

Adopted by Council 23 June 2014



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# Mayor and CEO's budget introduction

This is the second budget of Council's four year term and our focus continues on debt reduction, ensuring rate increases are kept at record low levels, and a continued investment in arts and culture in Boroondara. The Budget is guided by the long-term financial strategy, and the themes and objectives in the Council Plan 2013-17.

Our Council Plan themes are:

- · strong and engaged communities
- · sustainable environment
- · enhanced amenity
- · quality facilities and assets
- · responsible management.

It is worth mentioning the completion of three major projects during the 2013-14 financial year. In November 2013 the Hawthorn Arts Centre (\$17M total project cost) at the former Hawthorn Town Hall opened to a spectacular weekend of community celebrations, and also in November the refurbished Ashburton Library and new Ashburton Community Centre (\$6.0 Million total project cost) both reopened to great community acclaim.

At the end of April 2014 the ground-breaking new two-storey Hawthorn Aquatic and Leisure Centre, opened to the public. This amazing new complex includes a new 50-metre outdoor pool, a 20-metre indoor warm water pool, an expanded gym, program rooms, health suites, café and childcare facilities - everything you, our community, told us was needed in a new leisure facility. A highly successful Open Day community launch with many come 'n try events was held on 31 May 2014.

The 2014-15 Budget continues a significant investment in the infrastructure of our City, maintaining our commitment to building a better City now and for the future.

After months of consultation, plans are well underway for construction to begin on an expanded Boroondara Sports Complex in Balwyn North. The \$11.7 million project is scheduled to begin in December 2014, with completion scheduled for April-May 2016. Draft plans for the facility concentrate on ensuring the layout meets the needs of both individual and group centre users. Draft site concept plans cover topics such as consolidating vehicle parking, modifying vehicle and pedestrian movement to maximise safety, and providing quality open space. The final stage will include demolition of the now-outdated Balwyn Leisure Centre.

Plans are also underway for a revitalised Ashburton Pool and Recreation Centre (APARC) and a redeveloped Craig Family Centre, in Ashburton.

The APARC renewal and upgrade works will be undertaken in 2014-15 with total project expenditure of \$12.4 million assisted by the successful attainment of a \$3 million grant by Council from the Victorian Government over two years, effectively reducing the cost of the project for the residents of Boroondara.

The \$3.5 million project at the Craig Family Centre will address the current ageing and functional limitations of the existing building and provide additional capacity to improve provision of flexible universal and specialist early years services that are responsive to the Ashburton community's unique needs. It will also address existing and future gaps in both kindergarten places and occasional childcare.

A design for the Craig Family Centre is currently under development in consultation with the Craig Family Centre membership and services on the site, following community and user consultation conducted in March 2014.

Council prides itself on the level of service it offers residents. For example, we have five public libraries located across the City. They open seven days a week at an annual cost of \$8.4 million. Ashburton, Camberwell and Hawthorn libraries all now offer new, state-of-the-art facilities including free WiFi and many computers available for free hourly hire - you only have to be a library member.





The upgrade of library facilities is planned to continue with Initial project design for the refurbishment of the Balwyn Library to commence in 2014-15 with the project planned to be completed by June 2017.

Other city-wide facilities include five recreation centres, which attract over two and a half million visitors yearly. In addition to these popular leisure centres, Council funds the Boroondara Tennis Centre, Boroondara Skate and BMX Park, Macleay Park Netball Courts, Freeway Public Golf Course and the Kew Traffic School.

In the area of community development, over the coming year Council will spend \$13.1 million on aged, disability and health services. Across the municipality, services will include immunisation, meals on wheels, aged care and disability support for vulnerable members of our community. Council also supports the community through direct financial contributions to a range of local community organisations such as Camcare and other community groups by providing almost \$2.5 million in direct grants and by offering the use of many Council buildings at heavily subsidised or peppercorn rents.

Council has continued its focus on the arts with the first six months of programming now completed at the refurbished Hawthorn Arts Centre. As part of Council's commitment to the arts in 2014-15, funding of more than \$2.4 million will be made available for the operations of the Hawthorn Arts Centre and the Kew Court House, plus literary events, the Boroondara Eisteddfod, other cultural facilities at the Kew Court House, the civic art collection and many other programs.

In order to deliver quality services, Council must maintain its infrastructure at an appropriate standard. A core part of this Budget is committed to maintaining our drains, footpaths, local roads and community buildings. In 2014–15, 17 of these buildings are scheduled to have renewal work completed at a cost of almost \$7.5 million. Work will also commence on a further 12 buildings at a cost of more than \$1.5 million. A further \$13.4 million will be spent on drainage, footpath and road replacements.

Due to strong management of ongoing operations during the year, savings for the community have been made. This has enabled Council to repay \$7.77 million of existing borrowings by 30 June 2014. In addition some of the savings measures have been able to be incorporated into the 2014-15 Budget which has in turn enabled Council to remove the requirement to undertake a planned \$2 million borrowing this year.

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. This budget is our blueprint for delivering on our vision.

Once more, due to strong financial management, we are able to deliver our lowest rate increase in a decade of 4.6%. This is the second consecutive year we are able to do this (last year 4.7%).

**Cr Coral Ross** 

Mayor

**Phil Storer** 

Chief Executive Officer

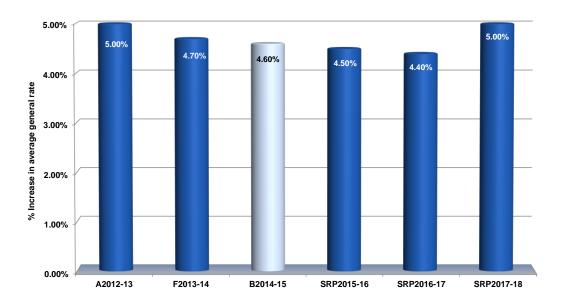




# **Executive summary**

The executive 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 2012-13 Actual (A), 2013-14 forecast actual (F), 2014-15 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.

#### 1. Rates



Total rates revenue, including special rates and supplementary valuations is budgeted to increase by \$6.82 million for the 2014-15 year against the 2013-14 end of year forecast, raising total rates of \$131.26 million. This includes a 4.6% increase in the average property general rate in 2014-15. The level of increase was influenced by a number of factors. These include normal increases associated with wage and price movements, a strategy to accelerate repayment of loan obligations with a consequent decrease in future interest costs, offset by a reduction in Council's funding of fire services on Council owned properties. **Refer Section 9, Council's Rating Information.** 

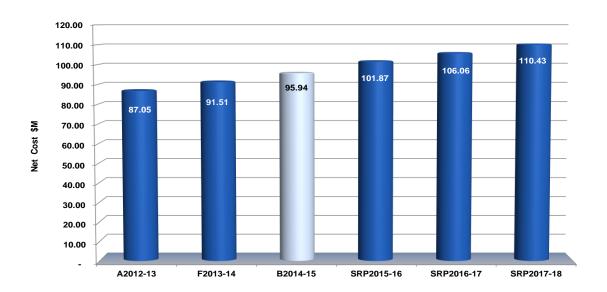
# 2. Operating result





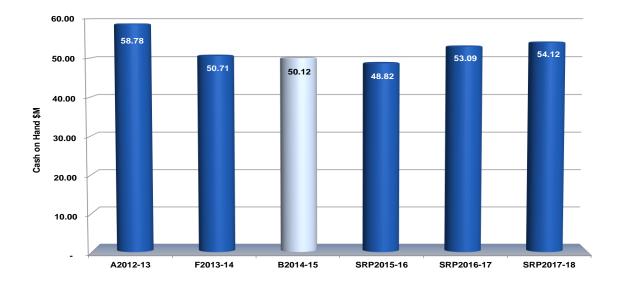
The operating result for the 2014-15 year is budgeted to be a \$24.86 million surplus which is a \$0.52 million decrease from the forecast result of \$25.38 million for 2013-14. The lower operating result is due mainly to external funding for capital works which is forecast to decrease by \$2.57 million. The underlying result which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$21.88 million, which is an increase of \$4.15 million over 2013-14. (The forecast underlying result for the 2013-14 year is a surplus of \$17.74 million).

#### 3. 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 2014-15 year, the net cost of services delivered is expected to be \$95.94 million, an increase of \$4.43 million over 2013-14. During the development of each budget, service levels are discussed with Council providing direction on the increase or amendment of Council services. For the 2014-15 year a number of new activities and initiatives have been proposed.

#### Cash and investments

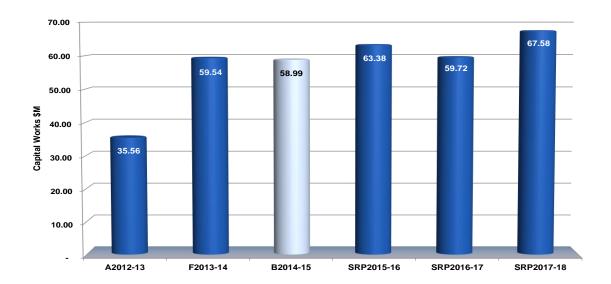


Cash and investments are budgeted to decrease by \$0.59 million during the year to \$50.12 million for the year ending 30 June 2015. Total cash and investments is forecast to be \$50.71 million at 30 June 2014.





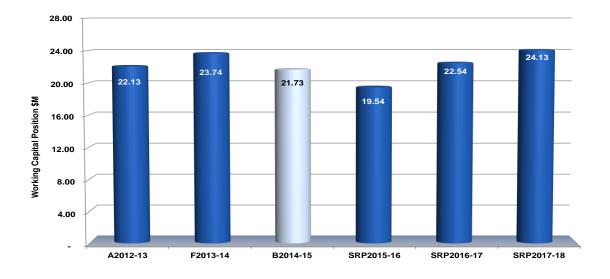
# 5. Capital Works Program (gross expenditure)



Council's commitment to capital works will reach \$58.99 million for the 2014-15 financial year. \$4.88 million relates to forward commitments from the 2013-14 year. Forward commitments are funded from the 2013-14 forecast surplus. Capital funding of \$1.83 million has been derived from external sources due to successful grant applications and community contributions to specific projects.

The Capital Works Program has been developed according to an extensive selection and prioritisation process. Council has committed to renewal expenditure of \$45.54 million and new, upgrade and expansion expenditure of \$13.45 million inclusive of forward commitments. This year's program continues with substantial investment in major building projects including Ashburton Pool and Recreation Centre (APARC), Boroondara Sports Complex and a redeveloped Craig Family Centre.

# 6. Financial position

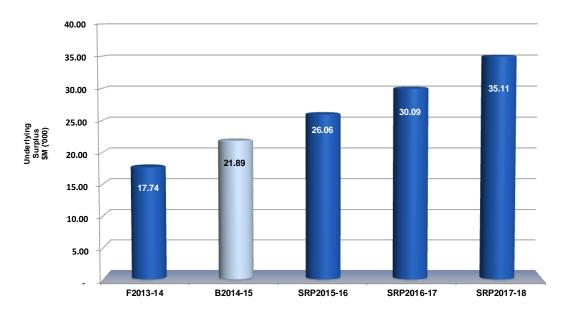


Net current assets (working capital) will decrease by \$2.01 million to \$21.73 million as at 30 June 2015.



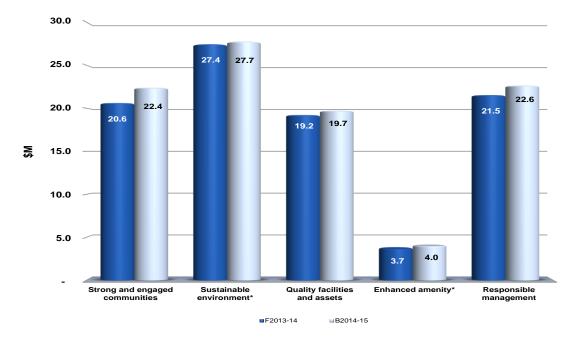


# 7. Financial sustainability



A high level Strategic Resource Plan for the years 2014-15 to 2017-18 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. 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.

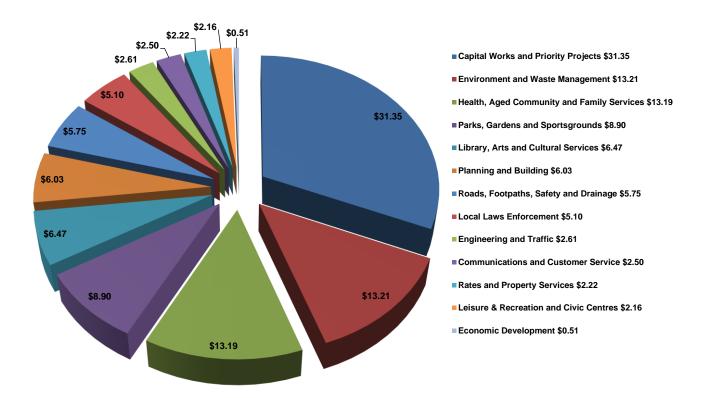
The Annual Budget includes a range of services and commitments to be funded that will contribute to achieving the strategic objectives and key themes in the Council Plan. The above graph shows the net level of funding that is Council's share of expenditure after consideration of any associated income allocated in the budget, to the key result areas as set out in the Annual Plan for the 2014-15 year.





# 9. 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.





# **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 (Finance 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 2014-15 Budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Budgeted 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 2015 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 to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

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 web site. 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.

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 and a copy submitted to the Minister by 31 August each year.

The key dates for the Budget process are summarised below:

Timing
December - March
February - March
28 April
30 April
30 April – 28 May
28 May
12 June
23 June
July

Budget processes 8





City of Boroondara Budget 2014-15

# **Budget overview**

- 1. Linkage to Council Plan
- 2. Services, major initiatives and commitments
- 3. Budget influences





# 1. Linkage to 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 including the Annual Plan, Department Business 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.

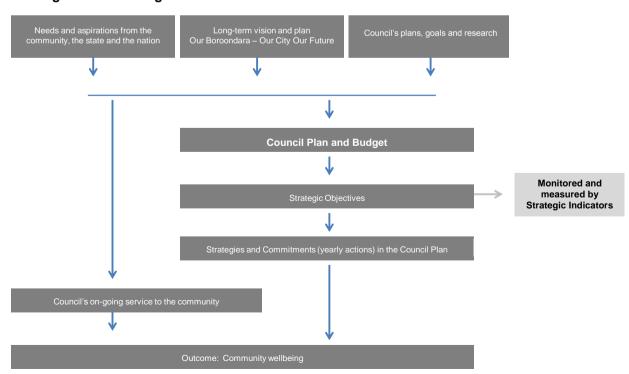
In the Council Plan 2013-17, the Council elected in October 2012 outlines the vision and strategic plan for its term of office. The Council Plan builds upon the achievements of the previous Council term whilst noting the increasing needs to support a changing and diverse population. The Council Plan 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 renewed for currency each year.

Accompanying the Council Plan 2013-17 is the Annual Plan 2014-15. The Annual Plan sets out Council services, major initiatives and commitments that Council will undertake in the 2014-15 year, along with associated performance indicators. These elements are also included in this Budget report (refer **Section 2 - Services, major initiatives and commitments**) and deliver on the Council Plan strategic objectives and strategies.

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

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 2013-17 sets out eight strategic objectives across five broad themes that will be pursued by Council. The Annual Plan 2014-15 documents a number of commitments that will occur over the 2014-15 financial year. The 2014-15 Budget converts these services and commitments into financial terms to ensure that there are sufficient resources to achieve the desired deliverables.

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

Theme		Strategic Objectives
TRAFFIRM	Strong and engaged communities	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.
4	Sustainable environment	Our natural and urban environment is improved in a sustainable way.
棆	Enhanced amenity	The character of our neighbourhoods is protected and improved.
<b>-</b>	Quality facilities and assets	The community's current and future needs for assets and facilities are proactively managed.
()	Responsible management	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.





# 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 2014-15 financial year. In accordance with Section 127 of the *Local Government Act 1989* the major initiatives, services and initiatives are included within the Budget 2014-15. 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 2013-17, as set out in Section 1. It also details performance indicators to monitor achievement of the Council Plan 2013-17 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 Engagement	<ul> <li>leads a customer responsiveness culture across Council</li> <li>enhances and protects the City of Boroondara's reputation</li> <li>develops integrated communication plans for key initiatives linked to the Council Plan</li> <li>delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors</li> <li>undertakes a corporate research program to inform improved service outcomes</li> <li>creates and maintains a broad range of information sources to assist customer responsiveness</li> <li>provides an in-house print and design service</li> <li>provides translation service and support multilingual communications</li> </ul>	\$2,590 (\$0) \$2,590
Library Services	<ul> <li>provides a large range of relevant, contemporary library collections and services: in libraries, online and via home library services</li> <li>provides welcoming community spaces for individual and group study, reflection, activity and discovery</li> <li>promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development</li> <li>provides family, children and adult library programs and activities</li> </ul>	\$7,284 <u>(\$1,325)</u> \$5,959





Service category	Description	Expenditure (Revenue) Net cost \$'000
Community Planning and Development	<ul> <li>works actively within the community on key community development activities</li> <li>facilitates community connectedness, strengthens community</li> </ul>	\$3,220 (\$337) \$2,883
	capacity and responds to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community	
	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	
	promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre	
Family and Youth Services	operates the Boroondara Maternal and Child Health, Kindergarten Central Enrolment Scheme and Kew Occasional Child Care	\$4,783 <u>(\$1,591)</u> \$3,192
	supports the inclusion of children into kindergarten and long day care services through the provision of the Preschool Field Officer and inclusion support programs	
	facilitates long day care, occasional care and kindergarten services through the provision of 43 buildings leased to the community and volunteer committees of management	
	advocates on behalf of young people, children and their families	
	<ul> <li>provides support and information, activities and programs to young people and their families</li> </ul>	
	<ul> <li>facilitates training and support for service providers and voluntary committees of management for early years and youth services</li> </ul>	
	undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community	
	facilitates the development of integrated and coordinated services for children, young people and their families	
	facilitates community support programs through the provision of annual funding in a deed of agreement with Camcare	



Service category	Description	Expenditure (Revenue) Net cost \$'000
Health, Active Ageing and Disability Services	<ul> <li>coordinates public health services including immunisation and environmental health</li> <li>provides home support services via the Active Service Model approach including home, personal and respite care, food services and property maintenance</li> <li>provides volunteer and community transport, and social support (including events and planned activity groups)</li> <li>coordinates emergency management (recovery) across the municipality</li> <li>manages Canterbury Memorial Home Units (23 independent living units)</li> <li>undertakes strategy and development with a focus on positive ageing and disability (including Metroaccess)</li> </ul>	\$13,111 <u>(\$8,599)</u> \$4,512
Arts and Culture	<ul> <li>produces cultural programs and events for the community</li> <li>programs and manages cultural facilities at the Town Hall Gallery, Kew Court House and Hawthorn Town Hall</li> <li>provides funding support for community arts and culture groups</li> </ul>	\$2,427 <u>(\$642)</u> \$1,785
Economic Development	<ul> <li>strengthens the viability of local businesses, including strip shopping centres</li> <li>facilitates the Boroondara Business Network, the Boroondara Farmers Market and the Hawthorn Craft Market</li> <li>supports new and established businesses, through training and mentor services</li> <li>facilitates regular networking opportunities for the local business community</li> </ul>	\$1,983 <u>(\$1,357)</u> \$626





### Major initiatives - Strong and engaged communities

Our	initiatives	Responsible department	Expenditure \$
1.1	Continue to improve Council's online, mobile and digital service offer by implementing priority Digital Plan 2014-17 actions including web chat, snap send solve premium service, improved navigation and information architecture to keep in step with community expectations.	Communications and Engagement	\$100,000
7.1	Continue to enrich the arts and cultural life of the Boroondara community by implementation of the second year actions from the Hawthorn Arts Centre Business Plan.	Library, Arts and Cultural Services	Works performed using existing resources

### **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

We will develop and offer 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	Continue to improve Council's online, mobile and digital service offer by implementing priority Digital Plan 2014-17 actions including web chat, snap send solve premium service, improved navigation and information architecture to keep in step with community expectations.	Communications and Engagement	\$100,000
1.2	Improve customer knowledge of the Boroondara Recycling and Waste Centre through the development of a marketing plan that outlines the range of services provided by the centre.	Infrastructure Services	Works performed using existing resources
1.3	Produce a range of innovative multimedia productions and offer an enhanced in-house marketing service to improve awareness of Council programs, services and facilities	Communications and Engagement	Works performed using existing resources
1.4	Improve Council's capacity to better meet community needs and create opportunities for innovative service delivery by holding a Community Innovation Tournament.	Innovation Leader	\$25,000



### Strategic objective

Community needs are identified and responses planned accordingly.



#### Strategy 2 Community inclusion

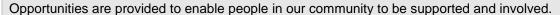
We will monitor and plan for the community's changing needs, aspirations and opportunities to contribute to community life.

#### Community outcome

A cohesive, healthy and connected community.

Our	commitments	Responsible department	Expenditure \$
2.1	Assist Council services to meet the needs of the culturally and linguistically diverse community by developing a Cultural Diversity plan for Council consideration.	Community Planning and Development	Works performed using existing resources
2.2	Facilitate opportunities for new families to connect with each other through a quarterly program of open mornings at the Maternal and Child Health Centres throughout Boroondara.	Family, Youth and Recreation Services	Works performed using existing resources
2.3	Promote older person pedestrian safety by development and implementation of a citywide safer driver and pedestrian awareness project.	Community Planning and Development	\$10,000

#### Strategic objective





#### Strategy 3 Local business

We will 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	Foster the vitality of the City's shopping centres and support a festive community spirit by implementing the second year of the Christmas in Boroondara Program.	Economic Development	\$100,000
3.2	Improve the vitality of our local strip shopping centres by delivering streetscape improvements works at Burwood Village and Mount Street Shopping Centre.	Environment and Sustainable Living	\$495,000
3.3	Maximise retail spend in our local shopping centres by promoting and educating local businesses of the existing untapped tourism and visitor market opportunities.	Economic Development	\$30,000



#### Strategy 4 Families and young people



We will 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	Support children, young people and their families through the development of the Children and Young Peoples Strategy 2015-20, assisted by a Young People's Advisory Committee, to facilitate a coordinated service system.	Family, Youth and Recreation Services	\$60,000

#### Strategy 5 Health and ageing

We will plan, facilitate and implement (where appropriate) programs to enhance the health, wellbeing and independence of Boroondara's community members, particularly older people and those 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	Advocate for the needs of people with a disability in Boroondara by implementing the year 1 actions in the Metro Access Community Building Plan 2014-19.	Health, Active Ageing and Disability Services	Works performed using existing resources
5.2	Contribute to the quality of the life of Boroondara's ageing community by implementing the year 1 actions of the Positive Ageing Strategy 2014-19.	Health, Active Ageing and Disability Services	Works performed using existing resources

#### Strategy 6 Library services



We will continually evaluate our service and respond effectively to diverse and changing needs for knowledge and information.

#### Community outcome

Innovative library services for everyone.

Our comm	nitments	Responsible department	Expenditure \$
throi deve	tinue to provide quality library services ughout the municipality through the elopment of a project brief to inform the gn of the Balwyn Library.	Library, Arts and Cultural Services	Works performed using existing resources



Our commitments		Responsible department	Expenditure \$
	Ensure library services respond to the changing needs of the community by submitting for Council consideration the Library Services Strategic Plan 2015-19.	Library, Arts and Cultural Services	\$20,000

# Strategy 7 Arts and culture



We will 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	Continue to enrich the arts and cultural life of the Boroondara community by implementation of the second year actions from the Hawthorn Arts Centre Business Plan.	Library, Arts and Cultural Services	Works performed using existing resources
7.2	Foster community appreciation of art by developing and maintaining a diverse and relevant art collection at the Hawthorn Arts Centre.	Library, Arts and Cultural Services	\$67,500

#### **Service Performance Indicators**



Service	Indicator	Performance measure	Computation
Economic Development	Economic activity	Change in number of businesses (percentage change in the number of businesses with an ABN in the municipality).	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] X100
Food safety	Health and safety	Critical and major non- compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	[Number of critical non-compliance notifications and major noncompliance notifications about a food premises followed up / Number of critical non-compliance notifications and major noncompliance notifications about food premises]X100.



Service	Indicator	Performance measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] 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> <li>helps the Boroondara community to live more sustainably in response to emerging environmental challenges (eg climate change, water shortage, biodiversity conservation)</li> <li>promotes sustainability within built and natural environments in Boroondara</li> <li>develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development</li> <li>builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes</li> </ul>	\$957 <u>(0)</u> \$957
Waste and Recycling	<ul> <li>manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service</li> <li>operates the Boroondara Recycling and Waste Centre</li> </ul>	\$18,423 (\$1,699) \$16,724
Horticultural & Arbor Services and Formal Gardens	<ul> <li>provides a significant and highly valued urban forest of street and park trees</li> <li>manages and maintains Boroondara's parks, gardens and biodiversity sites</li> <li>provides streetscape and landscape features including garden beds, traffic management devices and shopping precincts</li> </ul>	\$9,625 (\$36) \$9,589
Tree Protection	administers Council's Tree Protection Local Law 1F and assesses applications for tree removal	\$226 (\$33) \$193



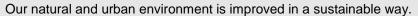




Our i	initiatives	Responsible department	Expenditure \$
8.2	Contribute to future waterway health and more resilient green spaces by assessing the feasibility and relative priority of opportunities for water sensitive urban design (WSUD) infrastructure across the municipality.	Environment and Sustainable Living	\$90,000
9.5	Improve biodiversity outcomes through implementing year one of the revegetation of future biodiversity zones outlined in the Biodiversity Asset Management Plan.	Parks and Gardens	\$28,292

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

# Strategic objective





#### Strategy 8 Living sustainably

We will promote sustainability through sound environmental practice.

#### **Community outcome**

A sustainable future for our community.

Our commitments		Responsible department	Expenditure \$
8.1	Provide effective and efficient recycling and waste services that minimise waste to landfill by investigating opportunities for the recovery of flexible plastics from the waste stream.	Infrastructure Services	Works performed using existing resources
8.2	Contribute to future waterway health and more resilient green spaces by assessing the feasibility and relative priority of opportunities for water sensitive urban design (WSUD) infrastructure across the municipality.	Environment and Sustainable Living	\$90,000
8.3	Improve the environmental and energy performance of buildings by investigating the introduction of ESD planning controls in the Boroondara Planning Scheme.	Strategic Planning	Works performed using existing resources





#### Strategy 9 Parks, gardens and natural environment



We will apply sustainable practices in managing our parks, gardens and sportsgrounds.

#### **Community outcome**

High quality natural environments, parks and gardens for our current and future communities.

Our	commitments	Responsible department	Expenditure \$
9.1	Better understanding and protection of local biodiversity by leading the development of a biodiversity monitoring framework for municipalities in the Eastern Alliance for Greenhouse Action (EAGA), with funding support through the Victorian Adaptation and Sustainability Partnership (Victorian Government).	Environment and Sustainable Living	\$68,000
9.2	Ensure Maranoa Gardens is preserved and developed as a significant collection of Australian native plants and a botanical garden, by the development of a new management plan.	Parks and Gardens	\$33,000
9.3	Improve passive recreation opportunities for users of Council's sports fields and other facilities by placing clear notification on-site of the use of the facilities by clubs so that the facility users better understand when they are available for unstructured and informal use.	Parks and Gardens	Works performed using existing resources
9.4	Improve biodiversity outcomes through implementing year one of the revegetation of future biodiversity zones outlined in the Biodiversity Asset Management Plan.	Parks and Gardens	\$28,292
9.5	Encourage greater community involvement and input into park utilisation by implementing the Open Space Forum Model seeking comment and feedback to guide management and decision making.	Parks and Gardens	Works performed using existing resources

#### **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

The character of our neighbourhoods is protected and improved.

# **Services (Operating Budget)**

Service category	Description	Expenditure (Revenue) Net cost \$'000
Traffic and Transport	<ul> <li>develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas</li> <li>implements parking and traffic management strategies</li> <li>assesses traffic and parking implications of planning permit and rezoning applications</li> <li>assesses lane and parking bay occupation applications, street party applications and road closure applications</li> <li>investigates black spot accident locations and development of treatment solutions to address any safety issues</li> <li>coordinates and implements sustainable transport initiatives including Car Share, TravelSmart programs and green travel plans, and improvements to the City's bicycle and pedestrian network</li> </ul>	\$1,660 <u>(\$350)</u> \$1,310
Landscape Architecture	provides landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community	\$525 (\$0) \$525
Strategic Planning	<ul> <li>advocates for and prepares land use policy and standards within the context of Victorian state policy</li> <li>promotes sustainable design and development and heritage conservation</li> <li>manages the Municipal Strategic Statement</li> <li>develops policies and plans to guide land use and development</li> </ul>	\$1,807 <u>(\$0)</u> \$1,807
Building Services	<ul> <li>assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures</li> <li>encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes</li> <li>provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers</li> <li>conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment</li> <li>administers and enforces the Building Act and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety</li> </ul>	\$1,720 <u>(\$1,031)</u> \$689



Service category	Description	Expenditure (Revenue) Net cost \$'000
Statutory Planning	<ul> <li>processes and assesses planning applications in accordance with the Planning and Environment Act 1987, the Boroondara Planning Scheme and Council policies</li> </ul>	\$5,223 (\$1,022) \$4,201
	<ul> <li>provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals</li> </ul>	
	<ul> <li>investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary</li> </ul>	
	<ul> <li>defends Council planning decisions at the Victorian Civil and Administrative Tribunal</li> </ul>	
	<ul> <li>assesses applications to subdivide land or buildings under the Subdivision Act 1988</li> </ul>	
Local Laws	<ul> <li>delivers proactive patrol programs to maintain and promote safety and harmony within the community</li> </ul>	\$7,709 <u>(\$12,819)</u>
	<ul> <li>delivers administrative and field services in parking, amenity and animal management</li> </ul>	(\$5,110)
	<ul> <li>processes and issues permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land</li> </ul>	
	<ul> <li>delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention</li> </ul>	
	<ul> <li>develops, implements and reviews appropriate local laws to achieve a safe and liveable environment</li> </ul>	
	<ul> <li>delivery of the School Crossing Supervision Program through the provision of supervision at school crossings and the overall management and administration of the program</li> </ul>	





# Major initiatives - Enhanced amenity

Our initiatives		Responsible department	Expenditure \$
10.3	Maintain and enhance valued neighbourhood character by undertaking consultation and further consideration of the residential controls proposed under Planning Scheme Amendment C190.	Strategic Planning	Works performed using existing resources
10.4	Protect and enhance our community's liveability and environment by commencing the planning scheme amendment which reviews the Boroondara Planning Scheme, including the Municipal Strategic Statement.	Strategic Planning	Works performed using existing resources

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

#### Strategic objective



The character of our neighbourhoods is protected and improved.

#### Strategy 10 Land use, planning and building

We will 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	Assist the community to access information regarding statutory planning requirements and improved customer service by providing a self-service kiosk.	Statutory Planning	Works performed using existing resources
10.2	Facilitate improved service, access to information and efficiency by undertaking actions arising from a continuous improvement review including system improvements to streamline building services processes and maximise resource utilisation.	Building Services	\$209,800
10.3	Maintain and enhance valued neighbourhood character by undertaking consultation and further consideration of the residential controls proposed under Planning Scheme Amendment C190.	Strategic Planning	Works performed using existing resources
10.4	Protect and enhance our community's liveability and environment by commencing the planning scheme amendment which reviews the Boroondara Planning Scheme, including the Municipal Strategic Statement.	Strategic Planning	Works performed using existing resources



Our	commitments	Responsible department	Expenditure \$
10.5	Identify and implement measures to improve the community's awareness of Council's online statutory planning information to assist in the understanding of the Statutory Planning process.	Statutory Planning	Works performed using existing resources

#### Strategy 11 Parking, traffic and transport



We will 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 \$
	Enhance pedestrian safety at the Balwyn Strip Shopping Centre by delivering pedestrian improvements including footpath links and raised cross walks.	Traffic and Transport	\$100,000

### Strategy 12 Safety and amenity



We will implement appropriate policies, strategies and practices that will improve neighbourhood amenity and safety.

#### **Community outcome**

High standards of community safety, health and amenity.

Our o	commitments	Responsible department	Expenditure \$
12.1	Improve the safety for cyclists and pedestrian users of the shared pathway by undertaking a road safety audit of Main Yarra Trail.	Traffic and Transport	Works performed using existing resources
12.2	Maintain and enhance the valued amenity and safety of commercial areas by reviewing the Commercial Street Furniture Guidelines in consultation with relevant stakeholders.	Local Laws	Works performed using existing resources
12.3	Improve community access to the Balwyn and Camberwell activity areas through commencing implementation of the Balwyn and Camberwell Access Plans.	Traffic and Transport	Works performed using existing resources
12.4	Improve the overall amenity of public spaces, through development of a Graffiti Strategy and implementation plan for Boroondara with emphasis on assets managed by other public authorities.	Infrastructure Services	\$35,000
12.5	Seek to improve community safety by advocating for the introduction 40 km/h speed limits in identified shopping strips.	Traffic and Transport	Works performed using existing resources





# **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> <li>provides proactive inspections on Council assets to ensure service standards are maintained</li> <li>provides a corporate Asset Management system to support the ongoing management and renewal of the community's assets</li> <li>develops and updates the five-year renewal program for assets</li> <li>develops the financial forecast for assets for Council's long-term financial strategy</li> <li>promotes occupational health and safety on Council worksites</li> <li>manages permits relating to the asset protection local law and stormwater drainage</li> <li>implements the Street Lighting Policy</li> <li>implements strategies and engineering solutions for drainage issues, planning and subdivision permit referrals and development approvals</li> </ul>	\$3,692 <u>(\$592)</u> \$3,100
Projects and Strategy	<ul> <li>develops, manages, reports and delivers the approved Environment and Infrastructure Capital Works and Building Renewal Programs ensuring best value for money</li> <li>provides project management and technical advice on Council's projects and infrastructure assets</li> <li>manages the capital works programs and reporting to successfully deliver projects on time and within budget</li> <li>investigates and develops strategic solutions for major stormwater issues, Council buildings and infrastructure assets</li> <li>encourages and develops innovative design into quality outcomes</li> </ul>	\$4,418 <u>(\$42)</u> \$4,376
Asset Maintenance	maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs	\$10,194 <u>(\$391)</u> \$9,803
Leisure and Sport	<ul> <li>operates the Kew Traffic School</li> <li>facilitates recreation and sport activities through the provision of 75 leased facilities to sporting clubs and committees of management</li> <li>facilitates training and support for service providers and voluntary committees of management for sporting activities</li> <li>manages the contracts for Boroondara Leisure and Aquatic Centres, the Boroondara Tennis Centre and Junction Skate and BMX Park</li> </ul>	\$1,445 ( <u>\$2,095)</u> (\$650)



Service category	Description	Expenditure (Revenue) Net cost \$'000
Sportsground and Park Assets	<ul> <li>works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds</li> </ul>	\$3,861 <u>(\$1,466)</u>
	<ul> <li>manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs</li> </ul>	\$2,395
	manages and maintains the Freeway Golf Course	





# Major initiatives - Quality facilities and assets

Our initiatives		Responsible department	Expenditure \$
13.4	Support an increase of early years programs by commencing the construction of the Craig Family Centre Early Years facility.	Family, Youth and Recreation Services	\$3,250,000
13.5	Commence development of an exciting new public space for the community adjacent to the Hawthorn Arts Centre at 350 Burwood Road, Hawthorn.	Environment and Sustainable Living	\$340,000
14.1	Enhance access to leisure and recreation facilities by completion of the Ashburton Pool and Recreation Centre Renewal Project.	Projects and Strategy	\$11,455,826
14.2	Provide improved health and gymnasium facilities for local residents by commencing construction on expanded facilities at the Boroondara Sports Complex.	Projects and Strategy	\$330,000

# **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

We will 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	Ensure effective maintenance and renewal of Council's road infrastructure assets through updating the Road Asset Management Plan.	Asset Management	Works performed using existing resources
13.2	Improve the management and maintenance of footpaths through the development of a new contract structure that reflects the outcomes of the footpath continuous improvement review.	Infrastructure Services	Works performed using existing resources
13.3	Provide a safe and functional footpath network by undertaking annual risk inspections and programming defects for remedial action.	Asset Management	Works performed using existing resources
13.4	Support an increase of early years programs by commencing the construction of the Craig Family Centre Early Years facility.	Family, Youth and Recreation Services	\$3,250,000





Our commitments	Responsible department	Expenditure \$
13.5 Commence development of an exciting new public space for the community adjacent to the Hawthorn Arts Centre at 350 Burwood Road, Hawthorn.	Environment and Sustainable Living	\$340,000

# Strategy 14 Leisure and sporting facilities



We will manage, develop and improve the City's leisure and sporting assets for long-term sustainability, amenity and public safety.

### **Community outcome**

High quality sports facilities for everybody to enjoy.

Our	commitments	Responsible department	Expenditure \$
14.1	Enhance access to leisure and recreation facilities by completion of the Ashburton Pool and Recreation Centre Renewal Project.	Projects and Strategy	\$11,455,826
14.2	Provide improved health and gymnasium facilities for local residents by commencing construction on expanded facilities at the Boroondara Sports Complex.	Projects and Strategy	\$330,000
14.3	Maximise the use and accessibility of Markham Reserve for the local community through the installation of improved drainage.	Projects and Strategy	\$220,000

#### **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 Management team and associated support.	\$2,339 (\$0) \$2,339
Governance	<ul> <li>provides counsel to Council, Councillors, the Chief Executive Officer and the Executive Management Group</li> <li>develops and implements strategies and policies</li> <li>manages Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions</li> <li>maintains statutory registers, authorisations and delegations</li> <li>administers the conduct of Council elections</li> <li>provides administrative and secretarial support to the elected Councillors and Council committees</li> <li>provides stewarding and catering services to the Camberwell function rooms</li> <li>coordinates civic events and citizenship ceremonies</li> </ul>	\$1,864 (\$18) \$1,846
Innovation	<ul> <li>encourages thinking differently about the problems and opportunities the community faces to create new ways of working together</li> <li>focuses on promoting innovation in our work through activities such as an online ideas portal called iThink, innovation challenges and other fun events</li> </ul>	\$261 <u>(\$0)</u> \$261



Service category	Description	Expenditure (Revenue) Net cost \$'000
Business Development	<ul> <li>develops and delivers the annual planning cycle for the Council Plan and Budget</li> <li>coordinates departmental business planning for the organisation and manages the planning system</li> <li>produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems</li> <li>manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Performance Report, Council's award-winning Annual Report and the Best Value Report</li> <li>coordinates financial analysis and business cases for projects and provides advice on the pricing of services as well as National Competition Policy compliance</li> <li>provides external grant application support for significant project funding opportunities</li> <li>provides internal audit services to Council</li> <li>conducts process improvement reviews and implementation across all Council departments</li> </ul>	\$1,394 (\$0) \$1,394
People, Culture and Development	<ul> <li>delivers the functions of occupational health and safety, risk management, human resources and organisation development and learning</li> <li>provides specialist advice, service and policy development related to human resources and organisation development</li> <li>coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation</li> <li>manages enterprise business risk including occupational health and safety, WorkCover, risk management and insurance including Council's Disaster Recovery and Business Continuity Plans</li> <li>facilitates and coordinates staff members' professional, leadership and cultural development programs and the Health and Wellbeing Program</li> <li>coordinates Council's employee performance management system</li> </ul>	\$4,119 <u>(\$35)</u> \$4,084
Corporate Solicitor	<ul> <li>monitors and reports on legislative changes and impacts for Council operations</li> <li>provides advice on legal and regulatory matters and ad hoc legal advice within the organisation</li> <li>delivers training programs to develop Council officers' knowledge of relevant legal issues</li> </ul>	\$246 (\$0) \$246
Customer service	delivers customer phone, online, reception and cashiering customer and engagement services	\$1,658 (\$0) \$1,658



Service category	Description	Expenditure (Revenue) Net cost \$'000
Financial Services	<ul> <li>coordinates Audit Committee and external audit</li> <li>manages procurement and conduct of all public tenders</li> <li>manages financial accounting, accounts payable and receivable and payroll services</li> <li>manages rates and property services, including Council databases and communication of the rate payment options available to residents</li> <li>administers the purchasing system and purchasing card systems including training</li> <li>coordinates fleet management</li> <li>coordinates the Building and Property Working Group and handles leasing and administration of Council's property holdings including the Camberwell Fresh Food Market</li> </ul>	\$5,705 ( <u>\$2,895)</u> \$2,810
Information Technology	<ul> <li>coordinates improvement to service delivery to the community and within Council through the use of technology</li> <li>ensures effectiveness and reliability of computing and communication systems</li> <li>manages Council's corporate information and archival services</li> </ul>	\$7,411 <u>(\$0)</u> \$7,411





### Major initiatives - Responsible Management

Our i	nitiatives	Responsible department	Expenditure \$
17.1	Develop a customer experience improvement strategy to ensure delivery of value and service to ratepayers.	Innovation Leader	\$323,000
17.2	Enhance responsiveness to our residents through upgrading Council's Document Management System and introduction of a Customer Relationship Management System (CRM).	Information Technology	\$618,000

# **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

We will ensure Council is open, transparent, inclusive and accountable to the community by having sound processes 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	Improve the accountability of Council's administration for decisions taken by reviewing and then implementing the revised Council Decision and Review Process.	Governance	Works performed using existing resources
15.2	Increase the accessibility of council decision-making by developing a video multimedia presentation to assist the community to understand the processes, procedures and protocols of the Council Chamber.	Governance	Works performed using existing resources





### Strategy 16 Business Support



We will continuously 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	Ensure compliance with the new Local Government Victoria Performance Reporting Framework through providing guidance and assistance to areas of Council that are required to submit performance data.	Business Development	Works performed using existing resources
16.2	Provide an accurate and transparent record of Council's performance to the community through preparing the Annual Report 2013-14 and making this document available to the community and submitting to the Minister of Local Government by 30 September 2014.	Business Development	Works performed using existing resources
16.3	Support customer responsiveness, deliver improvements and identify efficiencies through a team based approach to innovation via implementation of year 2 of the Innovation Program.	Innovation Leader	Works performed using existing resources

### Strategy 17 Customer responsiveness



We will support 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 o	commitments	Responsible department	Expenditure \$
17.1	Develop a customer experience improvement strategy to ensure delivery of value and service to ratepayers.	Innovation Leader	\$323,000
17.2	Enhance responsiveness to our residents through upgrading Council's Document Management System and introduction of a Customer Relationship Management System (CRM).	Information Technology	\$618,000
17.3	Improve customer service through enabling online payment options for a wider range of Council services.	Information Technology	\$80,000





#### Strategy 18 People support and development



We will continuously improve capability for service delivery and ensure that the City of Boroondara is seen as an employer of choice.

#### Community outcome

Best practice approach to service delivery and people development and management.

Our c	ommitments	Responsible department	Expenditure \$
18.1	Ensure a safe work place through the delivery of occupational health and safety risk reduction workshops.	People, Culture and Development	Works performed using existing resources
18.2	Commence implementation of a human resource management system including modules for efficiency of the recruitment process (electronic recruitment) and performance management to enhance our staff member's ability to deliver responsive and informed service to the community.	People, Culture and Development	\$50,000

# Strategic objective



Sound financial and risk management practices are carried out.

#### Strategy 19 Financial management

We will provide customer-focused 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	Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2015-16 and Strategic Resource Plan in line with statutory requirements and for consideration by Council by 30 June 2015.	Business Development	Works performed using existing resources
19.2	Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2014 and receive full audit clearance by the legislated time frame of 30 September each year.	Financial Services	Works performed using existing resources
19.3	Undertake the Municipal Revaluation as at 1 January 2014 within budget and legislated time frame.	Financial Services	\$252,000





#### Strategy 20 Risk management



We will provide risk management processes in accordance with the relevant Australian Standards and legislative requirements.

#### Community outcome

Sound risk management processes and systems are maintained.

Our	commitments	Responsible department	Expenditure \$
20.1	Effectively evaluate and monitor risks by continuing to enhance the strategic risk reporting framework and monitoring the effectiveness of the controls.	People, Culture and Development	Works performed using existing resources
20.2	Ensure critical services are able to be delivered to the community with minimal disruption in the event of a crisis by development of Business Continuity Plans for all critical tier level departments.	People, Culture and Development	Works performed using existing resources

#### **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 Reporting on Major Initiatives and Performance Indicators

The Service Performance Indicators detailed in the preceding pages are a mandatory reporting requirement in accordance with the *Local Government Act 1989* and supporting regulations. Additionally, the Financial Indicators and Sustainable Capacity Indicators are also required to be reported upon annually. The collective of these performance indicators are included in **Appendix F-Performance Indicators**.

At the end of each financial year, Council prepares its Performance Statement in accordance with Sections 131(4) of the *Local Government Act 1989*. The Performance Statement details the results in accordance with these performance indicators, reported in the Annual Report 2014-15. The prescribed indicators are subjected to external audit by the Victorian Auditor-General, who issues an audit opinion on the Performance Statement.

The Annual Report 2014-15 will also include a comprehensive progress report on the major initiatives and commitments. This information will be incorporated into the report of operations.





# 2.2 Reconciliation with budgeted operating result

	Net cost
	\$'000
Enhanced Amenity	4,017
Quality Facilities and Assets	19,704
Responsible Management	22,625
Strong and Engaged Communities	22,379
Sustainable Environment	27,746
Total net cost of services and initiatives (incl priority projects)	96,471
Non attributable expenditure	
Depreciation	29,768
Other expenditure	1,700
Finance costs	3,421
Carrying amount of assets sold/written off	3,313
Total non-attributable expenditure	38,202
Operating deficit before funding sources	134,673
Funding sources	
General rates and waste charges <sup>1</sup>	150,100
Victoria Grants Commission (VGC)	4,415
Developer open space contributions	1,335
Interest	1,850
Capital works income (non-recurrent)	1,831
Total funding sources	159,531
Net surplus	24,858

<sup>&</sup>lt;sup>1</sup> General rates and waste charges excludes special rates of \$1.218M included in services and initiatives.





# 3. Budget influences

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

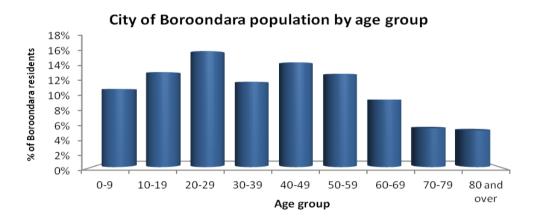
# 3.1 Boroondara - A snapshot

#### The Boroondara community

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.

#### **Population**

Boroondara has an estimated residential population of 166,818 people (as at 30 June 2011) and is one of the most populous local governments in Victoria. Compared to the Melbourne average, we have a similar proportion of young people, but a larger proportion of people aged over 60 years. Within Boroondara, 24% of the population are aged between 0 and 19 years, and 20% are aged 60 years and over. We have the second largest population of people aged 85 years and over, with 3.7% of the population needing assistance with daily living tasks.



#### The City of Boroondara population age groups

Tertiary students moving in to attend the Swinburne University of Technology and families with school-aged children buying their second or third homes account largely for population increases. Young adults leaving home or completing tertiary courses, retiring older residents and housing affordability account for population loss.

#### Where do we come from?

While nearly seven out of ten Boroondara residents were born in Australia, we are becoming more culturally and linguistically diverse. Residents were born in more than 150 countries and speak more than 120 languages. In the last Census, over a quarter of the population was born overseas, with the majority coming from a non-English speaking background. Between 2006 and 2011 there was a large increase in the number of residents born in China and India. In 2012, the majority of migrant settlers to Boroondara arrived via the skilled migration stream and were mainly 18 to 44 year olds from China and India.

#### **Education hub**

Boroondara is an education hub 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. We also have nine 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 residents work within the City of Boroondara and just under a quarter work in the City of Melbourne. Income levels for individuals and households are higher than the metropolitan Melbourne average, and 45% of Boroondara households have 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. In total there are 50 shopping centres.

#### How do we live?

At the 2011 Census, there were 65,021 dwellings in Boroondara, 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 has become a major issue with lower income earners facing rising rents. Likewise, average first-home buyers experience difficulties in affording a home in the City's housing market, one of the most expensive in Victoria. Approximately 1.3% of Boroondara's housing is social housing (provided for non-profit purposes), which includes community-based and public housing.

#### **Transport**

Even though we have train, tram and bus transport routes, there are still areas within the City that do not have easy access to public transport and are reliant on private vehicles. Our sustainable transport pathways continue to expand, with over 56km of on-road cycling paths located on both arterial and local roads. The City also has 32km of shared paths across major trails, including the Gardiners Creek, Anniversary, 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 and it has approximately 600 hectares of open space. The majority of residents have access to 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 see <a href="http://www.boroondara.vic.gov.au/our-city/research-statistics/social-profile">http://profile.id.com.au/Default.aspx?id=108</a>>

#### 3.2 External influences

In preparing the 2014-15 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:

- Council has applied an inflation rate of 2.30% for 2014-15 which has been derived from Access Economics Business Outlook December 2013 which is aligned with the commencement of budget preparation. This rate is applied to open space contributions, 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 December 2013.
- Employee costs are largely driven by Council's Local Area Work Agreements (LAWA). An average annual increase of 3.6% has been applied to the 2014-15 Budget. Increases for the years 2015-16 to 2016-18 reflects Council's industrial relations commitments. In 2014-15 the compulsory Superannuation Guarantee Scheme (SGC) will rise from 9.25% to 9.50% representing an additional \$0.15 million.

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.





Future years thereafter are based on Average Weekly Ordinary Time Earnings (AWOTE) published in the Access Economics Business Outlook December 2013 release plus an element of 0.25% for minor new Equivalent Full Time (EFT) growth.

- Council's Long Term Financial Strategy applies Average Weekly Ordinary Time Earnings
  (AWOTE) derived from Access Economics Business Outlook December 2013 to roads, footpaths
  and facilities maintenance. This is largely due to a 'basket' of council services being affected by
  the growth in construction, material and wage costs, rather than changes in common household
  goods and services as measured by CPI. The majority of council expenditure is staff and
  contractors to deliver human-based services and staff and materials to construct, maintain and
  upgrade community assets.
- In 2009-10 the State Government raised the landfill levy with significant impacts on Council's waste management costs. In 2014-15 a further increase of \$4.80 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill, has resulted in additional waste tipping costs of \$0.21 million. The levy has increased from \$9 per tonne in 2008-09 to \$58.50 per tonne in 2014-15 (over 550% increase in 6 years). The objective of the levy is to achieve higher rates of recycling and keep valuable materials out of landfill. Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.
- The carbon price introduced by the Federal Government in Australia on 1 July 2012 is currently being repealed by the Abbott Government which has introduced the *Clean Energy Legislation* (*Carbon Tax Repeal*) Bill 2013 and related Bills to the House of Representatives on 13 November 2013, with the intention to abolish the carbon price from 1 July 2014. Council will continue to monitor the proposed changes and/or outcomes to the carbon price.
- 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.

#### 3.3 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 2014-15 Budget. These matters have arisen from events occurring in the 2013-14 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2014-15 year. These matters and their financial impacts include:

- Council has revised the free green waste disposal service previously available at the Riverdale Depot on Sunday. This service was heavily used by a relatively small proportion of the municipality and infrequently used by most residents. From July 2014 the standard weekday fees for the disposal of green waste at the depot will also apply on Sundays. The savings in costs have been passed on to residents through a reduction in annual waste service charge to each property. As a result the average waste service charge fee per property has been reduced by more than \$5 per property compared with what the fees would otherwise be in 2014-15.
- The deferment of the need to drawdown on a fixed rate, fixed term loan until June 2014 has allowed Council to drawdown less than the budgeted \$14.33 million in fixed term borrowings. The March 2014 budget forecast combined with controlled expenditure identified favourable financial capacity to reduce the borrowing requirement. As a result, Council proposes to repay \$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 which will reduce the overall cost to the community of the shortfall. No new borrowings are planned for 2014-15.
- 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 2014-15:
  - \$4.88 million in 2013-14 Capital Works forward commitments; and
  - \$0.47 million in 2013-14 Priority Projects forward commitments.

In addition a review of future year budget parameters was undertaken to minimise planned expenditure growth.





# 3.4 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 2014-15 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 Management Group 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 2013 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.

# 3.5 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 (Finance and Reporting) Regulations* 2014 ("the Regulations").

The 2014-15 Budget which is included in this report, is for the year 1 July 2014 to 30 June 2015 and is prepared in accordance with the Act and Regulations. The Budget presents information in regard to the Budgeted 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 2015 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 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 8**) Rating Information (**Section 9**), Borrowing Strategy (**Section 10**), Asset Management Strategy (**Section 11**) and Service Delivery Strategy (**Section 12**).





City of Boroondara Budget 2014-15

# **Budget analysis**

- Analysis of operating budget 4.
- Analysis of budgeted cash position 5.
- Analysis of budgeted financial position Analysis of capital works budget 6.
- 7.





# 4. Analysis of operating budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2014-15 year.

# 4.1 Budgeted comprehensive income statement

		Forecast		
		Actual	Budget	
	Ref	2013-14	2014-15	Variance
		\$'000_	\$'000	\$'000
Total income	4.2	193,611	197,906	4,295
Total expenses	4.3	(168,228)	(173,048)	(4,820)
Surplus for the year		25,383	24,858	(525)
		<i>(</i> )	>	
Grants - capital non-recurrent	4.2.5	(3,989)	(1,405)	2,584
Contributions - cash (other sources)	4.2.6	(2,569)	(1,565)	1,004
Contributions - non-monetary assets	4.2.7	(1,090)	-	1,090
Adjusted underlying surplus	4.1.1	17,735	21,888	4,153

# 4.1.1 Adjusted underlying surplus (\$4.15 million increase)

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 2014-15 year is a surplus of \$21.89 million which is an increase of \$4.15 million from the 2013-14 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.

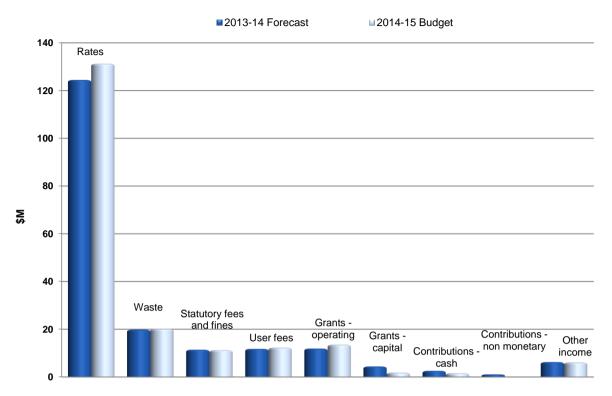
#### 4.2 Income

		Forecast		
		Actual	Budget	
Income types	Ref	2013-14	2014-15	Variance
		\$'000	\$'000	\$'000
Rates and charges	4.2.1	144,252	151,380	7,128
Statutory fees and fines	4.2.2	11,408	11,198	(210)
User fees	4.2.3	11,760	12,284	524
Grants - operating	4.2.4	11,889	13,546	1,657
Grants - capital	4.2.5	4,402	1,831	(2,571)
Contributions - cash	4.2.6	2,569	1,565	(1,004)
Contributions - non monetary	4.2.7	1,090	-	(1,090)
Other income	4.2.8	6,241	6,102	(139)
Total income		193,611	197,906	4,295

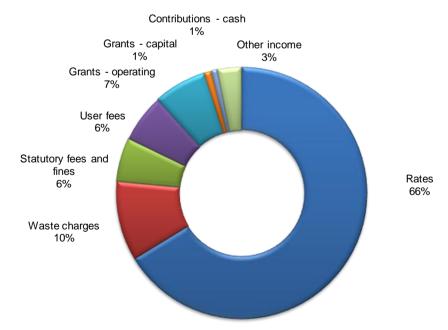
Source: Appendix A-Budgeted Statements







Operating income



**Budgeted income 2014-15** 





### 4.2.1 Rates and charges (\$7.13 million increase)

Rates income is comprised of general rates of \$129.98 million (including supplementary rates of \$0.80 million), special rate schemes of \$1.28 million, cultural and recreation land rates of \$0.05 million, and waste charges of \$20.12 million. Total general rates income represents an increase of \$7.22 million which is based on a 4.60% increase in the average property general rate in 2014-15.

Waste charges are calculated to recover the costs associated with provision of waste related services. Council has revised the free green waste disposal service previously available at the Riversdale Depot on Sunday. From 1 July 2014 the standard weekday fees for disposal of green waste at the depot will also apply on Sundays. The savings in costs have been passed on to residents through a reduction in the annual waste charge to each property.

**Section 9 - Rating Information** includes a more detailed analysis of the rates to be levied for the 2014-15 financial year.

#### 4.2.2 Statutory fees and fines (\$0.21 million decrease)

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. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to decrease by \$0.21 million compared to 2013-14 and primarily relates to a decrease in planning lodgement fee income of \$0.33 million from anticipated changes to planning controls.

#### 4.2.3 User fees (\$0.52 million increase)

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 increase by 4.5% or \$0.52 million compared to the 2013-14 forecast.

The main areas contributing to this increase are:

- Library, Arts and Cultural services fee income \$0.12 million increase including Hawthorn Arts
  Centre income relating to the Town Hall Gallery and cultural community programs which is
  expected to increase by \$0.07 million. This is offset by the provision of funding for the delivery of
  community programs which has been included under materials and services;
- Leisure and aquatic facilities guaranteed fixed return for all five Boroondara leisure and aquatic centres is forecast to increase by 19% or \$0.21 million compared to the 2013-14 forecast.

Partially offset by lower fees and charges:

• Family Day Care fee income - \$0.08 million decrease. Council management of this program will discontinue in 2014-15.

A detailed schedule of fees and charges is listed in Appendix C - Fees and Charges.

#### 4.2.4 Grants - operating (\$1.66 million increase)

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 in the Budgeted Statements in **Appendix A** according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent). Overall the level of grant funding is budgeted to increase by 13.9% or \$1.66 million compared to the 2013-14 forecast primarily due to:

- Victoria Grants Commission 50% \$2.17 million of the 2013-14 allocation was received in the 2012-13 financial year. The 2014-15 budget forecast includes a full year allocation of \$4.42 million.
- Family Day Care decrease grant and subsidy income of \$0.21 million. Council management of this program will discontinue in 2014-15 and has partial offsetting expenditure noted under materials and services.
- Health, ageing and disability income is expected to increase by 2.8% or \$0.17 million.



Grants operating (recurrent) after adjusting for the Victoria Grants Commission noted above and the discontinuance of Family Day Care funding, is expected to increase by 1.8%. 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.

Significant movements in operating grant funding are summarised in the following tables by:

- Source (federal, state and other)
- Type (services)
- Recurrent and non-recurrent
- Operating

	Forecast		
	Actual	Budget	
	2013-14	2014-15	Variance
Operating grant funding types and source	\$'000	\$'000	\$'000
Grants - operating (recurrent)			
Commonwealth Government			
Family and Children	213	-	(213)
Victoria Grants Commission - local roads	1,713	3,584	1,871
Victoria Grants Commission - unallocated	416	831	415
State Coverement			
State Government Community Health and Safety	218	206	(12)
	184	206 186	(12)
Community Support	_	100	2
Economic Development	5 895	902	(5)
Family and Children Food Services	236	892 232	(3)
			(4)
Home and Community Care	5,403 954	5,510 976	107 22
Libraries	377	385	
School Crossing Supervisors	114		8
Senior and Disability Support		117	
Senior Citizens Centres	167	174	7
Volunteer Services	128	131	3
Youth Services	212	210	(2)
Other			
Occupational Health and Safety - Worksafe Grant	5	-	(5)
Sonior and Disability Support St Vincent Haspital to			
Senior and Disability Support - St Vincent Hospital to deliver Treatment Response and Assessment for Aged			
Care (TRAAC) within Boroondara	109	112	3
Care (TICAAC) WITHIN BOTOONIdata	109	112	3
Total grants - operating (recurrent)	11,349	13,546	2,197
Grants - operating (non-recurrent)			
Commonwealth Government			
Streetscapes and Transport	161	_	(161)
			(101)
State Government			
Libraries	70	-	(70)
Health Ageing and Disability Services	3	-	(3)
Senior and Disability Support	80	-	(80)
Environment Management	136	-	(136)
Economic Development	34	-	(34)
Sport and Recreation	30	-	(30)
Infrastructure	10	-	(10)
Parks and Gardens	6	-	(6)
Family and Children	10	-	(10)
Total grants - operating (non-recurrent)	540	-	(540)
Total (recurrent and non-recurrent) operating grants	11,889	13,546	1,657

<sup>\*</sup> Victoria Grants Commission increase due to the 2013-14 allocation (\$2.17 million or 50%) being received in the 2012-13 financial year. The 2014-15 budget includes an estimated full year allocation of Victoria Grants Commission funding.





#### 4.2.5 Grants - Capital (\$2.57 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the Capital Works Program. The amount of capital grants received each year can vary significantly depending on the types of works included in the Capital Works Program each year. Capital grants are further classified in the Budgeted Statements in **Appendix A** according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent). Overall, the level of capital grants and contributions is forecast to decrease \$2.57 million compared to 2013-14.

Capital works income of \$1.83 million is budgeted in 2014-15, including:

- \$0.90 million relating to the Ashburton Pool and Recreation Centre refurbishment (State Government funding);
- \$0.43 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.35 million for Surrey Hills Early Years (State Government Children's Facilities Capital Program funding), and
- \$0.75 million for the Glenferrie Oval pedestrian overpass (State Government funding -Public Safety and Infrastructure funding).

Significant movements in capital grant funding are summarised in the following table by:

- Source (federal, state and other)
- Type (services)
- Recurrent and non-recurrent
- · Capital.

	Forecast		
	Actual	Budget	
	2013-14	2014-15	Variance
Capital grant funding types and source	\$'000	\$'000	\$'000
Grants - capital (recurrent)			
Commonwealth Government			
Roads to Recovery	413	426	13
Grants - capital (recurrent)	413	426	13
Grants - capital (non-recurrent)			
State Government			
Community Health and Safety	49	50	1
Engineering and Traffic	369	-	(369)
Family and Children	588	350	(238)
Infrastructure	75	-	(75)
Libraries	202	-	(202)
Parks and Gardens	29	30	1
Sport and Recreation	16	900	884
Streetscape and Transport	2,662	75	(2,587)
Grants - capital (non-recurrent)	3,989	1,405	(2,584)
Total (recurrent and non-recurrent) capital grants	4,402	1,831	(2,571)

#### 4.2.6 Contributions - cash (\$1.00 million decrease)

Contributions (cash) relate to 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 2014-15 budget estimates that the level of contributions will return to more normal levels.





#### 4.2.7 Contributions non-monetary (\$1.09 million decrease)

Contributions non-monetary assets are assets contributed to Council from property developers. Council recognises these new assets at fair value. No cash is transferred but the fair value of the assets is recorded as revenue in the year of the transfer. Non-monetary assets are not budgeted as they cannot be accurately predicted in advance.

#### 4.2.8 Other income (\$0.14 million 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 Market food cost reimbursements.

Other revenue is forecast to decrease by 2.2% or \$0.14 million compared to 2013-14 mainly due to the following:

- \$0.24 million decrease from the sale of Council revaluation data to the State Revenue Office;
- \$0.06 million reimbursement relating to the National Yes Campaign which is forecast to be received in 2013-14. This item is a once off and is not forecast to be received in 2014-15.

Partially offset by \$0.23 million increase in Hawthorn Art Centre income. This comprises of lease and rental income.

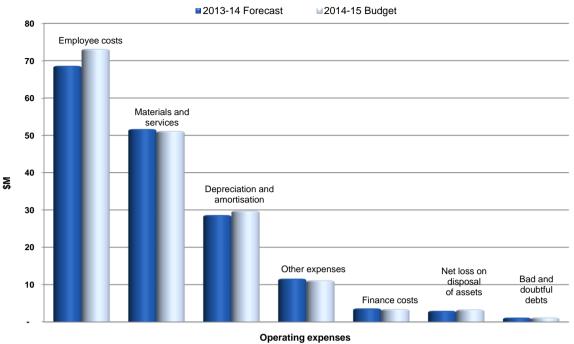
# 4.3 Expenses

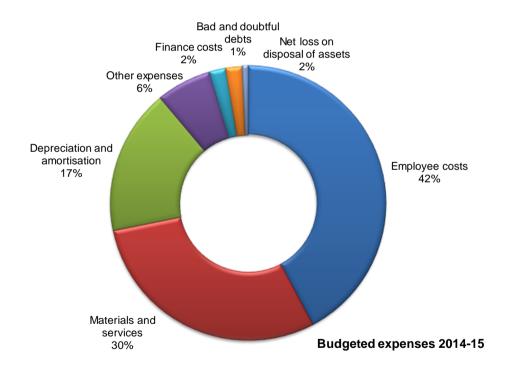
		Forecast		
		Actual	Budget	
Expense types	Ref	2013-14	2014-15	Variance
		\$'000	\$'000	\$'000
Employee costs	4.3.1	68,607	73,121	4,514
Materials and services	4.3.2	51,661	51,126	(535)
Bad and doubtful debts	4.3.3	1,154	1,175	21
Depreciation and amortisation	4.3.4	28,623	29,768	1,145
Finance costs	4.3.5	3,623	3,421	(202)
Other expenses	4.3.6	11,587	11,124	(463)
Net loss on disposal of assets	4.3.7	2,973	3,313	340
Total expenses		168,228	173,048	4,820

Source: Appendix A-Budgeted Statements









#### 4.3.1 Employee costs (\$4.51 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 \$73.12 million in 2014-15. This represents an increase of \$4.51 million compared to the 2013-14 forecast. The 2013-14 forecast reflects the impact of one off savings in employee costs that were realised in the 2013-14 year. The increase in 2014-15 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:

- industrial agreements including Local Area Workplace Agreements (LAWA), banding and contract staff increments;
- increase relating to the compulsory Superannuation Guarantee Scheme (SGC) which is expected to rise from 9.25% to 9.50%;
- \$0.54 million additional resource requirements to increase organisational responsiveness and services and are non-recurrent in nature. These resources include support for the tree protection local law and occupational health and safety.

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

		Comprises		
	Budget		Permanent	
	2014-15	Full time	Part Time	
Directorate	\$'000	\$'000	\$'000	
Chief Executive and Governance	1,337	1,337	-	
City Planning	12,511	10,235	2,276	
Environment and Infrastructure	19,517	18,842	675	
Community Development	23,915	13,347	10,568	
Corporate Services	10,511	8,503	2,008	
Communications and Engagement	2,947	2,028	919	
Total permanent staff expenditure	70,738	54,292	16,446	
Casuals	1,059			
Employee expenditure other*	1,324			
Total expenditure	73,121			

<sup>\*</sup> 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:

		Comprises		
	Budget	Permanent	Permanent	
	2014-15	Full time	Part Time	
Directorate	\$'000	\$'000	\$'000	
Chief Executive and Governance	10.0	10.0	-	
City Planning	130.7	98.0	32.7	
Environment and Infrastructure	218.7	211.0	7.7	
Community Development	291.6	138.0	153.6	
Corporate Services	104.8	83.0	21.8	
Communications and Engagement	32.4	22.0	10.4	
Total permanent staff	788.2	562.0	226.2	
Casuals	17.1			
Total FTE staff	805.3			

Refer **Section 8 - 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.





#### 4.3.2 Materials and services (\$0.54 million decrease)

Materials and services are budgeted to decrease by 1.0% or \$0.54 million compared to the 2013-14 forecast, primarily due to the following significant variances:

- \$0.36 million decrease in footpaths and reinstatements of which part has been transferred to the capital works footpath renewal program (\$0.15 million).
- \$0.08 million decrease in street lighting costs due to the replacement of 6,500 80wMV lights with energy efficient T5 lights.
- \$0.30 million decrease in green waste processing and transportation costs due to the Sunday free green waste service discontinued from 1 July 2014 offset by a reduction in waste service charges noted under rates and charges.

The above reductions have been partially offset by:

- Waste management and operations up \$0.40 million primarily relating to tipping fee increase of \$0.48 million and is mainly due to the landfill levy collected by the State Government of \$0.21 million (based on 39,000 tonnes);
- \$0.12 million increase in parks and gardens mainly due to horticultural services (mowing contractors).
- \$0.35 million increase in library, arts and cultural services including:
  - \$0.25 million for library resources which relate to items that do not meet the capitalisation criteria and have been classified as an operating expense. This has been offset by a corresponding decrease in capital works expenditure.
  - \$0.08 million relating to the Hawthorn Arts Centre (\$0.04 million) and Town Hall Gallery (\$0.04 million) covering exhibition and gallery functions partly offset by additional income noted under user fee income.

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 D – Priority Projects Program** for a detailed listing of the Priority Projects Program and proposed forward commitments from 2013-14.

#### 4.3.3 Bad and doubtful debts (\$0.02 million increase)

Bad and doubtful debts is expected to increase marginally from the 2013-14 forecast (\$0.02 million or 1.8% and relates to an increase in parking fines forwarded to Perin Court for collection and a consequent reduction in collection rates.

#### 4.3.4 Depreciation and amortisation (\$1.15 million 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 \$1.15 million for 2014-15 is due to the impact of the Capital Works Program and the full year effect of depreciation on new assets acquired in the 2013-14 year. Refer to **Section 7 "Analysis of Capital Works Budget"** for a more detailed analysis of Council's Capital Works Program for the 2014-15 year.

#### 4.3.5 Finance costs (\$0.20 million decrease)

Finance costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to decrease by \$0.20 million compared to 2013-14 due to repayment of principal in accordance with loan agreements. No new borrowings are planned in 2014-15. Refer **Section 10 - Borrowing Strategy** for more detail.





#### 4.3.6 Other expenses (\$0.46 million decrease)

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. The \$0.46 million or 4.09% decrease compared to the 2013-14 forecast is due to a number of factors including;

- \$0.16 million decrease in Family Day Care subsidy payments due to the discontinuance of the program in 2014-15. Partially offset by a reduction in user fees; and
- \$0.76 million included in the 2013-14 forecast relating to the fees for lane/footpath closure.

The budget proposes that the Mayoral allowance be \$87,844 per annum plus the equivalent of the superannuation guarantee contribution and the Councillor allowance be \$27,514 per annum plus the equivalent of the superannuation guarantee contribution.

#### 4.3.7 Net loss on disposal of assets (\$0.34 million increase)

Proceeds from the sale of Council assets are forecast to be \$0.95 million. The written down value of assets sold is budgeted to be \$1.16 million and a further \$3.10 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.





# 5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2014-15 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.

# 5.1 Budgeted cash flow statement (inclusive of GST)

	Ref	Forecast Actual 2013-14 \$'000 Inflows (Outflows)	Budget 2014-15 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities	5.1.1			
Rates and waste charges	••••	144,152	151,280	7,128
Statutory fees and fines		10.941	10,003	(938)
User charges and other fines		12,936	13,512	576
Grants - operating		12,715	14,465	1,750
Grants - capital		4,402	1,831	(2,571)
Contributions - cash		2,569	1,565	(1,004)
Interest		1,850	1,850	-
Other receipts		4,830	4,677	(153)
Net GST refund		9,337	9,240	(97)
Employee costs		(67,860)	(72,505)	(4,645)
Employee costs - defined benefits call		(14,325)	-	14,325
Materials and consumables		(16,701)	(16,588)	113
External contracts		(39,546)	(39,548)	(2)
Utilities		(3,862)	(3,929)	(67)
Other payments		(12,624)	(12,108)	516
Net cash provided by operating activities		48,814	63,745	14,931
Cash flows from investing activities				
Payments for property, plant and equipment		(59,535)	(58,989)	546
Proceeds from sale of property, plant and equipment		1,805	950	(855)
Trust funds and deposits		50	50	-
Net cash used in investing activities	5.1.2	(57,680)	(57,989)	(309)
Cook flows from financing activities				
Cash flows from financing activities Finance costs		(4 457)	(2.427)	4 020
Proceeds from borrowings		(4,157) 20,830	(3,127)	1,030 (20,830)
Repayment of borrowings		(15,873)	(3,221)	(20,630) 12,652
Net cash provided by (used in) financing activities	5.1.3	800	(6,348)	(7,148)
Not degrees in each and each aguitedents		(0.066)	(500)	7 171
Net decrease in cash and cash equivalents Cash and cash equivalents at beginning of year		(8,066) 58,778	(592) 50,712	7,474 (8,066)
Cash and cash equivalents at beginning of year	5.1.4	50,776 <b>50,712</b>	50,712 50,120	(5,000) ( <b>592)</b>
oasıı anu casıı eyulvalenis al enu ol ine yeal	J. 1.4	30,712	30,120	(332)

Source: Appendix A – Budgeted Statements





#### 5.1.1 Operating activities (\$14.93 million increase)

The increase in net cash inflows from operating activities is mainly due to Council's defined benefits superannuation liability of \$14.33 million which was paid during the 2013-14 year and higher rates receipts of \$7.13 million offset partly by lower grants receipts \$3.57 million and higher employment costs \$4.65 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 2013-14 \$'000	Budget 2014-15 \$'000	Variance \$'000
Surplus for the year	25,383	24,858	(525)
Depreciation	28,623	29,768	1,145
Provision for doubtful debts	207	100	(107)
Loss on disposal of assets	2,973	3,313	340
Contributions - non-monetary	(1,090)	-	1,090
Works in progress written off	1,400	1,400	=
Defined benefits superannuation payment	(14,325)	-	14,325
Finance costs	3,623	3,421	(202)
Net movement in other assets and liabilities	2,020	885	(1,135)
Cash flows available from operating activities	48,814	63,745	14,931

#### 5.1.2 Investing activities (\$0.31 million increase)

The increase in net cash outflows from investing activities of \$0.31 million is due to lower proceeds from the sale of assets which are allocated to partly fund Council's capital works program.

#### 5.1.3 Financing activities (\$7.15 million increase)

There is a \$7.15 million increase in net cash outflows from financing activities due to no borrowings forecast in 2014-15. The 2014-15 year includes total principal repayments of \$3.22 million and finance costs of \$3.13 million.

#### 5.1.4 Cash and cash equivalents at the end of the year (\$0.59 million decrease)

Overall, total cash and investments are forecast to decrease by \$0.59 million to \$50.12 million as at 30 June 2015.

#### 5.2 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 is estimating at 30 June 2015, it will have cash and investments of \$50.12 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2013-14 \$'000	Budget 2014-15 \$'000	Variance \$'000
Total cash and investments		50,712	50,120	(592)
Restricted cash and investments				
- Strategic acquisition fund	5.2.1	(434)	(434)	-
- Open space development fund	5.2.2	(623)	(1,423)	(800)
- Cash contingency - emergency response works	5.2.3	(558)	(650)	(92)
- Drainage reserve	5.2.4	(252)	(252)	-
- Defined Benefits superannuation call up fund	5.2.5	(1,000)	(2,000)	(1,000)
- Capital and priority projects net forward commitments to 2014-15	5.2.6	(5,352)	-	5,352
Unrestricted cash and investments	5.2.6	42,493	45,361	2,868





#### 5.2.1 Strategic acquisition fund (\$0.43 million)

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 8.4 Financial Strategy Principles.** 

#### 5.2.2 Open space development fund (\$1.42 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 8.4 Financial Strategy Principles.** 

#### 5.2.3 Cash contingency - emergency response works (\$0.65 million)

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 8.4 Financial Strategy Principles.** 

#### 5.2.4 Drainage reserve (\$0.25 million)

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.

#### 5.2.5 Defined Benefits superannuation call up fund (\$2.00 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.

#### 5.2.6 Unrestricted cash and investments (\$45.36 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.





# 6. Analysis of budgeted financial position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2013-14 forecast and the 2014-15 Budget.

# 6.1 Budgeted balance sheet

		Forecast		
	Ref	Actual	Budget	Madaire
		2013-14 \$'000	2014-15 \$'000	Variance \$'000
Current assets	6.1.1	Ψ 000	Ψ 000	<b>\$ 000</b>
Cash and cash equivalents		50,712	50,120	(592)
Trade and other receivables		9,976	10,126	150
Prepayments		560	469	(91)
Inventories		38	38	- (500)
Total current assets		61,286	60,753	(533)
Non-current assets	6.1.2			
Trade and other receivables		133	103	(30)
Investments in associates		5,390	5,390	-
Property, plant and equipment, infrastructure		2,483,494	2,507,052	23,558
Intangible assets		246	246	-
Investment property		7,411	7,411	-
Total non-current assets		2,496,674	2,520,202	23,528
Total assets		2,557,960	2,580,955	22,995
Current liabilities	6.1.3			
Trade and other payables		17,414	18,101	(687)
Interest-bearing loans and borrowings		3,222	3,400	(178)
Provisions		13,664	14,221	(557)
Trust funds and deposits		3,163	3,213	(50)
Prepaid income		83	88	(5)
Total current liabilities		37,546	39,023	(1,477)
Non-current liabilities	6.1.4			
Provisions		1,433	1,492	(59)
Interest-bearing loans and borrowings		55,493	52,094	3,399
Total non-current liabilities		56,926	53,586	3,340
Total liabilities		94,472	92,609	1,863
Net assets		2,463,488	2,488,346	24,858
Equity	6.1.5			
Accumulated surplus		774,342	797,400	23,058
Asset revaluation reserve		1,686,837	1,686,837	-
Reserves		2,309	4,109	1,800
Total equity		2,463,488	2,488,346	24,858

Source: Appendix A – Budgeted Statements





#### 6.1.1 Current assets (\$0.53 million decrease)

The \$0.53 million decrease in current assets is primarily due to decreases in cash and cash equivalent balances of \$0.59 million coupled with an increase in trade and other receivables \$0.15 million. Refer to **Section 5 - Analysis of Budgeted Cash Position** for further analysis.

#### 6.1.2 Non-current assets (\$23.56 million increase)

The increase in non-current assets is primarily due to a \$23.56 million increase in property, infrastructure, plant and equipment caused by \$61.09 million in capital expenditure budgeted under the Capital Works Program (refer to **Appendix E - Capital Works Program** for a detailed listing of projects). This is offset by \$29.77 million in depreciation expenditure, \$1.40 million capital works in progress written off (expenditure that does not meet the asset capitalisation criteria) and \$4.26 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.

#### 6.1.3 Current liabilities (\$1.48 million increase)

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

The 2014-15 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.

#### 6.1.4 Non-current liabilities (\$3.34 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 \$3.34 million in non-current borrowings.

### 6.1.5 Equity (\$24.86 million increase)

The net increase in equity or net assets of \$24.86 million results directly from the 2014-15 financial year budgeted net operating surplus.

#### 6.1.6 Working capital (\$2.01 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	Budget	
		2013-14	2014-15	Variance
		\$'000	\$'000	\$'000
Current assets		61,286	60,753	(533)
Current liabilities		37,546	39,023	(1,477)
Working capital	6.1.6	23,740	21,730	(2,010)
Restricted cash and investment current asset				
- Strategic acquisition fund		(434)	(434)	-
- Open space development fund		(623)	(1,423)	(800)
- Cash contingency - emergency response works		(558)	(650)	(92)
- Drainage reserve		(252)	(252)	-
- Defined Benefits superannuation call up fund		(1,000)	(2,000)	(1,000)
- Capital and priority projects net forward commitments to	2014-15	(5,352)	-	5,352
Unrestricted working capital		15,521	16,971	1,450





# 6.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2015 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 2014-15 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 2013-14 levels.
- Capital works expenditure of \$58.99 million including \$4.88 million in proposed forward commitments from 2014-15.
- Trade and other payables include accrued interest on borrowings of \$0.29 million and are based on loan repayment schedules and payment terms.
- Repayment of loan principal to be \$3.22 million.
- \$1.00 million to be transferred to the defined benefits superannuation call up fund.





# 7. Analysis of capital works budget

This section of the Annual Budget report analyses the planned capital works expenditure budget for the 2014-15 financial year and the sources of funding for the budget.

# 7.1 Capital works expenditure budget

	5.6	Forecast Actual	Budget	w .
Capital works area	Ref	2013-14 \$'000	2014-15 \$'000	Variance \$'000
Works carried forward				
Property				
Buildings		9,692	180	(9,512)
Building improvements		44	3,523	3,479
Total property		9,736	3,703	(6,033)
Plant and equipment				
Computers and telecommunications		100	-	(100)
Fixtures, fittings and furniture		94	-	(94)
Plant, machinery and equipment		417	-	(417)
Total plant and equipment		611	-	(611)
Infrastructure				
Bridges		180	_	(180)
Drainage		215	-	(215)
Footpaths and cycleways		1,256	1,176	(80)
Off street car parks		67	-	(67)
Other infrastructure		-	-	-
Parks, open space and streetscapes		100	-	(100)
Recreational, leisure and community facilities		395	-	(395)
Roads		30		(30)
Total infrastructure		2,243	1,176	(1,067)
Total works carried forward	7.1.1	12,590	4,879	(7,711)





# 7.1 Capital works expenditure budget (continued)

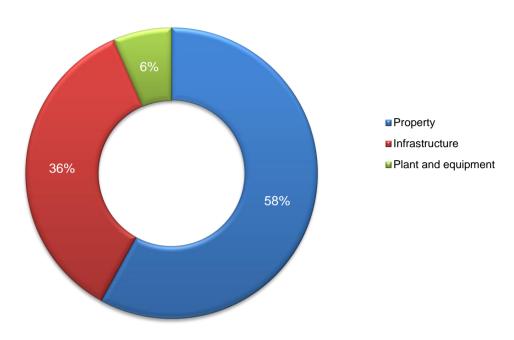
		Forecast Actual	Dudget	
Capital works area	Ref	2013-14	Budget 2014-15	Variance
		\$'000	\$'000	\$'000
New works				
Property	7.1.2			
Buildings		21,391	25,710	4,319
Building improvements		1,191	4,771	3,580
Land improvements		-	28	28
Total property		22,582	30,509	7,927
Plant and equipment	7.1.3			
Computers and telecommunications		1,195	1,702	507
Fixtures, fittings and furniture		212	163	(49)
Library books		1,300	1,090	(210)
Plant, machinery and equipment		1,635	859	(776)
Total plant and equipment		4,342	3,814	(528)
Infrastructure	7.1.4			
Bridges		770	302	(468)
Drainage		3,405	4,369	964
Footpaths and cycleways		1,759	2,251	492
Off street car parks		1,073	649	(424)
Other infrastructure		82	70	(12)
Parks, open space and streetscapes		3,163	2,786	(377)
Recreational, leisure and community facilities		1,569	1,132	(437)
Roads		8,200	8,228	28
Total infrastructure		20,021	19,787	(234)
Total new works		46,945	54,110	7,165
Total capital works expenditure		59,535	58,989	(546)
Represented by:				
Asset renewal expenditure	7.1.5	45,767	45,094	(673)
Asset upgrade expenditure	7.1.5	6,201	6,974	773
New asset expenditure	7.1.5	7,567	2,985	(4,582)
Asset expansion expenditure	7.1.5	-	3,936	3,936
Total capital works expenditure		59,535	58,989	(546)

A detailed listing of the individual projects included in the 2014-15 Capital Works Program as well as summary information for the following three years is included in **Appendix E - Capital Works Program**.

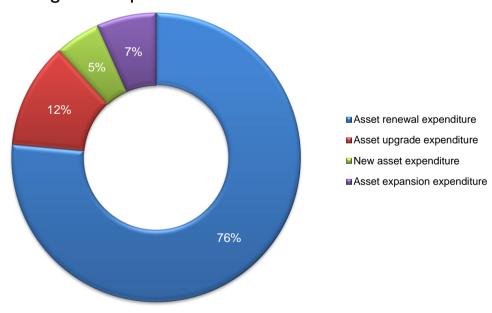




# Budgeted capital works 2014-15



# Budgeted capital works 2014-15



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





#### 7.1.1 Carried forward works (\$4.88 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 2013-14 financial year, a total of \$4.88 million in forward commitments is forecast to be carried forward into the 2014-15 year for completion. A listing of 2013-14 forecast forward commitments is included in **Appendix E - Capital Works Program**.

#### 7.1.2 Property (\$30.51 million)

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

For the 2014-15 year, \$30.51 million will be expended on buildings and building improvements. The more significant projects include:

•	Ashburton Pool and Recreation Centre	\$11.46M
•	Craig Family Centre facility upgrade	\$3.25M
•	Boroondara Sports Complex	\$2.85M
•	Camberwell Fresh Food Market entry rejuvenation and renewal works	\$1.30M
•	Greythorn Tennis Club	\$1.20M
•	North Balwyn Tennis Club	\$1.00M
•	Balwyn Senior Citizens Centre (Evergreen)	\$0.95M
•	Camberwell Early Childhood Centre	\$0.75M

#### 7.1.3 Plant and equipment (\$3.81 million)

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

For the 2014-15 year, \$3.81 million will be expended on plant and equipment. The more significant projects include:

•	Information technology	\$1.70M
•	Library resources	\$1.09M

#### 7.1.4 Infrastructure (\$19.79 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	\$7.77M
•	Drainage replacement works	\$2.27M
•	Brick drain renewal	\$2.10M
•	Footpath renewal and upgrade works	\$1.15M
•	Sporting facilities renewal and upgrade works	\$1.13M
•	Park and playground replacement program	\$0.72M
•	Irrigation, fencing and signs	\$0.56M
•	Shopping Centre Improvement Plan - streetscape improvement works	\$0.50M
•	Traffic management new and renewal works	\$0.46M
•	Park and street tree planting	\$0.37M
•	Victoria Park Concept Masterplan implementation Stage 3	\$0.32M
•	Bridge works	\$0.30M

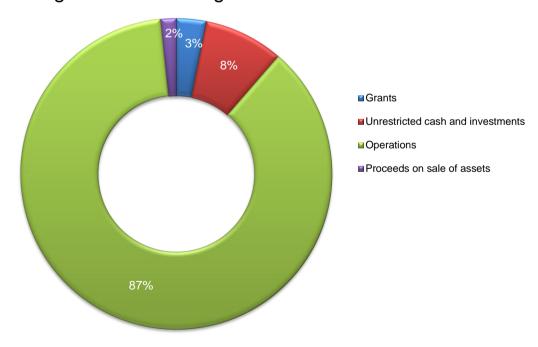




# 7.2 Funding sources

Sources of funding	Ref	Forecast Actual 2013-14 \$'000	Budget 2014-15 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		1,201	-	(1,201)
Council cash				
<ul> <li>unrestricted cash and investments</li> </ul>		11,389	4,879	(6,510)
Total works carried forward	7.2.1	12,590	4,879	(7,711)
New works Current years funding				
Grants	7.2.2	3,201	1,831	(1,370)
Contributions		413	-	(413)
Council cash				
- operations	7.2.3	43,331	51,329	7,998
<ul> <li>proceeds on sale of assets</li> </ul>	7.2.4	-	950	950
Total new works		46,945	54,110	7,165
Total funding sources		59,535	58,989	(546)

# Budgeted total funding sources 2014-15



Source: Appendix A – Budgeted Statements





#### 7.2.1 Carried forward works (\$4.88 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 2013-14 year it is forecast that \$4.88 million of capital works will be incomplete and be carried forward into the 2014-15 year. Unrestricted cash and investments includes funding for the Gardiner's Creek Trail bicycle and pedestrian bridge \$1.18 million, Balwyn Senior Citizens (Evergreen) \$0.80 million, St James Park Bowls Club \$0.70 million and Greythorn Tennis Club \$0.50 million. Unrestricted cash and investments represent funding sources from the previous year.

#### 7.2.2 Grants (\$1.83 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:

- \$0.90 million relating to Ashburton Pool and Recreation Centre (State Government funding of \$0.90 million);
- \$0.43 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works; and
- \$0.35 million for Surrey Hills Early Years (State Government Children's facilities capital program funding).

#### 7.2.3 Proceeds on sale of assets (\$0.95 million)

Proceeds on sale of assets are budgeted to be \$0.95 million in 2014-15 and have been included as a funding source for the capital works program.

#### 7.2.4 Operations (\$51.33 million)

Council generates cash from its operating activities, which is used as a funding source for the Capital Works Program. It is forecast that \$51.33 million will be generated from operations to fund the 2014-15 Capital Works Program.





City of Boroondara Budget 2014-15

# Long term strategies

- 8. Strategic Resource Plan
- 9. Rating Information
- 10. Borrowing Strategy
- 11. Asset Management Strategy
- 12. Service Delivery Strategy





## 8. 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.

## 8.1 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 2014-15 to 2017-18 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.

#### 8.2 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 2014-15 to 2017-18. **Appendix A – Budgeted Statements** includes a more detailed analysis of the financial resources to be used over the four year period.

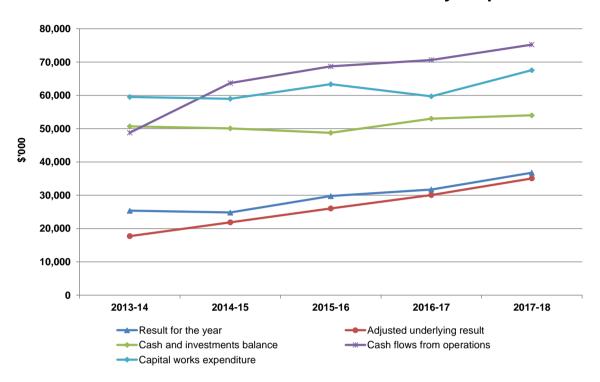
	Forecast Strategic Resource Plan			an	Trend	
	Actual	Budget	Р	rojections		
Indicator	2013-14	2014-15	2015-16	2016-17	2017-18	+/0/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	25,383	24,858	29,798	31,774	36,830	+
Adjusted underlying result	17,735	21,888	26,062	30,093	35,107	+
Cash and investments balance	50,712	50,120	48,818	53,089	54,117	0
Cash flows from operations	48,814	63,745	68,748	70,662	75,278	+
Capital works expenditure	59,535	58,989	63,376	59,721	67,576	0





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

## General financial indicators over the four year period



The key outcomes of the SRP are as follows:

#### • Financial sustainability (Section 5 - 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 1.56:1 in 2014-15 (1.44:1 after adjusting for a cash contingency and reserve funds) and continues to be above the minimum requirement for the SRP.

#### • Capital Works (Section 7 - 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 9)

Average property general rates are budgeted to increase in 2014-15 by 4.60% and forecast to be between 4% and 5% thereafter over the next 10 years.

#### Borrowing Strategy (Section 10)

There are no borrowings budgeted to be drawn down in 2014-15 to specifically fund the capital works program.

#### Asset Management Strategy (Section 11)

Capital Works capacity over the life of the SRP is \$309.20 million at an average of \$61.84 million. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans.





## 8.3 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 2014-15 to 2023-24 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.

## 8.4 Financial Strategy Principles

#### 8.4.1 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 review rate revenue annually. Rate levels will be set within the context of the Council Plan having regard for the Long Term Financial Strategy and current expenditure commitments.

Revenue from property rates will be determined according to approved expenditure needs in the context of the Council Plan and will not necessarily rise with property revaluations.

'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 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. The aim is to complete these projects within the financial year.

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 Best Value Boroondara 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 twice per annum where necessary: in September following finalisation of the annual accounts and in February if required following a mid-year budget review process.

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.

#### 8.4.2 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.





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.





#### 8.4.3 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% 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% 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 eg storm event, and
- cash held in Council's Strategic Acquisition Fund.

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.





#### 8.5 Financial perfomance 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 Councils financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast Actual	Budget	Strate	gic Resource Projections	Plan	Trend
		S S	2013-14	2014-15	2015-16	2016-17	2017-18	+/0/-
Operating position  Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	9.5%	11.2%	12.8%	14.0%	15.6%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	163.2%	155.7%	148.6%	154.1%	158.5%	0
Unrestricted cash	Unrestricted cash / current liabilities		115.3%	120.1%	111.0%	115.8%	117.6%	0
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	41.0%	37.0%	33.1%	29.4%	25.7%	+
Loans and borrowings	Interest and principal repayments / rate revenue		14.0%	4.2%	4.3%	4.1%	3.9%	+
Indebtedness	Non-current liabilities / own source revenue	4	32.8%	29.6%	26.4%	23.2%	21.1%	+
Asset renewal	Asset renewal expenditure / depreciation	5	158.5%	151.5%	145.4%	116.2%	126.1%	-
Stability	,							
Rates concentration	Rate revenue / adjusted underlying revenue		76.9%	77.0%	77.1%	77.0%	77.3%	o
Rates effort	Rate revenue / property values (CIV)		0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency								
Expenditure level	Total expenses / no. of assessments		\$2,382	\$2,375	\$2,426	\$2,487	\$2,540	+
Revenue level	Residential rate revenue / No. of residential assessments		\$1,741	\$1,796	\$1,860	\$1,925	\$2,003	+
Workforce turnover	No. of resignations & terminations / average no. of staff		7.8%	9.0%	10.0%	11.0%	11.0%	o

Key to Forecast Trend:

<sup>+</sup> 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.
- 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.

#### 8.6 Non financial resources

#### **Human Resources**

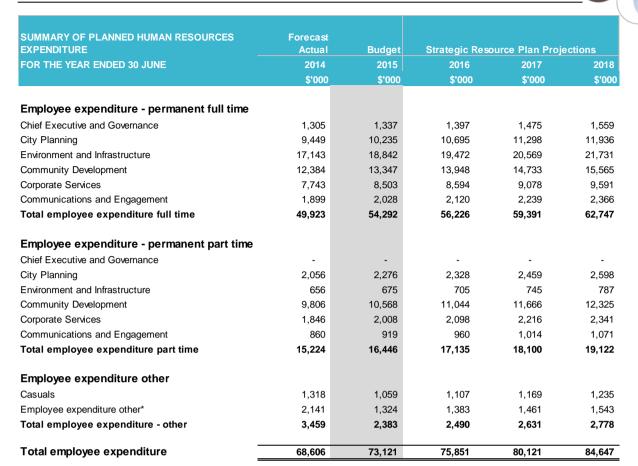
Boroondara has diverse and capable staff required to provide a range of quality services to the community. Recruitment, retention and development of quality staff are therefore essential for the organisation to be able to provide quality outcomes to our community in the future.

During 2009-10 implementation of an Ageing Workforce Plan and Attraction and Retention Plan commenced. The attraction and retention of staff has become more difficult in the last five years due to skill shortages resulting from the ageing workforce and reductions in the number of new entrants to the workforce. These plans have been implemented to better manage human resources.

Councils People Strategy focuses on the attraction and retention of skilled staff in a competitive workforce market. This strategy requires an organisation wide commitment to the development of staff via quality leadership and providing a flexible working environment.

A summary of planned human resources expenditure is provided below and projects Council's total employee costs and full time equivalent (FTE) staffing requirements categorised according to the organisational structure over the next four years of the SRP and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year.





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

FULL TIME EQUIVALENT (FTE)	FTE	FTE	FTE	FTE	FTE
Permanent full time					
	40.0	40.0	40.0	40.0	40.0
Chief Executive and Governance	10.0	10.0	10.0	10.0	10.0
City Planning	98.0	98.0	98.0	98.0	98.0
Environment and Infrastructure	212.0	211.0	211.0	209.0	209.0
Community Development	138.0	138.0	138.0	138.0	138.0
Corporate Services	83.0	83.0	82.0	81.0	81.0
Communications and Engagement	22.0	22.0	22.0	22.0	22.0
Total permanent full time	563.0	562.0	561.0	558.0	558.0
Permanent part time					
Chief Executive and Governance	-	-	-	-	-
City Planning	32.1	32.7	32.1	32.1	32.1
Environment and Infrastructure	8.2	7.7	7.7	7.7	7.7
Community Development	153.6	153.6	153.6	153.6	153.6
Corporate Services	21.8	21.8	21.8	21.8	21.8
Communications and Engagement	10.4	10.4	10.4	10.4	10.4
Total permanent part time	226.1	226.2	225.6	225.6	225.6
Casuals	22.0	17.1	17.1	17.1	17.1
Allowance for service changes	-	-	2.0	3.9	5.9
Total staff numbers	811.1	805.3	805.6	804.6	806.6

A statement of Human Resources is included in Appendix A - Budgeted Statements.





#### Risk management

Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community. Council's updated Risk Management Strategy was implemented in 2012-13 and 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 \$2.5 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 \$163 million over the next four years of the SRP, with an additional \$86 million in new 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 Budgeted Statement of Capital Works is included in Appendix A -Budgeted 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. The Boroondara Information Technology Strategy articulates the strategies used to meet technological demands now and into the future.





## 9. 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.

## 9.1 Rating context

The Strategic Resource Plan (refer to **Appendix A – Budgeted 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 76.50% of total income in 2014-15.

While government grants total \$13.55 million in 2014-15, all but \$3.58 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 \$20.86 per resident in Boroondara.

## 9.2 Current year rate increase

The 2014-15 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 3 - Budget Influences**. Specific factors in 2014-15 include the strategy to accelerate repayment of loan borrowings, with a consequent decrease in future interest costs. Boroondara has reduced its rate rise below the long term planned increase. General rates will be increased by an average of 4.60% in 2014-15 raising general rate revenue of \$129.16 million, excluding \$0.80 million from supplementary rates.

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 following table sets out future proposed general average rate increases and total rates and charges to be raised. The estimated rates raised include forecast supplementary valuations, discount on early payment of rates, special rate schemes and waste charges.

The projected rate increases are lower than those foreshadowed in previous budget reports.

Year	Rate increase	Total rates and charges raised
	%	\$'000's
2009	6.00%	104,773
2010	5.00%	112,153
2011	5.25%	120,216
2012	5.00%	126,779
2013	5.00%	135,599
2014	4.70%	143,988
2015	4.60%	151,380
2016	4.50%	158,773
2017	4.40%	166,353
2018	5.00%	175,119



Council will review rate revenue annually and rate levels will be set within the context of the Council Plan having regard for the Long Term Financial Strategy and current expenditure commitments. This is in line with Council's Financial Strategy Principles.

#### 9.3 Rate in the dollar

The City of Boroondara's 2014-15 Budget provides for a decrease in the rate in the dollar paid by ratepayers, a decrease from 0.1693 cents in the dollar to 0.1615 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$1,030,000 would now expect to pay a general rate of \$1,663.45, an increase in 2014-15 of \$123.16 per year or \$2.36 per week.

## 9.4 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 44 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 2014-15 year. A more detailed analysis of the rates to be raised is contained in **Appendix B - Statutory Disclosures.** 

	Budget	Budget	
Type or class of land	2013-14	2014-15	Change
	cents/\$CI	cents/\$CIV	
General rate for rateable residential properties	0.1693	0.1615	-4.6%
General rate for rateable non residential properties	0.1693	0.1615	-4.6%
Rate concession - rateable cultural and recreational properties	0.0847	0.0808	-4.6%

## 9.5 General revaluation of properties

A revaluation of all properties within the municipality was undertaken during 2013-14. The revaluation date was 1 January 2014 and the value assessed will be applied to all rateable properties for the financial years 2014-15 and 2015-16. Overall, property valuations or Capital Improved Value (CIV) across the municipal district have increased by 9.71% to \$80,582,628,000.

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.





Analysis by property type

Property Type	No. Properties	2012 CIV	2014 CIV	CIV % change
Residential vacant land	539	\$610,655,000	\$685,740,000	12.30%
Houses	41,499	\$53,327,268,000	\$59,375,112,000	11.34%
Flats	2,300	\$904,673,000	\$1,010,697,000	11.72%
Units	22,517	\$12,384,384,000	\$13,246,293,000	6.96%
Commercial vacant land	23	\$60,679,000	\$68,197,000	12.39%
Retail	2,592	\$2,821,813,000	\$2,807,763,000	-0.50%
Industrial	458	\$430,188,000	\$451,028,000	4.84%
Office	2,190	\$1,915,880,000	\$1,905,196,000	-0.56%
Specialised	671	\$801,979,000	\$827,153,000	3.14%
Total general rateable properties	72,789	\$73,257,519,000	\$80,377,179,000	9.72%
Cultural and recreation	44	\$195,094,000	\$205,449,000	5.31%
Total	72,833	\$73,452,613,000	\$80,582,628,000	9.71%

Analysis by suburb

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Suburb	No.	2012 CIV	2014 CIV	CIV %
Subuib	Properties	2012 014	2014 CIV	change
Kew	10,772	\$11,858,175,000	\$12,801,714,000	7.96%
Kew East	2,822	\$2,515,599,000	\$2,791,688,000	10.98%
Balwyn	5,674	\$5,978,274,000	\$6,660,181,000	11.41%
Deepdene	929	\$1,191,547,000	\$1,297,232,000	8.87%
Balwyn North	7,933	\$7,760,771,000	\$8,702,202,000	12.13%
Hawthorn	12,140	\$10,867,064,000	\$11,313,505,000	4.11%
Hawthorn East	6,856	\$6,354,676,000	\$6,693,978,000	5.34%
Camberwell	9,530	\$10,389,056,000	\$11,441,101,000	10.13%
Canterbury	3,244	\$4,532,621,000	\$5,078,001,000	12.03%
Mont Albert	60	\$76,925,000	\$88,425,000	14.95%
Surrey Hills	3,511	\$3,385,634,000	\$3,821,787,000	12.88%
Glen Iris	6,179	\$5,987,835,000	\$7,022,162,000	17.27%
Ashburton	3,183	\$2,554,436,000	\$2,870,652,000	12.38%
Total	72,833	\$73,452,613,000	\$80,582,628,000	9.71%

## 9.6 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.

Council also maintains the policy that waste services are self funding and will not be subsidised by rates.





The following waste bin charges will apply in 2014-15:

Waste bin size	2013-14 charge	2014-15 charge
Waste environment levy residential and other	\$81.00	\$81.00
Waste environment levy commercial	\$81.00	\$81.00
80 litre & minimum waste charge residential and other	\$175.00	\$177.00
80 litre commercial	\$175.00	\$177.00
120 litre residential and other	\$316.00	\$319.00
120 litre commercial	\$316.00	\$319.00
240 litre	\$774.00	\$781.00
240 litre commercial	\$774.00	\$781.00
240 litre concession	\$632.00	\$638.00

In 2005-06 a concession for waste management charges was introduced for households which contain five or more people and those with a specific medical condition requiring a larger bin size. This concession will continue to be offered during 2014-15. The waste bin charge for those properties qualifying for the concession will be \$638.

In 2009-10, further review of waste bin requirements was undertaken. Council only retains the availability of the 240 litre bin option to households of four people (except for households with five or more people and those with medical or exceptional circumstances where the 240 litre concession applies). This initiative aims to achieve an improved environmental outcome through assisting the diversion of waste from landfill.

Also introduced in 2005-06, was a waste environment levy which applies to vacant land and those residential properties required to service own refuse as a condition of a town planning permit. This charge provides a contribution to waste and rubbish collection from public spaces.

In 2009-10 Council extended the waste environment levy to commercial premises that do not have a waste collection service provided by Boroondara to ensure these properties are contributing to the cost of waste and rubbish collection for public places.

In 2014-15 Council has revised the free green waste disposal service previously available at the Riversdale Depot on Sunday. The service was heavily used by a relatively small proportion of the municipality and infrequently used by most residents. From July 2014 the standard weekday fees for the disposal of green waste at the depot will also apply on Sundays. The savings in costs have been passed on to residents through a reduction in annual waste service charge to each property. As a result the average waste service charge fee per property has been reduced by more than \$5 per property compared with what the fees would otherwise be in 2014-15.

#### **Landfill Levy and Carbon Price**

In 2009-10 the State Government raised the landfill levy with significant impacts on Council's waste management costs. In 2014-15 a further increase of \$4.80 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill, has resulted in additional waste tipping costs of \$0.21 million. The levy has increased from \$9 per tonne in 2008-09 to \$58.50 per tonne in 2014-15 (over 550% increase in 6 years). Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.

The carbon price introduced by the Federal Government in Australia on 1 July 2012 is currently being repealed by the Abbott Government which has introduced the *Clean Energy Legislation (Carbon Tax Repeal)* Bill 2013 and related Bills to the House of Representatives on 13 November 2013, with the intention to abolish the carbon price from 1 July 2014. Council will continue to monitor the proposed changes and/or outcomes to the carbon price.

Council is impacted indirectly by the carbon price as suppliers to Council pass through costs relating to the carbon price that they incur. The key areas in which Council's costs have increased are the



disposal of general domestic waste to landfill, electricity and gas purchases, and through a general inflationary impact on supplier prices.

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.

## 9.7 Rate payment options

In 2014-15, Boroondara will offer a wide range of options for the payment of rates and waste charges.

Council has again decided to grant a 2.5% discount for early payment in full of the rates bill. The payment options will include:

- One lump sum payment, with a 2.5% discount on the total rates bill, if payment is made in full, at the reduced amount, by 31 August 2014.
- One lump sum payment, in full, by 15 February 2015 (note, direct debit will be available for this
  option).
- Four instalments, with payments required on 30 September, 30 November, 28 February, and 31 May.
- 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 when rate notices are issued.

## 9.8 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 2014-15 current investment earning rate of 3.4% per annum.





## Borrowing Strategy

In developing the Strategic Resource Plan, (**Section 8**) borrowings have been identified as a funding source for the creation of income generating assets and assets servicing current and future generations.

#### 10.1 Introduction

The City of Boroondara inherited \$31.6M of borrowings at the time of amalgamation (1994). In 1996-97 Council brought to account its \$12.6M portion of the local government superannuation funds unfunded liability for past service as at 30 June 1997. Council refinanced all of its outstanding borrowing and the unfunded superannuation debt in 2001-02.

During the 2002-03 year, a \$4.02 million levy was imposed on Boroondara for the Defined Benefit Scheme Superannuation shortfall. During 2003-04, additional borrowings were undertaken as budgeted, to finance the \$4.02 million levy, plus accrued interest, imposed upon Council arising from the shortfall in the Local Authorities Superannuation Defined Benefit scheme.

At the conclusion of the 2012-13 financial year, the above borrowings were fully repaid.

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. 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.

Council borrowed \$14.3 million on variable interest rates during 2013-14 to pay for the Local Government Defined Benefit Superannuation Fund call. This amount was repaid in June 2014, and a fixed short term borrowing of \$6.53 million was taken out prior to June 30 2014.

Total outstanding loans at 30 June

#### 70 60 50 40 Š All councils were advised during 1996-97 of their portion of the unfunded Superannuation commitment. Boroondara's amounted to \$12.6M. 30 During 2002-03, a \$4.019M levy was imposed on Boroondara for the Defined Benefit Scheme Superannuation shortfall. During 2005-06, \$6M was borrowed to finance the construction of the Boroondara Sports Complex. During 2011-12, \$20.6M was borrowed to fund significant works at the Hawthorn Town 20 Hall Arts Precinct, Hawthorn Community Precinct, Camberwell Library and Office and Hawthorn Aquatic and Leisure Centre. In 2012-13, Council continued with substantial investment in major building redevelopment works and borrowed \$29M. Council was advised of its share of the superannuation liability (\$14.33M) in August 2012. Council's funding plan for the superannuation liability of \$14.33M includes proposed short term borrowings of \$6.53M in 2013-14. 10 2014 2017 2023 2024 2009 2010 2011 2012 2013 2015 2016 2018 2019 2020 2021 2022

Year

Long term strategies - Borrowing Strategy





## 10.2 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. 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.

#### Superannuation liability

In August 2012 Council was advised of its share of the Defined Benefit Scheme superannuation shortfall of \$14.33M. 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 has allowed Council to drawdown less than the budgeted \$14.33 million in fixed term borrowings. The March 2014 budget forecast combined with controlled expenditure identified favourable financial capacity to reduce the borrowing requirement. As a result, Council proposes to repay \$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 which will reduce the overall cost to the community of the shortfall.

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

## 10.3 Existing borrowings

During the 2014-15 year \$3.22 million in principal repayments on existing borrowings will be made. The outstanding amount borrowed will be \$55.49 million as at 30 June 2015. The projected cost of servicing these borrowings will be \$3.42 million during 2014-15.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2015. 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.

\$'000's					Ratios (%)			
Financial year ending	New borrowings	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*)
2014	20,830	15,873	3,623	58,715	1.63	40.7%	1.9%	4.2%
2015	-	3,221	3,421	55,494	1.56	36.7%	1.7%	4.0%
2016	-	3,400	3,250	52,094	1.49	32.8%	1.6%	3.9%
2017	-	3,592	3,052	48,502	1.54	29.2%	1.4%	3.8%
2018	-	3,791	2,852	44,711	1.58	25.5%	1.3%	3.6%
2019	-	2,168	2,661	42,543	1.62	23.1%	1.1%	3.5%
2020	-	2,292	2,526	40,251	1.66	20.8%	1.0%	3.4%
2021	-	2,438	2,389	37,813	1.68	18.7%	0.9%	3.4%
2022	-	2,600	2,229	35,213	1.62	16.6%	0.8%	3.3%
2023	-	21,107	2,065	14,106	1.75	6.4%	0.7%	2.5%
2024	_	1,502	915	12,604	1.76	5.4%	0.3%	2.4%
Victorian S	State Governm	ent Pruden	tial Ratio Li	mits:		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.

		Budget
Indicator	2013-14	2014-15
	\$'000	\$'000
Total amount borrowed as at 30 June of the prior year	53,758	58,715
Total amount to be borrowed	20,830	-
Total amount projected to be redeemed	(15,873)	(3,221)
Total amount proposed to be borrowed as at 30 June	58,715	55,494





## 11. Asset Management Strategy

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

## 11.1 Strategy development

A high priority for Boroondara is to ensure that the \$2.52 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 \$29.77 million in 2014-15. 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 \$45.09 million in 2014-15. In the future, asset renewal expenditure on average is forecast to be \$41 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 2014-15 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 E – 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 8 – Strategic Resource Plan**.





## 11.2 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 2014-15 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.

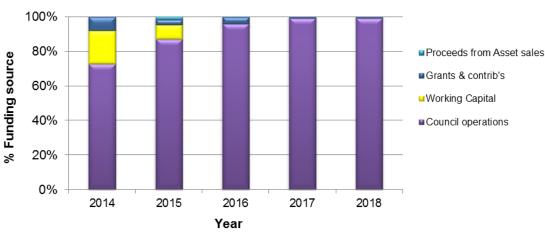
The following table summarises Council's forward outlook on new, upgrade, expansion and renewal capital expenditure including funding sources for the next four years.

Year	Grants & contrib's	Borrowings	Working capital <sup>1</sup>	Proceeds from asset sales	Council operations	Total Capital Program
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2014	4,815	-	11,389	-	43,331	59,535
2015	1,831	-	4,879	950	51,329	58,989
2016	2,556	-	-	-	60,820	63,376
2017	456	-	-	-	59,265	59,721
2018	456	-	-	-	67,120	67,576

<sup>&</sup>lt;sup>1</sup>Funding projects carried forward from 2013-14 totalling \$4.88 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.









## 12. Service Delivery Strategy

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

## 12.1 Strategy development

The creation of a Service Delivery Strategy is undertaken through the development of profiles that outline the service provision within each department. The service profile defines the resources needed and outputs delivered for each of Council's activities. These service profiles are provided to Council in a comprehensive document prior to the commencement of each year's budget. The service profile document provides the basis for decision making in terms of service direction, expansion and amendment.

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 environmentally sustainable service delivery is evidenced in the 2014-15 Budget which builds on the Council Plan theme of sustainable environment. A number of environmental commitments are included within the Budget including implementation of actions from the Urban Biodiversity Strategy, 2015 Boroondara Sustainability Awards for Schools and continuation of the Low Carbon Strategy to reduce greenhouse gas emissions through the installation of energy efficient technologies at community facilities.

## 12.2 Service delivery changes

Overall service direction for 2014-15 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.

The Hawthorn Aquatic and Leisure Centre reopened for business in May 2014 after an extensive redevelopment. The new facility includes a 50 metre outdoor pool, an indoor warm water pool, spacious fitness program rooms, expanded gymnasium, crèche facilities and a cafe overlooking the pool concourse, opening to Grace Street.

Council's heavy leaf fall street sweeping program will be expanded in 2014-15. A recent review of all streets in Boroondara taking into account the size, number and species of tree, history of leaf fall and resident requests has identified an additional 28 streets to be included in the heavy leaf fall street sweeping program commencing in 2014-15.

## 12.3 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 2014-15 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 D** - **Priority Projects Program**). The Priority Projects budget for 2014-15 includes projects that support all of Council's eight Strategic Objectives as outlined in **Section 2**. Some highlights include:

- Urban Biodiversity Strategy Implementation \$0.07 million;
- Customer Strategy for a digital world \$0.32 million;
- The Boroondara Children and Young People's Strategy 2015-20 \$0.06 million;
- New Residential Zones review \$0.07 million, and
- Gallipoli and Beyond 2015: Publication \$0.04 million.





City of Boroondara Budget 2014-15

# **Appendices**

The following appendices include voluntary and statutory disclosures of information, which provide support for the analysis contained in Sections 1-12 of this report:

Appendix A Budgeted Statements
Appendix B Statutory disclosures
Appendix C Fees and charges
Appendix D Priority Projects Program
Appendix E Capital Works Program
Appendix F Performance Indicators

Appendix G Glossary of terms





## Overview to appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in Sections 1 to 12 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	Budgeted Statements
В	Statutory disclosures
С	Fees and charges
D	Priority Projects Program
Е	Capital Works Program
F	Performance Indicators
G	Glossary of terms





City of Boroondara Budget 2014-15

# Appendix A Budgeted Statements

This appendix presents information in regard to the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2014-15 to 2017-18 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to include in the Financial Statement in its Annual Report a comparison of actual income and expenditure compared with the income and expenditure in the financial statements in the Budget.

The appendix includes the following budgeted information:

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





# Appendix A – Budgeted Statements

## City of Boroondara Budgeted Comprehensive Income Statement For the fours years ending 30 June 2018

	Forecast	Strategic Resource Plan			Plan
	Actual	Budget		Projections	
	2013-14	2014-15	2015-16	2016-17	2017-18
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	144,252	151,380	158,773	166,353	175,119
Statutory fees and fines	11,408	11,198	11,483	11,800	12,111
User fees	11,760	12,284	13,047	14,634	15,151
Grants - operating (recurrent)	11,349	13,546	13,898	14,287	14,659
Grants - operating (non-recurrent)	540	-	-	-	-
Grants - capital (recurrent)	413	426	426	426	426
Grants - capital (non-recurrent)	3,989	1,405	2,130	30	30
Contributions - cash	2,569	1,565	1,606	1,651	1,694
Contributions - non-monetary	1,090	-	-	-	-
Other income	6,241	6,102	6,634	6,757	7,237
Total income	193,611	197,906	207,997	215,938	226,427
Expenses					
Employee costs	68,607	73,121	75,851	80,122	84,650
Materials and services	51,661	51,126	53,005	54,843	55,885
Bad and doubtful debts	1,154	1,175	1,206	1,239	1,272
Depreciation and amortisation	28,623	29,768	30,817	30,519	30,244
Finance costs	3,623	3,421	3,250	3,052	2,852
Other expenses	11,587	11,124	11,405	11,724	12,029
Net loss on disposal of property, plant and	2,973	3,313	2,665	2,665	2,665
equipment, infrastructure					
Total expenses	168,228	173,048	178,199	184,164	189,597
Surplus for the year	25,383	24,858	29,798	31,774	36,830
Other comprehensive income items that will not be reclassified to surplus or deficit:					
Other	-	-	-	-	
Total comprehensive result	25,383	24,858	29,798	31,774	36,830





# City of Boroondara Budgeted Balance Sheet For the four years ending 30 June 2018

	Forecast	Strategic Resource Plan		Plan		
	Actual	Budget		Projections		
	2013-14	2014-15	2015-16	2016-17	2017-18	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Current assets						
Cash and cash equivalents	50,712	50,120	48,818	53,088	54,117	
Trade and other receivables	9,976	10,126	10,420	10,571	10,746	
Prepayments	560	469	479	489	499	
Inventories	38	38	38	38	38	
Total current assets	61,286	60,753	59,755	64,186	65,400	
Non-current assets						
Trade and other receivables	133	103	103	103	103	
Investments in associates	5,390	5,390	5,390	5,390	5,390	
Property, plant and equipment, infrastructure	2,483,494	2,507,052	2,535,644	2,560,918	2,594,224	
Intangible assets	246	246	246	164	137	
Investment property	7,411	7,411	7,278	7,147	7,018	
Total non-current assets	2,496,674	2,520,202	2,548,661	2,573,722	2,606,872	
Total assets	2,557,960	2,580,955	2,608,416	2,637,908	2,672,272	
Current liabilities						
Trade and other payables	17,414	18,101	18,483	18,909	19,308	
Interest-bearing loans and borrowings	3,222	3,400	3,592	3,791	2,168	
Provisions	13,664	14,221	14,787	15,536	16,323	
Trust funds and deposits	3,163	3,213	3,263	3,313	3,363	
Prepaid income	83	88	93	98	103	
Total current liabilities	37,546	39,023	40,218	41,647	41,265	
Non-current liabilities						
Provisions	1,433	1,492	1,552	1,632	1,716	
Interest-bearing loans and borrowings	55,493	52,094	48,502	44,711	42,543	
Total non-current liabilities	56,926	53,586	50,054	46,343	44,259	
Total liabilities	94,472	92,609	90,272	87,990	85,524	
Net assets	2,463,488	2,488,346	2,518,144	2,549,918	2,586,748	
Equity						
Accumulated surplus	774,342	797,400	825,398	855,372	890,402	
Asset revaluation reserve	1,686,837	1,686,837	1,686,837	1,686,837	1,686,837	
Reserves	2,309	4,109	5,909	7,709	9,509	
Total equity	2,463,488	2,488,346	2,518,144	2,549,918	2,586,748	





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

		Accumulated	Revaluation	Other
	Total	surplus	reserve	reserves
	\$'000	\$'000	\$'000	
2015				
Balance at beginning of the financial year	2,463,488	774,342	1,686,837	2,309
Comprehensive result	24,858	24,858	-	2,000
Transfer to reserves		(1,800)	_	1,800
Transfer from reserves	_	(1,000)	-	-
Balance at end of the financial year	2,488,346	797,400	1,686,837	4,109
2016				
Balance at beginning of the financial year	2,488,346	797,400	1,686,837	4,109
Comprehensive result	29,798	29,798	-	-
Transfer to reserves	-	(1,800)	-	1,800
Transfer from reserves	-	-	-	
Balance at end of the financial year	2,518,144	825,398	1,686,837	5,909
2017				
Balance at beginning of the financial year	2,518,144	825,398	1,686,837	5,909
Comprehensive result	31,774	31,774	-	-
Transfer to reserves	-	(1,800)	-	1,800
Transfer from reserves  Balance at end of the financial year	2,549,918	 855,372	1,686,837	7,709
Balance at end of the financial year	2,549,916	655,572	1,000,037	7,709
2018				
Balance at beginning of the financial year	2,549,918	855,372	1,686,837	7,709
Comprehensive result	36,830	36,830	1,000,037	7,709
Transfer to reserves	-	(1,800)	- -	1,800
Transfer from reserves	_	(1,550)	- -	- 1,000
Balance at end of the financial year	2,586,748	890,402	1,686,837	9,509





#### City of Boroondara Budgeted Cash Flow Statement For the four years ending 30 June 2018

	Forecast		Strate	gic Resource	Plan
	Actual	Budget		Projections	Iaii
	2013-14	2014-15	2015-16	2016-17	2017-18
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
	(Camono)		(Cumono,	(Camene)	(000,
Cash flows from operating activities					
Rates and waste charges	144,152	151,280	158,478	166,203	174,944
Statutory fees and fines	10,941	10,003	10,277	10,561	10,839
User charges and other fines	12,936	13,512	14,352	16,097	16,666
Grants - operating	12,715	14,465	14,840	15,256	15,653
Grants - capital	4,402	1,831	2,556	456	456
Contributions - cash	2,569	1,565	1,606	1,651	1,694
Interest	1,850	1,850	2,284	2,541	2,649
Other receipts	4,830	4,677	4,785	4,637	5,047
Net GST refund / payment	9,337	9,240	9,782	9,448	10,249
Employee costs	(67,860)	(72,505)	(75,225)	(79,292)	(83,777)
Employee costs - defined benefits call	(14,325)	-	-	-	-
Materials and consumables	(16,701)	(16,588)	(16,969)	(17,331)	(17,751)
External contracts	(39,546)	(39,548)	(41,575)	(42,661)	(44,047)
Utilities	(3,862)	(3,929)	(4,030)	(4,143)	(4,250)
Other payments	(12,624)	(12,108)	(12,414)	(12,761)	(13,093)
Net cash provided by operating activities	48,814	63,745	68,747	70,662	75,279
Cash flows from investing activities	(50.505)	(FQ 000)	(00.070)	(50.704)	(07.570)
Payments for property, plant and equipment	(59,535)	(58,989)	(63,376)	(59,721)	(67,576)
Proceeds from sale of property, plant and equipment	1,805	950 50	-	-	-
Trust funds and deposits	50		50	50 ( <b>50 674</b> )	50
Net cash used in investing activities	(57,680)	(57,989)	(63,326)	(59,671)	(67,526)
Cash flows from financing activities					
Finance costs	(4,157)	(3,127)	(3,323)	(3,129)	(2,933)
Proceeds from borrowings	20,830	(0,12.7)	(0,020)	(0,120)	(2,000)
Repayment of borrowings	(15,873)	(3,221)	(3,400)	(3,592)	(3,791)
Net cash provided by financing activities	800	(6,348)	(6,723)	(6,721)	(6,724)
not oddii provided by illianding activities	000	(0,340)	(0,123)	(3,121)	(0,124)
Net increase (decrease) in cash and cash equivalents	(8,066)	(592)	(1,302)	4,270	1,029
Cash and cash equivalents at beginning of year	58,778	50,712	50,120	48,818	53,088
Cash and cash equivalents at end of year	50,712	50,120	48,818	53,088	54,117
Table and table office and the or your	00,1 IL	00,120	.0,0.0	55,556	0.,





#### City of Boroondara Budgeted Statement of Human Resources For the four years ending 30 June 2018

	Forecast Actual	Budget		Strategic Resource Pla Projections		
	2013-14	2014-15	2015-16	2016-17	2017-18	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Staff expenditure						
Employee costs	68,606	73,121	75,851	80,121	84,647	
Total staff expenditure	68,606	73,121	75,851	80,121	84,647	
					_	
	FTE	FTE	FTE	FTE	FTE	
Staff numbers						
Employees	789.1	788.2	786.6	783.6	783.6	
Casuals	22.0	17.1	17.1	17.1	17.1	
Allowance for service changes		-	2.0	3.9	5.9	
Total staff numbers	811.1	805.3	805.6	804.6	806.6	





#### City of Boroondara Budgeted Statement of Capital Works For the four years ending 30 June 2018

	Forecast		Strateg	ic Resource P	lan	
	Actual	Budget		rojections		
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Buildings	31,083	29,233	35,791	33,030	38,965	44,437
Building improvements	1,235	4,951	1,969	216	250	50
Land improvements	-,200	28	120	648	806	640
Total property	32,318	34,212	37,880	33,894	40,021	45,127
Plant and equipment						
Computers and telecommunications	1,295	1,702	1,710	798	595	615
Fixtures, fittings and furniture	306	163	213	163	163	165
Library books	1,300	1,090	1,090	1,090	1,090	1,090
Plant, machinery and equipment	2,052	859	691	1,224	897	920
Total plant and equipment	4,953	3,814	3,704	3,275	2,745	2,790
Infrastructure						
Bridges	950	302	54	56	58	60
Drainage	3,620	4,369	4,858	4,704	4,861	5,022
Footpaths and cycleways	3,015	3,427	2,177	2,643	2,652	1,516
Off street car parks	1,140	649	424	441	456	471
Other infrastructure	82	70	70	70	70	10
Parks, open space and streetscapes	3,263	2,786	3,872	4,536	5,308	4,911
Recreational, leisure and community facilities	1,964	1,132	1,538	1,021	2,023	914
Roads	8,230	8,228	8,799	9,081	9,382	9,683
Total infrastructure	22,264	20,963	21,792	22,552	24,810	22,587
Total capital works expenditure	59,535	58,989	63,376	59,721	67,576	70,504
Represented by:						
Asset renewal expenditure	45,767	45,094	44,798	35,453	38,136	37,754
Asset upgrade expenditure	6,201	6,974	3,200	2,109	2,738	734
New asset expenditure	7,567	2,985	13,722	20,824	22,594	31,123
Asset expansion expenditure	-	3,936	1,656	1,335	4,108	893
Total capital works expenditure	59,535	58,989	63,376	59,721	67,576	70,504





City of Boroondara Budget 2014-15

# Appendix B Statutory disclosures

The Regulations require certain information to be disclosed within the Budget. The information disclosed in this appendix satisfies the requirements of the 2004 Regulations pertaining Victorian Local governments.

The appendix includes the following budget information:

- Borrowings
- Rates and charges





#### Appendix B - Statutory disclosures

#### Section 127, Regulation 10 (2)(a) -(r)

#### 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 2013-14 cents/\$CIV	Budget 2014-15 cents/\$CIV	Change
General rate for rateable residential properties	0.1693	0.1615	-4.6%
General rate for rateable non residential properties	0.1693	0.1615	-4.6%
Rate concession - rateable cultural and recreational properties	0.0847	0.0808	-4.6%

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 2013-14 \$	Budget 2014-15 \$	Change
Rateable residential	112,240,000	120,023,000	6.9%
Rateable non residential	10,334,000	9,786,000	-5.3%
Cultural and recreational	52,000	51,000	-1.9%
Total estimated amount to be raised	122,626,000	129,860,000	5.9%

1.3 The estimated total amount to be raised by rates

	Budget 2013-14 \$	Budget 2014-15 \$	Change
Total rates to be raised (incl additional rate revenue)	124,174,999	131,257,000	5.7%
Additional rate revenue			
Special rate schemes	1,260,000	1,280,000	1.6%
Supplementary valuations	1,000,000	800,000	-20.0%
Early payment of rates discount	(711,000)	(683,000)	-3.9%

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	Budget	
	2013-14	2014-15	Change
Rateable residential	64,461	66,855	3.7%
Rateable non residential	6,105	5,934	-2.8%
Cultural and recreational	45	44	-2.2%
Total number of assessments	70,611	72,833	3.1%

- 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 2013-14 \$	Budget 2014-15 \$	Change
Rateable residential	66,296,604,000	74,317,842,000	12.1%
Rateable non residential	6,104,057,000	6,059,337,000	-0.7%
Cultural and recreational	61,471,000	62,965,000	2.4%
Total	72,462,132,000	80,440,144,000	11.0%





#### 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 2013-14 \$	Per Rateable Property Budget 2014-15 \$	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	774	781	0.9%
(Only applies to households with four people)			
(ii) 240 litre bin commercial	774	781	0.9%
(iii) 240 litre bin concession	632	638	0.9%
(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	316	319	0.9%
(v) 120 litre bin commercial	316	319	0.9%
(vi) 80 litre bin residential and other	175	177	1.1%
(vii) 80 litre bin commercial	175	177	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).	175	177	1.1%
maste and resisting concentration public spaces.			
(ix) Waste environmental lew residential and other	81	81	0.0%
(x) Waste environmental levy commercial	81	81	0.0%
NB Refuse collection includes collection of all household rubbish, commit	ngled recyclables a	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 2013-14 \$	Budget 2014-15 \$	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	1,220,000	1,009,000	-17.3%
(Only applies to households with four people)			
(ii) 240 litre bin commercial	1,034,000	1,076,000	4.1%
(iii) 240 litre bin concession	957,500	1,106,000	15.5%
(The 240 litre bin concession rate will <b>only</b> apply to residential			
households of five or more people or for those with a specific			
medical condition requiring a larger bin size).			
(iv) 120 litre bin residential and other	11,505,200	11,712,500	1.8%
(v) 120 litre bin commercial	370,000	372,000	0.5%
(vi) 80 litre bin residential and other	3,932,000	4,046,600	2.9%
(vii) 80 litre bin commercial	114,000	114,500	0.4%
(v) Minimum charge for each residential property	174,000	180,500	3.7%
(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 lew is imposed as a contribution to			
waste and rubbish collection from public spaces)			
(ix) Waste environmental levy residential and other	304,000	315,000	3.6%
(x) Waste environmental lew commercial	202,300	190,900	-5.6%
Total	19,813,000	20,123,000	1.6%

NB 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

	Budget	Budget	
Type of charge	2013-14	2014-15	Change
	\$	\$	
Rates and charges	\$ 143,988,000	\$ 151,380,000	5.1%

- 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.





City of Boroondara Budget 2014-15

#### Appendix C Fees and charges





#### Appendix C - Fees and charges index

#### Introduction

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#### Appendix C - 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 2014-15 this means that many fees and charges were increased by an average of 3.90%. This attempts to maintain the relationship of funding between user fees and general rate subsidy for each service.

Fees that do not contain a labour component to deliver the service are proposed to generally increase on average by inflation (forecast to be 2.30% in 2014-15, *Access Economics Business Outlook September 2013* 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 2014-15 year.

Council has revised the free green waste disposal service previously available at the Riverdale Depot on Sunday. This service was heavily used by a relatively small proportion of the municipality and infrequently used by most residents. From July 2014 the standard weekday fees for the disposal of green waste at the depot will also apply on Sundays. The savings in costs have been passed on to residents through a reduction in annual waste service charge to each property. As a result the average waste service charge fee per property has been reduced by more than \$5 per property compared with what the fees would otherwise be in 2014-15.

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 and carbon price

In 2009-10 the State Government raised the landfill levy with significant impacts on Council's waste management costs. In 2014-15 a further increase of \$4.80 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill, has resulted in additional waste tipping costs of \$0.21 million. The levy has increased from \$9 per tonne in 2008-09 to \$58.50 per tonne in 2014-15 (over 550% increase in 6 years). Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.

The carbon price introduced by the Federal Government in Australia on 1 July 2012 is currently being repealed by the Abbott Government which has introduced the *Clean Energy Legislation (Carbon Tax Repeal)* Bill 2013 and related Bills to the House of Representatives on 13 November 2013, with the





intention to abolish the carbon price from 1 July 2014. Council will continue to monitor the proposed changes and/or outcomes to the carbon price.

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.

i ees and	<del>Ulla</del>	<u> </u>			_				
Type of fees and charges	Statutory Fee *	UNIT	incl 201 f	SST usive 14-15 ee \$		GST aclusive 2013-14 fee \$	i	Fee ncrease \$	GST applied at 10%
Community Development - Family, Youth and Recrea	ation Serv	vices							
Maternal and child health centre facilities									
Maternal and child health centre facilities	N	Per term	\$	49.00	\$	48.00	\$	1.00	Υ
(community organisation - not for profit)									
Maternal and child health centre facilities (commercial)	N	Per four hours	\$	76.50	\$	-	\$	76.50	Υ
Maternal and child health centre facilities	N	Per family	\$	36.00	\$	35.50	\$	0.50	Υ
(playgroup contribution)		per term							
Occasional care									
Kew occasional care fee - sessional program Minimum fee of three hours per session	N	Per hour	\$	11.75	\$	11.45	\$	0.30	N
Kew occasional care fee	N	Per hour	\$	8.20	\$	7.90	\$	0.30	N
Minimum three hour session									
Sibling rate (same session)  Kew occasional care fee (health care card holder)	N	Per hour	\$	5.60	\$	5.40	\$	0.20	N
Minimum three hour session					_	3		-,20	
Youth services									
Drug and alcohol free events	N	Per ticket		\$21		\$21	\$	-	Υ
Youth services school program facilitation	N	Per hour	Max \$	61.00	M	laximum 59.00	\$	2.00	Y
roun convices concerprogram radination	• •	1 01 11001	•	01.00	Ψ	00.00	Ψ	2.00	•
Others									
Resource library registration - available to both family day	N	Per	\$	24.50	\$	24.00	\$	0.50	Υ
care and children's services participants Sleep day stay program fee	N	application Rate per day	\$	90.00	\$	89.50	\$	0.50	Y
					<u> </u>		Ľ.	0.00	
Sleep day stay program fee (health care card holder)	N	Rate per day	No o	charge	N <sub>1</sub>	o charge	\$	-	Υ
Preschool central enrolment application fee Three year child (indicative fee)	N	Per application for three year old	\$	25.00	\$	25.00	\$	-	Y
Preschool central enrolment application fee Four year child (indicative fee)	N	Per application for four year old	\$	25.00	\$	25.00	\$	-	Y
Preschool central enrolment application fee Three year child (health care card holder)	N	Per application for three year old	\$	12.50	\$	12.50	\$	-	Y
Preschool central enrolment application fee	N	Per	\$	12.50	\$	12.50	\$	-	Υ
Four year child (health care card holder)		application for four year old							
Anderson Park Community Centre meeting room Commercial groups	N	Per day	\$	153.00	\$	150.00	\$	3.00	Y
Anderson Park Community Centre meeting room Commercial groups	N	Per four hours	\$	76.50	\$	75.00	\$	1.50	Υ
Anderson Park Community Centre meeting room	N	Per day	\$	51.00	\$	50.00	\$	1.00	Υ
Community groups Anderson Park Community Centre meeting room	N	Per four	\$	25.50	\$	25.00	\$	0.50	Y
Community groups		hours					_		
Boroondara Early Years Conference Attendance	N	Per attendee	\$	55.00		-	\$	-	Υ
Boroondara Early Years Conference - Stall trade table display	N	Per display	\$	50.00	\$	-	\$	-	Y
Kew traffic school									
Community group bookings	N	Per group booking	\$	118.50	\$	115.00	\$	3.50	Υ
School holiday program	N	Per child	\$	12.00	\$	11.50	\$	0.50	Υ
				040.00	Φ.	205.00	\$	F 00	Υ
Private bookings	N	Two hours	\$	210.00	\$	205.00	Ψ	5.00	'

Fees and Charges 2014-15 1 of 30

rees and	i Cha	rges z	2014-1	<b>)</b>		
Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
Safety education (three sessions)	N	Per booking	\$ 270.00	\$ 270.00	\$ -	Υ
Safety education (two sessions)	N	Per booking	\$ 160.00	\$ 155.00	\$ 5.00	Y
Safety education (one session)	N	Per booking	\$ 118.50	\$ 115.00	\$ 3.50	Υ
Community Development - Health, Active Ageing ar	nd Disabilit	ty Services				
Food Act registration and renewal		-				
Class one Food premises Aged care facility, hospital, childcare centres (includes food safety program fee)	N	Per premises	\$ 375.00	\$ 360.00	\$ 15.00	N
Non fee charging community based operations of adult day care	N	No charge	No charge	No charge	\$ -	N
Parent run school canteen, non-profit organisations (small food preparation)	N	No charge	No charge	No charge	\$ -	N
Class two Food premises 141+ employees (includes food safety program fee)	N	Per premises	\$ 3,900.00	\$ 3,780.00	\$ 120.00	N
Class two Food premises 110 - 140 employees (includes food safety program fee)	N	Per premises	\$ 3,100.00	\$ 3,000.00	\$ 100.00	N
Class two Food premises 71 - 110 employees (includes food safety program fee)	N	Per premises	\$ 2,030.00	\$ 1,960.00	\$ 70.00	N
Class two Food premises 51 - 70 employees (includes food safety program fee)	N	Per premises	\$ 1,760.00	\$ 1,700.00	\$ 60.00	N
Class two Food premises 21 - 50 employees (includes food safety program fee)	N	Per premises	\$ 1,110.00	\$ 1,070.00		N
Class two Food premises 11 - 20 employees (includes food safety program fee)	N	Per premises	\$ 835.00	\$ 805.00	\$ 30.00	N
Class two Food premises Six - ten employees (includes food safety program fee)	N	Per premises	\$ 735.00			N
Class two Food premises Five or less employees (includes food safety program fee)	N	Per premises	\$ 700.00			N
Class three Food premises	N	Per premises	\$ 395.00	\$ 380.00	\$ 15.00	N
Class four Food premises	N	No charge	No charge	No charge	\$ -	N
Temporary food premises registration fee	N	Per premises	25% of applicable registration fee	25% of applicable registration fee	\$ -	N
Food Act registration and renewal food safety program assessment	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	\$ 220.00	\$ 215.00	\$ 5.00	N

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Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
Public Health and Wellbeing Act registration and renewal						
Hairdresser/Skin penetration/Beauty therapies Single operation	N	Per premises	\$ 130.00	\$ 125.00	\$ 5.00	N
Hairdresser/Skin penetration/Beauty therapies Multiple operation	N	Per premises	\$ 165.00	\$ 160.00	\$ 5.00	N
Prescribed accommodation (six - ten accommodation beds)	N	Per premises	\$ 355.00	\$ 345.00	\$ 10.00	N
Prescribed accommodation (11 - 20 accommodation beds)	N	Per premises	\$ 510.00	\$ 490.00	\$ 20.00	N
Prescribed accommodation (21 - 35 accommodation beds)	N	Per premises	\$ 565.00	\$ 545.00	\$ 20.00	N
Prescribed accommodation (36 - 55 accommodation beds)	N	Per premises	\$ 735.00	\$ 710.00	\$ 25.00	N
Prescribed accommodation (56+ accommodation beds)	N	Per premises	\$ 865.00	\$ 835.00	\$ 30.00	N
Seniors centre hire fees						
Community group	N	Per hour	\$3.70 (\$12.00 max per day)	\$3.60 (\$11.50 max per day)	\$ 0.10	Y
Casual event	N	Per hour	\$ 60.00	\$ 58.00	\$ 2.00	Y
Miscellaneous						
Solicitors request - ten working day turnaround	N	Per enquiry	\$ 220.00	\$ 215.00	\$ 5.00	Y
Solicitors request - five working day turnaround (+50% of Solicitors request (ten working day turnaround))	N	Per enquiry	\$ 335.00	\$ 322.50	\$ 12.50	Y
Transfer of Public Health and Wellbeing Act or Food Act registration (50% of current year registration fee)	N	Per enquiry	year registration fee	50% of current year registration fee		Υ
Late payment fee for Public Health and Wellbeing Act or Food Act registration renewals (25% of current registration fee)	N	Per enquiry	25% of current year registration fee	25% of current year registration fee	\$ -	N
Processing fee for pro rata refund of Public Health and Wellbeing Act or Food Act registration	N	Per enquiry	\$ 36.00	\$ 35.00	\$ 1.00	Y
Establishment fee commercial - Food Act	N	Per enquiry	\$ 154.00	\$ 148.00	\$ 6.00	Y
Establishment fee community - Food Act (community group)	N	Per enquiry	No charge	No charge	\$ -	Y
Establishment fee - Public Health and Wellbeing Act	N	Per enquiry	\$ 77.00			Y
Establishment fee - Home based or low risk business for Public Health and Wellbeing Act or Food Act	N	Per enquiry	\$ 77.00			Y
Extract of register (inspection fee) Multiple listing	N	Per multiple listing	\$ 87.00			N
Extract of register (inspection fee) Single extract	N	Per single extract	\$ 38.00			N
Septic tank permit fee	N	Per application	\$ 360.00			N
Product sales - rat bait, head lice	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

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			GST	GST		
	Statutory		inclusive	inclusive	Fee	GST
Type of fees and charges	Fee *	UNIT	2014-15	2013-14	increase	applied
	. 00		fee	fee	\$	at 10%
Sharps container sales	N	Per	\$ No charge	\$ No charge	\$ -	N
(free to people with relevant health condition)	IN IN	container	No charge	No charge	Φ -	IN
Sharps container - large	N	Per	\$ 17.50	\$ 17.00	\$ 0.50	Υ
(registered business)		container	Ψ 17.50	Ψ 17.00	Ψ 0.50	•
Sharps container - small	N	Per	\$ 9.00	\$ 8.70	\$ 0.30	Υ
(registered business)	'	container	Ψ 0.00	φ 0.70	Ψ 0.50	•
Training sessions and other services	N	Per session	Cost + 10%	Cost + 10%	\$ -	Υ
Training 3333.51.5 and 51.15. 55. Training		. 0. 0000.0		0001 / 1070		•
Active Ageing and Disability Services	•					
Adult day care / social support activity	N	Per session	\$ 7.10	\$ 6.50	\$ 0.60	N
, , , , , , , , , , , , , , , , , , , ,		+	·			
		meal if				
		applicable				
Adult day care / social support activity	N	Two - three	\$ 3.40	\$ 3.30	\$ 0.10	N
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		hours	,	•	,	
Community bus hire - community groups	N	Per day	\$ 92.00	\$ 89.00	\$ 3.00	Υ
Community bus hire - community groups	N	Per half day	\$ 55.00	\$ 53.00	\$ 2.00	Υ
Community bus fixed runs	N	One way trip	\$ 2.70	\$ 2.60	\$ 0.10	N
		and return trip				
Young persons social group bus	N	Return trip	\$ 2.70	\$ 2.60	\$ 0.10	N
Young person social group excursion	N	Per trip	\$ 3.35	\$ 3.25	\$ 0.10	N
Excursions - older person	N	Per person	\$ 4.15	\$ 4.00	\$ 0.15	N
Travel charge	N	Per kilometre	\$ 1.50	\$ 1.45	\$ 0.05	N
Home care - single - historical fee	N	Per hour	\$ 5.50	\$ 5.30	\$ 0.20	N
Home care - couple - low income discretionary fee	N	Per hour	\$ 6.75	\$ 6.50	\$ 0.25	Ν
Home care - single - low income discretionary fee	N	Per hour	\$ 4.55	\$ 4.40	\$ 0.15	N
Home care - couple - low income	N	Per hour	\$ 8.75	\$ 8.45	\$ 0.30	N
Home care - single - low income	N	Per hour	\$ 6.25	\$ 6.05	\$ 0.20	N
Home care - couple - medium income discretionary fee	N	Per hour	\$ 9.75	\$ 9.40	\$ 0.35	N
Home care - single - medium income discretionary fee	N	Per hour	\$ 8.25	\$ 7.95	\$ 0.30	N
Home care - couple - medium income historical fee	N	Per hour	\$ 13.00	\$ 12.50	\$ 0.50	N
Home care - single - medium income historical fee	N	Per hour	\$ 11.70	\$ 11.30	\$ 0.40	N
				<b>A</b> .=		
Home care - couple - medium income	N	Per hour	\$ 16.00	\$ 15.40	\$ 0.60	N
Home care - single - medium income	N	Per hour	\$ 15.30	\$ 14.80	\$ 0.50	N
Harris and assumb think is		D !	Φ 00.50	Ф 22.62	Φ 4.50	h 1
Home care - couple - high income	N	Per hour	\$ 39.50	\$ 38.00	\$ 1.50	N
Hama ann ainmla himbin-ses-	N.I.	Day !	¢ 00.50	Ф 00.00	ф 4.50	N 1
Home care - single - high income	N	Per hour	\$ 39.50	\$ 38.00	\$ 1.50	N
Homo core counts high income discontinuous for	N1	Den harrin	¢ 04.00	Ф 00.00	<b>6</b> 4.00	N I
Home care - couple - high income discretionary fee	N	Per hour	\$ 24.00	\$ 23.00	\$ 1.00	N
Home care single high income discretions wifes	N1	Dor hour	¢ 24.00	¢ 00.00	e 4.00	N I
Home care - single - high income discretionary fee	N	Per hour	\$ 24.00	\$ 23.00	\$ 1.00	N
Home care no charge	NI NI	No oborgo	No oborgo	No oborgo	•	N1
Home care - no charge	N	No charge	No charge	No charge	\$ -	N

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rees an	<del>a cha</del>	1903				
			GST	GST		
	Statutory		inclusive	inclusive	Fee	GST
Type of fees and charges	Fee *	UNIT	2014-15	2013-14	increase	applied
	1 66		fee	fee	\$	at 10%
Property maintenance - low income	N	Per hour	\$ 13.00	\$ \$ 12.50	ф о. F.O.	N
' '		+ materials			·	
Property maintenance - medium income	N	Per hour + materials	\$ 19.50	\$ 18.80	\$ 0.70	N
Property maintenance - high income	N	Per hour + materials	\$ 49.00	\$ 47.50	\$ 1.50	N
Personal care - historical fee	N	Per hour	\$ 3.10	\$ 3.00	\$ 0.10	N
Personal care - low income discretionary fee	N	Per hour	\$ 1.70	\$ 1.65	\$ 0.05	N
Personal care - low income	N	Per hour	\$ 4.70	\$ 4.55	\$ 0.15	N
Personal care - medium income discretionary fee	N	Per hour	\$ 6.40	\$ 6.15	\$ 0.25	N
Personal care - medium income historical fee	N	Per hour	\$ 7.80	\$ 7.55	\$ 0.25	N
Personal care - medium income	N	Per hour	\$ 9.25	\$ 8.95	\$ 0.30	N
Personal care - high income	N	Per hour	\$ 39.50	\$ 38.00	\$ 1.50	N
Personal care - high income discretionary fee	N	Per hour	\$ 24.00	\$ 23.00	\$ 1.00	N
Personal care - no charge	N	No charge	No charge	No charge	\$ -	N
Respite care - low income discretionary fee	N	Per hour	\$ 1.70	\$ 1.65	\$ 0.05	N
Respite care - low income	N	Per hour	\$ 3.25	\$ 3.15	\$ 0.10	N
Respite care - medium income discretionary fee	N	Per hour	\$ 3.85	\$ 3.70	\$ 0.15	N
Respite care - medium income	N	Per hour	\$ 5.30	\$ 5.10	\$ 0.20	N
Respite care - high income	N	Per hour	\$ 39.50	\$ 38.00	\$ 1.50	N
Respite care - high income discretionary fee	N	Per hour	\$ 24.00	\$ 23.00	\$ 1.00	N
Respite care - no charge	N	No charge	No charge	No charge	\$ -	N
Younger persons respite families	N	Per couple	\$ 8.75	\$ 8.45	\$ 0.30	N
Home care - low income Younger persons respite families	N	per hour Per hour	\$ 7.60	\$ 7.30	\$ 0.30	N
Home care - low income discretionary fee Younger persons respite families	N	Per couple	\$ 13.00	\$ 12.60	\$ 0.40	N
Home care - medium income discretionary fee Younger persons respite families	N	per hour Per couple	\$ 16.00	\$ 15.50	\$ 0.50	N
Home care - medium income Younger persons respite families	N	per hour Per couple	\$ 39.50	\$ 38.00	\$ 1.50	N
Home care - high income Younger persons respite families	N	per hour Per hour	\$ 4.65			N
Personal care - low income Younger persons respite families	N	Per hour	\$ 3.10			N
Personal care - low income discretionary fee Younger persons respite families	N	Per hour	\$ 7.80			N
Personal care - medium income discretionary fee  Younger persons respite families	N	Per hour	\$ 9.25			N
Personal care - medium income						
Younger persons respite families Personal care - high income	N	Per hour	\$ 39.50			N
Younger persons respite families Respite care - low income	N	Per hour	\$ 3.25			N
Younger persons respite families Respite care - low income discretionary fee	N	Per hour	\$ 2.50	\$ 2.40	\$ 0.10	N

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Younger participate   Per	rees and	a Gila	ı yes z	20 1 <del>7</del>	9		
Younger persons respite families   N   Per hour   \$ 4.45   \$ 4.30   \$ 0.15   N	Type of fees and charges		UNIT	inclusive	inclusive		
Younger persons respite families   Respite care - medium income discretionary fee   Younger persons respite families   Respite care - medium income   N   Per hour   S   5.30   S   5.10   S   0.20   N   Respite care - medium income   Younger persons respite families   N   Per hour   S   5.30   S   5.10   S   0.20   N   Respite care - medium income   N   Per hour   S   6.50   S   5.20   S   2.20   Y   Monday, Friday Pam- down   N   Per hour   S   6.60   S   5.20   S   2.20   Y   Monday, Friday Pam- down   N   Per hour   S   6.60   S   6.64   S   2.60   Y   Monday, Friday Pam- down   N   Per hour   S   6.60   S   6.64   S   2.60   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.64   S   2.60   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.64   S   2.60   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.64   S   2.60   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.60   S   2.60   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.00   S   3.00   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.00   S   3.00   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.00   S   3.00   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.00   S   3.00   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   6.00   S   3.00   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   5.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   6.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   Y   Monday, Friday Pam- down   N   Per hour   S   7.00   S   7.00   N   Mo	Type of feed and charges	Fee *		fee	fee		
Younger persons respite families   Respite care - medium income   N   Per hour   S   5.00   S   5.10   N   N   Respite care - high income   N   Per hour   S   39.50   S   38.00   S   1.50   N   N   Respite care - high income   N   Per hour   S   65.00   S   52.80   S   2.20   Y   Manday - Friday 7am - 8pm   N   Per hour   S   69.00   S   66.40   S   2.60   Y   Y   Y   Y   Y   Y   Y   Y   Y		N	Per hour			\$ 0.15	N
Younger persons respite families   Respite acre - Ingli income   N   Per hour   \$ 8350   \$ 38.00   \$ 1.50   N   Respite acre - Ingli income   N   Per hour   \$ 55.00   \$ 52.80   \$ 2.20   Y   Monday - Friday Fam - Spim   Per hour   \$ 69.00   \$ 66.40   \$ 2.60   Y   Monday - Friday Fam - Ingli income   N   Per hour   \$ 69.00   \$ 66.40   \$ 2.60   Y   Weekend 7 arm - 12 midday   Monday - Friday Fam - Ingli income   N   Per hour   \$ 69.00   \$ 66.40   \$ 2.60   Y   Weekend 7 arm - 12 midday   Monday - Friday Fam - Monday - Friday	Younger persons respite families	N	Per hour	\$ 5.30	\$ 5.10	\$ 0.20	N
Commercial - home care	Younger persons respite families	N	Per hour	\$ 39.50	\$ 38.00	\$ 1.50	N
Commercial - home care	Commercial - home care	N	Per hour	\$ 55.00	\$ 52.80	\$ 2.20	Υ
Commercial - home care   N   Per hour   \$ 69.00   \$ 66.40   \$ 2.60   Y	Commercial - home care	N	Per hour	\$ 69.00	\$ 66.40	\$ 2.60	Υ
Commercial - home care   N   Per hour   \$ 83.00   \$ 3.00   Y	Commercial - home care	N	Per hour	\$ 69.00	\$ 66.40	\$ 2.60	Υ
Commercial - personal care   N   Per hour   S   50.00   S   48.00   S   2.00   Y	Commercial - home care	N	Per hour	\$ 83.00	\$ 80.00	\$ 3.00	Υ
Commercial - personal care   N   Per hour   \$   64.50   \$   61.00   \$   3.50   Y	Commercial - personal care	N	Per hour	\$ 50.00	\$ 48.00	\$ 2.00	Υ
Commercial - personal care   Weekend 7am - 12 midday Saturday   N   Per hour   \$   64.50   \$   61.00   \$   3.50   Y		N	Per hour	\$ 64.50	\$ 61.00	\$ 3.50	Υ
Weekend 7am - 12 midday Saturday	Monday - Friday 6pm - midnight	N	Per hour	\$ 64.50	\$ 61.00	\$ 3.50	Y
Weekend 12 midday onwards	Weekend 7am - 12 midday Saturday	N	Per hour				Y
Monday - Friday 7am - 6pm	Weekend 12 midday onwards	N	Per hour				Y
Monday - Friday 6pm - midnight	Monday - Friday 7am - 6pm						
Weekend 7am - 12 midday Saturday	Monday - Friday 6pm - midnight						
Weekend 12 midday onwards         N         Per assessment         \$ 309.00         \$ -         \$ 309.00         Y           Public holiday (all services) Commercial         N         Per hour         \$ 85.00         \$ 82.00         \$ 3.00         Y           Linkages - core hours         N         Per hour         \$ 5.40         \$ 5.20         \$ 0.20         N           Meals on Wheels         N         Per meal         \$ 6.55         \$ 6.30         \$ 0.25         N           Soup - low income         N         Each         \$ 1.60         \$ 1.55         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - low income         N         Each         \$ 4.85         \$ 4.70         \$ 0.30         N           Vegetables - low income         N         Each         \$ 1.00         \$ 0.95         \$ 0.05         N           Main salad - low income         N         Each         \$ 1.00         \$ 0.95         \$ 0.05         N           Dessert - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Sandwich - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Soup - medium income         N	Weekend 7am - 12 midday Saturday						
Public holiday (all services)	Weekend 12 midday onwards						
Commercial Linkages - core hours         N         Per hour         \$ 5.40         \$ 5.20         \$ 0.20         N           Meals on Wheels           Dining room meal         N         Per meal         \$ 6.55         \$ 6.30         \$ 0.25         N           Soup - low income         N         Each         \$ 1.60         \$ 1.55         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - low income         N         Each         \$ 7.60         \$ 7.30         \$ 0.30         N           Main meal - low income         N         Each         \$ 4.85         \$ 4.70         \$ 0.15         N           Vegetables - low income         N         Each         \$ 1.00         \$ 0.95         \$ 0.05         N           Main salad - low income         N         Each         \$ 6.15         \$ 5.95         \$ 0.20         N           Dessert - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Sandwich - low income         N         Each         \$ 4.90         \$ 4.70         \$ 0.20         N           Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal - mediu			assessment				
Meals on Wheels           Dining room meal         N         Per meal         \$         6.55         \$         6.30         \$         0.25         N           Soup - low income         N         Each         \$         1.60         \$         1.55         \$         0.05         N           Main meal/ vegetables/ dessert/ juice - low income         N         Each         \$         7.60         \$         7.30         \$         0.30         N           Main meal - low income         N         Each         \$         4.85         \$         4.70         \$         0.15         N           Vegetables - low income         N         Each         \$         1.00         \$         0.95         \$         0.05         N           Main salad - low income         N         Each         \$         6.15         \$         5.95         \$         0.20         N           Dessert - low income         N         Each         \$         1.70         \$         1.65         \$         0.05         N           Sandwich - low income         N         Each         \$         4.90         \$         4.70         \$         0.20         N           Sou	Commercial				·	,	
Dining room meal   N   Per meal   \$   6.55   \$   6.30   \$   0.25   N		N N	Per nour	\$ 5.40	\$ 5.20	\$ 0.20	N
Soup - low income			_				
Main meal/ vegetables/ dessert/ juice - low income         N         Each         \$ 7.60         \$ 7.30         \$ 0.30         N           Main meal - low income         N         Each         \$ 4.85         \$ 4.70         \$ 0.15         N           Vegetables - low income         N         Each         \$ 1.00         \$ 0.95         \$ 0.05         N           Main salad - low income         N         Each         \$ 6.15         \$ 5.95         \$ 0.20         N           Dessert - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Sandwich - low income         N         Each         \$ 4.90         \$ 4.70         \$ 0.20         N           Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	<u> </u>						
Main meal - low income         N         Each         \$         4.85         \$         4.70         \$         0.15         N           Vegetables - low income         N         Each         \$         1.00         \$         0.95         \$         0.05         N           Main salad - low income         N         Each         \$         6.15         \$         5.95         \$         0.20         N           Dessert - low income         N         Each         \$         1.70         \$         1.65         \$         0.05         N           Sandwich - low income         N         Each         \$         4.90         \$         4.70         \$         0.20         N           Soup - medium income         N         Each         \$         1.80         \$         1.75         \$         0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$         8.85         \$         5.60         \$         0.20         N           Vegetables - medium income         N         Each         \$         1.20         \$         1.15         \$         0.05         N							
Vegetables - low income         N         Each         \$ 1.00         \$ 0.95         \$ 0.05         N           Main salad - low income         N         Each         \$ 6.15         \$ 5.95         \$ 0.20         N           Dessert - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Sandwich - low income         N         Each         \$ 4.90         \$ 4.70         \$ 0.20         N           Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	· ·						
Main salad - low income         N         Each         \$ 6.15         \$ 5.95         \$ 0.20         N           Dessert - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Sandwich - low income         N         Each         \$ 4.90         \$ 4.70         \$ 0.20         N           Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N		N	Each				N
Dessert - low income         N         Each         \$ 1.70         \$ 1.65         \$ 0.05         N           Sandwich - low income         N         Each         \$ 4.90         \$ 4.70         \$ 0.20         N           Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	Vegetables - low income	N	Each	\$ 1.00	\$ 0.95	\$ 0.05	N
Sandwich - low income         N         Each         \$ 4.90         \$ 4.70         \$ 0.20         N           Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	Main salad - low income	N	Each	\$ 6.15	\$ 5.95	\$ 0.20	N
Soup - medium income         N         Each         \$ 1.80         \$ 1.75         \$ 0.05         N           Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	Dessert - low income	N	Each	\$ 1.70	\$ 1.65	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - medium income         N         Each         \$ 8.85         \$ 8.55         \$ 0.30         N           Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	Sandwich - low income	N	Each	\$ 4.90	\$ 4.70	\$ 0.20	N
Main meal - medium income         N         Each         \$ 5.80         \$ 5.60         \$ 0.20         N           Vegetables - medium income         N         Each         \$ 1.20         \$ 1.15         \$ 0.05         N	Soup - medium income	N	Each	\$ 1.80	\$ 1.75	\$ 0.05	N
Vegetables - medium income N Each \$ 1.20 \$ 1.15 \$ 0.05 N	Main meal/ vegetables/ dessert/ juice - medium income	N	Each	\$ 8.85	\$ 8.55	\$ 0.30	N
	Main meal - medium income	N	Each	\$ 5.80	\$ 5.60	\$ 0.20	N
Main salad - medium income         N         Each         \$ 7.05         \$ 6.80         \$ 0.25         N	Vegetables - medium income	N	Each	\$ 1.20	\$ 1.15	\$ 0.05	N
	Main salad - medium income	N	Each	\$ 7.05	\$ 6.80	\$ 0.25	N

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Type of fees and charges	Statutory Fee *	UNIT		GST nclusive 2014-15 fee	GST inclusive 2013-14 fee		Fee increase \$	GST applied at 10%
				\$	\$			
Dessert - medium income	N	Each	\$	1.85	\$ 1.80	\$	0.05	N
Sandwich - medium income	N	Each	\$	5.80	\$ 5.60	\$	0.20	N
Soup - high income	N	Each	\$	2.00	\$ 1.95	\$	0.05	N
Main meal/ vegetables/ dessert/ juice - high income	N	Each	\$	10.00	\$ 9.70	\$	0.30	N
Main meal - high income	N	Each	\$	6.50	\$ 6.30	\$	0.20	N
Vegetables - high income	N	Each	\$	1.30	\$ 1.25	\$	0.05	N
Main salad - high income	N	Each	\$	7.90	\$ 7.60	\$	0.30	N
Dessert - high income	N	Each	\$	2.20	\$ 2.15	\$	0.05	N
Sandwich - high income	N	Each	\$	6.50	\$ 6.30	\$	0.20	N
Commercial main meal/vegetables/dessert/juice	N	Each	\$	29.50	\$ 28.45	\$	1.05	Υ
Canterbury Memorial Home								
Main hall hire - community groups	N	Per day	\$	32.00	\$ 31.00	\$	1.00	Y
Canterbury Memorial Home Units - standard rate	N	Per month	\$	505.00	\$ 490.00	\$	15.00	N
Canterbury Memorial Home Units - discretionary fee level one	N	Per month	\$	430.00	\$ 415.00	\$	15.00	N
Canterbury Memorial Home Units - discretionary fee level two	N	Per month	\$	360.00	\$ 345.00	\$	15.00	N
Community Development - Library, Arts and Cultura	l Services							
Eisteddfod								
Audience entry fee - full	N	Per person	\$	8.00	\$ 7.50	\$	0.50	Υ
Audience entry fee - concession	N	Per person	\$	5.00	\$ 5.00	\$	-	Υ
Audience entry fee - family (2A/2C)	N	Per family	\$	17.00	\$ 16.50	\$	0.50	Υ
Category one - 10 years and under or 12 years and under	N	Per entry	\$	10.20	\$ 9.80	\$	0.40	Y
Category two - 14 years and under	N	Per entry	\$	12.50	\$ 12.00	\$	0.50	Y
Category three - 15 years and under or 16 years and under	N	Per entry	\$	14.50	\$ 14.00	\$	0.50	Y
Category four - 18 years and under	N	Per entry	\$	20.00	\$ 19.50	\$	0.50	Y
Category five - open	N	Per entry	\$	27.00	\$ 26.00	\$	1.00	Υ
Chamber groups and ensembles	N	Per entry	\$	30.00	\$ 29.00	\$	1.00	Y
Choral groups	N	Per entry	\$	50.00			2.00	Y
						'		
Summer music in the parks  Marquee - community	N	No charge	N	lo charge	No charge	\$	_	N
Marquee - business	N	Per event	\$	215.00			5.00	Y
·								
Site fee - business (unpowered)	N	Per event	\$	60.00			2.00	Y
Site fee - business (powered)	N	Per event	\$	100.00	\$ 96.00	\$	4.00	Υ

Fees and Charges 2014-15 7 of 30

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Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
Site fee - community	N	No charge	No charge	No charge	\$ -	N
Kew Court House hire fees	I					
Court room including dressing rooms - commercial	N	Per hour	\$ 42.50	\$ 41.00	\$ 1.50	Y
Court room including dressing rooms - community	N	Per hour	\$ 30.00	\$ 29.00	\$ 1.00	Y
Court room including dressing rooms - tenant	N	Per hour	\$ 14.50	\$ 14.00	\$ 0.50	Y
Court room including dressing rooms - commercial	N	Per day	\$ 310.00	\$ 300.00	\$ 10.00	Y
Court room including dressing rooms - community	N	Per day	\$ 240.00	\$ 230.00	\$ 10.00	Y
Court room including dressing rooms - tenant	N	Per day	\$ 120.00	\$ 115.00	\$ 5.00	Υ
Court room including dressing rooms - commercial	N	Per week	\$ 1,025.00	\$ 990.00	\$ 35.00	Υ
Court room including dressing rooms - community	N	Per week	\$ 770.00	\$ 740.00	\$ 30.00	Y
Court room including dressing rooms - tenant	N	Per week	\$ 385.00	\$ 370.00	\$ 15.00	Y
Community workshop/meeting room - commercial	N	Per hour	\$ 27.00	\$ 26.00	\$ 1.00	Y
Community workshop/meeting room - community	N	Per hour	\$ 20.00	\$ 19.50	\$ 0.50	Y
Community workshop/meeting room - tenant	N	Per hour	\$ 10.20	\$ 9.80	\$ 0.40	Υ
Community workshop/meeting room - commercial	N	Per day	\$ 85.00	\$ 82.00	\$ 3.00	Y
Community workshop/meeting room - community	N	Per day	\$ 63.00	\$ 61.00	\$ 2.00	Y
Community workshop/meeting room - tenant	N	Per day	\$ 31.00	\$ 30.00	\$ 1.00	Y
Small meeting room - commercial	N	Per hour	\$ 21.00	\$ 20.50	\$ 0.50	Y
Small meeting room - community	N	Per hour	\$ 15.50	\$ 15.00	\$ 0.50	Y
Small meeting room - tenant	N	Per hour	\$ 7.90	\$ 7.60	\$ 0.30	Y
Small meeting room - commercial	N	Per day	\$ 74.00	\$ 71.00	\$ 3.00	Y
Small meeting room - community	N	Per day	\$ 54.00	\$ 52.00	\$ 2.00	Y
Small meeting room - tenant	N	Per day	\$ 27.00	\$ 26.00	\$ 1.00	Y
Supervising Technician	N	Per hour	\$ 47.40	\$ 45.65	\$ 1.75	Y
Front of House/ Duty Manager	N	Per hour	\$ 47.40	\$ 45.65	\$ 1.75	Y
Usher	N	Per hour	\$ 42.30	\$ 40.70	\$ 1.60	Y
Technician	N	Per hour	\$ 42.30	\$ 40.70	\$ 1.60	Y
Hawthorn Arts Centre (Hawthorn Town Hall)						
Standard rate - Monday to Thursday						
Main hall and stage	N	Minimum four hours	\$ 800.00	\$ 770.00	\$ 30.00	Y
Main hall and stage	N	Per hour	\$ 200.00	\$ 192.50	\$ 7.50	Y
Chandelier room	N	Minimum four hours	\$ 570.00	\$ 550.00	\$ 20.00	Y

Fees and Charges 2014-15 8 of 30

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	Ctatutami		GST inclusive	GST inclusive	Fee	GST
Type of fees and charges	Statutory Fee *	UNIT	2014-15	2013-14	increase	applied
			fee \$	fee \$	\$	at 10%
Chandelier room	N	Per hour	\$ 142.50		\$ 5.00	Y
Mayor's room	N	Minimum four hours	\$ 228.00	\$ 220.00	\$ 8.00	Y
Mayor's room	N	Per hour	\$ 57.00	\$ 55.00	\$ 2.00	Y
Dora Wilson room	N	Minimum four hours	\$ 91.00	\$ 88.00	\$ 3.00	Y
Dora Wilson room	N	Per hour	\$ 22.75	\$ 22.00	\$ 0.75	Y
The Chamber	N	Minimum four hours	\$ 228.00	\$ 220.00	\$ 8.00	Y
The Chamber	N	Per hour	\$ 57.00	\$ 55.00	\$ 2.00	Y
John Beswicke room	N	Minimum four hours	\$ 91.00	\$ 88.00	\$ 3.00	Y
John Beswicke room	N	Per hour	\$ 22.75	\$ 22.00	\$ 0.75	Y
The Zelman room	N	Minimum four hours	\$ 228.00	\$ 220.00	\$ 8.00	Y
The Zelman room	N	Per hour	\$ 57.00	\$ 55.00	\$ 2.00	Y
Edward C. Rigby room	N	Minimum four hours	\$ 91.00	\$ 88.00	\$ 3.00	Y
Edward C. Rigby room	N	Per hour	\$ 22.75	\$ 22.00	\$ 0.75	Y
Community arts space	N	Minimum four hours	\$ 91.00	\$ 88.00	\$ 3.00	Y
Community arts space	N	Per hour	\$ 22.75	\$ 22.00	\$ 0.75	Y
Basement - Foyer/Meeting space	N	Minimum four hours	\$ 34.00	\$ 33.00	\$ 1.00	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 9.00	\$ 8.80	\$ 0.20	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 340.00	\$ 330.00	\$ 10.00	Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 85.00			Y
Basement - Performance/Rehearsal studio	N	Per day	\$ 476.00		\$ 476.00	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 34.00			Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 9.00	\$ 8.80	\$ 0.20	Y
Standard rate - Friday to Sunday						
Main hall and stage	N	Minimum four hours	\$ 1,370.00	\$ 1,320.00	\$ 50.00	Y
Main hall and stage	N	Per hour	\$ 342.50	\$ 330.00	\$ 12.50	Υ
Chandelier room	N	Minimum four hours	\$ 1,028.00	\$ 990.00	\$ 38.00	Y
Chandelier room	N	Per hour	\$ 257.00	\$ 247.50	\$ 9.50	Y
Mayor's room	N	Minimum four hours	\$ 284.00	\$ 275.00	\$ 9.00	Y
Mayor's room	N	Per hour	\$ 71.00	\$ 68.20	\$ 2.80	Y
Dora Wilson room	N	Minimum four hours	\$ 109.00	\$ 104.50	\$ 4.50	Y
Dora Wilson room	N	Per hour	\$ 27.25	\$ 26.40	\$ 0.85	Y
The Chamber	N	Minimum four hours	\$ 284.00	\$ 275.00	\$ 9.00	Y

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			GST	GST	_	
Type of feet and charges	Statutory	LIMIT	inclusive	inclusive	Fee	GST
Type of fees and charges	Fee *	UNIT	2014-15	2013-14	increase \$	applied at 10%
			fee \$	fee \$	<b>a</b>	at 10%
The Chamber	N	Per hour	\$ 71.00	\$ 68.20	\$ 2.80	Υ
John Beswicke room	N	Minimum four hours	\$ 109.00	\$ 104.50	\$ 4.50	Y
John Beswicke room	N	Per hour	\$ 27.25	\$ 26.40	\$ 0.85	Y
The Zelman room	N	Minimum four hours	\$ 284.00	\$ 275.00	\$ 9.00	Y
The Zelman room	N	Per hour	\$ 71.00	\$ 68.20	\$ 2.80	Y
Edward C. Rigby room	N	Minimum four hours	\$ 109.00	\$ 104.50	\$ 4.50	Y
Edward C. Rigby room	N	Per hour	\$ 27.25	\$ 26.40	\$ 0.85	Y
Community arts space	N	Minimum four hours	\$ 109.00	\$ 104.50	\$ 4.50	Y
Community arts space	N	Per hour	\$ 27.25	\$ 26.40	\$ 0.85	Y
Basement - Foyer/Meeting space	N	Minimum four hours	\$ 34.00	\$ 33.00	\$ 1.00	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 9.00	\$ 8.80	\$ 0.20	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 428.00	\$ 412.50	\$ 15.50	Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 107.00	\$ 103.40	\$ 3.60	Y
Basement - Performance/Rehearsal studio	N	Per day	\$ 599.20	\$ -	\$ 599.20	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 34.00	\$ 33.00	\$ 1.00	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 9.00	\$ 8.80	\$ 0.20	Y
Standard rate - Multiday hire						
Basement - Performance/Rehearsal studio	N	Per week	\$ 1,666.00	\$ -	\$ 1,666.00	Υ
Basement - Performance/Rehearsal studio	N	Per four days	\$ 1,332.80		\$ 1,332.80	Y
Subsidised rate one - Monday to Thursday						
Main hall and stage	N	Minimum four hours	\$ 400.00	\$ 385.00	\$ 15.00	Υ
Main hall and stage	N	Per hour	\$ 100.00	\$ 95.70	\$ 4.30	Y
Chandelier room	N	Minimum four hours	\$ 284.00	\$ 275.00	\$ 9.00	Y
Chandelier room	N	Per hour	\$ 71.00	\$ 68.20	\$ 2.80	Y
Mayor's room	N	Minimum four hours	\$ 114.00	\$ 110.00	\$ 4.00	Y
Mayor's room	N	Per hour	\$ 28.50	\$ 27.50	\$ 1.00	Y
Dora Wilson room	N	Minimum four hours	\$ 45.00	\$ 44.00	\$ 1.00	Y
Dora Wilson room	N	Per hour	\$ 11.25	\$ 11.00	\$ 0.25	Y
The Chamber	N	Minimum four hours	\$ 114.00	\$ 110.00	\$ 4.00	Y
The Chamber	N	Per hour	\$ 28.50	\$ 27.50	\$ 1.00	Y
John Beswicke room	N	Minimum four hours	\$ 45.00	\$ 44.00	\$ 1.00	Y
John Beswicke room	N	Per hour	\$ 11.25	\$ 11.00	\$ 0.25	Y

Fees and Charges 2014-15 10 of 30

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Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee	GST inclusive 2013-14 fee	Fee increase \$	GST applied at 10%
The Zelman room	N	Minimum four	\$ \$ 114.00	\$ 110.00	\$ 4.00	Y
The Zelman room	N	hours Per hour	\$ 28.50	\$ 27.50	\$ 1.00	Υ
Edward C. Rigby room	N	Minimum four	\$ 45.00	\$ 44.00	\$ 1.00	Υ
Edward C. Rigby room	N	hours Per hour	\$ 11.25	\$ 11.00	\$ 0.25	Y
Community arts space	N	Minimum four	\$ 45.00			Y
Community arts space	N	hours Per hour	\$ 11.25	\$ 11.00		Y
Basement - Foyer/Meeting space	N	Minimum four	\$ 18.20	\$ 17.60		Y
		hours				
Basement - Foyer/Meeting space	N	Per hour	\$ 4.55			Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 170.00			Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 42.50	\$ 40.70	\$ 1.80	Y
Basement - Performance/Rehearsal studio	N	Per day	\$ 238.00	\$ -	\$ 238.00	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 18.20	\$ 17.60	\$ 0.60	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 4.55	\$ 4.40	\$ 0.15	Y
Subsidised rate one - Friday to Sunday						
Main hall and stage	N	Minimum four hours	\$ 680.00	\$ 660.00	\$ 20.00	Υ
Main hall and stage	N	Per hour	\$ 170.00	\$ 165.00	\$ 5.00	Υ
Chandelier room	N	Minimum four	\$ 510.00	\$ 495.00	\$ 15.00	Υ
Chandelier room	N	hours Per hour	\$ 127.50	\$ 123.20	\$ 4.30	Y
Mayor's room	N	Minimum four	\$ 142.00	\$ 137.50	\$ 4.50	Υ
Mayor's room	N	hours Per hour	\$ 35.50	\$ 34.10	\$ 1.40	Y
Dora Wilson room	N	Minimum four	\$ 53.00	\$ 51.70	\$ 1.30	Υ
Dora Wilson room	N	hours Per hour	\$ 12.50	\$ 12.10	\$ 0.40	Υ
The Chamber	N	Minimum four	\$ 142.00	\$ 137.50	\$ 4.50	Υ
The Chamber	N	hours Per hour	\$ 35.50	\$ 34.10	\$ 1.40	Υ
John Beswicke room	N	Minimum four	\$ 53.00	\$ 51.70	\$ 1.30	Y
John Beswicke room	N	hours Per hour	\$ 12.50	\$ 12.10	\$ 0.40	Y
The Zelman room	N	Minimum four	\$ 142.00		·	Y
The Zelman room	N	hours Per hour	\$ 35.50			Y
Edward C. Rigby room	N	Minimum four hours	\$ 53.00			Y
Edward C. Rigby room	N	Per hour	\$ 12.50		·	Y
Community arts space	N	Minimum four hours	\$ 45.00			Y
Community arts space	N	Per hour	\$ 11.25	\$ 11.00	\$ 0.25	Y

Fees and Charges 2014-15 11 of 30

FEES and	Clia	iges z	2014	<u>- 1 , </u>	<u> </u>				
Type of fees and charges	Statutory Fee *	UNIT	GS <sup>-</sup> inclus 2014- fee \$	ive		GST inclusive 2013-14 fee \$	i	Fee ncrease \$	GST applied at 10%
Basement - Foyer/Meeting space	N	Minimum four hours	\$	18.20	\$	17.60	\$	0.60	Υ
Basement - Foyer/Meeting space	N	Per hour	\$	4.55	\$	4.40	\$	0.15	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 2	10.00	\$	205.70	\$	4.30	Υ
Basement - Performance/Rehearsal studio	N	Per hour	\$	52.50	\$	50.60	\$	1.90	Υ
Basement - Performance/Rehearsal studio	N	Per day	\$ 2	94.00	\$	-	\$	294.00	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$	18.20	\$	17.60	\$	0.60	Y
Basement - Meeting room/Dressing room	N	Per hour	\$	4.55	\$	4.40	\$	0.15	Y
Subsidised rate one - Multiday hire	•								
Basement - Performance/Rehearsal studio	N	Per week	\$ 8	33.00	\$	-	\$	833.00	Υ
Basement - Performance/Rehearsal studio	N	Per four days	\$ 6	66.40	\$	-	\$	666.40	Y
Subsidised rate two - Monday to Friday									
Edward C. Rigby room	N	Minimum two	\$	22.50	\$	22.00	\$	0.50	Υ
Edward C. Rigby room	N	hours Per hour	\$	11.25	\$	11.00	\$	0.25	Υ
Community arts space	N	Minimum two	\$	22.50	\$	22.00	\$	0.50	Y
Community arts space	N	Per hour	\$	11.25	\$	11.00	\$	0.25	Υ
Basement - Foyer/Meeting space	N	Minimum two hours	\$	9.10	\$	8.80	\$	0.30	Y
Basement - Foyer/Meeting space	N	Per hour	\$	4.55	\$	4.40	\$	0.15	Y
Basement - Meeting room/Dressing room	N	Minimum two hours	\$	9.10	\$	8.80	\$	0.30	Y
Basement - Meeting room/Dressing room	N	Per hour	\$	4.55	\$	4.40	\$	0.15	Υ
Subsidised rate two - Saturday to Sunday									
Community arts space	N	Minimum two hours	\$	22.50	\$	22.00	\$	0.50	Y
Community arts space	N	Per hour	\$	11.25	\$	11.00	\$	0.25	Y
Basement - Foyer/Meeting space	N	Minimum two hours	\$	9.10	\$	8.80	\$	0.30	Y
Basement - Foyer/Meeting space	N	Per hour	\$	4.55	\$	4.40	\$	0.15	Y
Basement - Meeting room/Dressing room	N	Minimum two hours	\$	9.10	\$	8.80	\$	0.30	Y
Basement - Meeting room/Dressing room	N	Per hour	\$	4.55	\$	4.40	\$	0.15	Y
Artists studios									
Studio A	N	Per month	\$ 6	70.00	\$	646.80	\$	23.20	Y
Studio A	N	Per year	\$ 8,0	40.00	\$	7,755.00	\$	285.00	Υ
Studio B	N	Per month	\$ 6	25.00	\$	605.00	\$	20.00	Y
Studio B	N	Per year	\$ 7,5	00.00	\$	7,260.00		240.00	Y
Studio C	N	Per month		75.00		555.50		19.50	Y
Studio C	N	Per year	\$ 6,9	00.00	\$	6,666.00	\$	234.00	Y

Fees and Charges 2014-15 12 of 30

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Type of fees and charges	Statutory Fee *	UNIT		GST clusive 014-15 fee \$	i	GST inclusive 2013-14 fee \$	i	Fee ncrease \$	GST applied at 10%
Studio D	N	Per month	\$	500.00	\$	481.80	\$	18.20	Υ
Studio D	N	Per year	\$	6,000.00	\$	5,775.00	\$	225.00	Υ
Studio E	N	Per month	\$	500.00	\$	481.80	\$	18.20	Υ
Studio E	N	Per year	\$	6,000.00	\$	5,775.00	\$	225.00	Υ
Staff charge out costs - Standard rate* * Staffing costs will be met by hirer - Minimum of four hours.									
Supervising Technician	N	Per hour	\$	47.40	\$	45.65	\$	1.75	Υ
Front of House/ Duty Manager	N	Per hour	\$	47.40	\$	45.65	\$	1.75	Υ
Usher	N	Per hour	\$	42.30	\$	40.70	\$	1.60	Υ
Technician	N	Per hour	\$	42.30	\$	40.70	\$	1.60	Υ
Staff charge out costs - Subsidised rate*  * Council will provide a 50% subsidy of staffing costs for bonafid	e community	groups. Minim	um of f	our hours.				I	
Supervising Technician	N	Per hour	\$	23.70	\$	22.80	\$	0.90	Υ
Front of House/ Duty Manager	N	Per hour	\$	23.70	\$	22.80	\$	0.90	Υ
Usher	N	Per hour	\$	21.15	\$	20.35	\$	0.80	Y
Technician	N	Per hour	\$	21.15	\$	20.35	\$	0.80	Υ
<u>Other</u>									
Hirer's box office fees	N	Per ticket	\$	2.50	\$	2.50	\$	-	Y
Town Hall Gallery Memberships									
Adult (Individual)	N	Per year	\$	35.00	\$	35.00	\$	-	Υ
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	\$	-	Υ
Institution	N	Per year	\$	60.00	\$	60.00	\$	-	Y
Lifetime Membership	N	Per year	\$	250.00	\$	250.00	\$	-	Υ
Library Meeting rooms hire	I								
Ashburton, Camberwell and Hawthorn individual meeting rooms - discount community rate	N	Per hour	\$	3.25	\$	-	\$	3.25	Υ
Ashburton, Camberwell and Hawthorn individual meeting rooms - standard rate	N	Per hour	\$	11.50	\$	-	\$	11.50	Υ
Ashburton, Camberwell and Hawthorn combined meeting rooms - discount community rate	N	Per hour	\$	6.50	\$	-	\$	6.50	Υ
Ashburton, Camberwell and Hawthorn combined meeting rooms - standard rate	N	Per hour	\$	22.95	\$	-	\$	22.95	Υ
Balwyn and Kew Libraries meeting rooms - discount community rate	N	Per hour	\$	6.50	\$	-	\$	6.50	Υ
Balwyn and Kew Libraries meeting rooms - standard rate	N	Per hour	\$	22.95	\$	-	\$	22.95	Υ

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Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$		GST inclusive 2013-14 fee \$	incr	ee ease \$	GST applied at 10%
Other								
Overdue library fines - adult items	N	Charge per day	\$ 0.	35 3	0.35	\$	-	N
Overdue library fines - junior and teenage items	N	Charge per day	\$ 0.	15 3	0.25	-\$	0.10	N
Debt collection charge	N	Per borrower submission	\$ 15.	50 5	15.50	\$	-	N
Printing fee - A3 black and white	N	Per copy	\$ 0.	50 5	0.45	\$	0.05	Y
Printing fee - A4 black and white	N	Per copy	\$ 0.	30 3	0.30	\$	-	Y
Printing fee - A3 colour	N	Per copy	\$ 3.	25 3	3.15	\$	0.10	Y
Printing fee - A4 colour	N	Per copy	\$ 2.	15	2.10	\$	0.05	Υ
Inter library loan fee plus any charges from lending libraries	N	Per loan	\$ 5.	35	5.15	\$	0.20	Y
Library materials replacement processing charge for all materials except magazines	N	Per item processed	\$ 12.	00 3	17.00	-\$	5.00	Y
Library materials replacement processing charge for magazines	N	Per item processed	\$ 3.	00 3	-	\$	3.00	Y
Replacement of lost or damaged materials	N	Per item processed	Retail cost determined point of purchase		-	\$	-	Y
Local history publication	N	Per publication	Various + 10%		Various + 10%	\$	-	Y
Lost membership card	N	Per membership card replaced	\$ 5.	35 \$	5.15	\$	0.20	Y
Lost key to library storage and charging stations	N	Per key	\$ 50.	00	-	\$	50.00	Y
Replacement of single disc	N	Per item	\$ 11.	30	10.90	\$	0.40	Y
Replacement of covers/cases	N	Per item	\$ 5.	40 3	5.20	\$	0.20	Y

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Type of fees and charges	Statutory Fee *	UNIT	in	GST clusive 014-15 fee \$	GST inclusive 2013-14 fee \$	i	Fee ncrease \$	GST applied at 10%
Corporate Services - Financial Services								
Dishonoured cheque fee	N	Per dishonoured cheque	\$	53.00	\$ 51.00	\$	2.00	Υ
Sale of tender documents  Minimum charge \$71 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	\$	71.00	\$ 69.00	\$	2.00	Y
Land information certificate	Y	Per certificate issued	\$	20.00	\$ 20.00	\$	-	N
Right of way discontinuance and sales	N	Per right of way	v	Market alue + GST	Market value + 10%	\$	-	Y
Credit card payment surcharge	N	Per transaction		ull cost covery	Full cost recovery	\$	-	Y/N
Corporate Services - Information Technology								
Additional AO facilities map	N	Per map	\$	54.00	\$ 52.00	\$	2.00	Υ
Map sales - hourly labour rate	N	Hourly labour rate	\$	70.00	\$ 68.00	\$	2.00	Y
Material costs - A1 thematic maps	N	Per map	\$	35.00	\$ 34.00	\$	1.00	Y
A3 - Aerial map	N	Per map	\$	35.00	\$ 34.00	\$	1.00	Υ

Fees and Charges 2014-15 15 of 30

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
City Planning - Building Services						
Building permit fees (within the City of Boroondara)						
For dwelling (class 1a) and outbuildings (class 10a and 10b)						
Timber and steel fences (not incorporating retaining walls), deck / verandah / pergola (up to \$5,000) and above ground swimming pools	N	Per permit	Minimum \$584.10 or POA	Minimum \$562.10 or POA	\$ 22.00	Y
Brick fences, deck / verandah / pergola (up to \$10,000), retaining walls, demolitions and reblocks or similar minor structures	N	Per permit	Minimum \$678.70 or POA	Minimum \$653.40 or POA	\$ 25.30	Y
Garages, carports, sheds, deck / verandah / pergola, minor alterations and in ground swimming pools (up to \$15,000)	N	Per permit	Minimum \$830.50 or POA	Minimum \$803 or POA	\$ 27.50	Y
Minor additions and alterations (\$15,000 - \$50,000)	N	Per permit	Minimum \$1045 or POA	Minimum \$1012 or POA	\$ 33.00	Y
Additions and alterations (\$50,000 - \$100,000)	N	Per permit	Minimum \$1,430 or POA	Minimum \$1,375 or POA	\$ 55.00	Y
Major additions and alterations (over \$100,000)	N	Per permit	Value / 120 + GST minimum \$1,353 or POA	Value / 120 + GST minimum \$1,303.50 or POA	\$ 49.50	Y
New single dwelling / multiple dwelling	N	Per permit	Value / 120 + GST (\$2,475 min per dwelling or POA - mutlti unit developments POA)	Value / 120 + GST (\$2,387 min per dwelling or POA - mutlti unit developments POA)	\$ 88.00	Y
Minor alterations to pool barrier	N	Per permit	\$ 392.70	\$ 378.40	\$ 14.30	Y
Commercial building (class 2 to 9) or residential building including	g a rooming	house, boardin	g house or the like	e (class 1b)	1	
Minor alterations, signs, verandas up to estimated cost of \$15,000	N	Per permit	\$ 810.70	\$ 779.90	\$ 30.80	Y
Works with estimated cost between \$15,000 - \$100,000	N	Per permit	(Value of works / 92 +\$1,075) + GST	(Value of works / 92 +\$1,034) + GST	\$ 41.00	Y
Works with estimated cost between \$100,000 - \$500,000	N	Per permit	(Value of works / 250 + \$1,915) + GST	(Value of works / 250 + \$1,848) + GST	\$ 67.00	Y
Works with estimated cost over \$500,000	N	Per permit	(Value / 425 + \$3,385) + GST	(Value / 425 + \$3,256) + GST	\$ 129.00	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	Minimum \$227.70 or POA	Minimum \$220 or POA	\$ 7.70	Y
Other building permit fees				•		
Minor variations to building permit applications	N	Per permit	\$ 181.50	\$ 176.00	\$ 5.50	Y
Building inspection fees Permit expired, and no extension granted occupancy permit required	N	Per inspection	\$ 374.00	\$ 363.00	\$ 11.00	Y

Fees and Charges 2014-15 16 of 30

rees and	Cita	iges z				
			GST	GST	Fee	CCT
Type of fees and charges	Statutory	UNIT	inclusive 2014-15	inclusive 2013-14	Fee increase	GST applied
Type of fees and charges	Fee *	o.u.	fee	fee	\$	at 10%
			\$	\$		
Building inspection fees	N	Per	\$ 214.50	\$ 205.70	\$ 8.80	Y
Permit expired, and no extension granted certificate of final		inspection				
inspection required  Extension in time request	N	Per request	\$ 250.80	\$ 242.00	\$ 8.80	N
Extension in time request	IN .	rei iequesi	φ 250.60	φ 242.00	Φ 0.00	IN IN
Additional mandatory inspection fee	N	Per inspection	\$ 129.80	\$ 125.00	\$ 4.80	Y
, ,		·	·	·		
Additional fee: Building works incur a State Government Buil exceeds \$10,000) fee collected and forwarded to the Building Co		calculation - (co	ost of works x 0.00	0128 where estin	nated cost of wo	rks
Additional fee: Lodgement fee where estimated cost of works	Y	Per	\$ 35.70	\$ 35.70	\$ -	N
exceeds \$5,000		lodgement per				
		building permit				
		stage				
Note: Competitive quotes for works over \$500,000 and for majo						
<b>Note:</b> All building Permit fees shown above are the minimum fee on the size and complexity of the project.	es. Upon ass	sessment of pro	posed plans, deta	ailed quotations n	nay be provided	depending
Report and consent						
Report and consent for siting variations	Y	Per regulation to be varied	238.75	\$ 238.75	\$ -	N
Report and consent for non siting variations	Υ	Per regulation	238.75	\$ 238.75	\$ -	N
, , , , , , , , , , , , , , , , , , ,		to be varied				
Report and consent advertising fee	N	Per	\$135 for first	\$130 for first	\$ 5.00	N
		application	two properties	two properties		
			to be advertised to +	to be advertised to +		
			\$67.50 per	\$65 per		
			additional	additional		
			property	property		
Variations to report and consent applications	N	Per	\$ 125.00	\$ 120.00	\$ 5.00	N
		application				
Hoarding consents and reports	Y	Per request	\$ 238.75	\$ 238.75	\$ -	N
Hoarding inspections	N	Per	\$ 135.00	\$ 130.00	\$ 5.00	N
riodraing inspections		inspection	Ψ 100.00	Ψ 100.00	ψ 5.00	
Consent under Section 29A for demolition	Y	Per	\$ 59.62	\$ 59.62	\$ -	N
		application				
Request for Council comments	N	Per regulation	2 x report and	\$ -	\$ -	Y
		to be varied	consent for			
			siting variations fee			
POPE applications	1		100		I	
Places of public entertainment applications for minor event	N	Per	\$ 700.00	\$ 675.00	\$ 25.00	N
(less than 10,000 people)		application	700.00	070.00	25.00	"
Places of public entertainment applications for major event	N	Per	POA	POA	\$ -	N
(over 100,000 people)		application				
Consultant fee reports	N	Per request	POA	POA	\$ -	Y
Professional reports, fire protection etc						
Property information requests						
Statutory property information request	Y	Per request	\$ 47.60	\$ 47.60	\$ -	N
Priority surcharge fee - property information request	N	Per request	Same as	\$ 42.25	\$ -	N
(24 hour turnaround time)		- Cr roquost	statutory	72.20	•	'`
,			property			
			information			
D. J. C.			request fee	.= -		
Details of any occupancy permit	Y	Per request	\$ 47.60	\$ 47.60	\$ -	N
Details of mandatory inspection approval dates	Y	per permit Per request	\$ 47.60	\$ 47.60	\$ -	N
Solans of mandatory mopositor approval dates	'	per permit	77.00	47.00	*	

Fees and Charges 2014-15 17 of 30

rees and	Cita	iges z				
			GST inclusive	GST inclusive	Fee	GST
Type of fees and charges	Statutory	UNIT	2014-15	2013-14	increase	applied
	Fee *		fee	fee	\$	at 10%
Copy of building permit register	N	Per request	\$ 50.00	\$ \$ -	\$ 50.00	Y
					·	
General building enquiries requiring written response	N	Per request	Minimum \$110 for first hour,	\$ -	\$ -	Y
			otherwise \$110			
Demonstrate place for developing (sleep 4-) and outbellille as (sleep	. 40	L )	per hour			
Request for plans for dwellings (class 1a) and outbuildings (class Building plan request research fee	N N	Per request	\$ 126.50	\$ 121.00	\$ 5.50	N
Max up to five X A3 pages or 1 hour research and	IN	rei iequesi	ф 120.50	φ 121.00	\$ 5.50	IN IN
administration fee - POA thereafter				_		
Copies small	N	Per request	\$ 6.75	\$ 6.51	\$ 0.24	N
Copies large	N	Per request	POA	POA	\$ -	N
Request for plans for commercial dwellings (class 2 to 9) or resid	⊥ lential buildir	ngs including a	rooming house, be	oarding house or	the like (class 1	<u>b)</u>
Building plan request research fee (commercial class 2 to 9)	N	Per request	\$ 192.50	\$ 187.00	\$ 5.50	N
Max up to four (4) X A2 pages or 1 hour research and administration fee - POA thereafter						
Copies small	N	Per request	\$ 6.75	\$ 6.51	\$ 0.24	N
·		<u> </u>			,	
Copies large	N	Per request	POA	POA	\$ -	N
Other services						
Swimming pool inspection fee - residential	N	Charge per house	\$ 297.00	\$ 286.00	\$ 11.00	Y
Liquor licence measure and report	N	Per request	Minimum	Minimum \$495	\$ 16.50	Y
			\$511.50 or POA	or POA		
Building surveying consultancy	N	Per hour (or part thereof)	\$ 187.00	\$ 165.00	\$ 22.00	Y
City Planning - Economic Development		part triefeor)				
Mentoring program						
Mentoring program  Mentoring service booking cancellation	N	Per	\$ 30.00	\$ -	\$ 30.00	Y
		cancellation	<b>4</b> 00.00	<b>*</b>	Φ 00.00	
Hawthorn craft market						
Stallholder rental - for five markets	N	Per five	\$ 260.00	\$ 250.00	\$ 10.00	Y
Stallholder rental - for one market	N	markets Per market	\$ 57.00	\$ 55.00	\$ 2.00	Y
City Planning - Statutory Planning						
Preparation of section 173 agreements	N	Per	\$ 715.00	\$ 690.00	\$ 25.00	Y
General planning enquiries requiring written response	N	agreement Per enquiry	\$ 71.00	\$ 69.00	\$ 2.00	N
Request for confirmation of existing use rights	N	Per property	\$ 107.00	\$ -	\$ 107.00	Y
					·	
Section 178A request to vary or end a Section 173 Agreement	N	Per agreement	\$ 102.00	\$ -	\$ 102.00	N
Developer open space levy (charge dependent on land value)	Y	Sliding scale applies	Statutory fee	Statutory fee	\$ -	N
Notification / advertising fee one sign and up to five notices	N	Per	\$ 72.00	\$ 69.00	\$ 3.00	Y
Notification / advertising fee one sign and up to ten notices	N	application Per	\$ 130.00	\$ 125.00	\$ 5.00	Y
		application				
Notification / advertising fee one sign and up to fifteen notices	N	Per application	\$ 190.00	\$ 184.00	\$ 6.00	Y
Each notice over fifteen notices	N	Per	\$ 6.00	\$ 5.75	\$ 0.25	Y
		application				

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			GST	GST		
			inclusive	inclusive	Fee	GS <sup>-</sup>
Time of feed and about a	Statutory	LINUT				
Type of fees and charges	Fee *	UNIT	2014-15	2013-14	increase	appli
			fee \$	fee \$	\$	at 10
For any additional sign	N	Per	\$ 12.00		\$ 0.50	Y
Tot any additional sign	IN IN	application	φ 12.00	φ 11.50	φ 0.50	I
For lamination of any sign	N	Per	\$ 11.25	\$ 11.00	\$ 0.25	Y
To familiation of any sign	"	application	Ψ 11.25	Ψ 11.00	Ψ 0.23	
Planning voluntary and extension of time amendments	N	Per	\$ 480.00	\$ 465.00	\$ 15.00	N
(proposed)		amendment	,	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	•	•
Planning voluntary amendments	N	Per	\$ 540.00	\$ 520.00	\$ 20.00	N
(retrospective)		amendment		·		
Change of use planning fee	Y	Per	\$ 502.00	\$ 502.00	\$ -	N
		application				
Commercial planning fee	Y	Per	\$ 102.00	\$ 102.00	\$ -	١
(<\$10,000)		application				
Commercial planning fee	Υ	Per	\$ 604.00	\$ 604.00	\$ -	N
(\$10,001 - \$250,000)		application				
Commercial planning fee	Y	Per	\$ 707.00	\$ 707.00	\$ -	N
(\$250,001 - \$500,000)		application				
Commercial planning fee	Υ	Per	\$ 815.00	\$ 815.00	\$ -	١
(\$500,001 - \$1,000,000)		application				
Commercial planning fee	Y	Per	\$ 1,153.00	\$ 1,153.00	\$ -	١
(>\$1,000,001 - \$7,000,000)		application	Φ 4007.00	<b>A</b> 4.007.00		
Commercial planning fee	Y	Per	\$ 4,837.00	\$ 4,837.00	\$ -	N
(\$7,000,001 - \$10,000,000)	Y	application	¢ 0.004.00	Ф 0.0C4.00	Φ.	
Commercial planning fee	Y	Per	\$ 8,064.00	\$ 8,064.00	\$ -	١
(\$10,000,001 - \$50,000,000) Commercial planning fee	Y	application Per	\$ 16,130.00	\$ 16,130.00	\$ -	N
(> \$50,000,001)	T T	application	\$ 16,130.00	\$ 16,130.00	-	יו
Subdivide an existing building	Υ	Per	\$ 386.00	\$ 386.00	\$ -	N
Subdivide an existing building	' '	application	φ 300.00	ψ 300.00	-	יו
Subdivide land into two lots	Υ	Per	\$ 386.00	\$ 386.00	\$ -	N
outsurvide faire fine two fole		application	Ψ 000.00	Ψ 000.00	4	•
Effect a realignment of a common boundary between lots or	Y	Per	\$ 386.00	\$ 386.00	\$ -	N
to consolidate two or more lots		application	,	,	•	
To subdivide land	Y	Per	\$ 781.00	\$ 781.00	\$ -	N
		application				
Remove a restriction (within the meaning of the Subdivision	Y	Per	\$ 249.00	\$ 249.00	\$ -	١
Act 1988) over land if the land has been used or developed		application				
for more than two years before the date of the applications in						
a manner which would have been lawful under the Planning						
and Environment Act			_	_		
Create, vary or remove a restriction within the meaning of the	Υ	Per	\$ 541.00	\$ 541.00	\$ -	١
Subdivision Act 1988; or		application				
Create or remove a right-of-way.	Y	Dor	\$ 404.00	\$ 404.00	•	
Create, vary or remove an easement other than a right-of- way; or	Y	Per	\$ 404.00	\$ 404.00	ъ -	١
Vary or remove a condition in the nature of an easement		application				
Photocopy fee - A1	N	Per copy	\$ 10.90	\$ 10.50	\$ 0.40	
Friotocopy lee - A1	IN IN	rei copy	φ 10.90	φ 10.50	φ 0.40	ľ
Photocopy fee - A2	N	Per copy	\$ 6.75	\$ 6.50	\$ 0.25	N
· · · · · · · · · · · · · · · · · · ·	',	. с. сорј	5.76	÷ 0.50	0.20	
Photocopy fee - A3	N	Per copy	\$ 2.70	\$ 2.60	\$ 0.10	N
17					'	•
Photocopy fee - A4	N	Per copy	\$ 1.55	\$ 1.50	\$ 0.05	N
Planning search fee	N	Per request	\$ 111.00	\$ 107.00	\$ 4.00	١
(considered as information request)						
Property information	Y	Per	\$ 147.00	\$ 147.00	\$ -	١
		application				
Certification of plan	Υ	Per request	\$100 + \$20	\$100 + \$20	\$ -	١
			per lot	per lot		
Re-certification of plan	Y	Per request	\$ 100.00	\$ 100.00	l <b>\$</b> -	N

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rees and charges 2014-15									
			GST			GST		F-1	0.07
Type of fees and charges		UNIT	inclusive 2014-15 fee			inclusive 2013-14 fee		Fee crease	GST applied
		ONT						\$	at 10%
			,	5		\$			
Residential planning fee \$10,000 - \$100,000	Y	Per request	\$	239.00	\$	239.00	\$	-	N
Residential planning fee	Υ	Per request	\$	490.00	\$	490.00	\$	-	N
>\$100,000		. 0. 1044001	_	100100	<u> </u>		_		.,
Fee to amend application after notice has been given	Υ	Per	\$	102.00	\$	102.00	\$	-	N
Amend the statement of what a permit allows or change a	Y	application Per request	\$	502.00	\$	502.00	\$	_	N
condition on a permit	'	reniequesi	Ψ	302.00	Ψ	302.00	Ψ	-	IN
Commercial amendment planning fee	Υ	Per	\$	102.00	\$	102.00	\$	-	N
(<\$10,000)  Commercial amendment planning fee	Y	application Per	\$	604.00	\$	604.00	Φ.	-	N
(\$10,001 - \$250,000)	T	application	Ф	604.00	Ф	604.00	\$	-	IN
Commercial amendment planning fee	Y	Per	\$	707.00	\$	707.00	\$	-	N
(\$250,001 - \$500,000)		application							
Commercial amendment planning fee (>\$500,001)	Y	Per application	\$	815.00	\$	815.00	\$	-	N
Residential amendment planning fee	Y	Per	\$	102.00	\$	102.00	\$	-	N
(<\$10,000)		application					·		
(when the cost of the original development and the additional									
development to be permitted by the amendments exceeds \$10,000)									
Residential amendment planning fee	Υ	Per	\$	239.00	\$	239.00	\$	-	N
(\$10,000 - \$100,000)		application							
Residential amendment planning fee	Y	Per	\$	490.00	\$	490.00	\$	-	N
(>\$100,000)  Subdivide an existing building amendment planning fee	Y	application Per	\$	386.00	\$	386.00	\$	-	N
Casa. Nac an one ang canang amonancin planing loc		application		000.00	Ψ	000.00	•		.,
Amend change of use planning fee	Y	Per	\$	502.00	\$	502.00	\$	-	N
Matters to the satisfaction of a responsible authority, Minister,	Y	application Per	\$	102.00	\$	102.00	\$	_	N
public authority, municipal council or a referral authority	'	application	Ψ	102.00	Ψ	102.00	Ψ	-	IN
City Planning - Local Laws									
Animal registration									
Registration of animal business	N	Per	\$	290.00	\$	280.00	\$	10.00	N
		registration	Ľ				i i		
Pet registration register	N	Per	\$	32.00	\$	31.00	\$	1.00	N
Animal registration (act)		inspection							
Animal registration (cat)  Cat aged over ten years - for non pensioner	N	Per animal	\$	45.50	\$	44.00	\$	1.50	N
Cat aged over ten years - for non pensioner	IN	rei ailiiliai	Φ	45.50	Φ	44.00	Ф	1.50	IN
Cat aged over ten years - for pensioner	N	Per animal	\$	22.75	\$	22.00	\$	0.75	N
Onto a sister of with an analizable association for any	N.I.	Dan animal	Φ.	45.50	Φ.	44.00	_	4.50	
Cat registered with an applicable organisation - for non pensioner	N	Per animal	\$	45.50	\$	44.00	\$	1.50	N
Cat registered with an applicable organisation - for pensioner	N	Per animal	\$	22.75	\$	22.00	\$	0.75	N
Cat (microchipped and registered prior to 11/04/2013)	N	Per animal	\$	45.50	\$	44.00	r r	1.50	N
- for non pensioner	IN	rei ailiiliai	Φ	45.50	Ф	44.00	Φ	1.50	IN
Cat (microchipped and registered prior to 11/04/2013)	N	Per animal	\$	22.75	\$	22.00	\$	0.75	N
- for pensioner									
Sterilised cat - proof required - for non pensioner	N	Per animal	\$	34.00	\$	33.00	\$	1.00	N
Sterilised cat - proof required - for pensioner	N	Per animal	\$	17.00	\$	16.50	\$	0.50	N
		ammar					Ľ		
Cat - maximum fee - for non pensioner	N	Per animal	\$	136.50	\$	132.00	\$	4.50	N
Cat - maximum fee - for pensioner	N	Per animal	\$	68.25	\$	65.00	\$	3.25	N
Oat - maximum ree - rui pensioner	IN	r er animai	Ψ	06.25	Ψ	05.00	φ .	3.23	IN
Cat release fee charged for cats held up to statutory holding	N	Per animal	\$	59.00	\$	57.00	\$	2.00	N
period									

Fees and Charges 2014-15 20 of 30

rees and		<u> </u>				
Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
Animal registration (dog)			<b></b>	<b>V</b>		
Dangerous dog / menacing dog	N	Per animal	\$ 296.00	\$ 285.00	\$ 11.00	N
Dangerous dog - non residential premises	Y	Per animal	\$ 174.00	\$ 168.00	\$ 6.00	N
Dangerous dog - protection trained	Y	Per animal	\$ 174.00	\$ 168.00	\$ 6.00	N
Restricted breed	N					N
		Per animal	\$ 296.00	·		
Dog aged over ten years - for non pensioner	N	Per animal	\$ 58.00	\$ 56.00	\$ 2.00	N
Dog aged over ten years - for pensioner	N	Per animal	\$ 29.00	\$ 28.00	\$ 1.00	N
Dog (microchipped and registered prior to 11/04/2013) - for non pensioner	N	Per animal	\$ 58.00	\$ 56.00	\$ 2.00	N
Dog (microchipped and registered prior to 11/04/2013) - for pensioner	N	Per animal	\$ 29.00	\$ 28.00	\$ 1.00	N
Dog obedience training - for non pensioner	N	Per animal	\$ 58.00	\$ 56.00	\$ 2.00	N
Dog obedience training - for pensioner	N	Per animal	\$ 29.00	\$ 28.00	\$ 1.00	N
Dog registered with an applicable organisation - for non pensioner	N	Per animal	\$ 58.00	\$ 56.00	\$ 2.00	N
Dog - registered with an applicable organisation - for pensioner	N	Per animal	\$ 29.00	\$ 28.00	\$ 1.00	N
Sterilised dog - proof required - for non pensioner	N	Per animal	\$ 52.00	\$ 50.00	\$ 2.00	N
Sterilised dog - proof required - for pensioner	N	Per animal	\$ 26.00	\$ 25.00	\$ 1.00	N
Dog - maximum fee - for non pensioner	N	Per animal	\$ 174.00	\$ 168.00	\$ 6.00	N
Dog - maximum fee - for pensioner	N	Per animal	\$ 87.00	\$ 84.00	\$ 3.00	N
Dog release fee charged for dog held up to statutory holding period	N	Per animal	\$ 111.00	\$ 107.00	\$ 4.00	N
Footpath occupation						
Portable signs, display of goods, cafes, barbeques and food sampling - Burke Road, Camberwell	N	Per square metre	\$ 270.00	\$ 260.00	\$ 10.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - Glenferrie Road, Hawthorn	N	Per square metre	\$ 208.00	\$ 200.00	\$ 8.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - all other areas	N	Per square metre	\$ 124.00	\$ 120.00	\$ 4.00	N
Promotional permits	N	Per	\$ 72.50	\$ 70.00	\$ 2.50	N
Directory / Finger board descriptions	N	application Per	\$ 365.00	\$ -	\$ 365.00	N
First time application	N	description One-off fee	\$ 72.50	\$ 70.00	\$ 2.50	N
Real estate agents (portable signs)	N	per application Per year per	\$ 560.00	\$ 540.00	\$ 20.00	N
5 N - 5 -7		company				
Parking						
Butler Street car park permit	N	Per quarter	\$ 485.00	\$ 470.00	\$ 15.00	Υ
Junction West and Fenton Way stage two car parks permit	N	Per quarter	\$ 485.00	\$ 470.00	\$ 15.00	Y
Hawthorn Town Hall West off street car park permit	N	Per quarter	\$ 485.00	\$ 470.00	\$ 15.00	Υ

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rees and charges 2014-13										
Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%				
Hilda Crescent off street car park permit	N	Per quarter	\$ 300.00	\$ 290.00	\$ 10.00	Y				
Auburn Road off street car park permit	N	Per quarter	\$ 300.00	\$ 290.00	\$ 10.00	Y				
Rose Street off street car park permit	N	Per quarter	\$ 300.00	\$ 290.00	\$ 10.00	Υ				
Fenton Way car park permit fees applied as per planning application requirements	N	Per quarter	\$ 475.00	\$ 460.00	\$ 15.00	Y				
Parking fines which Council may by resolution fix a penalty by virtue of Section 87(4) of the Road Safety Act 1986	Y	Per fine	\$ 70.00	\$ 70.00	\$ -	N				
Four hour parking meter	N	Per four hours	\$ 4.50	\$ 4.40	\$ 0.10	Y				
Four hour parking meter	N	Per hour	\$ 2.50	\$ 2.40	\$ 0.10	Y				
Three hour parking meter	N	Per three hours	\$ 3.60	\$ 3.50	\$ 0.10	Y				
Three hour parking meter	N	Per hour	\$ 2.50	\$ 2.40	\$ 0.10	Y				
Two hour parking meter	N	Per two hours	\$ 3.20	\$ 3.10	\$ 0.10	Y				
Two hour parking meter	N	Per hour	\$ 2.50	\$ 2.40	\$ 0.10	Y				
Parking meters (other areas)	N	Per day	\$ 5.60	\$ 5.40	\$ 0.20	Y				
Parking meters	N	Per hour	\$ 2.50	\$ 2.40	\$ 0.10	Υ				
Ticket machine parking	N	Per four hours - where applicable	\$ 5.60	\$ 5.40	\$ 0.20	Y				
Ticket machine parking	N	Per hour	\$ 2.50	\$ 2.40	\$ 0.10	Y				
Ticket machine parking (Glenferrie car parks - Park Street, Wakefield Street and Linda Crescent)	N	Per hour after first hour	\$ 2.50	\$ 1.60	\$ 0.90	Y				
Trader parking permits - non designated car park bay	N	Per year	\$ 31.00	\$ 30.00	\$ 1.00	Y				
Abandoned vehicles	N	Per release	\$ 380.00	\$ 365.00	\$ 15.00	N				
Abandoned vehicles	N	Per month after 30 days storage	\$ 113.00	\$ 109.00	\$ 4.00	N				
Permits										
Residential parking permit replacement fee	N	Per permit	\$ 15.50	\$ 15.00	\$ 0.50	Y				
Permits - to place large item on Council controlled land (placement for 1-5 days)	N	Per application	\$ 140.00	\$ 135.00	\$ 5.00	Y				
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	\$ 100.00	\$ -	\$ 100.00	Y				
Use of Crane / Travel Tower on Council controlled land	N	Per permit per day	\$ 140.00	\$ -	\$ 140.00	Y				
Out of hours work	N	Per permit per day	\$ 72.00	\$ -	\$ 72.00	Y				
Tradesperson parking permit - minor residential refurbishment works (residential parking permit policy)	N	Per permit	\$ 72.00	\$ 70.00	\$ 2.00	Y				
Tradesperson parking permit - residential other	N	Per vehicle	\$ 25.00	\$ 45.00	-\$ 20.00	Y				
Tradesperson parking permit replacement fee - minor	N	per week Per permit	\$ 11.20	\$ 10.80	\$ 0.40	Y				
residential refurbishment works  Tradesperson permits (in commercial shopping centres)	N	Per vehicle per bay per	\$ 46.00	\$ 45.00	\$ 1.00	Y				
Lost, stolen or damaged trader permit	N	day Per permit	\$ 27.00	\$ 26.00	\$ 1.00	Y				

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1 000 4116		<u> </u>	GST	GST		
Type of fees and charges	Statutory Fee *	UNIT	inclusive 2014-15 fee \$	inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
Permits - skip bins	N	Cost per one - three days	\$ 57.00	\$ 55.00	\$ 2.00	N
Permits - skip bins	N	Cost per four - seven days	\$ 85.00	\$ 82.00	\$ 3.00	N
Permits - skip bins	N	Cost more than seven days	\$85 + \$5 per day	\$82 + \$5 per day	\$ 3.00	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	\$ 1,300.00	\$ 1,250.00	\$ 50.00	N
Filming permit - car parking spaces - residential	N	Per space	\$ 28.00	\$ 27.00	\$ 1.00	N
Filming permit - car parking spaces - commercial	N	Per space	\$ 78.00	\$ 75.00	\$ 3.00	N
Busking permit fee	N	Per week	\$ 14.50	\$ 14.00	\$ 0.50	N
Excess animals permit (more than two dogs or two cats)	N	Per application	\$ 100.00	\$ 96.00	\$ 4.00	N
Standard local laws permit	N	Per permit	\$ 72.00	\$ 70.00	\$ 2.00	N
Other permits - replacement fee	N	Per permit	\$ 11.20	\$ 10.80	\$ 0.40	N
Impounded goods	N	Per release	\$ 275.00	\$ 265.00	\$ 10.00	N
Miscellaneous	'					
Cat cages	N	Cage deposit	\$ 140.00	\$ 135.00	\$ 5.00	Υ
Cat cages	N	For two weeks	\$ 52.00	\$ 50.00	\$ 2.00	Y
Cat cages	N	Per day there after	\$ 26.00	\$ 25.00	\$ 1.00	Y
Carnivals on Council land	N	Per carnival	\$ 780.00	\$ 750.00	\$ 30.00	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
Fire hazards, overhanging shrubs, noxious weeds - clearance administration fee	N	Per clearance	\$ 170.00	\$ 165.00	\$ 5.00	N
Roadside vending (annual or pro-rata for specific dates with minimum fee \$100)	N	Annual fee	\$ 12,400.00	\$ 12,000.00		N
Shopping trolleys	N	Each release fee	\$ 125.00	\$ 120.00	\$ 5.00	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

Fees and Charges 2014-15 23 of 30

Type of fees and charges	Statutory Fee *	UNIT	ine	GST clusive 014-15 fee \$	inc 20	GST lusive 13-14 fee \$		Fee crease \$	GST applied at 10%
Environment and Infrastructure - Infrastructure Ser	vices								
Bins that are reported stolen, broken or missing are replace	ed at no cha	rge.							
Green waste - bin (service fee)	N	Per bin	\$	109.00	\$	105.00	\$	4.00	N
Green waste - bin (pre-loved second bin)	N	Per bin	\$	59.00	\$	57.00	\$	2.00	N
Green waste - disposal tipping	N	Car boot/ station wagon seat up or down	\$	18.00	\$	17.50	\$	0.50	Y
Green waste - disposal tipping - trailer	N	Greater than six x four	\$	51.00	\$	49.00	\$	2.00	Y
Green waste - disposal tipping - trailer	N	Tandem with high sides	\$	122.00	\$	118.00	\$	4.00	Y
Green waste - disposal tipping - trailer	N	Tandem	\$	68.00	\$	66.00	\$	2.00	Y
Green waste - disposal tipping - trailer	N	Single axle greater than six x four high sides	\$	88.00	\$	85.00	\$	3.00	Y
Green waste - disposal tipping	N	Utility/small van/small trailer with high sides	\$	57.00	\$	55.00	\$	2.00	Y
Green waste - disposal tipping	N	Utility/small van/small trailer	\$	35.00	\$	27.50	·	7.50	Υ
Minimum charge fee	N	Per load	\$	8.00	\$	8.00	\$	-	Y
Transfer station / tipping fees - electronic waste - DVD and VCR players	N	Per item	\$	8.50	\$	8.00	\$	0.50	Y
Transfer station / tipping fees - electronic waste - sound systems	N	Per item	\$	8.50	\$	8.00	\$	0.50	Y
Transfer station / tipping fees - domestic refuse	N	Car boot/ station wagon seat up or down	\$	26.00	\$	25.00	\$	1.00	Y
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre with rim attached	\$	19.00	\$	18.50	\$	0.50	Υ
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre no rim	\$	16.50	\$	16.00	\$	0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per fridge	\$	17.50	\$	17.00	\$	0.50	Υ
Transfer station / tipping fees - domestic refuse	N	Per mattress	\$	30.00	\$	23.00	\$	7.00	Υ
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four high sides	\$	155.00		150.00		5.00	Υ
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four	\$	89.00		86.00		3.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem with high sides	\$	187.00		180.00		7.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem	\$	125.00	\$	101.00	\$	24.00	Y

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rees and charges 2014-15										
Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%				
Transfer station / tipping fees - domestic refuse - trailer	N	Utility/small van/small trailer with high sides	\$ 125.00	101.00	\$ 24.00	Y				
Transfer station / tipping fees - domestic refuse (spoil, bricks, concrete & dirt)	N	Utility/small van/small trailer with high sides	\$ 125.00	101.00	\$ 24.00	Y				
Transfer station / tipping fees - domestic refuse	N	Utility/small van/small trailer	\$ 58.00	\$ 56.00	\$ 2.00	Y				
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m <sup>2</sup> ) (0-10m <sup>2</sup> )	\$ 47.00	\$ 46.00	\$ 1.00	N				
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m <sup>2</sup> ) (10-50m <sup>2</sup> )	\$ 35.00	\$ 34.00	\$ 1.00	N				
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m <sup>2</sup> ) (>50m <sup>2</sup> )	\$ 29.00	\$ 28.00	\$ 1.00	N				
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m <sup>2</sup> ) (0-10m <sup>2</sup> )	\$ 95.00	\$ 92.00	\$ 3.00	N				
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m <sup>2</sup> ) (10-50m <sup>2</sup> )	\$ 59.00	\$ 57.00	\$ 2.00	N				
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m <sup>2</sup> ) (>50m <sup>2</sup> )	\$ 47.00	\$ 46.00	\$ 1.00	N				
Road reinstatement charges - channel / kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	N	Per lineal metre	\$ 215.00		\$ 5.00	N				
Road reinstatement charges - channel / kerb (concrete)	N	Per lineal metre	\$ 170.00			N				
Road reinstatement charges - residential crossovers / footpaths 125mm thick concrete	N	Per (m <sup>2</sup> )	\$ 165.00			N				
Road reinstatement charges - commercial crossovers / footpaths 200mm thick concrete	N	Per (m <sup>2</sup> )	\$ 215.00			N				
Road reinstatement charges - dressed bluestone kerb and channel (replacement with existing sawn bluestone)	N	Per lineal metre	\$ 235.00		i i	N				
Road reinstatement charges - dressed bluestone kerb and channel (replacement with new sawn bluestone)	N	Per lineal metre	\$ 505.00		,	N				
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m²) (0 - 2m²)	\$ 185.00			N				
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m <sup>2</sup> ) (2.01 - 5m <sup>2</sup> )	\$ 185.00	\$ 180.00	\$ 5.00	N				
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m <sup>2</sup> ) (5.01 - 20m <sup>2</sup> )	\$ 185.00	\$ 180.00	\$ 5.00	N				
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m <sup>2</sup> ) (20.01 - 50m <sup>2</sup> )	\$ 170.00	\$ 165.00	\$ 5.00	N				
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m <sup>2</sup> ) (>50m <sup>2</sup> )	\$ 170.00	\$ 165.00	\$ 5.00	N				
Road reinstatement charges - footpaths 75mm concrete	N	Per (m <sup>2</sup> ) (0 - 2m <sup>2</sup> )	\$ 155.00	\$ 150.00	\$ 5.00	N				
Road reinstatement charges - footpaths 75mm concrete	N	Per (m <sup>2</sup> ) (2.01 - 5m <sup>2</sup> )	\$ 155.00	\$ 150.00	\$ 5.00	N				
Road reinstatement charges - footpaths 75mm concrete	N	Per (m <sup>2</sup> ) (5.01 - 20m <sup>2</sup> )	\$ 125.00	\$ 120.00	\$ 5.00	N				
Road reinstatement charges - footpaths 75mm concrete	N	Per (m <sup>2</sup> )	\$ 105.00	\$ 102.00	\$ 3.00	N				
Road reinstatement charges - footpaths 75mm concrete	N	(20.01 - 50m <sup>2</sup> ) Per (m <sup>2</sup> ) (>50m <sup>2</sup> )	\$ 102.00	\$ 99.00	\$ 3.00	N				
Road reinstatement charges - footpaths (asphalt)	N	Per (m <sup>2</sup> ) (0 - 2m <sup>2</sup> )	\$ 165.00	\$ 160.00	\$ 5.00	N				

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			GST		GST			
Statutory		in	clusive				Fee	GST
	UNIT	2	014-15		2013-14	in	crease	applied
1 66			fee		fee		\$	at 10%
N	Por (m <sup>2</sup> )	\$		\$		\$	6.00	N
''		•	.00.00	•	.02.00	•	0.00	
N		\$	126.00	\$	122.00	\$	4.00	N
		Ţ		ľ		,		
N		\$	122.00	\$	118.00	\$	4.00	N
N		\$	116.00	\$	112.00	\$	4.00	N
N		\$	185.00	\$	180.00	\$	5.00	N
N	, ,	\$	160.00	\$	155.00	\$	5.00	N
	(2.01 - 5m <sup>2</sup> )							
NI NI	<b>5</b> (2)	· c	150.00	Φ.	152.00	•	6.00	N
IN IN	, ,	Ф	156.00	Ф	152.00	Ф	6.00	IN
	(>5m²)							
N	Per (m²)	\$	260.00	\$	250.00	\$	10.00	N
	, ,			Ö		i i		
	(0 - 2111 )							
N	Per (m <sup>2</sup> )	\$	220.00	\$	215.00	\$	5.00	N
	(2.01 - 5m <sup>2</sup> )							
NI NI	2.	Φ.	405.00	Φ.	100.00	Φ.	F 00	NI NI
N N		<b>&gt;</b>	185.00	<b>Þ</b>	180.00	<b>&gt;</b>	5.00	N
	(>5m²)							
N	Per property	\$	180.00	\$	175.00	\$	5.00	N
		•		•		*	0.00	
<b>N</b> 1	<b>D</b> .	•	04.00	_	04.00			
N	Per property	\$	81.00	5	81.00	\$	-	N
N	Per bin	\$	177.00	\$	175.00	\$	2.00	N
				•		•		• •
N	Per bin	\$	319.00	\$	316.00	\$	3.00	N
N	Per bin	\$	781.00	\$	774.00	\$	7.00	N
NI	Per hin	\$	638.00	<b>\$</b>	632.00	\$	6.00	N
11	I CI DIII	Ψ	030.00	Ψ	002.00	Ψ	0.00	IN
	N N N N N N N N N N N N N N N N N N N	N	N	Statutory Fee *         inclusive 2014-15 fee \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	Statutory Fee *         UNIT (2.014-15) fee (2.014-15) fee (2.014-15) fee (2.01 - 5m²)           N         Per (m²) (2.01 - 5m²)         \$ 158.00         \$ 126.00         \$ 126.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00         \$ 120.00	N	Statutory Fee*         UNIT Fee*         inclusive 2013-14 fee fee s         inclusive 2013-14 fee fee fee fee fee fee fee fee fee fe	N

<sup>1</sup> Tenants leasing Council owned facilities under the conditions of Council's Community Facility Leasing Policy will have waste charges levied as listed on page 30 of Appendix D Fees and Charges - Waste charges for Council tenanted properties. Note additional recycling and green waste bins are available on request to these properties.

Environment and Infrastructure - Parks and Gardens									
Freeway golf course -	N	Daylight	\$	17.50	\$ 17.	00   \$	0.50	Υ	
(unlimited golf weekday after 1.00 pm.)		savings							
		rate/per round							
Mad Monday special	N	Rate per	\$	17.50	\$ 17.	00 \$	0.50	Υ	
(unlimited golf all day)		round							
Late birdie special	N	Rate per	\$	10.75	\$ 10.	50 \$	0.25	Υ	
(unlimited golf after 5.00pm in daylight savings)		round							
(unlimited golf after 3.30pm eastern standard time)									

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rees and charges 2014-15									
Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15	GST inclusive 2013-14	Fee increase	GST applied			
			fee \$	fee \$	\$	at 10%			
Freeway golf course - second nine holes	N	Second nine	\$ 9.80		\$ 0.30	Υ			
(after having played first nine holes) Freeway golf course Concessions (pensioners, youth and students under 23)	N	holes 18 holes	\$ 19.00	\$ 18.50	\$ 0.50	Y			
18 holes Freeway golf course Concessions (pensioners, youth and students under 23) - nine holes	N	Nine holes	\$ 16.00	\$ 15.50	\$ 0.50	Y			
Freeway golf course Weekend / public holidays - 18 holes - youth and students under 23	N	18 holes	\$ 19.00	\$ 18.50	\$ 0.50	Υ			
Freeway golf course Weekend / public holidays - nine holes - youth and students under 23	N	Nine holes	\$ 16.00	\$ 15.50	\$ 0.50	Y			
Freeway golf course Pre-payment concessions weekend / public holidays - 18 holes	N	18 holes	\$ 28.00	\$ 27.00	\$ 1.00	Y			
Freeway golf course Seniors concessions weekdays - 18 holes	N	18 holes	\$ 26.00	\$ 25.00	\$ 1.00	Υ			
Freeway golf course Seniors concessions weekdays - nine holes	N	Nine holes	\$ 17.50	\$ 17.00	\$ 0.50	Y			
Freeway golf course Weekdays - 18 holes	N	18 holes	\$ 27.50	\$ 26.50	\$ 1.00	Y			
Freeway golf course Weekdays - nine holes	N	Nine holes	\$ 18.50	\$ 18.00	\$ 0.50	Υ			
Freeway golf course Weekend / public holidays - 18 holes	N	18 holes	\$ 29.00	\$ 28.00	\$ 1.00	Y			
Freeway golf course	N	Nine holes	\$ 20.00	\$ 19.50	\$ 0.50	Υ			
Weekend / public holidays - nine holes  Parks - booking charges for weddings, Christmas parties, funerals, filming, functions and animal farms - Formal Gardens and sportsgrounds	N	Per hour	\$ 125.00	\$ 120.00	\$ 5.00	Y			
Parks - booking charges for weddings, Christmas parties, funerals, filming, functions and animal farms - Parks and reserves	N	Per four hour block	\$ 125.00	\$ -	\$ 125.00	Y			
Parks - Access to private property via Council managed land	N	Per day	\$ 55.00	\$ -	\$ 55.00	Y			
Parks - Bond for provision of an access key (fully refundable on return key)	N	Per request	\$ 250.00	\$ -	\$ 250.00	Y			
Parks - Bond for erection of a marquee (refundable post site inspection less any costs or repairs)	N	Per request	\$ 300.00	\$ -	\$ 300.00	Υ			
Parks - Bonds for weddings, Christmas parties, funerals, filming, functions and animal farms - Formal Gardens, sportsgrounds, parks and reserves	N	Per request	Up to \$500	\$ -	\$ 500.00	Y			
Parks - permit to erect a marquee in a park (large 100 square metres + or multiple structures)	N	Per request	\$ 670.00	\$ 645.00	\$ 25.00	Y			
Parks - permit to erect a marquee in a park (medium 51 - 100 square metres)	N	Per request	\$ 470.00	\$ 455.00	\$ 15.00	Y			
Parks - permit to erect a marquee in a park (small 50 square metres)	N	Per request	\$ 270.00	\$ 260.00	\$ 10.00	Y			
Permit to conduct a private fireworks display in a park	N	Per request	\$ 675.00	\$ 650.00	\$ 25.00	Y			
Sportsgrounds casual use (booking charges for functions, casual sports games)	N	Per four hours or pro rata appropriate to the booking request	\$ 225.00	\$ 220.00	\$ 5.00	Y			
Sportsgrounds services fees/charges	N	Per ground/ wicket prepared	\$ 23,500.00	\$ 22,600.00	\$ 900.00	Y			

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rees and						
Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2014-15 fee \$	GST inclusive 2013-14 fee \$	Fee increase \$	GST applied at 10%
Sportsground						
Halls and pavilions - booking charges for casual hire of halls and pavilions	N	Per four hours or pro rata appropriate to the booking request	\$ 225.00	\$ 220.00	\$ 5.00	Υ
Halls and pavilions- booking charges for seasonal hall tenants	N	Per booking	\$ 34.00	\$ 33.00	\$ 1.00	Y
Sportsgrounds seasonal tenancy fees (formula based on quality of facility and usage of 63 grounds)	N	Per unit as allocated to facilities	\$ 10.25	\$ 10.00	\$ 0.25	Υ
Additional turf wicket ground preparation and hire	N	Per booking	\$ 840.00	\$ 810.00	\$ 30.00	Y
Environment and Infrastructure - Projects and Strate	⊋gy					
Sale of bluestone pitchers to public - high quality (price variation will depend on the quality and quantity offered for sale)	N	Per piece	\$ 6.70	\$ 6.50	\$ 0.20	Y
Sale of bluestone pitchers to public - low quality (price variation will depend on the quality and quantity offered for sale)	N	Per piece	\$ 5.50	\$ 5.30	\$ 0.20	Y
Environment and Infrastructure - Traffic and Transp	ort					
Road/ footpath occupation	N	Per day	\$ 240.00	\$ 235.00	\$ 5.00	N
Parking bay occupation	N	Per bay per day	\$ 47.00	\$ 46.00	\$ 1.00	N
Residential street parties	N	Per application	\$ 118.00		·	N
Work zone signage	N	Per sign	\$ 205.00	\$ 200.00	\$ 5.00	Y
nvironment and Infrastructure - Asset Management						
Asset protection - application fee	N	Per application	\$ 310.00	\$ 299.00	\$ 11.00	N
Drainage contribution / levy from private developers (estimated value)	N	Per application	\$9.00/sqm + 10% administration fee	\$8.70/sqm + 10% administration fee	\$ 0.30	N
Works within a road reserve permit	Y	Per application (based on 11.5 units)	\$ 147.66	\$ 125.00	\$ 22.66	N
Construction of stormwater drainage supervision fee	N	Per application	\$340 or 2.5% of total cost of drainage works	\$330 or 2.5% of total cost of drainage works	\$ 10.00	N
Compliance - stormwater inspection	N	Per application	\$ 120.00		\$ 26.00	N
Legal points of discharge	Y	Per application	\$ 59.62	\$ 59.62	\$ -	N
Building over easement - application fee	N	Per application	\$ 325.00	\$ 315.00	\$ 10.00	N
Compliance - vehicle crossing permit fee	N	Per application	\$ 190.00			N
On site detention system assessment fee	N	Per	\$ 117.00	\$ 112.50	\$ 4.50	N

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			GST		GST			
Type of fees and charges	Statutory Fee *	UNIT	oclusive 2014-15 fee \$		oclusive 2013-14 fee \$	ir	Fee ncrease \$	GST applied at 10%
EO's Office - Governance								
Fines for failure to vote in Council elections Applicable during Council election year	Y	Per infringement	\$ 70.42		70.42	\$	-	N
Freedom of information and inspection of prescribed docu								
Freedom of information application fee	Y	Per application	\$ 26.50	·	25.70	·	0.80	N
Photocopy - A4 black and white	Y	Per copy	\$ 0.20	\$	0.20	\$	-	N
Photocopy - A3 black and white	N	Per copy	\$ 2.55	\$	2.45	\$	0.10	N
Photocopy - A2 black and white	N	Per copy	\$ 3.80	\$	3.65	\$	0.15	N
Photocopy - A1 black and white	N	Per copy	\$ 5.20	\$	5.00	\$	0.20	N
Photocopy - A0 black and white	N	Per copy	\$ 6.10	\$	5.90	\$	0.20	N
Parkview room hire								
Standard rate - Monday to Thursday	N	Minimum four hours	\$ 570.00	\$	550.00	\$	20.00	Y
Standard rate - Monday to Thursday	N	Per hour	\$ 142.50	\$	137.50	\$	5.00	Y
Standard rate - Friday to Sunday	N	Minimum four hours	\$ 1,028.00	\$	990.00	\$	38.00	Y
Standard rate - Friday to Sunday	N	Per hour	\$ 257.00	\$	247.50	\$	9.50	Y
Community rate - Monday to Thursday	N	Minimum four hours	\$ 284.00	\$	275.00	\$	9.00	Y
Community rate - Monday to Thursday	N	Per hour	\$ 71.00	\$	68.20	\$	2.80	Y
Community rate - Friday to Sunday	N	Minimum four hours	\$ 510.00	\$	495.00	\$	15.00	Y
Community rate - Friday to Sunday	N	Per hour	\$ 127.50	\$	123.20	\$	4.30	Y
Staff charge out costs - Standard rate*  Staffing costs will be met by hirer								
Supervising Technician	N	Per hour	\$ 47.40	\$	45.65	\$	1.75	Y
Front of House/ Duty Manager	N	Per hour	\$ 47.40	\$	45.65	\$	1.75	Y
Usher/ Facilities Officer	N	Per hour	\$ 42.30	\$	40.70	\$	1.60	Y
Technician	N	Per hour	\$ 42.30	\$	40.70	\$	1.60	Y
Staff charge out costs - Subsidised rate*  * Council will provide a 50% subsidy of staffing costs for bonafic	de community	groups			'		1	
Supervising Technician	N	Per hour	\$ 23.70	\$	22.80	\$	0.90	Y
Front of House/ Duty Manager	N	Per hour	\$ 23.70	\$	22.80	\$	0.90	Y
Usher/ Facilities Officer	N	Per hour	\$ 21.15	\$	20.35	\$	0.80	Y
Technician	N	Per hour	\$ 21.15	\$	20.35	\$	0.80	Υ

<sup>\*</sup> Statutory fees will be amended in line with any increases determined by State Government over the course of the 2014-15 year.

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Community group	Free bin/s supplied	Additional bin charges
Aged Care	1 general 240 litre waste bin	
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	Charge for subsequent general waste
Kindergartens	2 general 240 litre waste bins	bins.
Bowling Clubs	2 general 240 litre waste bins	240 litre \$781
School	Nil	120 litre \$319
Scouts and Guides	1 general 240 litre waste bin	80 litre \$177
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	

Fees and Charges 2014-15 30 of 30





City of Boroondara Budget 2014-15

### Appendix D Priority Projects Program

 Priority Projects Program (including proposed forward commitments to 2014-15)

Project	Foreshadowed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 2 year expenditure
Administration				
Cleaning contract specifications	\$30,000	\$0	\$0	\$30,000
Customer Strategy for a Digital World	\$323,000	\$0	\$0	\$323,000
Utilities Billing Management Project	\$89,070	\$0	\$0	\$89,070
Total Administration	\$442,070	\$0	\$0	\$442,070
Compliance				
Conduct of 2016 General Election and Councillor induction	\$0	\$0	\$530,000	\$530,000
Conduct of 2016 General Election and Councillor induction	\$0	\$0	-\$150,000	-\$150,000
Consulting for Canterbury Memorial Home Units (CMHU) legislative compliance	\$30,000	\$0	\$0	\$30,000
General revaluation - biennial as at 1 January	\$252,000	\$255,432	\$266,000	\$773,432
Sale of Council revaluation data to the State Revenue Office	\$0	-\$249,000	\$0	-\$249,000
Total Compliance	\$282,000	\$6,432	\$646,000	\$934,432
Computers and telecommunications				
Archive project - Digitisation of fragile records	\$20,000	\$0	\$0	\$20,000
Web development and improved user interaction	\$100,000	\$100,000	\$100,000	\$300,000
Total Computers and telecommunications	\$120,000	\$100,000	\$100,000	\$320,000

Note: Italic lines are revenue offset

Appendix D - Priority Projects Page 1

<sup>\*</sup> Subject to Council review and funding

Project	ехр	shadowed benditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 2 year expenditure
Environment					
2015 Boroondara Sustainability Awards for schools		\$3,000	\$12,000	\$0	\$15,000
Integrated Water Management Strategy implementation - priority actions		\$90,000	\$15,000	\$15,000	\$120,000
Maranoa Gardens Conservation Management Plan		\$33,000	\$0	\$0	\$33,000
Sustainable Living Festival 2016		\$0	\$36,400	\$0	\$36,400
Urban Biodiversity Strategy implementation - priority actions		\$68,000	\$75,000	\$50,000	\$193,000
Total Environment		\$194,000	\$138,400	\$65,000	\$397,400
Major projects implementation					
Project management expertise for delivery of major projects		\$305,302	\$323,586	\$342,829	\$971,717
Total Major projects implementation		\$305,302	\$323,586	\$342,829	\$971,717

<sup>\*</sup> Subject to Council review and funding

Project	Foreshadowed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 2 year expenditure
Programs and services				
Aquatics upgrade feasibility study - Kew Recreation Centre	\$40,000	\$0	\$0	\$40,000
Arts and Cultural Strategy review	\$20,000	\$0	\$0	\$20,000
Arts grants extension - pilot project for Hawthorn Arts Centre community access to provide public events	\$20,000	\$0	\$0	\$20,000
Boroondara Community Innovation Tournament	\$25,000	\$0	\$0	\$25,000
Boroondara Library Service Strategic Plan 2015-19	\$20,000	\$0	\$0	\$20,000
Celebrating Boroondara's 20th anniversary	\$20,000	\$50,000	\$0	\$70,000
Conserving community memorabilia	\$20,000	\$23,500	\$0	\$43,500
Corporate Signage Guidelines	\$10,000	\$0	\$0	\$10,000
Electronic Customer access for Building Services	\$209,800	\$0	\$0	\$209,800
Furniture for community use Harriers Pavilion - Kew	\$13,000	\$0	\$0	\$13,000
Gallipoli and Beyond 2015: publication	\$40,000	\$0	\$0	\$40,000
Graffiti Strategy development	\$35,000	\$0	\$0	\$35,000
Integrated Transport Strategy implementation	\$50,000	\$50,000	\$50,000	\$150,000
Surrey Hills Progress Association (SHPA)	\$10,000	\$0	\$0	\$10,000
The Boroondara Children and Young People's Strategy 2015-20	\$60,000	\$0	\$0	\$60,000
Training for volunteers to promote community and aged services - Age Friendly action plan	\$15,000	\$0	\$0	\$15,000

<sup>\*</sup> Subject to Council review and funding

Project	Foreshadowed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 2 year expenditure
Tree Protection Local Law administration support	\$49,000	\$0	\$0	\$49,000
Walking Well in Boroondara	\$10,000	\$0	\$0	\$10,000
Total Programs and services	\$666,800	\$123,500	\$50,000	\$840,300
Risk management				
Occupational Health and Safety Advisor position - Depots	\$96,908	\$0	\$0	\$96,908
Total Risk management	\$96,908	\$0	\$0	\$96,908
Shopping centre development				
Christmas in Boroondara	\$100,000	\$100,000	\$0	\$200,000
Tourism promotion – shopping centres	\$30,000	\$100,000	\$0	\$130,000
Total Shopping centre development	\$130,000	\$200,000	\$0	\$330,000
Strategic planning				
Amendment C108 finalisation - Neighbourhood Shopping Centre and Commercial Corridor Guidelines	\$100,000	\$0	\$0	\$100,000
New Residential Zones Review - Stage 2 implementation process	\$75,000	\$90,000	\$0	\$165,000
Planning Scheme Amendment to implement the Municipal Strategic Statement Review findings	\$80,000	\$190,000	\$0	\$270,000
Total Strategic planning	\$255,000	\$280,000	\$0	\$535,000

<sup>\*</sup> Subject to Council review and funding

Project	Foreshadowed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 2 year expenditure
Forward commitments from 2013-14 (net)				
Bolin Bolin Billabong Freeway Golf Course project (80714)	\$300,000	\$0	\$0	\$300,000
Glenferrie Parking Feasibility Plan (80642)	\$40,000	\$0	\$0	\$40,000
Kew Parking Feasibility Study (80732)	\$40,000	\$0	\$0	\$40,000
Occupational Health and Safety Advisor position - Depots (80750)	\$93,181	\$0	\$0	\$93,181
otal Forward commitments from 2013-14 (net)	\$473,181	\$0	\$0	\$473,181

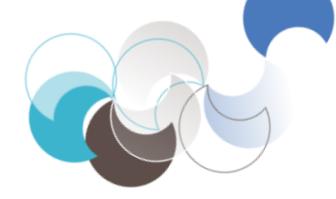
<sup>\*</sup> Subject to Council review and funding

Project	Foreshadowed expenditure 2014-15	Foreshadowed expenditure * <b>2015-16</b>	Foreshadowed expenditure * 2016-17	Total 2 year expenditure
Total Priority Projects gross expenditure	\$2,965,261	\$1,420,918	\$1,353,829	\$5,740,008
Total unallocated expenditure	\$0	\$1,675,082	\$2,287,171	\$3,962,253
Total Priority Projects Program	\$2,965,261	\$3,096,000	\$3,641,000	\$9,702,261
Total Priority Projects grants, contributions and other	\$0	\$249,000	\$150,000	\$399,000
Total Priority Projects net expenditure	\$2,965,261	\$2,847,000	\$3,491,000	\$9,303,261

Appendix D - Priority Projects
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<sup>\*</sup> Subject to Council review and funding Note: Italic lines are revenue offset





City of Boroondara Budget 2014-15

# Appendix E Capital Works Program

This appendix presents a listing of the Capital Works projects that will be undertaken for the 2014-15 year.

The Capital Works projects are grouped by class and include the following:

- Capital Works Program summary of planned capital works expenditure and funding sources 2014-15
- Capital Works Program (including proposed forward commitments to 2014-15)
- Major Projects foreshadowed 2014-19

#### 1. New works

		Summar	y of funding so	urces
	2014-15			
	Total project	Council		
	cost	cash	Grants	Contribution
	\$	\$	\$	
PROPERTY				
Building improvements				
Asset upgrade expenditure				
Buildings - major refurbishment	540,000	190,000	350,000	-
Camberwell Fresh Food Market - entry rejuvenation works	600,000	600,000	-	-
Craig Family Centre facility upgrade project	3,250,000	3,250,000	-	-
Environment and sustainability	350,000	350,000	-	-
Public toilet	31,000	31,000	-	-
Total Asset upgrade expenditure	4,771,000	4,421,000	350,000	-
Total Building improvements	4,771,000	4,421,000	350,000	-
Buildings				
Asset expansion expenditure				
Ashburton Pool and Recreation Centre	3,436,000	3,436,000	-	-
Boroondara Sports Complex	330,000	330,000	-	-
Library Redevelopment Balwyn	90,000	90,000	-	-
Total Asset expansion expenditure	3,856,000	3,856,000	-	-
Accet renewal expanditure				
Asset renewal expenditure Ashburton Pool and Recreation Centre	8,019,826	7,119,826	900,000	-
Boroondara Sports Complex	2,520,000	2,520,000	-	_
Buildings - major refurbishment	2,010,000	2,010,000	-	-
Buildings - minor refurbishment	5,225,000	5,225,000	-	-
Library Redevelopment Balwyn	209,999	209,999	-	_
Pavilions	2,579,000	2,579,000	-	-
Public toilet	420,000	420,000	-	-
Safety and statutory	530,000	530,000	-	-
Total Asset renewal expenditure	21,513,825	20,613,825	900,000	-
Navy and a sympos district				
New asset expenditure Buildings - major refurbishment	340,000	340,000		_
Total New asset expenditure	340,000	340,000	-	_
Total New asset experientale	540,000	040,000		
Total Buildings	25,709,825	24,809,825	900,000	-
Land improvements				
Asset upgrade expenditure				
Environment and sustainability	28,292	28,292	-	-
Total Asset upgrade expenditure	28,292	28,292	-	-
Total Land improvements	28,292	28,292	-	-
OTAL PROPERTY	30,509,117	29,259,117	1,250,000	-
PLANT AND EQUIPMENT				
Computers and telecommunications				
Asset expansion expenditure				
nformation technology	80,000	80,000	-	-
Total Asset expansion expenditure	80,000	80,000	-	-
Asset renewal expenditure	040.000	040.000		
Electronic document management system replacement	618,000	618,000	-	-
Information technology	529,000	529,000	-	-
Total Asset renewal expenditure	1,147,000	1,147,000	-	-
Asset upgrade expenditure				
Information technology	224,500	224,500	-	-
Total Asset upgrade expenditure	224,500	224,500	-	-
Now accet avanaditura				
New asset expenditure  nformation technology	250,000	200,000	50,000	-
Total New asset expenditure	250,000 250,000	200,000	<b>50,000</b>	-
·				
Total Computers and telecommunications	1,701,500	1,651,500	50,000	-
Fixtures, fittings and furniture				
Asset renewal expenditure				
Furniture, fittings and equipment	163,000	163,000	-	-
Total Asset renewal expenditure	163,000	163,000	-	-
Total Fixtures, fittings and furniture	163,000	163,000	-	
	100,000	100,000		

Appendix E - Capital Works Page 1 of 4

	Summary of funding sources					
	2014-15					
	Total project	Council				
	cost	cash	Grants	Contribution		
	\$	\$	\$			
Library books						
Asset renewal expenditure						
Library resources	1,090,000	1,090,000	-	-		
Total Asset renewal expenditure	1,090,000	1,090,000	-	-		
Total Library books	1,090,000	1,090,000	-	-		
Plant, machinery and equipment						
Asset renewal expenditure						
Fixed plant and equipment	481,000	481,000	-	-		
Leisure centre equipment and pool plant replacement	159,000	159,000	-	-		
Total Asset renewal expenditure	640,000	640,000	-	-		
New asset expenditure						
Fixed plant and equipment	151,846	151,846	-	-		
Furniture, fittings and equipment	67,500	67,500	-	-		
Total New asset expenditure	219,346	219,346	-	-		
Total Plant, machinery and equipment	859,346	859,346	-	-		
OTAL PLANT AND EQUIPMENT	3,813,846	3,763,846	50,000	-		
INFRASTRUCTURE						
Bridges						
Asset renewal expenditure						
Bridges and culverts	302,000	302,000	-	-		
Total Asset renewal expenditure	302,000	302,000	-	-		
Total Bridges	302,000	302,000	-	-		
Drainage						
Asset renewal expenditure						
Brick drain	2,100,000	2,100,000	-	-		
Drainage replacement	2,269,000	2,269,000	-	-		
Total Asset renewal expenditure	4,369,000	4,369,000	-	-		
Total Drainage	4,369,000	4,369,000	-	-		
Footpaths and cycleways						
Asset renewal expenditure						
Bicycle and pedestrian	400,000	400,000	-	-		
Footpaths	1,070,000	1,070,000	-	-		
Total Asset renewal expenditure	1,470,000	1,470,000	-	-		
Asset upgrade expenditure						
Footpaths	75,000	75,000	-	-		
Safety and statutory	30,000	30,000	-	-		
Total Asset upgrade expenditure	105,000	105,000	-	-		
New asset expenditure						
Bicycle and pedestrian	155,000	155,000	-	-		
Safety and statutory	205,000	130,000	75,000	-		
Victoria Park Concept Masterplan implementation Stage 3	316,000	316,000	-	-		
Total New asset expenditure	676,000	601,000	75,000	-		

Appendix E - Capital Works
Page 2 of 4

		Summary of funding sources						
	2014-15							
	Total project	Council						
	cost	cash	Grants	Contribution				
	\$	\$	\$					
Off street car parks								
Asset renewal expenditure	400.000	100.000						
Car park resurfacing	403,000	403,000	-	-				
Total Asset renewal expenditure	403,000	403,000	-	-				
Asset upgrade expenditure								
Car park upgrade	246,000	246,000	-	-				
Total Asset upgrade expenditure	246,000	246,000	-	-				
Total Off street car parks	649,000	649,000	-	-				
Other Infrastructure								
Asset renewal expenditure								
Utilities	10,000	10,000	-	-				
Total Asset renewal expenditure	10,000	10,000	-	-				
	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	-,						
New asset expenditure								
Environment and sustainability	60,000	30,000	30,000	-				
Total New asset expenditure	60,000	30,000	30,000	-				
Total Other Infrastructure	70,000	40.000	30,000	_				
Total Other Illifastructure	70,000	40,000	30,000	•				
Parks, open space and streetscapes								
Asset renewal expenditure								
Environment and sustainability	16,000	16,000	-	-				
Irrigation/fencing/signs	552,000	552,000	-	-				
Park furniture and streetscape	361,000	361,000	-	-				
Playgrounds	715,000	715,000	-	-				
Retaining walls	137,000	137,000	-	-				
Safety and statutory	25,000	25,000	-	-				
Shopping centre improvements	55,000	55,000	-	-				
Tree planting	373,000	373,000	-	-				
Utilities	57,000	57,000	-	-				
Total Asset renewal expenditure	2,291,000	2,291,000	-	-				
New asset expenditure	405.000	405.000						
Shopping centre improvements	495,000	495,000	-	-				
Total New asset expenditure	495,000	495,000	-	-				
Total Parks, open space and streetscapes	2,786,000	2,786,000	-	-				
Recreational, leisure and community facilities								
Asset renewal expenditure	040,000	040.000						
Sports facilities	912,000	912,000	-	-				
Total Asset renewal expenditure	912,000	912,000	-	-				
Asset upgrade expenditure								
Sports facilities	220,000	220,000	-					
Total Asset upgrade expenditure	220,000	220,000	-					
	,	,						
Total Recreational, leisure and community facilities	1,132,000	1,132,000	-	-				
Danda								
Roads Asset renewal expenditure								
Road reconstructions and kerb replacements	3,845,125	3,845,125						
Road reconstructions and kerb replacements	3,845,125		-					
Roads to recovery funding	425,875	3,500,000	425,875					
Fraffic management	184,000	184,000	423,013					
Total Asset renewal expenditure	<b>7,955,000</b>		425,875					
i otal Asset reliewal experiulture	7,900,000	7,529,125	420,073	•				
Asset upgrade expenditure								
Traffic management	23,000	23,000	-	-				
Total Asset upgrade expenditure	23,000	23,000	-	-				
New asset expenditure								
Traffic management	250,000	250,000	-	-				
Total New asset expenditure	250,000	250,000	-	_				
Total Roads	8,228,000	7,802,125	425,875	-				
OTAL INFRASTRUCTURE	19,787,000	19,256,125	530,875					
DTAL INFRASTRUCTURE	19,767,000	19,230,123	330,673	-				
OTAL NEW WORKS	54,109,963	52,279,088	1,830,875					

Appendix E - Capital Works
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2. Works carried forward from the 2013-14 year

2. Works carried forward from the 2013-14 year		Summary of funding sources					
	2014-15						
	Total project	Council					
	cost	cash	Grants	Contributions			
	\$	\$	\$	\$			
PROPERTY							
Building improvements							
Asset upgrade expenditure							
Buildings - major refurbishment	180,000	180,000	-	-			
Total Asset upgrade expenditure	180,000	180,000	-	-			
Total Building improvements	180,000	180,000	-	-			
Buildings							
Asset renewal expenditure							
Buildings - major refurbishment	730,000	730,000	-	-			
Buildings - minor refurbishment	2,097,767	2,097,767	-	-			
Total Asset renewal expenditure	2,827,767	2,827,767	-	-			
New asset expenditure							
Boroondara Sports Complex	450,000	450,000	_				
Buildings - major refurbishment	125,000	125,000	<u> </u>	<u> </u>			
Hawthorn Town Hall Arts Precinct	120,000	120,000	-	-			
	695,000	<b>695,000</b>	-	-			
Total New asset expenditure	695,000	695,000	-	-			
Total Buildings	3,522,767	3,522,767	-	-			
TOTAL PROPERTY	3,702,767	3,702,767	-	-			
INFRASTRUCTURE							
Footpaths and cycleways							
Asset upgrade expenditure							
Bicycle and pedestrian	1,176,478	1,176,478	_	_			
Total Asset upgrade expenditure	1,176,478	1,176,478	-	-			
	.,,	1,110,110					
Total Footpaths and cycleways	1,176,478	1,176,478	-	-			
TOTAL INFRASTRUCTURE	1,176,478	1,176,478	-	-			
TOTAL WORKS CARRIED FORWARD FROM 2013-14	4,879,245	4,879,245	-	-			
		Summar	y of funding so	urces			
	2014-15		,				
	Total project	Council					
	cost	cash	Grants	Contributions			
Represented by:	\$	\$	\$	\$			
Asset expansion expenditure	3,936,000	3,936,000	-	_			
Asset renewal expenditure	45,093,592	43,767,717	1,325,875	-			
Asset upgrade expenditure	6,974,270	6,624,270	350,000	_			
New asset expenditure	2,985,346	2,830,346	155,000	_			
				<u>.</u>			
TOTAL CAPTIAL WORKS	58,989,208	57,158,333	1,830,875	-			

Appendix E - Capital Works
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Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
PROPERTY						
Buildings						
Major projects						
Ashburton Pool and Recreation Centre (APARC)	\$8,019,826	\$0	\$0	\$0	\$0	\$8,019,82
Ashburton Pool and Recreation Centre grants	-\$900,000	-\$2,100,000	\$0	\$0	\$0	-\$3,000,00
Boroondara Sports Complex	\$2,520,000	\$7,201,098	\$0	\$0	\$0	\$9,721,09
Library redevelopment Balwyn	\$209,999	\$1,999,622	\$1,925,706	\$0	\$0	\$4,135,32
Balwyn Multi Function Centre	\$0	\$0	\$347,312	\$3,251,388	\$0	\$3,598,70
Library redevelopment Kew	\$0	\$0	\$385,622	\$2,004,165	\$2,085,811	\$4,475,59
Major projects total	\$9,849,825	\$7,100,720	\$2,658,640	\$5,255,553	\$2,085,811	\$26,950,54
Buildings - major refurbishment						
Balwyn Senior Citizens (Evergreen)	\$950,000	\$0	\$0	\$0	\$0	\$950,00
Deepdene Kindergarten	\$50,000	\$550,000	\$0	\$0	\$0	\$600,00
Ashburton Support Centre (Senior Citizens)	\$50,000	\$2,100,000	\$0	\$0	\$0	\$2,150,00
605-609 Glenferrie Road community facility	\$210,000	\$1,000,000	\$0	\$0	\$0	\$1,210,00
Camberwell Early Childhood Centre	\$750,000	\$600,000	\$0	\$0	\$0	\$1,350,00
Kew Neighbourhood Learning Centre	\$0	\$250,000	\$0	\$0	\$0	\$250,0
Merrell Kindergarten	\$0	\$0	\$80,000	\$1,200,000	\$0	\$1,280,00
Alamein Community Centre	\$0	\$0	\$120,000	\$750,000	\$0	\$870,00
Kew Senior Citizens (Hamer Court Hostel)	\$0	\$0	\$0	\$230,000	\$2,000,000	\$2,230,00
Buildings - major refurbishment total	\$2,010,000	\$4,500,000	\$200,000	\$2,180,000	\$2,000,000	\$10,890,00
Buildings - minor refurbishment						
Kew Senior Citizens roof replacement (Hamer Court Hostel)	\$50,000	\$0	\$0	\$0	\$0	\$50,00
Kew Recreation Centre - replace steel frame to internal slide structure	\$115,000	\$0	\$0	\$0	\$0	\$115,00
Boroondara Sports Complex - change room flooring	\$120,000	\$0	\$0	\$0	\$0	\$120,00
Bellevue Kindergarten	\$200,000	\$0	\$0	\$0	\$0	\$200,00
Former Auburn Maternal Child Health Centre	\$250,000	\$0	\$0	\$0	\$0	\$250,00
Glass Street Kindergarten	\$250,000	\$0	\$0	\$0	\$0	\$250,0
East Camberwell Tennis	\$300,000	\$0	\$0	\$0	\$0	\$300,0
Kew Tennis Club	\$300,000	\$0	\$0	\$0	\$0	\$300,0
Camberwell Municipal Offices Building 2 - replace 2 chillers and build new acoustic wall	\$300,000	\$0	\$0	\$0	\$0	\$380,0
Cambel Wall Manager Chief Danding 2 Topiaco 2 chinolo and Dand New decodite wall	ψ300,000	φυ	φυ	φυ	φυ	ψυσυ,υ

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
St James Park Bowls Club main building	\$400,000	\$0	\$0	\$0	\$0	\$400,00
Surrey Hills Neighbourhood Centre Union Road	\$400,000	\$0	\$0	\$0	\$0	\$400,00
Camberwell Market	\$700,000	\$0	\$0	\$0	\$0	\$700,00
Camberwell Municipal Offices Building 1 slate roof and tower	\$800,000	\$0	\$0	\$0	\$0	\$800,00
Hawthorn Community House - Henry Street	\$20,000	\$200,000	\$0	\$0	\$0	\$220,00
Auburn Kindergarten and Childcare	\$30,000	\$410,000	\$0	\$0	\$0	\$440,00
Highgate Childcare Centre - wet areas	\$40,000	\$620,000	\$0	\$0	\$0	\$660,00
Kew Recreation Centre	\$60,000	\$600,000	\$0	\$0	\$0	\$660,00
Kew Occasional Care Centre	\$0	\$250,000	\$0	\$0	\$0	\$250,00
St James Park Bowls - residence (demolition)	\$0	\$80,000	\$0	\$0	\$0	\$80,00
Glenferrie Oval Band Hall (demolition)	\$0	\$60,000	\$0	\$0	\$0	\$60,00
Riversdale Depot Transfer Station	\$0	\$20,000	\$200,000	\$0	\$0	\$220,00
Camberwell Junction Tennis Club - shelter	\$0	\$25,000	\$270,000	\$0	\$0	\$295,00
Jack O'Toole Reserve Scout and Tennis	\$0	\$30,000	\$300,000	\$0	\$0	\$330,00
Kew Depot main building	\$0	\$30,000	\$300,000	\$0	\$0	\$330,00
Hawthorn Citizens Youth Club	\$0	\$45,000	\$450,000	\$0	\$0	\$495,00
Surrey Hills Maternal Child Health Centre	\$0	\$0	\$120,000	\$0	\$0	\$120,00
Canterbury Gardens - gardeners workshop	\$0	\$0	\$8,000	\$30,000	\$0	\$38,00
Hawthorn Community House - William Street	\$0	\$0	\$20,000	\$200,000	\$0	\$220,00
Boroondara Pre School	\$0	\$0	\$25,000	\$250,000	\$0	\$275,00
Cara Armstrong Kindergarten	\$0	\$0	\$25,000	\$250,000	\$0	\$275,00
West Hawthorn Early Childhood Centre	\$0	\$0	\$25,000	\$300,000	\$0	\$325,00
J J McMahon Kindergarten	\$0	\$0	\$40,000	\$440,000	\$0	\$480,00
Balwyn East Kindergarten	\$0	\$0	\$65,000	\$650,000	\$0	\$715,00
Ashburton Camcare Centre main building	\$0	\$0	\$0	\$418,970	\$0	\$418,97
Boroondara Tennis Centre Stage 2	\$0	\$0	\$0	\$530,000	\$0	\$530,00
Bowen Street Family Centre	\$0	\$0	\$0	\$30,000	\$270,000	\$300,00
Camberwell Community Centre Fairholm Grove	\$0	\$0	\$0	\$30,000	\$300,000	\$330,00
Canterbury and District Pre School	\$0	\$0	\$0	\$40,000	\$350,000	\$390,00
Weightlifting Centre Glenferrie Oval	\$0	\$0	\$0	\$90,000	\$500,000	\$590,00
Estrella Pre School	\$0	\$0	\$0	\$0	\$25,000	\$25,00
Summerhill Park Kindergarten	\$0	\$0	\$0	\$0	\$30,000	\$30,00
Rowen Street Kindergarten	\$0	\$0	\$0	\$0	\$40,000	\$40,00
EDAR School Main Building	\$0	\$0	\$0	\$0	\$50,000	\$50,00

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Auburn South Pre School (Anderson Park)	\$0	\$0	\$0	\$0	\$65,000	\$65,0
Reroofing projects	\$0	\$0	\$0	\$0	\$240,000	\$240,0
Canterbury Gardens Community Support Services building	\$0	\$0	\$0	\$0	\$500,000	\$500,0
Future building expenditure	\$0	\$250,000	\$4,012,000	\$1,654,000	\$3,176,000	\$9,092,0
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,0
Unscheduled minor building works	\$690,000	\$817,000	\$600,000	\$600,000	\$600,000	\$3,307,0
Buildings - minor refurbishment total	\$5,225,000	\$3,557,000	\$6,580,000	\$5,632,970	\$6,266,000	\$27,260,9
Pavilions						
Greythorn Park pavilion - storm water system renewal	\$39,000	\$0	\$0	\$0	\$0	\$39,0
Greythorn Tennis Club	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,0
North Balwyn Tennis Club	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,0
Former Glen Iris Bowls Club - main pavilion (U3A)	\$30,000	\$300,000	\$0	\$0	\$0	\$330,0
Camberwell United Tennis Club	\$60,000	\$710,000	\$0	\$0	\$0	\$770,0
Burwood Reserve Tennis pavilion	\$100,000	\$300,000	\$0	\$0	\$0	\$400,0
Camberwell Hockey pavilion	\$150,000	\$1,850,000	\$0	\$0	\$0	\$2,000,0
Patterson Reserve pavilion (Robinson Road)	\$0	\$60,000	\$660,000	\$0	\$0	\$720,0
Glenferrie Oval Tuck Stand	\$0	\$150,000	\$900,000	\$0	\$0	\$1,050,0
Burke Road South Reserve - including public toilet and grounds keeper	\$0	\$500,000	\$200,000	\$0	\$0	\$700,0
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis and Community Facility)	\$0	\$227,375	\$1,297,000	\$1,175,000	\$1,043,000	\$3,742,3
Auburn Quarry Reserve pavilion	\$0	\$0	\$0	\$50,000	\$550,000	\$600,0
Canterbury Tennis pavilion	\$0	\$0	\$0	\$0	\$30,000	\$30,0
Deepdene Park South pavilion	\$0	\$0	\$0	\$0	\$30,000	\$30,0
Markham Reserve pavilion	\$0	\$0	\$0	\$0	\$100,000	\$100,0

\$0

\$0

\$0

\$2,579,000

\$0

\$0

\$0

\$4,097,375

\$0

\$0

\$0

\$3,057,000

\$0

\$0

\$0

\$1,225,000

\$100,000

\$440,000

\$500,000

\$2,793,000

North Balwyn Bowls Club pavilion

Pavilions total

Camberwell Sports Ground - major pavilion

Glenferrie Oval Ferguson Stand (demolition subject Council review)

\$100,000

\$440,000

\$500,000

\$13,751,375

Project	Budget*	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Public toilet	2014-15	2015-16"	2016-17"	2017-18"	2018-19"	
Central Gardens toilet block/ maintenance shed	\$100.000	\$0	\$0	\$0	\$0	\$100.00
Kew Traffic School/ Reservoir Reserve toilet	\$300,000	\$0	\$0	\$0	\$0	\$300,00
Walpole Street baby change room	\$20,000	\$200,000	\$0	\$0	\$0	\$220,0
Cotham Road toilet	\$0	\$25,000	\$250,000	\$0	\$0	\$275,0
Fritz Holzer toilet	\$0	\$0	<u> </u>	\$200,000	\$0	\$220,0
Future public toilet works	\$0	\$0	\$0	\$20,000	\$220,000	\$240,0
Junction Skate Park toilet	\$0	\$0	\$0	\$0	\$25,000	\$25,0
Public toilet total	\$420,000	\$225,000	\$270,000	\$220,000	\$245,000	\$1,380,0
Safety and statutory						
Roof access works	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,0
Fire service replacement	\$50,000	\$50,000	\$50,000	\$55,000	\$55,000	\$260,0
Small scale compliance projects (switchboards, glazing etc)	\$60,000	\$60,000	\$60,000	\$66,000	\$66,000	\$312,0
Lock Replacement Program - electronic locks	\$150,000	\$150,000	\$140,000	\$135,000	\$135,000	\$710,0
Compliance audit projects	\$250,000	\$250,000	\$250,000	\$270,000	\$270,000	\$1,290,0
Safety and statutory total	\$530,000	\$530,000	\$520,000	\$546,000	\$546,000	\$2,672,0
Buildings total	\$20,613,825	\$20,010,095	\$13,285,640	\$15,059,523	\$13,935,811	\$82,904,8
PROPERTY total	\$20,613,825	\$20,010,095	\$13,285,640	\$15,059,523	\$13,935,811	\$82,904,89
NFRASTRUCTURE						
Bridges						
Bridges and culverts						
Walmer Street Bridge	\$250,000	\$0	\$0	\$0	\$0	\$250,0
Minor bridge rehabilitation	\$52,000	\$54,000	\$56,000	\$58,000	\$60,000	\$280,0
Bridges and culverts total	\$302,000	\$54,000	\$56,000	\$58,000	\$60,000	\$530,0
Bridges total	\$302.000	\$54.000	\$56,000	\$58.000	\$60.000	\$530,0

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Drainage						
Brick drain						
Through Road, Camberwell - relining	\$80,000	\$0	\$0	\$0	\$0	\$80,00
Guilford Road to Croydon Road, Surrey Hills - relining	\$140,000	\$0	\$0	\$0	\$0	\$140,00
Pine Avenue to Currajong Avenue, Camberwell - relining	\$140,000	\$0	\$0	\$0	\$0	\$140,00
Hassett Avenue, Canterbury to Coolongata Road, Camberwell - relining	\$200,000	\$0	\$0	\$0	\$0	\$200,00
Lower Riversdale, Camberwell - relining	\$320,000	\$0	\$0	\$0	\$0	\$320,00
High Street between Parkhill and Belford Roads, Kew - relining	\$490,000	\$0	\$0	\$0	\$0	\$490,00
Coolongata Road, Glyndon Road, Fairmont Avenue, Camberwell - relining	\$730,000	\$0	\$0	\$0	\$0	\$730,00
Beaumont Street between Canterbury Road and Dudley Parade, Canterbury - relining	\$0	\$500,000	\$0	\$0	\$0	\$500,00
Future brick drain replacement	\$0	\$2,200,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,200,00
Brick drain total	\$2,100,000	\$2,700,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,800,00
Drainage replacement						
St Helens Road, Hawthorn East	\$20,000	\$0	\$0	\$0	\$0	\$20,00
Disraeli Street, Kew (RoW)	\$25,000	\$0	\$0	\$0	\$0	\$25,00
Stewart Street, Hawthorn East	\$25,000	\$0	\$0	\$0	\$0	\$25,00
Minor drainage projects	\$28,000	\$0	\$0	\$0	\$0	\$28,00
Nicholson Street, Hawthorn East	\$40,000	\$0	\$0	\$0	\$0	\$40,0
Gona Court, Ashburton	\$50,000	\$0	\$0	\$0	\$0	\$50,0
Barkly Street, Camberwell	\$70,000	\$0	\$0	\$0	\$0	\$70,0
Chaleyer Street, Glen Iris	\$80,000	\$0	\$0	\$0	\$0	\$80,00
Jervis Street, Camberwell	\$80,000	\$0	\$0	\$0	\$0	\$80,00
Merrion Grove and Highfield Grove, Kew	\$80,000	\$0	\$0	\$0	\$0	\$80,00
Disraeli Street, Kew	\$90,000	\$0	\$0	\$0	\$0	\$90,0
White Avenue, Kew East	\$90,000	\$0	\$0	\$0	\$0	\$90,0
Banool Road, Surrey Hills	\$100,000	\$0	\$0	\$0	\$0	\$100,00
Aisbeth Avenue, Camberwell	\$110,000	\$0	\$0	\$0	\$0	\$110,0
Avenue Athol, Canterbury	\$110,000	\$0	\$0	\$0	\$0	\$110,0
Downton Grove, Kew	\$120,000	\$0	\$0	\$0	\$0	\$120,0
Munro Avenue, Baird Street and Lucerne Street, Ashburton	\$120,000	\$0	\$0	\$0	\$0	\$120,0
Severn Street, Balwyn North	\$160,000	\$0	\$0	\$0	\$0	\$160,0
Aylmer Street, Balwyn North	\$180,000	\$0	\$0	\$0	\$0	\$180,00
						\$374,0

Project	Budget*	Foreshadowed expenditure	Foreshadowed expenditure	Foreshadowed expenditure	Foreshadowed expenditure	Total 5 year expenditure
Lincohadulad/ amarganay drainaga warka	<b>2014-15</b> \$321.000	2015-16*	2016-17*	2017-18*	2018-19*	
Unscheduled/ emergency drainage works	+ - ,	\$350,000	\$350,000	\$350,000	\$360,000	\$1,731,00
Future drainage renewal planning  Medlow Reserve, Surrey Hills drainage works	\$250,000 \$0	\$250,000 \$333,798	\$250,000 \$0	\$250,000 \$0	\$250,000 \$0	\$1,250,00 \$333,79
Future drainage expenditure	\$0	\$1,164,000	\$2,042,000	\$2,196,000	\$2,345,000	\$7,747,00
Drainage replacement total	\$2,269,000	\$2,157,798	\$2,704,000	\$2,861,000	\$3,022,000	\$13,013,79
Drainage total	\$4,369,000	\$4,857,798	\$4,704,000	\$4,861,000	\$5,022,000	\$13,013,79
Footpaths and cycleways						
Bicycle and pedestrian						
Bicycle and pedestrian trails - implementation of Safety Audit Action Plan	\$400,000	\$400,000	\$400,000	\$400,000	\$410,000	\$2,010,00
Bicycle and pedestrian total	\$400,000	\$400,000	\$400,000	\$400,000	\$410,000	\$2,010,00
Footpaths						
Park Gravel Path Renewal Program	\$60,000	\$65,000	\$65,000	\$68,000	\$70,000	\$328,00
Shopping centre footpath works	\$100,000	\$100,000	\$100,000	\$100,000	\$105,000	\$505,00
Unscheduled footpath works	\$220,000	\$225,000	\$227,000	\$233,000	\$240,000	\$1,145,00
Condition 4 footpaths	\$690,000	\$329,000	\$338,000	\$342,000	\$351,000	\$2,050,00
Future footpath expenditure	\$0	\$260,000	\$295,000	\$330,000	\$340,000	\$1,225,00
Footpaths total	\$1,070,000	\$979,000	\$1,025,000	\$1,073,000	\$1,106,000	\$5,253,00
Footpaths and cycleways total	\$1,470,000	\$1,379,000	\$1,425,000	\$1,473,000	\$1,516,000	\$7,263,00
Off street car parks						
Car park resurfacing						
Resurfacing of condition 4 car parks	\$403,000	\$424,000	\$441,000	\$456,000	\$471,000	\$2,195,00
Car park resurfacing total	\$403,000	\$424,000	\$441,000	\$456,000	\$471,000	\$2,195,00
Off street car parks total	\$403,000	\$424,000	\$441,000	\$456,000	\$471,000	\$2,195,00
Other Infrastructure						
Utilities						
Traffic treatment - lighting replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,00
Utilities total	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,00
Other Infrastructure total	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,00

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Parks, open space and streetscapes						
Environment and sustainability						
Biodiversity Site Renewal Program	\$16,000	\$60,000	\$72,000	\$73,000	\$75,000	\$296,00
Environment and sustainability total	\$16,000	\$60,000	\$72,000	\$73,000	\$75,000	\$296,00
Irrigation/fencing/signs						
Park fences - unscheduled works	\$32,000	\$34,000	\$35,000	\$36,000	\$37,000	\$174,00
Park signage renewal program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,00
Oval fences renewal program	\$100,000	\$100,000	\$100,000	\$100,000	\$102,500	\$502,50
Park fences renewal program	\$120,000	\$120,000	\$120,000	\$120,000	\$130,000	\$610,00
Park irrigation upgrades	\$250,000	\$50,000	\$50,000	\$50,000	\$51,000	\$451,00
Future irrigation / fencing / signs expenditure	\$0	\$1,156,000	\$1,212,000	\$1,287,000	\$1,322,500	\$4,977,50
Irrigation/fencing/signs total	\$552,000	\$1,510,000	\$1,567,000	\$1,643,000	\$1,693,000	\$6,965,00
Park furniture and streetscape						
Park Landscape Renewal Program	\$15,000	\$15,000	\$15,000	\$19,000	\$20,000	\$84,00
Garden Bed Edging Renewal Program	\$16,000	\$17,000	\$18,000	\$19,000	\$20,000	\$90,00
Formal Gardens Landscape Renewal Program	\$19,000	\$19,000	\$19,000	\$19,000	\$20,000	\$96,00
Park drinking fountains - unscheduled works	\$20,000	\$21,000	\$21,000	\$21,000	\$22,000	\$105,00
Hard Surface Play Area Renewal Program	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$145,00
Streetscape Landscape Renewal Program	\$30,000	\$30,000	\$30,000	\$30,000	\$31,000	\$151,00
Park BBQ's - unscheduled works	\$34,000	\$36,000	\$38,000	\$38,000	\$40,000	\$186,00
Replace litter bin surrounds in shopping precincts	\$50,000	\$50,000	\$53,000	\$53,000	\$55,000	\$261,00
Park furniture renewal	\$150,000	\$150,000	\$150,000	\$150,000	\$152,000	\$752,00
Future street / park / playground furniture expenditure	\$0	\$96,000	\$128,000	\$162,000	\$175,000	\$561,00
Park furniture and streetscape total	\$361,000	\$462,000	\$501,000	\$541,000	\$566,000	\$2,431,00
Playgrounds						
Playground Renewal Program - Council properties (childcare)	\$65,000	\$65,000	\$69,000	\$71,000	\$72,000	\$342,00
Park Playground Replacement Program	\$650,000	\$600,000	\$600,000	\$600,000	\$615,000	\$3,065,00

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Retaining walls	<u>.                                      </u>					
Park feature/retaining wall renewal program	\$35,000	\$37,000	\$45,000	\$50,000	\$50,000	\$217,00
Unscheduled works - retaining walls	\$102,000	\$52,000	\$54,000	\$55,000	\$57,000	\$320,00
Future retaining wall rehabilitation	\$0	\$52,000	\$54,000	\$55,000	\$57,000	\$218,00
Retaining walls total	\$137,000	\$141,000	\$153,000	\$160,000	\$164,000	\$755,00
Safety and statutory						
Playground non-compliance	\$10,000	\$10,000	\$10,000	\$10,000	\$11,000	\$51,00
Compliance works on play equipment and infrastructure	\$15,000	\$15,000	\$15,000	\$15,000	\$16,000	\$76,00
Safety and statutory total	\$25,000	\$25,000	\$25,000	\$25,000	\$27,000	\$127,00
Shopping centre improvements						
Shopping centre landscape renewal program	\$55,000	\$57,000	\$58,000	\$60,000	\$62,000	\$292,00
Shopping centre improvements total	\$55,000	\$57,000	\$58,000	\$60,000	\$62,000	\$292,00
Tree planting						
Park tree planting program	\$45,000	\$45,000	\$45,000	\$45,000	\$46,000	\$226,00
Corridor tree planting program	\$51,000	\$51,000	\$51,000	\$51,000	\$52,000	\$256,00
Street tree planting program	\$277,000	\$277,000	\$277,000	\$277,000	\$288,000	\$1,396,00
Tree planting total	\$373,000	\$373,000	\$373,000	\$373,000	\$386,000	\$1,878,00
Utilities						
Park lighting - unscheduled works	\$10,000	\$10,000	\$12,000	\$13,000	\$13,000	\$58,00
Park lighting renewal program	\$47,000	\$45,000	\$45,000	\$47,000	\$48,000	\$232,00
Utilities total	\$57,000	\$55,000	\$57,000	\$60,000	\$61,000	\$290,00
Parks, open space and streetscapes total	\$2,291,000	\$3,348,000	\$3,475,000	\$3,606,000	\$3,721,000	\$16,441,00

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Recreational, leisure and community facilities						
Sports facilities						
Replace fencing around tennis courts - Boroondara Tennis Centre	\$120,000	\$120,000	\$0	\$0	\$0	\$240,00
Sportsground irrigation program	\$108,000	\$112,000	\$115,000	\$115,000	\$130,000	\$580,00
Sportsground reconstruction program	\$120,000	\$120,000	\$125,000	\$130,000	\$135,000	\$630,00
Sportsground training lights renewal program	\$129,000	\$130,000	\$134,000	\$139,000	\$144,000	\$676,00
Golf course green, tee and bunker	\$135,000	\$139,000	\$146,000	\$149,000	\$152,000	\$721,00
Minor sportsground improvements	\$150,000	\$150,000	\$155,000	\$160,000	\$188,000	\$803,00
Cricket practice nets renewal program	\$150,000	\$150,000	\$155,000	\$160,000	\$165,000	\$780,00
Sports facilities total	\$912,000	\$921,000	\$830,000	\$853,000	\$914,000	\$4,430,00
Recreational, leisure and community facilities total	\$912,000	\$921,000	\$830,000	\$853,000	\$914,000	\$4,430,00
Roads Road reconstructions and kerb replacements	****	<b>V</b> 0=1,000	<b>*****</b>	φοσοίοσο	ψο: i,jooc	. , ,
Roads Road reconstructions and kerb replacements Full road reconstruction and kerb replacements Future roads expenditure	\$4,271,000 \$0	\$0 \$8,271,000	\$0 \$8,622,000	\$0 \$8,922,000	\$0 \$9,216,000	\$4,271,00
Road reconstructions and kerb replacements Full road reconstruction and kerb replacements	\$4,271,000	\$0	\$0	\$0	\$0	\$4,271,00 \$35,031,00
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting	\$4,271,000 \$0 <b>\$4,271,000</b>	\$0 \$8,271,000 <b>\$8,271,000</b>	\$0 \$8,622,000 <b>\$8,622,000</b>	\$0 \$8,922,000 <b>\$8,922,000</b>	\$0 \$9,216,000 <b>\$9,216,000</b>	\$4,271,00 \$35,031,00 \$39,302,00
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting	\$4,271,000 \$0	\$0 \$8,271,000 <b>\$8,271,000</b> \$0	\$0 \$8,622,000 <b>\$8,622,000</b>	\$0 \$8,922,000 <b>\$8,922,000</b>	\$0 \$9,216,000 <b>\$9,216,000</b>	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting  Roads to Recovery funding	\$4,271,000 \$0 <b>\$4,271,000</b>	\$0 \$8,271,000 <b>\$8,271,000</b>	\$0 \$8,622,000 <b>\$8,622,000</b>	\$0 \$8,922,000 <b>\$8,922,000</b>	\$0 \$9,216,000 <b>\$9,216,000</b>	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting	\$4,271,000 \$0 <b>\$4,271,000</b> \$3,500,000	\$0 \$8,271,000 <b>\$8,271,000</b> \$0	\$0 \$8,622,000 <b>\$8,622,000</b>	\$0 \$8,922,000 <b>\$8,922,000</b>	\$0 \$9,216,000 <b>\$9,216,000</b>	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00 -\$2,129,37 -\$2,129,37
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting  Roads to Recovery funding  Roads to recovery funding total  Traffic management	\$4,271,000 \$0 \$4,271,000 \$3,500,000 -\$425,875	\$0 \$8,271,000 \$8,271,000 \$0 -\$425,875	\$0 \$8,622,000 \$8,622,000 \$0 -\$425,875 -\$425,875	\$0 \$8,922,000 \$8,922,000 \$0 -\$425,875	\$0 \$9,216,000 <b>\$9,216,000</b> \$0 -\$425,875	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00 -\$2,129,37 -\$2,129,37
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting  Roads to Recovery funding  Roads to recovery funding total  Traffic management  Traffic management devices - maintenance OH&S issue works	\$4,271,000 \$0 \$4,271,000 \$3,500,000 -\$425,875	\$0 \$8,271,000 \$8,271,000 \$0 -\$425,875	\$0 \$8,622,000 \$8,622,000 \$0 -\$425,875	\$0 \$8,922,000 \$8,922,000 \$0 -\$425,875	\$0 \$9,216,000 <b>\$9,216,000</b> \$0 -\$425,875	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00 -\$2,129,37
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting  Roads to Recovery funding  Roads to recovery funding total  Traffic management	\$4,271,000 \$0 <b>\$4,271,000</b> \$3,500,000 -\$425,875 -\$425,875	\$0 \$8,271,000 \$8,271,000 \$0 -\$425,875 -\$425,875	\$0 \$8,622,000 \$8,622,000 \$0 -\$425,875 -\$425,875	\$0 \$8,922,000 <b>\$8,922,000</b> \$0 -\$425,875 - <b>\$425,875</b>	\$0 \$9,216,000 <b>\$9,216,000</b> \$0 -\$425,875 - <b>\$425,875</b>	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00 -\$2,129,37 -\$2,129,37
Road reconstructions and kerb replacements  Full road reconstruction and kerb replacements  Future roads expenditure  Road reconstructions and kerb replacements total  Road resheeting  Resheeting  Roads to Recovery funding  Roads to recovery funding total  Traffic management  Traffic management devices - maintenance OH&S issue works	\$4,271,000 \$0 \$4,271,000 \$3,500,000 -\$425,875 -\$425,875	\$0 \$8,271,000 \$8,271,000 \$0 -\$425,875 -\$425,875	\$0 \$8,622,000 \$8,622,000 \$0 -\$425,875 -\$425,875	\$0 \$8,922,000 \$8,922,000 \$0 -\$425,875 -\$425,875	\$0 \$9,216,000 <b>\$9,216,000</b> \$0 -\$425,875 - <b>\$425,875</b>	\$4,271,00 \$35,031,00 \$39,302,00 \$3,500,00 -\$2,129,32 -\$2,129,32 \$185,00

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
PLANT AND EQUIPMENT						
Computers and telecommunications						
Electronic document management system replacement						
Electronic document management system replacement	\$618,000	\$819,000	\$0	\$0	\$0	\$1,437,0
Electronic document management system replacement total	\$618,000	\$819,000	\$0	\$0	\$0	\$1,437,0
Information technology						
Future information technology expenditure	\$529,000	\$545,000	\$560,000	\$575,000	\$595,000	\$2,804,0
Information technology total	\$529,000	\$545,000	\$560,000	\$575,000	\$595,000	\$2,804,0
Computers and telecommunications total	\$1,147,000	\$1,364,000	\$560,000	\$575,000	\$595,000	\$4,241,0
Fixtures, fittings and furniture						
Furniture, fittings and equipment						
Library and office furniture	\$63,000	\$63,000	\$63,000	\$63,000	\$65,000	\$317,0
Office furniture renewal	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,0
Furniture, fittings and equipment total	\$163,000	\$163,000	\$163,000	\$163,000	\$165,000	\$817,0
Fixtures, Fittings and Furniture total	\$163,000	\$163,000	\$163,000	\$163,000	\$165,000	\$817,0
Library books						
Library resources						
Library resources	\$1,090,000	\$1,090,000	\$1,090,000	\$1,090,000	\$1,090,000	\$5,450,0
Library resources total	\$1,090,000	\$1,090,000	\$1,090,000	\$1,090,000	\$1,090,000	\$5,450,0
Library books total	\$1,090,000	\$1.090.000	\$1.090.000	\$1.090.000	\$1.090.000	\$5,450,0

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
Plant, machinery and equipment						
Fixed plant and equipment						
Combo truck - replacement hoses and hydraulic root cutter motors	\$15,000	\$0	\$0	\$0	\$0	\$15,00
Kew Recreation Centre - replace fan in main air handling unit	\$34,000	\$0	\$0	\$0	\$0	\$34,00
Parking Meter Replacement Program	\$70,000	\$0	\$0	\$0	\$0	\$70,00
Transfer Station plant renewal	\$75,000	\$0	\$0	\$0	\$0	\$75,00
Sportsgrounds - replacement of existing turf wicket rollers	\$27,000	\$27,000	\$27,000	\$27,000	\$28,000	\$136,00
Miscellaneous equipment renewal	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,00
Bin Renewal Program	\$160,000	\$160,000	\$160,000	\$160,000	\$165,000	\$805,00
Future fixed plant and equipment expenditure	\$0	\$130,000	\$142,000	\$187,000	\$193,000	\$652,00
Fixed plant and equipment total	\$481,000	\$417,000	\$429,000	\$474,000	\$486,000	\$2,287,00
Leisure centre equipment and pool plant replacement						
Leisure and aquatic centre equipment replacement	\$75,000	\$75,000	\$75,000	\$75,000	\$77,000	\$377,00
Leisure centres – pool plant equipment replacement program	\$84,000	\$129,000	\$101,000	\$273,000	\$282,000	\$869,00
Leisure centre equipment and pool plant replacement total	\$159,000	\$204,000	\$176,000	\$348,000	\$359,000	\$1,246,00
Plant, machinery and equipment total	\$640,000	\$621,000	\$605,000	\$822,000	\$845,000	\$3,533,00

\$3,040,000

\$3,238,000

\$2,418,000

\$2,650,000

\$2,695,000

PLANT AND EQUIPMENT total

\$14,041,000

Project	Budget* <b>2014-15</b>	Foreshadowed expenditure 2015-16*	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Total 5 year expenditure
FORWARD COMMITMENTS FROM 2013-14 (NET)						
PROPERTY						
Buildings						
Buildings - major refurbishment						
St James Park Bowls Club main building	\$730,000	\$0	\$0	\$0	\$0	\$730,
Buildings - major refurbishment total	\$730,000	\$0	\$0	\$0	\$0	\$730,0
Buildings - minor refurbishment						
Kew Tennis	\$15,000	\$0	\$0	\$0	\$0	\$15,
Camberwell Early Childhood Centre	\$25,000	\$0	\$0	\$0	\$0	\$25,
609 Glenferrie Road - Opportunity Shop	\$28,000	\$0	\$0	\$0	\$0	\$28,
North Balwyn Tennis	\$40,000	\$0	\$0	\$0	\$0	\$40,
607 Glenferrie Road Restaurant/Café	\$69,000	\$0	\$0	\$0	\$0	\$69,
Ashburton Support Services (Senior Citizens)	\$90,474	\$0	\$0	\$0	\$0	\$90,
Balwyn Senior Citizens (Evergreen)	\$800,000	\$0	\$0	\$0	\$0	\$800,
Greythorn Tennis Club	\$520,000	\$0	\$0	\$0	\$0	<b>\$520</b> ,
Hawthorn South Tennis Club	\$510,293	\$0	\$0	\$0	\$0	<b>\$510</b> ,
Buildings - minor refurbishment total	\$2,097,767	\$0	\$0	\$0	\$0	\$2,097,
Buildings total	\$2,827,767	\$0	\$0	\$0	\$0	\$2,827,
PROPERTY total	\$2,827,767	\$0	\$0	\$0	\$0	\$2,827,7
otal forward commitments from 2013-14 (net)	\$2,827,767	\$0	\$0	\$0	\$0	\$2,827,7
otal renewal capital works gross expenditure	\$45,093,592	\$44,797,893	\$35,452,640	\$38,135,523	\$37,753,811	\$201,233,4
otal renewal capital works grants	-\$1,325,875	-\$2,525,875	-\$425,875	-\$425,875	-\$425,875	-\$5,129,3
otal renewal capital works program net expenditure	\$43,767,717	\$42,272,018	\$35,026,765	\$37,709,648	\$37,327,936	\$196,104,

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Building improvements						
Camberwell Fresh Food Market - entry rejuvenation works	\$600,000	\$585,000	\$0	\$0	\$0	\$1,185,000
Craig Family Centre facility upgrade project	\$3,250,000	\$0	\$0	\$0	\$0	\$3,250,000
Extension of existing Hawthorn U3A building (old Glen Iris Bowls Club) - Sinclair Avenue Hawthorn	\$0	\$350,000	\$0	\$0	\$0	\$350,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Weightlifting Centre	\$0	\$0	\$26,000	\$200,000	\$0	\$226,000
Integrated Water Management Strategy implementation - Facility Retrofit Program	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Low Carbon Strategy implementation - community facility retrofits and co/tri-generation roll out	\$350,000	\$700,000	\$100,000	\$0	\$0	\$1,150,000
Public toilet - Nettleton Park	\$31,000	\$0	\$0	\$0	\$0	\$31,000
Shed upgrade at Burwood Bowls Club	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Surrey Hills Early Years	\$540,000	\$334,000	\$0	\$0	\$0	\$874,000
Grant for Surrey Hills Preschool	-\$350,000	\$0	\$0	\$0	\$0	-\$350,000
Building improvements	\$4,421,000	\$1,969,000	\$216,000	\$250,000	\$50,000	\$6,906,000

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Buildings						
350 Burwood Road Civic Space	\$340,000	\$460,000	\$0	\$0	\$0	\$800,000
4 Y Street Ashburton (Camcare)	\$0	\$0	\$150,000	\$925,800	\$0	\$1,075,800
Balwyn Tennis and former Bowls Pavilion (Balwyn Tennis and Community Facility)	\$0	\$93,000	\$2,228,000	\$0	\$0	\$2,321,000
Former Willison Bowls Club Concept Master Plan - Stage 1 sensory garden	\$0	\$0	\$300,000	\$0	\$0	\$300,000
New Public Toilet - Kew, Outer Circle Railway Bike Trail	\$0	\$170,000	\$0	\$0	\$0	\$170,000
Surrey Hills Shopping Centre public toilet design and implementation	\$0	\$24,000	\$204,000	\$0	\$0	\$228,000
Buildings	\$340,000	\$747,000	\$2,882,000	\$925,800	\$0	\$4,894,800

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Computers and telecommunications						
Asset Management System for Hawthorn Arts Centre	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Booking system (Council wide)	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Boroondara Library Services website - development of online branch	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Business Intelligence - Tool for custom reporting	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Develop application integration layer (Service Oriented Architecture) to simplify data exchange between council systems	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Digital noticeboard trial	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Hardware (iPad or similar) for mobile computing for Home Support Staff	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Grant for Hardware (iPad or similar) for mobile computing for Home Support Staff	-\$50,000	\$0	\$0	\$0	\$0	-\$50,000
Human resource information system	\$50,000	\$120,000	\$90,000	\$0	\$0	\$260,000
Implement online corporate credit card expenditure management system (SpendVision)	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Interactive media kiosk	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Legal Services management system	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Maternal Child and Health Services system upgrade to new MAV developed system (Shared Service)	\$50,000	\$0	\$0	\$0	\$0	\$50,000

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Mobile computing	\$80,000	\$20,000	\$20,000	\$20,000	\$20,000	\$160,000
OHS Incident Management Module - RiskWare	\$61,500	\$8,500	\$8,500	\$0	\$0	\$78,500
Online payment options for a wider range of Council services	\$80,000	\$0	\$0	\$0	\$0	\$80,000
PINFORCE upgrade for Parking Officer GPS/SOS	\$18,000	\$0	\$0	\$0	\$0	\$18,000
Priava events software for Arts and Cultural Services	\$0	\$17,500	\$0	\$0	\$0	\$17,500
Computers and telecommunications	\$504,500	\$346,000	\$238,500	\$20,000	\$20,000	\$1,129,000
Fixture, fitting and furniture						
Living Democracy display	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Fixture, fitting and furniture	\$0	\$50,000	\$0	\$0	\$0	\$50,000

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Footpaths and cycleways						
Bicycle Strategy implementation	\$155,000	\$155,000	\$155,000	\$155,000	\$0	\$620,000
Bike treatments/safety measures	\$30,000	\$30,000	\$0	\$0	\$0	\$60,000
Cookson Street, Camberwell Precinct rejuvenation	\$0	\$56,000	\$562,000	\$0	\$0	\$618,000
Glenferrie Oval Grace Park Masterplan - improving streets and footpaths	\$0	\$155,000	\$471,000	\$324,000	\$0	\$950,000
Glenferrie Oval pedestrian underpass - safety improvements	\$205,000	\$0	\$0	\$0	\$0	\$205,000
Grant for Glenferrie Oval pedestrian underpass - safety improvements	-\$75,000	\$0	\$0	\$0	\$0	-\$75,000
Kew Junction/Glenferrie Precinct walkability improvements	\$75,000	\$75,000	\$0	\$0	\$0	\$150,000
Victoria Park Concept Masterplan implementation - Stage 3 construction	\$316,000	\$327,000	\$0	\$0	\$0	\$643,000
Yerrin Street pedestrianisation	\$0	\$0	\$30,000	\$700,000	\$0	\$730,000
Footpaths and cycleways	\$706,000	\$798,000	\$1,218,000	\$1,179,000	\$0	\$3,901,000
Land improvements						
Biodiversity Strategy (Vegetation) implementation	\$28,292	\$119,999	\$148,521	\$151,484	\$139,968	\$588,264
Environment and Sustainability - dedicated ongoing funding	\$0	\$0	\$500,000	\$500,000	\$500,000	\$1,500,000
Koonung Creek Wetland redevelopment (non WSUD works)	\$0	\$0	\$0	\$155,000	\$0	\$155,000
Land improvements	\$28,292	\$119,999	\$648,521	\$806,484	\$639,968	\$2,243,264

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Major Projects						
Ashburton Pool and Recreation Centre	\$3,436,000	\$0	\$0	\$0	\$0	\$3,436,000
Balwyn Library redevelopment	\$90,000	\$856,000	\$824,000	\$0	\$0	\$1,770,000
Balwyn Multi Function Centre	\$0	\$0	\$347,000	\$3,251,388	\$0	\$3,598,388
Boroondara Sports Complex	\$330,000	\$800,000	\$0	\$0	\$0	\$1,130,000
Kew Library redevelopment	\$0	\$0	\$164,319	\$858,000	\$893,000	\$1,915,319
North East Precinct Hub land and buildings	\$0	\$969,171	\$3,834,351	\$7,910,960	\$0	\$12,714,482
Major Projects	\$3,856,000	\$2,625,171	\$5,169,670	\$12,020,348	\$893,000	\$24,564,189
Off street car parks						
Car park design - Junction West Precinct (The Well)	\$112,000	\$0	\$0	\$0	\$0	\$112,000
Sinclair Avenue car park upgrade	\$134,000	\$0	\$0	\$0	\$0	\$134,000
Off street car parks	\$246,000	\$0	\$0	\$0	\$0	\$246,000
Other infrastructure						
Agency revegetation grants	\$60,000	\$60,000	\$60,000	\$60,000	\$0	\$240,000
Grant for Agency revegetation	-\$30,000	-\$30,000	-\$30,000	-\$30,000	\$0	-\$120,000
Other infrastructure	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$120,000

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Parks, open space and streetscapes						
Athenaeum Place streetscape improvement works	\$0	\$0	\$30,000	\$300,000	\$0	\$330,000
Construction of new shade structure over Anderson Park playground	\$0	\$0	\$82,000	\$0	\$0	\$82,000
Construction of new shade structure over Ferndale Park playground	\$0	\$0	\$86,000	\$0	\$0	\$86,000
Fordham Gardens pond redevelopment	\$0	\$109,000	\$0	\$0	\$0	\$109,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation	\$0	\$0	\$38,000	\$290,000	\$0	\$328,000
Implementation of Hays Paddock Plan	\$0	\$30,000	\$30,000	\$0	\$0	\$60,000
Shopping Centre Improvement Plan - design and implementation	\$495,000	\$385,000	\$795,000	\$1,005,000	\$1,190,000	\$3,870,000
Surrey Gardens rotunda	\$0	\$0	\$0	\$107,000	\$0	\$107,000
Parks, open space and streetscapes	\$495,000	\$524,000	\$1,061,000	\$1,702,000	\$1,190,000	\$4,972,000
Plant, machinery and equipment						
Camberwell Junction Precinct ticket parking machine program	\$151,846	\$0	\$0	\$0	\$0	\$151,846
Kew Junction parking guidance system	\$0	\$0	\$546,000	\$0	\$0	\$546,000
Town Hall Gallery collection acquisitions	\$67,500	\$70,000	\$72,500	\$75,000	\$75,000	\$360,000
Plant, machinery and equipment	\$219,346	\$70,000	\$618,500	\$75,000	\$75,000	\$1,057,846

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Recreation, leisure and community facilities						
Gordon Barnard Reserve East - oval reconstruction	\$0	\$585,000	\$0	\$0	\$0	\$585,000
Hawthorn Velodrome fence	\$0	\$32,000	\$0	\$0	\$0	\$32,000
Reconstruction of Markham Reserve Oval	\$220,000	\$0	\$0	\$0	\$0	\$220,000
Summerhill Park basketball half court and rebound wall	\$0	\$0	\$61,000	\$0	\$0	\$61,000
Warner Reserve synthetic surface	\$0	\$0	\$130,000	\$1,170,000	\$0	\$1,300,000
Recreation, leisure and community facilities	\$220,000	\$617,000	\$191,000	\$1,170,000	\$0	\$2,198,000
Roads						
Additional traffic management devices	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Balwyn side road crossings	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Crossing facilities	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Road Safety Strategy implementation - School Crossing improvements	\$23,000	\$23,000	\$23,000	\$23,000	\$24,000	\$116,000
Roads	\$273,000	\$343,000	\$273,000	\$273,000	\$274,000	\$1,436,000

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
Forward commitments from 2013-14 (net)						
Boroondara Sports Complex (72028)	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Craig Family Centre facility upgrade project (72308)	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Demolition of building - 350 Burwood Road (72312)	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Gardiners Creek Trail - bicycle and pedestrian bridge (72209)	\$1,176,478	\$0	\$0	\$0	\$0	\$1,176,478
Hawthorn Town Hall Arts Precinct (72210)	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Forward commitments from 2013-14 (net)	\$2,051,478	\$0	\$0	\$0	\$0	\$2,051,478

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

## **Total Capital Works**

<u> </u>						
Project	Proposed expenditure 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 5 year expenditure
	2014 10	2010 10	2010 17	2017 10	2010 10	
Total New, Upgrade and Expansion Capital Works gross expenditure	\$13,895,616	\$8,269,170	\$12,576,191	\$18,481,632	\$3,141,968	\$56,364,577
Total New, Upgrade and Expansion Capital Works unallocated expenditure	\$0	\$10,309,000	\$11,692,571	\$10,959,128	\$29,608,526	\$62,569,225
Total New, Upgrade and Expansion Capital Works Program expenditure	\$13,895,616	\$18,578,170	\$24,268,762	\$29,440,760	\$32,750,494	\$118,933,802
Total New, Upgrade and Expansion Capital Works grants and contributions	\$505,000	\$30,000	\$30,000	\$30,000	\$0	\$595,000
Total New, Upgrade and Expansion Capital Works net expenditure	\$13,390,616	\$18,548,170	\$24,238,762	\$29,410,760	\$32,750,494	\$118,338,802
Total Capital Works Program						
Total Renewal Capital Works Program expenditure	\$45,093,592	\$44,797,893	\$35,452,640	\$38,135,523	\$37,753,811	\$201,233,459
Total New, Upgrade and Expansion Capital Works Program expenditure	\$13,895,616	\$18,578,170	\$24,268,762	\$29,440,760	\$32,750,494	\$118,933,802
Total Capital Works Program expenditure	\$58,989,208	\$63,376,063	\$59,721,402	\$67,576,283	\$70,504,305	\$320,167,261
Funding statement						
Funding from asset sales	\$950,000	\$0	\$0	\$0	\$0	\$950,000
Funding from grants	\$1,830,875	\$2,555,875	\$455,875	\$455,875	\$425,875	\$5,724,375
Funding from Council cash	\$56,208,333	\$60,820,188	\$59,265,527	\$67,120,408	\$70,078,430	\$313,492,886
Total Funding	\$58,989,208	\$63,376,063	\$59,721,402	\$67,576,283	\$70,504,305	\$320,167,261

<sup>\*</sup> Subject to Council review and funding Note: Italics lines are revenue offset

## Major Projects - combined renewal, new, upgrade and expansion Net expenditure 2014-15 to 2023-24

Major project	Proposed expenditure 2014-15*	Foreshadowed expenditure 2015-16**	Foreshadowed expenditure 2016-17**	Foreshadowed expenditure 2017-18**	Foreshadowed expenditure 2018-19**	Total expenditure 2014-15 to 2018-19
Hawthorn Town Hall Arts Precinct						
(Refurbish Hawthorn Town Hall as a cultural centre)	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Boroondara Sports Complex (Construct health club/gym facilities)	\$3,300,000	\$8,001,098	\$0	\$0	\$0	\$11,301,098
Ashburton Pool and Recreation Centre (APARC) (New gym and change rooms, refurbish program room, café and child care facilities)	\$11,455,826	\$0	\$0	\$0	\$0	\$11,455,826
Ashburton Pool and Recreation Centre	-\$900,000	-\$2,100,000	\$0	\$0	\$0	-\$3,000,000
Library redevelopment Balwyn (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$299,999	\$2,855,622	\$2,749,706	\$0	\$0	\$5,905,327
Library redevelopment Kew (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$0	\$549,941	\$2,862,165	\$2,978,811	\$6,390,917
North East Precinct hub land and building (Land acquisition and construction of community facility in the North Eastern catchment of Boroondara)	\$0	\$969,171	\$3,834,351	\$7,910,960	\$0	\$12,714,482
Balwyn multi function centre (Redevelop the current site of the Balwyn Community Centre, incorporates the community centre, maternal and child health and Canterbury Toy Library, tennis court relocated)	\$0	\$0	\$694,312	\$6,501,388	\$0	\$7,195,700
Grand total major projects (net)	\$14,275,825	\$9,725,891	\$7,828,310	\$17,274,513	\$2,978,811	\$52,083,350

<sup>\*</sup> Proposed expenditure 2014-15 includes forward commitments from 2013-14.

Appendix E - Capital Works
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<sup>\*\*</sup> Subject to Council review and funding. Foreshadowed expenditure includes project escalation.





City of Boroondara Budget 2014-15

# Appendix F Performance Indicators





### Appendix F - 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 2014-15. 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 2015**

#### **Service Performance Indicators**

Indicator	Description	Measure	
Governance			
Satisfaction	Councils make and implement decisions in the best interests 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).	
Economic Developm	nent		
Economic activity	Economic development activities support stimulation of local economic activity.	Change in number of businesses (percentage change in the number of businesses with an ABN in the municipality).	
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).	





Indicator	Description	Measure	
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 notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	
Home and Communit	y 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	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 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 expenses as a percentage of depreciation).			
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).			





Indicator	Description	Measure
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 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 Council 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 Council 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).





City of Boroondara Budget 2014-15

# Appendix G Glossary of terms





### Appendix G – Glossary of terms

Term	Definition
Act	Local Government Act 1989
Accounting Standards	Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.
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.
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.
Annual budget	Plan under section 130 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.
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.
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.
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.



Term	Definition
Budgeted balance sheet	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.
	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.
Budgeted comprehensive income statement	The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.
Budgeted Financial Statements	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:
	<ul><li>Strategic resource plan</li><li>Budget</li><li>Annual report</li></ul>
	The budgeted financial statements are the:
	<ul> <li>Budgeted Comprehensive Income Statement</li> <li>Budgeted Balance Sheet</li> <li>Budgeted Statement of Changes in Equity</li> <li>Budgeted Statement of Cash Flows</li> <li>Budgeted Statement of Capital Works</li> </ul>
	The budgeted financial statements must be in the form set out in the Local Government Model Financial Report.
Budgeted statement of capital works	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.
Budgeted statement of cash flows	The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The budgeted cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.



Term	Definition
Budgeted statement of changes in equity	The budgeted statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The budgeted statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 31 August each year. From the 2015-16 budget, adoption will need to take place by 30 June.
Capital contributions	Capital contributions include assets contributed by developers, and contributions received for capital purposes and contributions from developers such as open space.
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 2014-15 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	Carry forward capital works are those that that are incomplete in the current budget year due to unavoidable delays and will be completed in the following budget year.
Council plan	Means a Council Plan prepared by the Council under Section 125 of the Local Government Act 1989. 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.
Community satisfaction survey	A survey conducted on an annual basis by every Council.
Current year rate increase (Rating strategy)	A statement included in the budget quantifying the amount of the rate change for the forthcoming year and disclosing any significant factors that have had an influence on the rate change.
Differential rates	When a Council intends to declare a differential rate (eg business and residential), information prescribed by the Act under section 161 must be disclosed in the Council budget.



Term	Definition
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
Executive summary	Opening section of report designed to give the reader an overview and high level "snapshot" of the information provided in the report.
External funding sources (Analysis of capital budget)	External funding sources relate to capital grants or contributions, which will be received from parties external to the Council. It also includes the proceeds of assets sold to fund the capital works program.
External influences in the preparation of a budget.	Matters arising from third party actions over which Council has little or no control eg change in legislation.
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.
Infrastructure	Non-current property, plant and equipment excluding land.
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 funding sources (Analysis of capital budget)	Internal sources relate to cash and investments held in reserves or which are uncommitted and cash that will be generated from the operations of Council during the budget year. The latter should equate to the cash inflows from operating activities less capital revenue.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (eg. 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.



Torm	Definition
Term	
Legislative framework	The Act, Regulations and other laws and statutes under which set a Council's governance and reporting requirements.
Local government asset investment guidelines	A publication, released in 2006 by the Department of Planning and Community Development (formerly the Department for Victorian Communities) that provides a framework for the development of a capital works programs.
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.
Local Government (Planning and Reporting) Regulations 2014	The objective of these Regulations, made under section 243 of the Local Government Act 1989 and which come into operation on 18 April 2014, is to prescribe:
	<ul> <li>(c) The content and preparation of the financial statements of a Council</li> <li>(d) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council</li> <li>(e) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report</li> <li>(f) Other matters required to be prescribed under Parts 6 and 7 of the Act.</li> </ul>
Long Term Financial Strategy	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.
	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.
	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.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-financial resources	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.



Term	Definition
Non-recurrent grant	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.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	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.
Operating performance (Impact of current year on 2014-15 budget)	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.
Operating revenue	Operating revenue is defined as inflows or other enhancements, or savings in outflows of the 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.
Own-source revenue	Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).
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	Local Government (Planning and Reporting) Regulations 2014. (Exposure Draft).



Term	Definition
Restricted cash	Cash and cash equivalents that are not available for use (set aside for statutory and/or discretionary purposes) other than for a purpose for which it is restricted. Restricted cash includes cash that will 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 came into operation 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 local Government Act 1989.
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, Major Initiatives and Commitments	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.
	The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.
	The services delivered by Council are those undertaken to meet the needs of the community as reflected in the Council Plan. They tend to be ongoing in nature and have internal and external customers.
	Commitments are tasks or actions that are once-off in nature and lead to improvements in service performance or service levels. These are initiatives for the purposes of the Act.
	Major initiatives are those initiatives that the Council has identified as priorities. The major initiatives should be limited to only those initiatives that will have a significant impact on the operations of the Council and will be of interest to the reader.
Statement of Capital Works	Means a statement of capital works prepared in accordance with the Local Government Model Financial Report. Refer also Commentary Budgeted Statements Appendix A.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Commentary Budgeted Statements Appendix A.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative and contractual requirements. These reserves are not available for other purposes.



Term	Definition
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)	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.
	Section 126 of the Act states that.
	<ul> <li>the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives</li> <li>the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years</li> <li>the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years</li> <li>the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan</li> <li>council must review their strategic resource plan during the preparation of the council plan</li> <li>council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website.</li> </ul>
	In preparing the strategic resource plan, councils should comply with the principles of sound financial management as prescribed in the Act being to:
	<ul> <li>prudently manage financial risks relating to debt, assets and liabilities</li> <li>provide reasonable stability in the level of rate burden</li> <li>consider the financial effects of council decisions on future generations</li> <li>provide full, accurate and timely disclosure of financial information.</li> </ul>
	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.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.