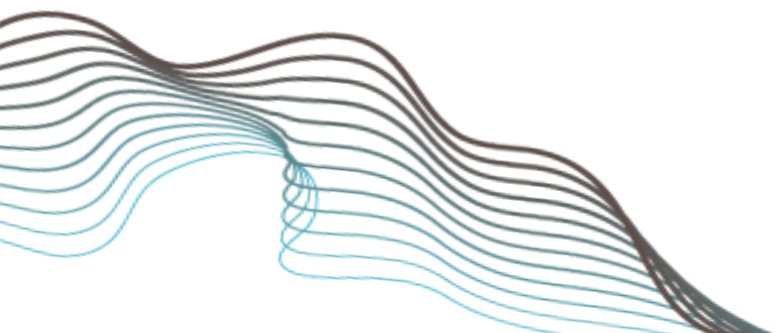
The key dates for the Budget process are summarised below:

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	26 April
6. Public notice advising the intention to adopt Budget	27 April
7. Budget available for public inspection and submissions	27 April – 25 May
8. Submissions period closes (28 days)	25 May
9. Submissions considered by Council/Committee	13 June
10. Budget and submissions presented to Council for adoption	26 June
11. Copy of adopted Budget submitted to the Minister	July

Appendix C

Priority Projects Program

(including proposed forward commitments to 2017-18)



Priority Projects

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Total 3 year expenditure
Administration				
Boroondara Community Plan 2017-27 and revised Council Plan 2017-21	\$50,000	\$0	\$0	\$50,000
Pop up council	\$25,000	\$25,000	\$0	\$50,000
Total Administration	\$75,000	\$25,000	\$0	\$100,000
Computers and telecommunications				
Application and Database Analyst	\$276,986	\$0	\$0	\$276,986
Box Office and ticketing system replacement	\$25,000	\$0	\$0	\$25,000
CRM Program - Phase 2	\$800,000	\$0	\$0	\$800,000
Digital assisted support - training for assisted support for online services for customers and staff	\$112,000	\$162,000	\$0	\$274,000
Digital Strategy for City of Boroondara	\$120,000	\$0	\$0	\$120,000
Digital support function for City of Boroondara	\$1,021,938	\$2,011,494	\$1,766,159	\$4,799,591
Digital Transformation	\$5,599,000	\$993,819	\$0	\$6,592,819
eModule for Committee Member training (Kindergarten)	\$30,000	\$0	\$0	\$30,000
Implementation additional smart forms (K2 System)	\$50,000	\$0	\$0	\$50,000
Implementation of the Information Management Strategy	\$723,203	\$557,696	\$573,867	\$1,854,766
IT Business Analyst - Libraries	\$120,000	\$120,000	\$120,000	\$360,000
Program Director - Boroondara Customer First Program (BC1)	\$408,000	\$200,000	\$0	\$608,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Total 3 year expenditure
Property and Rating business requirements specification development	\$100,000	\$0	\$0	\$100,000
Property and Rating System Enhancements to support BC1 Program.	\$200,000	\$0	\$0	\$200,000
Town Hall Gallery collection database	\$15,000	\$0	\$0	\$15,000
Total Computers and telecommunications	\$9,601,127	\$4,045,009	\$2,460,026	\$16,106,162
Environment				
Sustainable Living Festival 2018	\$0	\$36,400	\$0	\$36,400
Sustainable schools - Young Leaders Summit	\$12,000	\$0	\$12,700	\$24,700
Urban Biodiversity Strategy implementation - priority actions	\$50,000	\$50,000	\$51,500	\$151,500
Total Environment	\$62,000	\$86,400	\$64,200	\$212,600
Programs and services				
Biodiversity Strategy (Vegetation) implementation and Agency Revegetation Grants	\$201,000	\$199,968	\$206,000	\$606,968
<i>Grant for Biodiversity Strategy (Vegetation) implementation and Agency Revegetation</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$90,000</i>
Boroondara Arts Brand development	\$30,000	\$0	\$0	\$30,000
Canopy tree cover study	\$21,000	\$0	\$0	\$21,000
Change Management Leader position	\$175,100	\$199,671	\$0	\$374,771
Customer centricity support project	\$129,162	\$133,037	\$137,028	\$399,227
Delivery of year 2 actions from the Sport and Recreation Strategy	\$40,000	\$0	\$0	\$40,000
Depot master plan for Riversdale and Kew Depots	\$0	\$30,000	\$0	\$30,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Total 3 year expenditure
Economic Development and Tourism Strategy 2016-21 - implementation	\$105,000	\$40,000	\$50,000	\$195,000
Green waste and food organics feasibility study	\$100,000	\$0	\$0	\$100,000
Health and Wellbeing - Active Ageing	\$148,000	\$123,000	\$0	\$271,000
i.d Profile census update	\$22,500	\$0	\$0	\$22,500
Integrated Transport Strategy implementation	\$51,250	\$52,500	\$54,000	\$157,750
Leadership and Change Management Program	\$125,000	\$125,000	\$0	\$250,000
Multipurpose facility demand analysis	\$55,556	\$68,667	\$0	\$124,223
Resilient Melbourne Strategy contribution	\$15,000	\$15,000	\$15,000	\$45,000
Resource to assist with policy, procedure and template review and update process	\$42,212	\$0	\$0	\$42,212
Service Design Project	\$0	\$72,887	\$179,247	\$252,134
Tree data collection for parks and Council managed land	\$70,000	\$0	\$0	\$70,000
Year 4 actions of the Creating an Age-friendly Boroondara Strategy	\$100,000	\$105,000	\$0	\$205,000
Total Programs and services	\$1,400,780	\$1,134,730	\$611,275	\$3,146,785
Recreation, leisure and community facilities				
Fritsch Holzer/Swinburne Senior Secondary College highball feasibility study	\$60,000	\$0	\$0	\$60,000
<i>Contribution for Fritsch Holzer/Swinburne Senior Secondary College highball feasibility study</i>	<i>-\$45,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$45,000</i>
Sport and Recreation - Policy and Plan development	\$140,000	\$60,000	\$0	\$200,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Total 3 year expenditure
Summer Outdoor Series assessment	\$20,000	\$0	\$0	\$20,000
Total Recreation, leisure and community facilities	\$175,000	\$60,000	\$0	\$235,000
Shopping centre development				
Christmas in Boroondara Program	\$103,000	\$106,000	\$109,000	\$318,000
Neighbourhood Shopping Centre Place Making Model Pilot	\$30,000	\$70,000	\$0	\$100,000
Total Shopping centre development	\$133,000	\$176,000	\$109,000	\$418,000
Strategic planning				
Balwyn heritage study - Peer review	\$50,000	\$0	\$0	\$50,000
Municipal wide heritage assessment	\$256,250	\$262,500	\$275,000	\$793,750
Total Strategic planning	\$306,250	\$262,500	\$275,000	\$843,750
Forward commitments from 2016-17 (net)				
Balwyn and Balwyn North Heritage Study	\$40,119	\$0	\$0	\$40,119
Digital assisted support - training for online services	\$100,000	\$0	\$0	\$100,000
Digital Transformation	\$1,536,697	\$0	\$0	\$1,536,697
Leadership and Change Management Program	\$100,000	\$0	\$0	\$100,000
Security Occupational Violence Action Plan	\$30,000	\$0	\$0	\$30,000
Total Forward commitments from 2016-17 (net)	\$1,806,816	\$0	\$0	\$1,776,816

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Total 3 year expenditure
Total Priority Projects gross expenditure	\$13,634,973	\$5,819,639	\$3,549,501	\$23,004,113
Total unallocated expenditure	\$0	\$292,000	\$2,672,000	\$2,964,000
Total Priority Projects Program	\$13,634,973	\$6,111,639	\$6,221,501	\$25,968,113
Total Priority Projects grants, contributions and other	\$75,000	\$30,000	\$30,000	\$135,000
Total Priority Projects net expenditure	\$13,559,973	\$6,081,639	\$6,191,501	\$25,833,113

* Subject to Council review and funding

Note: Italic lines are revenue offset

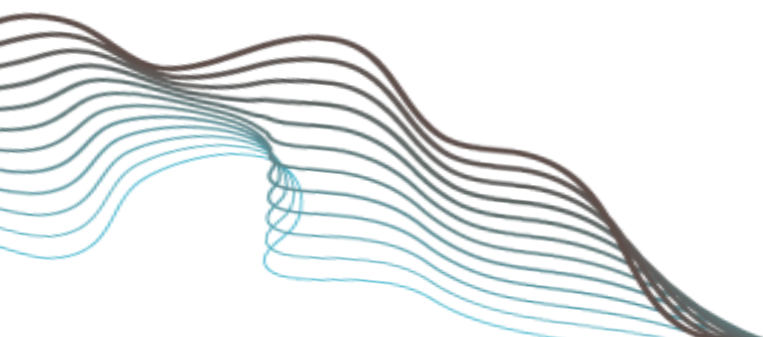
Appendix D

Capital Works Program

This appendix presents a listing of capital works projects that will be undertaken for the 2017-18 year.

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

- Capital Works Program
(including proposed forward commitments to 2017-18)
- Major Projects foreshadowed 2017-22



Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
PROPERTY						
Buildings						
Major Projects						
Library Redevelopment Balwyn	\$2,817,123	\$0	\$0	\$0	\$0	\$2,817,123
North East Precinct (Renewal)	\$1,519,089	\$0	\$0	\$0	\$0	\$1,519,089
Balwyn Community Centre	\$300,001	\$4,586,157	\$0	\$0	\$0	\$4,886,158
Kew Recreation Centre - Aquatics	\$385,000	\$5,791,800	\$1,750,001	\$0	\$0	\$7,926,801
Library Redevelopment Kew	\$50,000	\$499,999	\$5,389,993	\$0	\$0	\$5,939,992
Major Projects - total	\$5,071,213	\$10,877,956	\$7,139,994	\$0	\$0	\$23,089,163
Buildings - refurbishment						
Ashburton Support Centre (Senior Citizens)	\$75,000	\$1,060,000	\$875,000	\$0	\$0	\$2,010,000
Hawthorn Citizens Youth Club	\$196,737	\$0	\$0	\$0	\$0	\$196,737
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis and Community Facility)	\$3,467,097	\$0	\$0	\$0	\$0	\$3,467,097
Kew Senior Citizens Centre	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Merrell Kindergarten	\$650,000	\$0	\$0	\$0	\$0	\$650,000
Cara Armstrong Kindergarten	\$200,000	\$0	\$0	\$0	\$0	\$200,000
West Hawthorn Early Childhood Centre	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Boroondara Tennis Centre Stage 2	\$480,000	\$0	\$0	\$0	\$0	\$480,000
Former Bowen Street MCHC	\$35,000	\$400,000	\$0	\$0	\$0	\$435,000
Yongala Preschool main building	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Weightlifting centre Glenferrie Oval	\$0	\$90,000	\$800,000	\$0	\$0	\$890,000
Former Kew Occasional Care Centre	\$35,000	\$325,000	\$0	\$0	\$0	\$360,000
Balwyn East Kindergarten	\$45,000	\$500,000	\$0	\$0	\$0	\$545,000
Canterbury and District Preschool	\$40,000	\$410,000	\$0	\$0	\$0	\$450,000
Canterbury Gardens Community Support Services building	\$0	\$85,000	\$850,000	\$0	\$0	\$935,000
North Kew MCHC and Kindergarten	\$50,000	\$500,000	\$0	\$0	\$0	\$550,000
Camberwell Building 2 - reception improvements	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000
Hawthorn Arts Centre	\$625,000	\$60,000	\$0	\$0	\$0	\$685,000
Ashburton Pool and Recreation Centre (reline sauna and replace heater panel)	\$95,000	\$0	\$0	\$0	\$0	\$95,000
Boroondara Sports Complex - upgrade diving tower	\$150,000	\$0	\$0	\$0	\$0	\$150,000

*Subject to Council review and Funding

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Camberwell Offices Parkview Room - (remove existing timber floor joists and install new sub floor and ply on top)	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Davis Street Kindergarten - Install split systems	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Riversdale Depot - Transfer Station renewal of plant	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Camberwell Market Bin Compounds - (replace steel perforated sheeting on compounds)	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Kew Croquet Club - relining of sewer	\$33,000	\$0	\$0	\$0	\$0	\$33,000
Riversdale Depot - office fitout	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Kew Recreation Centre - (Cathodic protection and treatment of steel cancer in plant room and repair walls)	\$0	\$65,000	\$0	\$0	\$0	\$65,000
Alamein Community Centre	\$0	\$120,000	\$750,000	\$0	\$0	\$870,000
West Hawthorn Preschool - Brook Street	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
St James Park Bowls - residence - demolition	\$0	\$80,000	\$0	\$0	\$0	\$80,000
Estrella Preschool	\$0	\$25,000	\$300,000	\$0	\$0	\$325,000
Summerhill Park Kindergarten	\$0	\$30,000	\$300,000	\$0	\$0	\$330,000
Through Road Childcare Centre	\$0	\$50,000	\$450,000	\$0	\$0	\$500,000
Glen Iris MCHC - Trent Street	\$0	\$35,000	\$350,000	\$0	\$0	\$385,000
North Balwyn Senior Citizens Centre - Marwal Avenue	\$0	\$50,000	\$450,000	\$0	\$0	\$500,000
605-609 Glenferrie Road Community Facility	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Camberwell Building 2 lift replacement	\$0	\$190,000	\$0	\$0	\$0	\$190,000
J J McMahon Kindergarten	\$0	\$0	\$40,000	\$440,000	\$0	\$480,000
Auburn South Preschool (Anderson Park)	\$0	\$0	\$65,000	\$750,000	\$0	\$815,000
Rowen Street Kindergarten	\$0	\$0	\$40,000	\$400,000	\$0	\$440,000
Freeway Golf Club - residence	\$0	\$0	\$150,000	\$0	\$0	\$150,000
Yarra Bank Reserve - gardener's shed	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Anderson Road Family Centre	\$0	\$0	\$50,000	\$550,000	\$0	\$600,000
Ashburton Camcare Centre main building (Y Street)	\$0	\$0	\$0	\$380,000	\$0	\$380,000
Fordham Avenue Kindergarten	\$0	\$0	\$0	\$50,000	\$450,000	\$500,000
Maranoa Gardens Groundskeeper building	\$0	\$0	\$0	\$250,000	\$0	\$250,000
Kew Traffic School Office building	\$0	\$0	\$0	\$250,000	\$0	\$250,000
Future building expenditure	\$0	\$2,188,000	\$281,000	\$8,168,000	\$11,369,000	\$22,006,000
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$0	\$480,000
Unscheduled minor building works	\$650,340	\$650,000	\$650,000	\$650,000	\$900,000	\$3,500,340
Unscheduled minor renewal works	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

*Subject to Council review and Funding

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Buildings - refurbishment total	\$8,782,174	\$8,133,000	\$7,311,000	\$12,258,000	\$12,969,000	\$49,453,174
Pavilions						
Camberwell Hockey pavilion	\$2,467,000	\$0	\$0	\$0	\$0	\$2,467,000
Patterson Reserve pavilion - Robinson Road	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Nettleton Park pavilion	\$313,000	\$0	\$0	\$0	\$0	\$313,000
Markham Reserve pavilion	\$1,300,000	\$0	\$0	\$0	\$0	\$1,300,000
Glenferrie Oval Tuck Stand	\$50,000	\$500,000	\$500,000	\$0	\$0	\$1,050,000
Canterbury Tennis pavilion	\$30,000	\$600,000	\$0	\$0	\$0	\$630,000
Camberwell Sports Ground - major pavilion	\$50,000	\$600,000	\$0	\$0	\$0	\$650,000
Willsmere Park pavilion	\$0	\$25,000	\$500,000	\$0	\$0	\$525,000
Burke Road South Reserve - (including public toilet and groundskeeper facilities)	\$0	\$50,000	\$1,200,000	\$0	\$0	\$1,250,000
Glenferrie Oval Ferguson Stand	\$0	\$440,000	\$0	\$0	\$0	\$440,000
Deepdene Park south pavilion	\$0	\$30,000	\$300,000	\$0	\$0	\$330,000
Watson Park pavilion	\$0	\$40,000	\$350,000	\$0	\$0	\$390,000
Macleay Park pavilion	\$0	\$40,000	\$450,000	\$0	\$0	\$490,000
Greythorn Park pavilion	\$0	\$45,000	\$450,000	\$0	\$0	\$495,000
Kew Croquet Club pavilion	\$0	\$30,000	\$270,000	\$0	\$0	\$300,000
Deepdene Park Tennis pavilion	\$0	\$25,000	\$300,000	\$0	\$0	\$325,000
Frog Hollow	\$0	\$40,000	\$400,000	\$0	\$0	\$440,000
Pavilions total	\$5,210,000	\$2,465,000	\$4,720,000	\$0	\$0	\$12,395,000
Public toilet						
Junction Skate Park toilet	\$0	\$25,000	\$0	\$0	\$0	\$25,000
St James Park pavilion - Fowler pavilion public toilet	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Marquis Street automatic toilet	\$0	\$0	\$35,000	\$0	\$0	\$35,000
Bryson Street car park automatic toilet	\$0	\$0	\$45,000	\$0	\$0	\$45,000
Future public toilet works	\$0	\$100,000	\$250,000	\$385,000	\$0	\$735,000
Public toilet total	\$0	\$325,000	\$330,000	\$385,000	\$0	\$1,040,000

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Safety and statutory						
Roof access works	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
Roof replacement	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Fire service replacement	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$275,000
Small scale compliance projects (switchboards, glazing etc)	\$66,000	\$66,000	\$66,000	\$66,000	\$66,000	\$330,000
Lock replacement program - electronic locks	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000	\$675,000
Compliance audit projects	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Summerhill Park Kindergarten - (replace chainmesh fence with hoop iron fencing)	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Renew Key System in Council Buildings (replace locks on all Council buildings due to patenancy expiry)	\$220,000	\$0	\$0	\$0	\$0	\$220,000
Hamer Court Hostel - (electrical wiring for new switchboard connection)	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Safety and statutory total	\$936,000	\$606,000	\$606,000	\$606,000	\$606,000	\$3,360,000
Buildings total	\$19,999,387	\$22,406,956	\$20,106,994	\$13,249,000	\$13,575,000	\$89,337,337
PROPERTY total	\$19,999,387	\$22,406,956	\$20,106,994	\$13,249,000	\$13,575,000	\$89,337,337
INFRASTRUCTURE						
Bridges						
Bridges and culverts						
Minor bridge rehabilitation	\$58,000	\$60,000	\$62,000	\$63,000	\$64,575	\$307,575
Bridges and culverts total	\$58,000	\$60,000	\$62,000	\$63,000	\$64,575	\$307,575
Bridges total	\$58,000	\$60,000	\$62,000	\$63,000	\$64,575	\$307,575

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Drainage						
Brick drain						
Hislop and Gordon Reserves, Balwyn North	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000
84-124 Barkers Road, Hawthorn	\$430,000	\$0	\$0	\$0	\$0	\$430,000
Toorak Road, Camberwell - Row 1152-1180	\$220,000	\$0	\$0	\$0	\$0	\$220,000
Chatham Road, Canterbury (Guilford - MW drain)	\$230,000	\$0	\$0	\$0	\$0	\$230,000
Shepreth Street, Surrey Hills (to Ross St)	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Henry Street, Hawthorn - Central Gardens	\$0	\$140,000	\$0	\$0	\$0	\$140,000
Future brick drain replacement	\$0	\$1,160,000	\$1,600,000	\$1,600,000	\$1,600,000	\$5,960,000
Brick drain total	\$1,980,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$8,380,000
Drainage replacement						
Medlow Reserve, Surrey Hills drainage works	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Parlington Street, Canterbury, no. 14-28	\$105,000	\$0	\$0	\$0	\$0	\$105,000
Coppin Grove, Hawthorn, no. 14-26	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Kinkora Road, Hawthorn	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Launder Street, Hawthorn, no. 2-20	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Lavidge and Thomas Streets, Hawthorn	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Mary Street and Linda Crescent, Hawthorn	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Morang Place to Gibney Street, Hawthorn, no. 1-7	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Rowland Street, Kew, no. 4-54	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Ferndale Road, Glen Iris, no. 24-29	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Barry Street, Kew (behind 31 and 22 Molesworth St)	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Gleeson Avenue, Camberwell, no. 3-17	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Grant Avenue, Balwyn, no. 6	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Highton Grove, Deepdene, no.12-12A	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Invermay Gve and Currajong Rd Right Of Way , Hawthorn East	\$40,000	\$0	\$0	\$0	\$0	\$40,000
James Avenue, Kew, no.7-8	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Moonbria Avenue, Kew (end off)	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Winmalee Road, Balwyn, no. 53-67	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Queen Street, Kew near Wellington St	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Alpha and Grieve Streets, Balwyn	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Grovedale Road, Surrey Hills	\$0	\$50,000	\$0	\$0	\$0	\$50,000

*Subject to Council review and Funding

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Harold Street, Hawthorn East	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Renwick Street, Glen Iris - Stage 2	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Wattle Road, Hawthorn	\$0	\$160,000	\$0	\$0	\$0	\$160,000
Rochester Road, Canterbury, no.38-58	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Koonung Creek Reserve wetland renewal	\$0	\$160,000	\$0	\$0	\$0	\$160,000
Aquilla Street, Balwyn North floodway, no. 2-28	\$0	\$100,000	\$200,000	\$0	\$0	\$300,000
WSUD/Wetlands renewal program	\$0	\$0	\$160,000	\$160,000	\$160,000	\$480,000
Minor Drainage Works	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$800,000
Unscheduled/ emergency drainage works	\$350,000	\$350,000	\$370,000	\$375,000	\$380,000	\$1,825,000
Future drainage renewal planning	\$200,000	\$250,000	\$260,000	\$270,000	\$280,000	\$1,260,000
Future drainage renewal expenditure	\$0	\$1,734,000	\$2,479,000	\$2,594,000	\$2,709,800	\$9,516,800
Sportsground drainage program	\$65,000	\$67,000	\$68,000	\$73,000	\$75,000	\$348,000
Drainage replacement total	\$2,390,000	\$3,491,000	\$3,737,000	\$3,672,000	\$3,604,800	\$16,894,800
Drainage total	\$4,370,000	\$5,091,000	\$5,337,000	\$5,272,000	\$5,204,800	\$25,274,800
Footpaths and cycleways						
Bicycle and pedestrian						
Bicycle and pedestrian trails - (implementation of Safety Audit Action Plan)	\$410,000	\$420,000	\$430,000	\$440,000	\$0	\$1,700,000
Bicycle and pedestrian total	\$410,000	\$420,000	\$430,000	\$440,000	\$0	\$1,700,000
Footpaths						
Park gravel path renewal program	\$117,000	\$121,000	\$122,000	\$123,000	\$124,000	\$607,000
Shopping centre footpath works	\$100,000	\$105,000	\$110,000	\$115,000	\$118,000	\$548,000
Unscheduled footpath works	\$233,000	\$240,000	\$250,000	\$260,000	\$270,000	\$1,253,000
Condition 4 footpaths	\$624,000	\$641,000	\$660,000	\$671,000	\$685,100	\$3,281,100
Boroondara Tennis Centre (renew asphalt concourse around tennis courts)	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Footpaths total	\$1,274,000	\$1,107,000	\$1,142,000	\$1,169,000	\$1,197,100	\$5,889,100
Footpaths and cycleways total	\$1,684,000	\$1,527,000	\$1,572,000	\$1,609,000	\$1,197,100	\$7,589,100

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Off street car parks						
Car park resurfacing						
Resurfacing of condition 4 car parks	\$456,000	\$471,000	\$486,000	\$498,000	\$510,450	\$2,421,450
Car park resurfacing total	\$456,000	\$471,000	\$486,000	\$498,000	\$510,450	\$2,421,450
Off street car parks total	\$456,000	\$471,000	\$486,000	\$498,000	\$510,450	\$2,421,450
Parks, open space and streetscapes						
Utilities						
Park lighting - unscheduled works	\$13,000	\$13,000	\$13,000	\$14,000	\$15,000	\$68,000
Park lighting renewal program	\$100,000	\$75,000	\$75,000	\$78,000	\$80,000	\$408,000
Utilities total	\$113,000	\$88,000	\$88,000	\$92,000	\$95,000	\$476,000
Irrigation/fencing/signs						
Park signage renewal program	\$80,000	\$50,000	\$51,000	\$52,000	\$53,000	\$286,000
Oval fences renewal program	\$85,000	\$87,000	\$89,000	\$91,000	\$93,000	\$445,000
Park fences renewal program	\$156,000	\$157,000	\$158,000	\$164,000	\$170,000	\$805,000
Parks and gardens irrigation upgrades	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Irrigation/fencing/signs total	\$521,000	\$494,000	\$498,000	\$507,000	\$516,000	\$2,536,000
Park furniture and streetscape						
Garden bed edging renewal program	\$19,000	\$20,000	\$20,000	\$21,000	\$22,000	\$102,000
Formal gardens landscape renewal program	\$50,000	\$51,000	\$52,000	\$53,000	\$54,000	\$260,000
Drinking fountains - renewal program	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$225,000
Streetscape landscape renewal program	\$50,000	\$55,000	\$55,000	\$56,000	\$59,000	\$275,000
Barbeque Renewal Program	\$33,000	\$26,000	\$30,000	\$26,000	\$30,000	\$145,000

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Replace litter bin surrounds in shopping precincts	\$53,000	\$55,000	\$56,000	\$58,000	\$60,000	\$282,000
Park furniture renewal	\$150,000	\$152,000	\$157,000	\$160,000	\$165,000	\$784,000
Council properties landscape renewal program	\$30,000	\$30,000	\$31,000	\$31,000	\$32,000	\$154,000
Future street / park / playground furniture expenditure	\$0	\$0	\$308,000	\$316,000	\$322,000	\$946,000
Morang Reserve landscape renewal	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Hyde Park half court and rebound wall facility	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Fritsch Holzer Environmental Audit requirements	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Fritsch Holzer Park landscape renewal	\$100,000	\$100,000	\$0	\$0	\$0	\$200,000
Hard surface play area renewal program	\$0	\$17,000	\$36,000	\$18,000	\$35,000	\$106,000
Park landscape renewal program	\$0	\$200,000	\$300,000	\$310,000	\$315,000	\$1,125,000
Park furniture and streetscape total	\$815,000	\$751,000	\$1,090,000	\$1,094,000	\$1,139,000	\$4,889,000
Playgrounds						
Playground renewal program - Council properties (childcare)	\$20,000	\$20,000	\$20,000	\$20,000	\$77,000	\$157,000
Park playground replacement program	\$750,000	\$765,000	\$780,000	\$795,000	\$775,000	\$3,865,000
Minor playground works	\$70,000	\$71,000	\$72,000	\$73,000	\$74,000	\$360,000
Playgrounds total	\$840,000	\$856,000	\$872,000	\$888,000	\$926,000	\$4,382,000
Retaining walls						
Park feature wall renewal program	\$45,000	\$45,000	\$45,000	\$47,000	\$50,000	\$232,000
Retaining walls - unscheduled works	\$110,000	\$114,000	\$118,000	\$125,000	\$130,000	\$597,000
Riversdale Depot (final stage of retaining wall on eastern side of depot)	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Retaining walls total	\$235,000	\$159,000	\$163,000	\$172,000	\$180,000	\$909,000
Safety and statutory						
Compliance works on play equipment and infrastructure	\$12,000	\$16,000	\$16,000	\$17,000	\$20,000	\$81,000
Safety and statutory total	\$12,000	\$16,000	\$16,000	\$17,000	\$20,000	\$81,000

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Tree planting						
Park tree renewal program	\$65,000	\$80,000	\$90,000	\$90,000	\$90,000	\$415,000
Street tree planting program	\$277,000	\$288,000	\$305,000	\$315,000	\$320,000	\$1,505,000
Tree planting total	\$342,000	\$368,000	\$395,000	\$405,000	\$410,000	\$1,920,000
Parks, open space and streetscapes total	\$2,878,000	\$2,732,000	\$3,122,000	\$3,175,000	\$3,286,000	\$15,193,000
Recreational, leisure and community facilities						
Sports facilities						
Sportsground irrigation program	\$115,000	\$130,000	\$135,000	\$138,000	\$141,000	\$659,000
Sportsground training lights renewal program	\$180,000	\$180,000	\$185,000	\$190,000	\$195,000	\$930,000
Golf course green, tee and bunker renewal program	\$0	\$152,000	\$160,000	\$163,000	\$165,000	\$640,000
Minor sportsground improvements	\$250,000	\$178,000	\$185,000	\$190,000	\$195,000	\$998,000
Sports synthetic surface renewal program	\$60,000	\$62,000	\$64,000	\$66,000	\$68,000	\$320,000
Cricket practice nets renewal program	\$150,000	\$153,000	\$156,000	\$159,000	\$162,000	\$780,000
Sports goal post renewal program	\$34,000	\$34,000	\$36,000	\$38,000	\$40,600	\$182,600
Boroondara Tennis Centre Courts	\$25,000	\$0	\$0	\$35,000	\$0	\$60,000
Hawthorn Velodrome Asphalt	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Sportsground reconstruction program	\$760,000	\$0	\$0	\$0	\$0	\$760,000
Naroo Street tennis court demolition	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Future sports and recreation facility projects	\$0	\$690,000	\$290,000	\$498,000	\$1,216,750	\$2,694,750
Sports facilities total	\$1,679,000	\$1,579,000	\$1,211,000	\$1,477,000	\$2,183,350	\$8,129,350
Recreational, leisure and community facilities total	\$1,679,000	\$1,579,000	\$1,211,000	\$1,477,000	\$2,183,350	\$8,129,350
Roads						
Road reconstructions and kerb replacements						
Future roads expenditure	\$6,409,279	\$10,176,952	\$10,486,015	\$10,760,583	\$10,981,437	\$48,814,266
Disability Access	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Road reconstructions and kerb replacements total	\$6,459,279	\$10,226,952	\$10,536,015	\$10,810,583	\$11,031,437	\$49,064,266

*Subject to Council review and Funding

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Road resheeting						
Resheeting	\$3,451,150	\$0	\$0	\$0	\$0	\$3,451,150
Road resheeting total	\$3,451,150	\$0	\$0	\$0	\$0	\$3,451,150
Roads to recovery funding						
Roads to recovery funding	-\$398,650	-\$398,650	\$0	\$0	\$0	-\$797,300
Roads to recovery funding total	-\$398,650	-\$398,650	\$0	\$0	\$0	-\$797,300
Traffic management						
Traffic management devices - (maintenance OH&S issue works)	\$38,000	\$39,000	\$40,000	\$42,000	\$44,000	\$203,000
Condition 4 safety treatments	\$149,000	\$154,000	\$159,000	\$161,000	\$163,000	\$786,000
Traffic treatment - lighting replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Traffic management total	\$197,000	\$203,000	\$209,000	\$213,000	\$217,000	\$1,039,000
Roads total	\$9,708,779	\$10,031,302	\$10,745,015	\$11,023,583	\$11,248,437	\$52,757,116
INFRASTRUCTURE total	\$20,833,779	\$21,491,302	\$22,535,015	\$23,117,583	\$23,694,712	\$111,672,391
PLANT AND EQUIPMENT						
Computers and telecommunications						
Information technology						
Information technology expenditure	\$575,000	\$595,000	\$613,000	\$630,000	\$645,750	\$3,058,750
Information technology total	\$575,000	\$595,000	\$613,000	\$630,000	\$645,750	\$3,058,750
Computers and telecommunications total	\$575,000	\$595,000	\$613,000	\$630,000	\$645,750	\$3,058,750

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Fixtures, fittings and furniture						
Furniture, fittings and equipment						
Library and office furniture	\$63,000	\$65,000	\$67,000	\$69,000	\$71,375	\$335,375
Hawthorn Arts Centre furniture and equipment	\$55,000	\$45,000	\$45,000	\$45,000	\$45,000	\$235,000
Kew Courthouse sound system	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Office furniture renewal	\$80,000	\$80,000	\$83,000	\$86,000	\$88,000	\$417,000
Library IT Hardware Renewal	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Furniture, fittings and equipment total	\$578,000	\$490,000	\$495,000	\$500,000	\$504,375	\$2,567,375
Fixtures, Fittings and Furniture total	\$578,000	\$490,000	\$495,000	\$500,000	\$504,375	\$2,567,375
Library books						
Library resources						
Library resources	\$985,000	\$985,000	\$985,000	\$985,000	\$985,000	\$4,925,000
Library resources total	\$985,000	\$985,000	\$985,000	\$985,000	\$985,000	\$4,925,000
Library books total	\$985,000	\$985,000	\$985,000	\$985,000	\$985,000	\$4,925,000
Plant, machinery and equipment						
Fixed plant and equipment						
Sportsgrounds - replacement of existing turf wicket rollers	\$30,000	\$30,000	\$31,000	\$31,000	\$32,000	\$154,000
Miscellaneous equipment renewal	\$100,000	\$100,000	\$100,000	\$100,000	\$102,000	\$502,000
Bin renewal program	\$220,000	\$165,000	\$170,000	\$175,000	\$178,000	\$908,000
Library RFID replacement	\$30,000	\$30,000	\$30,000	\$30,000	\$31,000	\$151,000
Future fixed plant and equipment expenditure	\$0	\$163,000	\$201,000	\$210,000	\$218,275	\$792,275
Hydraulic saw motors and vacuum hose	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Fixed plant and equipment total	\$415,000	\$488,000	\$532,000	\$546,000	\$561,275	\$2,542,275

Capital Works - Renewal

Project	Proposed expenditure 2017-18*	Proposed expenditure 2018-19*	Proposed expenditure 2019-20*	Proposed expenditure 2020-21*	Proposed expenditure 2021-22*	Proposed Total 5 year expenditure
Leisure centre equipment and pool plant replacement						
Leisure and aquatic centre equipment replacement	\$150,000	\$77,000	\$80,000	\$83,000	\$85,000	\$475,000
Leisure centres – equipment and pool plant replacement program	\$273,000	\$282,000	\$290,000	\$295,000	\$300,000	\$1,440,000
Leisure centre equipment and pool plant replacement total	\$423,000	\$359,000	\$370,000	\$378,000	\$385,000	\$1,915,000
Plant, machinery and equipment total	\$838,000	\$847,000	\$902,000	\$924,000	\$946,275	\$4,457,275
PLANT AND EQUIPMENT total	\$2,976,000	\$2,917,000	\$2,995,000	\$3,039,000	\$3,081,400	\$15,008,400
FORWARD COMMITMENTS FROM 2016-17 (NET)						
PROPERTY						
Buildings						
Ashburton Support Centre (Senior Citizens)	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Kew Senior Citizens Centre	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Jack O'Toole Reserve Scout and Tennis	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Burke Road South Reserve - including public toilet and groundskeeper facilities	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Balwyn Community Centre (Renewal)	\$251,922	\$0	\$0	\$0	\$0	\$251,922
Camberwell Hockey pavilion	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Nettleton Park pavilion	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Markham Reserve pavilion	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Buildings - total	\$1,326,922	\$0	\$0	\$0	\$0	\$1,326,922
PROPERTY total	\$1,326,922	\$0	\$0	\$0	\$0	\$1,326,922
Total forward commitments from 2016-17	\$1,326,922	\$0	\$0	\$0	\$0	\$1,326,922
Total renewal capital works gross expenditure	\$45,534,738	\$47,213,908	\$45,637,009	\$39,405,583	\$40,351,112	\$218,142,350
Total renewal capital works grants	-\$398,650	-\$398,650	\$0	\$0	\$0	-\$797,300
Total renewal capital works program net expenditure	\$45,136,088	\$46,815,258	\$45,637,009	\$39,405,583	\$40,351,112	\$217,345,050

*Subject to Council review and Funding
Appendix D - Capital Works

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Bridges						
Walmer Street bridge	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
<i>Grant for Walmer Street bridge</i>	<i>\$0</i>	<i>-\$1,500,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$1,500,000</i>
Bridges	\$0	\$0	\$0	\$0	\$0	\$0
Building improvements						
Ashburton Active Seniors Centre	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000
<i>Contribution for Ashburton Active Seniors Centre</i>	<i>\$0</i>	<i>-\$550,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$550,000</i>
Hawthorn Arts Centre (HAC) - refurbishment	\$570,000	\$150,000	\$0	\$0	\$0	\$720,000
Integrated Water Management Strategy implementation - Facility Retrofit Program	\$51,250	\$52,500	\$53,800	\$55,000	\$56,700	\$269,250
Our Low Carbon Future Strategy implementation - Energy performance Contract (EPC)	\$1,650,000	\$250,000	\$250,000	\$250,000	\$0	\$2,400,000
Building improvements	\$2,271,250	\$2,902,500	\$303,800	\$305,000	\$56,700	\$5,839,250

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Buildings						
4 Y Street Ashburton	\$0	\$0	\$190,000	\$1,010,000	\$0	\$1,200,000
Balwyn Tennis and former Bowls Pavilion redevelopment (Balwyn Tennis and Community Facility)	\$0	\$2,027,025	\$0	\$0	\$0	\$2,027,025
<i>Contribution for Balwyn Tennis and former Bowls Pavilion redevelopment</i>	<i>\$0</i>	<i>-\$210,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$210,000</i>
Camberwell community house Fairholm Grove redevelopment	\$1,000,000	\$5,100,000	\$0	\$0	\$0	\$6,100,000
New public toilets	\$25,000	\$250,000	\$25,000	\$250,000	\$0	\$550,000
Surrey Hills Shopping Centre public toilet design and implementation	\$24,600	\$209,000	\$0	\$0	\$0	\$233,600
Buildings	\$1,049,600	\$7,376,025	\$215,000	\$1,260,000	\$0	\$9,900,625

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Computers and telecommunications						
Claims Management System	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Field editing of asset related data with accurate GIS equipment	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Field workforce enablement and data collection hardware and licensing	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Mobile computing	\$20,000	\$20,000	\$0	\$0	\$0	\$40,000
New Boroondara Volunteer Centre (BVRC) system	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Procurement for paperless office project	\$317,000	\$0	\$0	\$0	\$0	\$317,000
Web based Facilities Management System for Council facilities	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Youth Services Case management System	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Computers and telecommunications	\$567,000	\$220,000	\$0	\$0	\$0	\$787,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Footpaths and cycleways						
Balwyn Shopping Centre streetscape improvements along Whitehorse Road	\$60,000	\$470,000	\$470,000	\$0	\$0	\$1,000,000
Bicycle Strategy implementation	\$159,000	\$163,000	\$167,000	\$171,000	\$176,000	\$836,000
Boroondara Laneway Strategy - Laneway improvements	\$275,000	\$275,000	\$275,000	\$289,000	\$298,000	\$1,412,000
Cookson Street, Camberwell Precinct rejuvenation	\$56,000	\$562,000	\$0	\$0	\$0	\$618,000
Yerrin Street pedestrianisation	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Footpaths and cycleways	\$1,250,000	\$1,470,000	\$912,000	\$460,000	\$474,000	\$4,566,000
Land improvements						
Environment and Sustainability - dedicated ongoing funding	\$100,000	\$525,000	\$538,000	\$552,000	\$569,000	\$2,284,000
Land improvements	\$100,000	\$525,000	\$538,000	\$552,000	\$569,000	\$2,284,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Major Projects						
Balwyn Community Centre	\$3,880	\$1,638,519	\$0	\$0	\$0	\$1,642,399
Kew Recreation Centre - Aquatics Renewal	\$165,000	\$2,482,201	\$750,000	\$0	\$0	\$3,397,201
Library Redevelopment Balwyn	\$1,516,913	\$0	\$0	\$0	\$0	\$1,516,913
Library Redevelopment Kew	\$50,000	\$499,999	\$5,394,997	\$0	\$0	\$5,944,996
North East Community Hub	\$9,370,436	\$0	\$0	\$0	\$0	\$9,370,436
Major Projects	\$11,106,229	\$4,620,719	\$6,144,997	\$0	\$0	\$21,871,945
Off street car parking						
Access plans and parking studies implementation	\$154,000	\$158,000	\$162,000	\$166,000	\$171,000	\$811,000
Off street car parking	\$154,000	\$158,000	\$162,000	\$166,000	\$171,000	\$811,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Parks, open space and streetscapes						
Anniversary trail missing link through Riversdale Park	\$0	\$400,000	\$0	\$0	\$0	\$400,000
<i>Grant for Anniversary trail missing link through Riversdale Park</i>	<i>\$0</i>	<i>-\$400,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$400,000</i>
Athenaeum Place streetscape improvement works	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Camberwell Sportsground - Masterplan implementation	\$0	\$400,000	\$300,000	\$0	\$0	\$700,000
Chandler Park Wetlands implementation	\$700,000	\$500,000	\$0	\$0	\$0	\$1,200,000
<i>Grant for Chandler Park wetland implementation</i>	<i>-\$300,000</i>	<i>-\$200,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$500,000</i>
Community garden in Earl Street (Outer Circle Linear Park), Kew	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation	\$0	\$0	\$40,000	\$308,000	\$0	\$348,000
<i>Contribution for Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$20,000</i>	<i>-\$154,000</i>	<i>\$0</i>	<i>-\$174,000</i>
Shopping Centre Improvement Plan - design and implementation	\$1,005,000	\$1,190,000	\$1,090,000	\$1,165,000	\$1,380,000	\$5,830,000
Sportsground Lighting Highfield Park North	\$160,000	\$0	\$0	\$0	\$0	\$160,000
Surrey Gardens rotunda	\$20,000	\$87,000	\$0	\$0	\$0	\$107,000
The Balwyn Park Concept Master Plan (BPCMP) - implementation of open space improvements	\$209,724	\$2,156,464	\$97,414	\$990,715	\$0	\$3,454,317
Parks, open space and streetscapes	\$2,124,724	\$4,433,464	\$1,507,414	\$2,309,715	\$1,380,000	\$11,755,317

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Plant, machinery and equipment						
Library Services duress alarm installation	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Library tag replacement on physical items	\$0	\$149,500	\$0	\$0	\$0	\$149,500
Town Hall Gallery collection acquisitions	\$75,000	\$75,000	\$77,000	\$79,000	\$81,000	\$387,000
Plant, machinery and equipment	\$115,000	\$224,500	\$77,000	\$79,000	\$81,000	\$576,500
Recreation, leisure and community facilities						
Asphalting of the maintenance yard at Freeway Golf Course	\$89,000	\$0	\$0	\$0	\$0	\$89,000
Funding for shade sails	\$85,000	\$87,000	\$0	\$0	\$0	\$172,000
Skate/BMX facility in the North of Boroondara	\$70,000	\$400,000	\$0	\$0	\$0	\$470,000
Sportsground synthetic surface	\$70,000	\$2,000,000	\$0	\$0	\$0	\$2,070,000
Recreation, leisure and community facilities	\$314,000	\$2,487,000	\$0	\$0	\$0	\$2,801,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Roads						
Additional traffic management devices	\$154,000	\$158,000	\$162,000	\$166,000	\$171,000	\$811,000
Crossing facilities	\$102,500	\$105,000	\$108,000	\$110,000	\$113,000	\$538,500
Honour Avenue shared zone works	\$500,000	\$0	\$0	\$0	\$0	\$500,000
	<i>-\$500,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$500,000</i>
Road Safety Strategy implementation - school crossing improvements	\$23,000	\$24,000	\$24,000	\$24,000	\$24,700	\$119,700
Roads	\$279,500	\$287,000	\$294,000	\$300,000	\$308,700	\$1,469,200

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Forward commitments from 2016-17 (net)						
Automated time and attendance sheets	\$169,000	\$0	\$0	\$0	\$0	\$169,000
Human resource information system	\$38,000	\$0	\$0	\$0	\$0	\$38,000
Irrigation Management Plan	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Kew Junction parking guidance system	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Legal Services management system	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Minor Capital Grant	\$169,018	\$0	\$0	\$0	\$0	\$169,018
Miscellaneous general equipment and licensing	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Procurement of Field Based Planning Assessment Software and Hardware	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Forward commitments from 2016-17 (net)	\$906,018	\$0	\$0	\$0	\$0	\$906,018

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

Total Capital Works

Project	Foreshadowed expenditure 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Foreshadowed expenditure * 2021-22	Total 5 year expenditure
Total New, Upgrade and Expansion Capital Works gross expenditure	\$21,037,321	\$27,564,208	\$10,174,211	\$5,585,715	\$3,040,400	\$67,401,855
Total New, Upgrade and Expansion Capital Works unallocated expenditure	\$0	\$21,441,000	\$14,788,410	\$24,518,645	\$6,056,000	\$66,804,055
Total New, Upgrade and Expansion Capital Works Program expenditure	\$21,037,321	\$49,005,208	\$24,962,621	\$30,104,360	\$9,096,400	\$134,205,910
Total New, Upgrade and Expansion Capital Works grants and contributions	\$800,000	\$2,860,000	\$20,000	\$154,000	\$0	\$3,834,000
Total New, Upgrade and Expansion Capital Works net expenditure	\$20,237,321	\$46,145,208	\$24,942,621	\$29,950,360	\$9,096,400	\$130,371,910
Total Capital Works Program						
Total Renewal Capital Works Program expenditure	\$45,534,738	\$47,213,908	\$45,637,009	\$39,405,583	\$40,351,112	\$218,142,350
Total New, Upgrade and Expansion Capital Works Program expenditure	\$21,037,321	\$49,005,208	\$24,962,621	\$30,104,360	\$9,096,400	\$134,205,910
Total Capital Works Program expenditure	\$66,572,059	\$96,219,116	\$70,599,630	\$69,509,943	\$49,447,512	\$352,348,260
Funding statement						
Funding from asset sales	\$0	\$0	\$2,100,000	\$0	\$0	\$2,100,000
Funding from grants	\$3,118,650	\$4,538,650	\$20,000	\$154,000	\$0	\$7,831,300
Funding from Council cash	\$63,453,409	\$91,680,466	\$68,479,630	\$69,355,943	\$49,447,512	\$342,416,960
Total Funding	\$66,572,059	\$96,219,116	\$70,599,630	\$69,509,943	\$49,447,512	\$352,348,260

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

Major Projects - combined renewal, new, upgrade and expansion

Net expenditure 2017-18 to 2021-22

Major project	Proposed expenditure 2017-18*	Foreshadowed expenditure 2018-19**	Foreshadowed expenditure 2019-20**	Foreshadowed expenditure 2020-21**	Foreshadowed expenditure 2021-22**	Total expenditure 2017-18 to 2021-22
Balwyn Library redevelopment (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$4,334,036	\$0	\$0	\$0	\$0	\$4,334,036
Kew Library redevelopment (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$100,000	\$999,998	\$10,784,990	\$0	\$0	\$11,884,988
North East Community Hub (Construction of community facility in the North Eastern catchment of Boroondara)	\$10,889,525	\$0	\$0	\$0	\$0	\$10,889,525
North East Community Hub	-\$1,920,000	-\$1,280,000				-\$3,200,000
Balwyn Community Centre (Renew and upgrade the current site of the Balwyn Community Centre)	\$303,881	\$6,224,676	\$0	\$0	\$0	\$6,528,557
Kew Recreation Centre - Aquatics Renewal	\$550,000	\$8,274,001	\$2,500,002	\$0	\$0	\$11,324,003
Grand total major projects (net)	\$14,257,442	\$14,218,675	\$13,284,992	\$0	\$0	\$41,761,109

* Proposed expenditure 2017-18 includes forward commitments from 2016-17.

** Subject to Council review and funding. Foreshadowed expenditure includes project escalation.

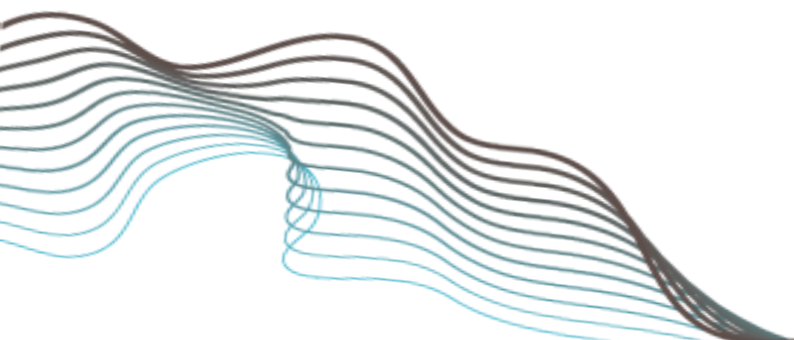


BOROONDARA
City of Harmony

City of Boroondara
Budget 2017-18

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	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. <i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i>
Adjusted underlying surplus (or deficit)	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. <i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i>
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	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. <i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i>
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability. <i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i>
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life. <i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i>

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	<p>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.</p>
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"> • Strategic resource plan • Budget • Annual report <p>The budgeted financial statements are the:</p> <ul style="list-style-type: none"> • Budgeted Comprehensive Income Statement • Budgeted Balance Sheet • Budgeted Statement of Changes in Equity • Budgeted Statement of Cash Flows • Budgeted Statement of Capital Works <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	<p>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.</p>

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 2017-18 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"> • Department of Transport, Planning and Local Infrastructure (DTPLI). • Department of Planning and Community Development (DPCD). • Department of Victorian Communities (DVC).
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"> a) The content and preparation of the financial statements of a Council b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report d) (d) Other matters required to be prescribed under Parts 6 and 7 of the Act.

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 2017-18 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 means 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"> the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years 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 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 council must review their strategic resource plan during the preparation of the council plan 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. <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"> prudently manage financial risks relating to debt, assets and liabilities provide reasonable stability in the level of rate burden consider the financial effects of council decisions on future generations provide full, accurate and timely disclosure of financial information. <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 – Section 11.</i></p>