



BOROONDARA
City of Harmony

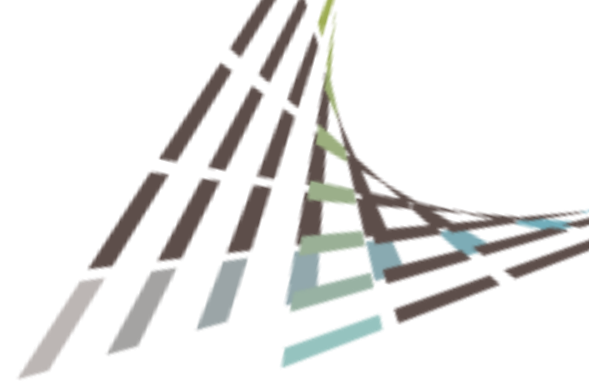


Artist's impression of Stage 1 works to the Riversdale Road, Camberwell Fresh Food Market

BUDGET 2013-14

Adopted by Council
24 June 2013
City of Boroondara

www.boroondara.vic.gov.au



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Mayor and CEO's budget introduction

This is the first budget for the first year of this four year Council term which commenced in October 2012. It is guided by the long-term financial strategy, 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

The budget maintains significant investment in major projects, continuing our commitment to building a better City now and for the future.

Three major projects are scheduled to be completed in 2013-14: the Hawthorn Aquatic and Leisure Centre, the Ashburton Library and Learning Centre and the Hawthorn Arts Centre at the former Hawthorn Town Hall. Further, design and planning will soon commence for an expanded Boroondara Sports Complex, revitalised Ashburton Recreation Centre and redeveloped Craig Family Centre.

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 million. Camberwell and Hawthorn libraries offer new, state-of-the-art facilities with Ashburton to follow in the next twelve months. Other city-wide facilities include five recreation centres, with 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 and the Kew Traffic School.

In the area of community development, over the coming year Council will spend almost \$13 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. We also support a range of local community organisations such as Camcare and other community centres by providing \$2 million in direct grants and by offering buildings at heavily subsidised rents.

Meanwhile Council is sharpening its focus on the arts. A highlight of the coming year will be the opening of the Hawthorn Arts Centre. At a total cost of \$18 million, this project represents the biggest contribution that this Council has ever made to the arts. After the Centre is opened in October, we will be offering expanded services to both community and professional groups. As part of Council's focus on the arts, funding of over \$2 million will be made available in 2013-14 for literary events, the Boroondara Eisteddfod, cultural facilities at the Kew Court House, the civic art collection and many other programs.

And we're not forgetting about the environment. We'll be finalising a \$3 million initiative to install low-power lighting across the City. Following the success of the cogeneration power system installed in Ashburton, we will also complete the design to plan to install similar systems at two more Council leisure centres.

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 2013-14, 23 of these buildings are scheduled to have renewal work completed at a cost of almost \$8 million. Work will also commence on a further 22 buildings at a cost of almost \$3 million. A further \$11 million will be spent on drainage, building renewal, road resurfacing and reconstruction.

However, our own charges are not the only ones we have to deal with. From 1 July 2013 the State Government will make all Councils collect its new Fire Services Property Levy. Though this Levy is a State Government charge - not a charge for Council services - we must still include it in our annual rate notice in July. Council properties will also attract the new Fire Services Property Levy, but we won't have to pay the Metropolitan Fire and Emergency Services Board levy anymore. The difference in what Council will have to pay will be \$3 million less and our budget reflects the reduction. Unfortunately, the reduction has been largely offset by unforeseen circumstances.



In August 2012 the Local Government Defined Benefit Superannuation Scheme sent us an invoice for \$14.3 million to cover our share of the shortfall in employee superannuation. It is payable immediately after 1 July 2013. This impost presents us with a major financial challenge not of our own making. While a likely shortfall was noted in last year's budget the actual amount was well beyond what we expected. Because we don't keep that sort of surplus cash in the bank, we will borrow to repay the liability in full - taking advantage of the relatively low interest rates currently available. In addition, we will repay the loan in just five years at an annual cost of \$3.3 million. This strategy will save ratepayers over \$9 million in interest compared to a standard twenty year loan. Our rate rise this year could have been a little lower but the savings we achieve with our approach will give the community a much better long-term result.

Even so, that's not where we're leaving it. To minimise the impact of the superannuation liability on ratepayers, we have reviewed not only this year's budget but also our long term financial strategy – without compromising the service we offer or the standard of our community facilities.

Last year we foreshadowed borrowing an additional \$11 million over two years to fund building projects. Through careful financial management and control of expenditure, the level of new borrowings for these capital projects has been reduced to just \$2 million. This reduction will result in major savings in interest in future years. The budget also builds capacity in future years by creating a cash reserve in case of further Superannuation Scheme liabilities and also by accelerating repayments of borrowings.

Council is continuing to pursue its vision for Boroondara - a vibrant and inclusive community with an outstanding quality of life. It 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. And despite the unexpected financial challenges, at 4.7% our rate rise this year will be the lowest for over a decade.



Cr Jack Wegman
Mayor



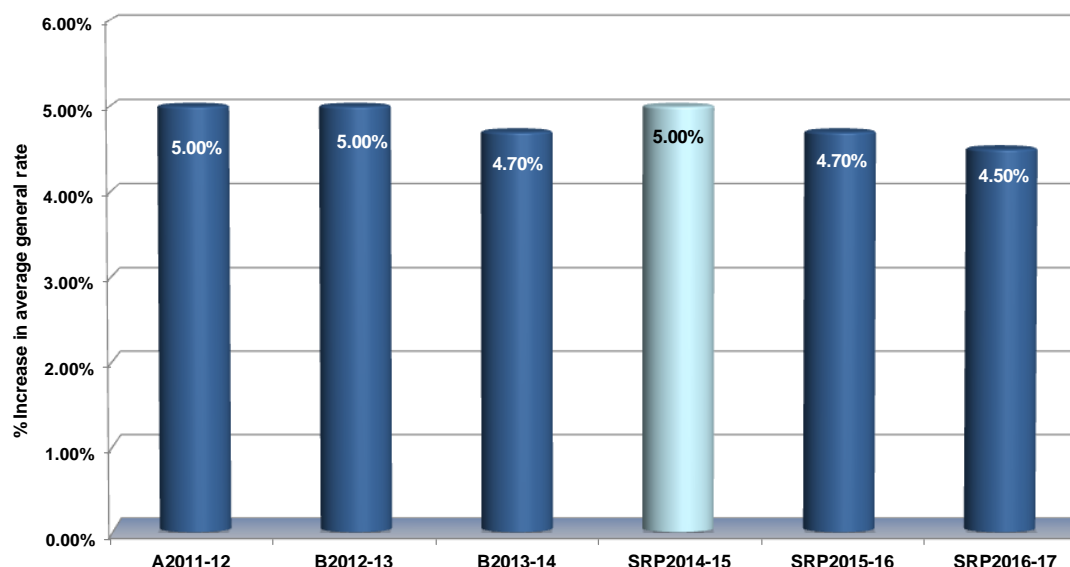
Phil Storer
Chief Executive Officer



Executive summary

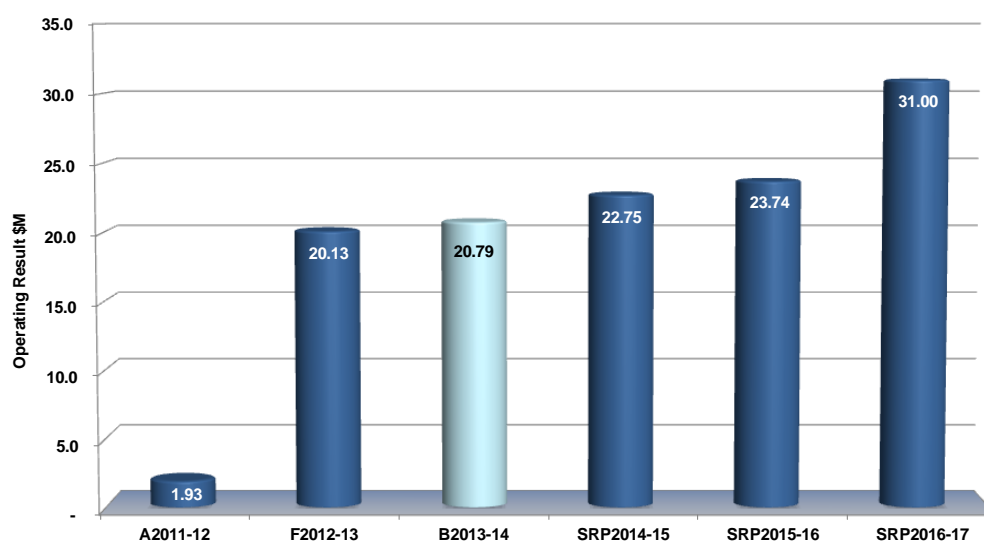
The executive summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works and financial sustainability of Council. The following graphs include 2011-12 Actual (A), 2012-13 forecast actual (F), 2013-14 Budget (B) and the next three years 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 2013-14 year against the 2012-13 end of year forecast, raising total rates of \$124.18 million. This includes a 4.7% increase in the average property general rate in 2013-14. 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. **Refer Section 9, Council's Rating Information.**

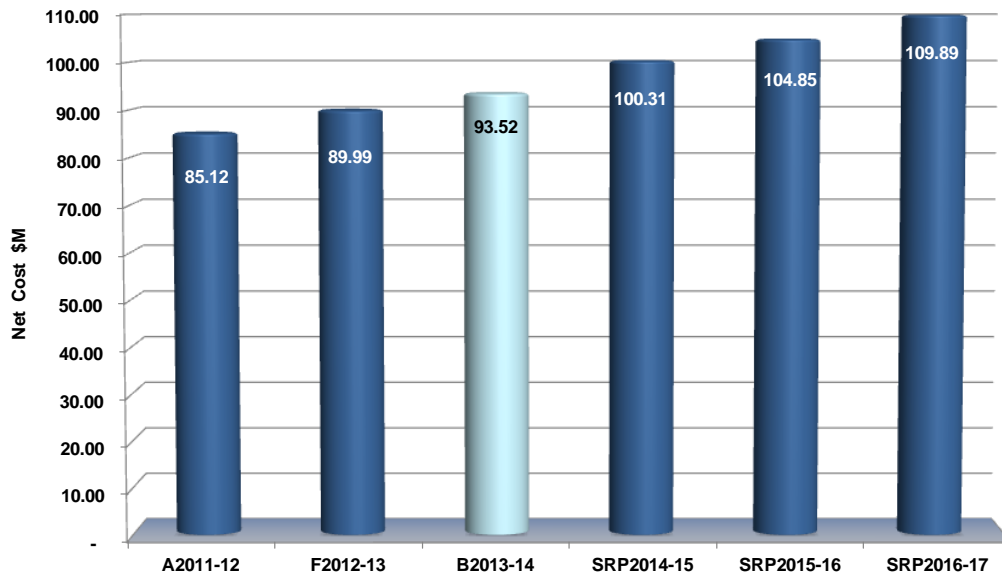
2. Operating result





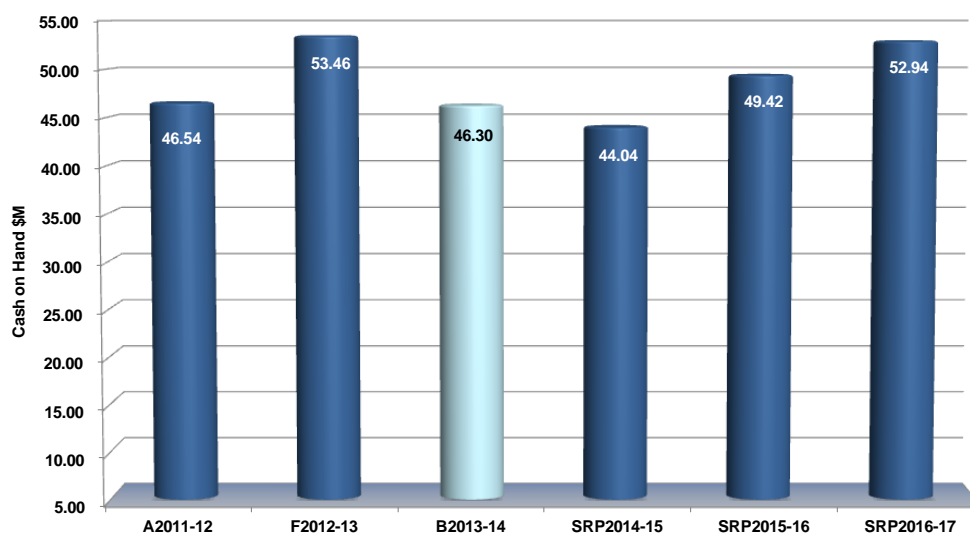
The operating result for the 2013-14 year is budgeted to be a \$20.79 million surplus which is a \$0.66 million increase from the forecast result of \$20.13 million for 2012-13. The operating result includes items of a non-operating or once off nature including capital works funding (\$3.39 million), net loss on disposal of property, infrastructure, plant and equipment (\$2.88 million) and net priority projects expenditure (\$2.67 million). The underlying result which excludes non operating items or once off items, is budgeted to be a \$19.79 million and \$20.28 million surplus for 2012-13 and 2013-14 respectively.

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 2013-14 year, the net cost of services delivered is expected to be \$93.52 million, an increase of \$3.53 million over 2012-13. During the development of each budget, service levels are discussed with Council providing direction on the increase or amendment of Council services. For the 2013-14 year a number of new activities and initiatives have been proposed.

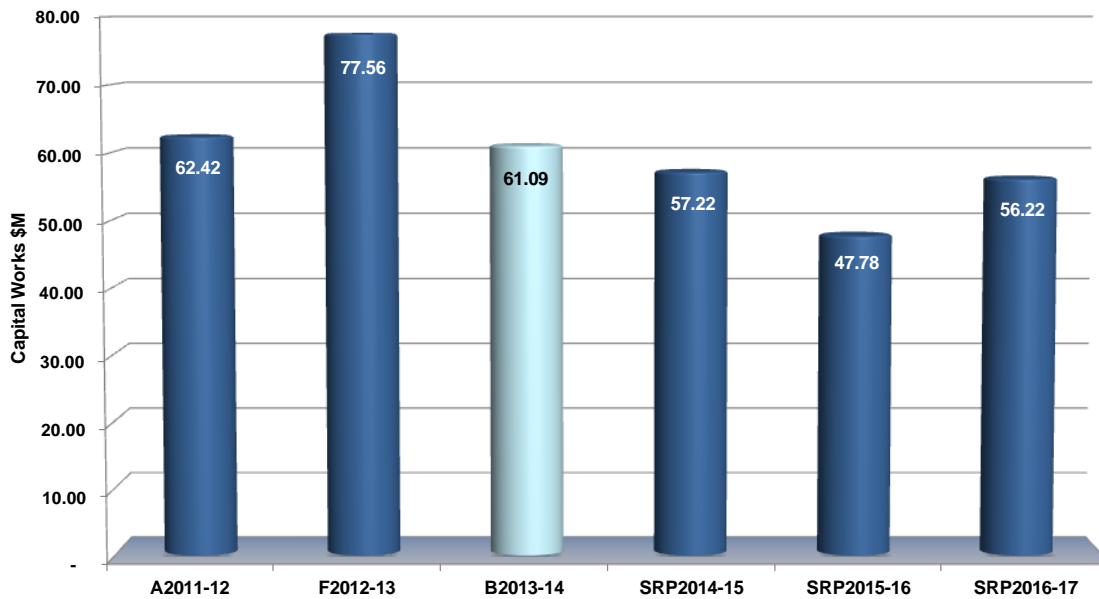
4. Cash and investments



Cash and investments are budgeted to decrease by \$7.16 million during the year to \$46.30 million for the year ending 30 June 2014. Total cash and investments is forecast to be \$53.46 million at 30 June 2013.



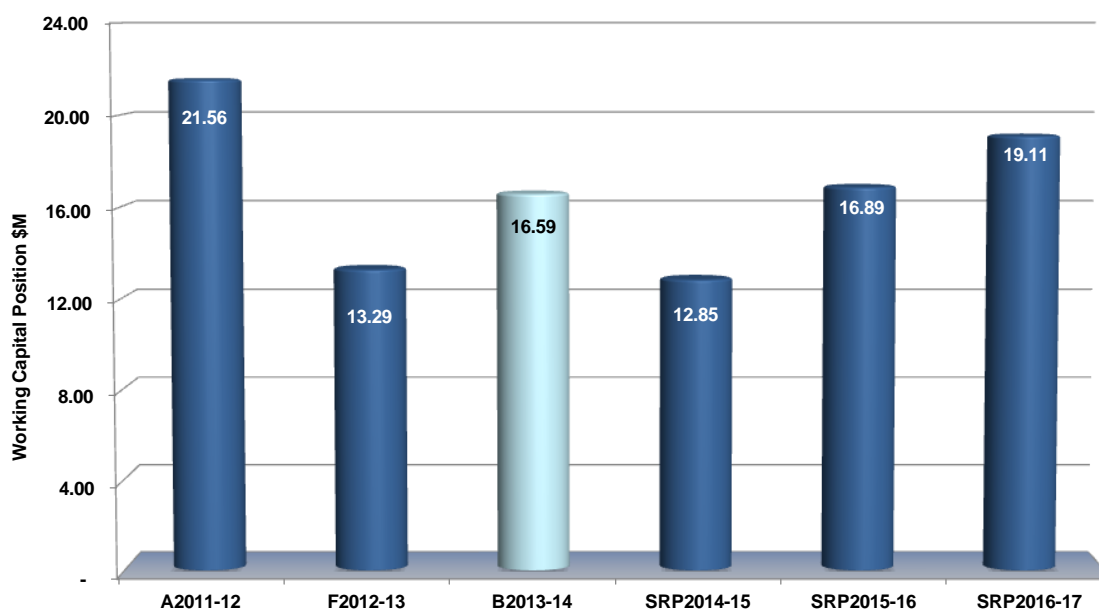
5. Capital Works Program (gross expenditure)



Council's commitment to capital works will reach \$61.09 million for the 2013-14 financial year. \$10.12 million relates to forward commitments from the 2012-13 year. Forward commitments are funded from the 2012-13 forecast surplus. Capital funding of \$3.39 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 \$47.20 million and new and upgrade expenditure of \$13.89 million inclusive of forward commitments. This year's program continues with substantial investment in major building projects including Hawthorn Aquatic and Leisure Centre redevelopment, Ashburton Library and Learning Centre and Ashburton Recreation Centre.

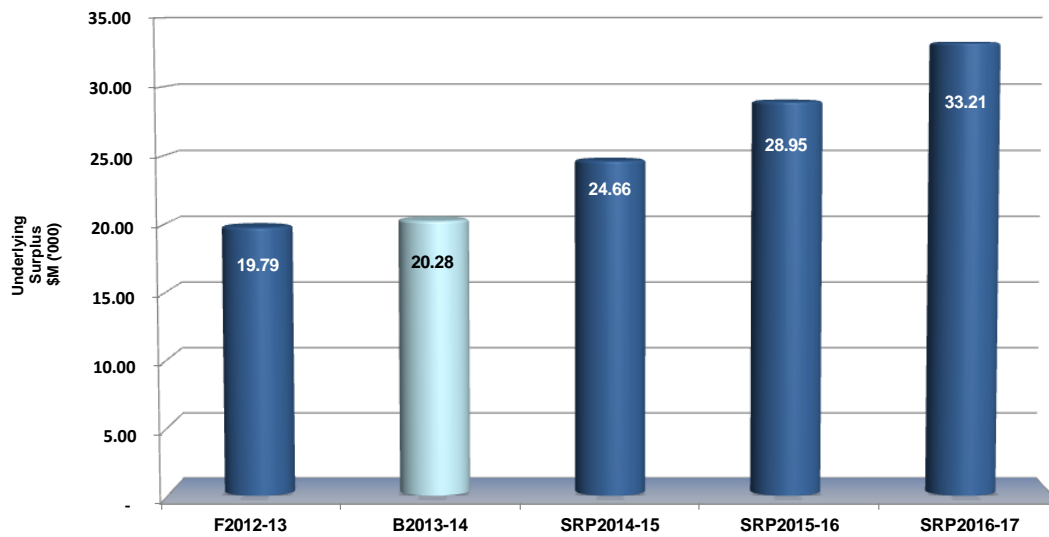
6. Financial position



Net current assets (working capital) will increase by \$3.30 million to \$16.59 million as at 30 June 2014.

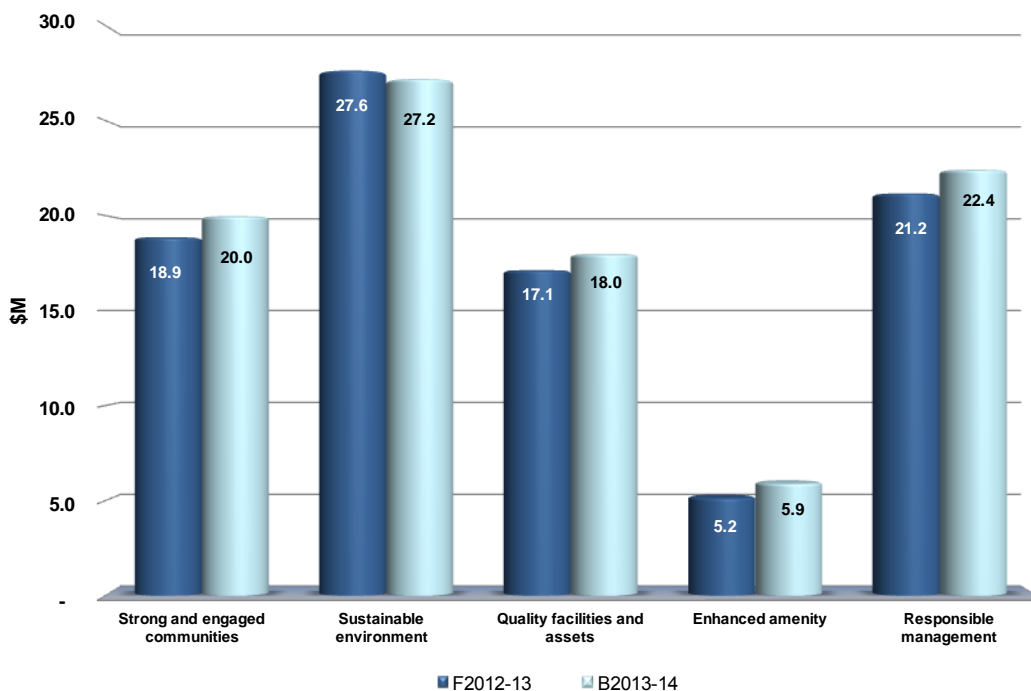


7. Financial sustainability



A high level Strategic Resource Plan for the years 2013-14 to 2016-17 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)

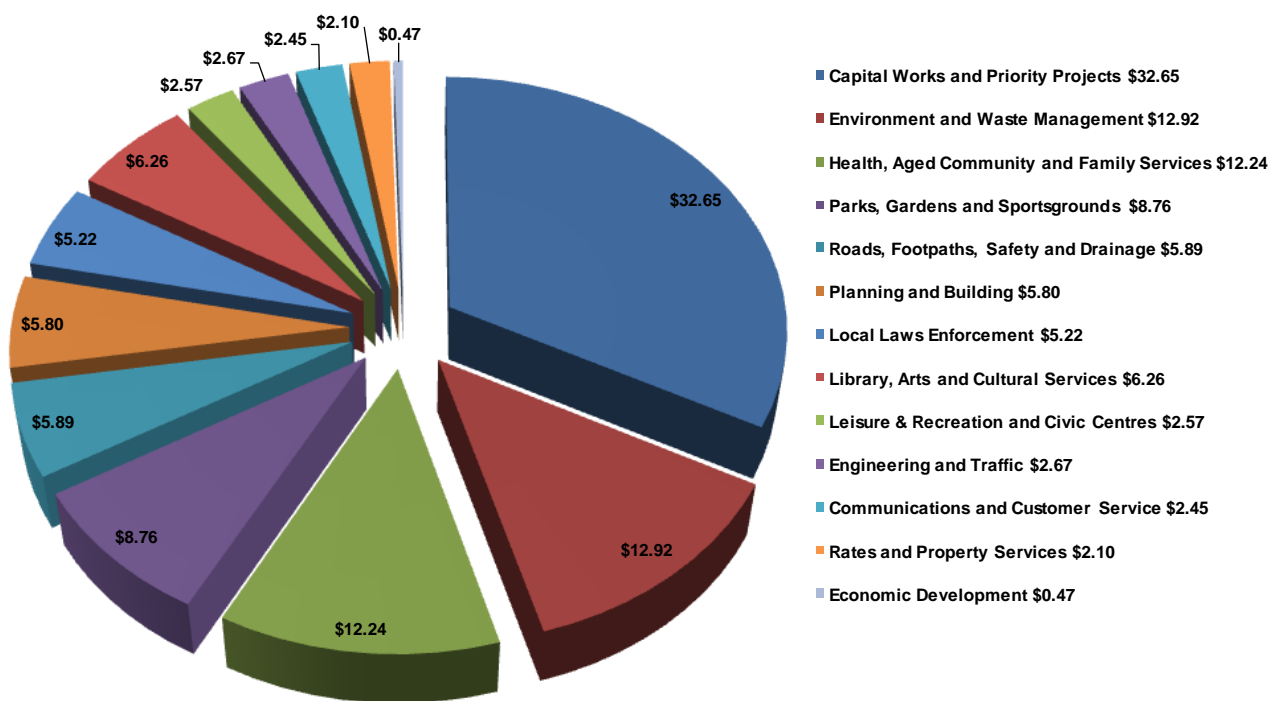


The Annual Budget includes a range of activities and commitments to be funded that will contribute to achieving the strategic objectives and key themes in the Council Plan. The above graph shows the net level of funding, that is Council's share of expenditure after consideration of any associated income allocated in the budget, to the key result areas as set out in the Council Plan for the 2013-14 year. The apparent reduction in funding associated with 'sustainable environment' reflects the significant expenditure on street lighting upgrades in the 2012-13 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 across 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 2004 (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 2013-14 Budget, which is included in this report, is for the year 1 July 2013 to 30 June 2014 and is prepared in accordance with the Act and Regulations. The Budget includes Standard Statements being a Budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2014 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:

Budget process	Timing
1. Officers prepare operating and capital budgets	December - March
2. Councillors consider draft budgets at informal briefings	February - March
3. Proposed Budget submitted to Council for approval	29 April
4. Public notice advising the intention to adopt Budget	1 May
5. Budget available for public inspection and submissions	1 May – 29 May
6. Submissions period closes (28 days)	29 May
7. Submissions considered by Council/Committee	13 June
8. Budget and submissions presented to Council for adoption	24 June
9. Copy of adopted Budget submitted to the Minister no later than	31 August



City of Boroondara
Budget 2013-14

Budget overview

1. Linkage to Council Plan
2. Activities, Commitments and Key Strategic Activities
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, 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.

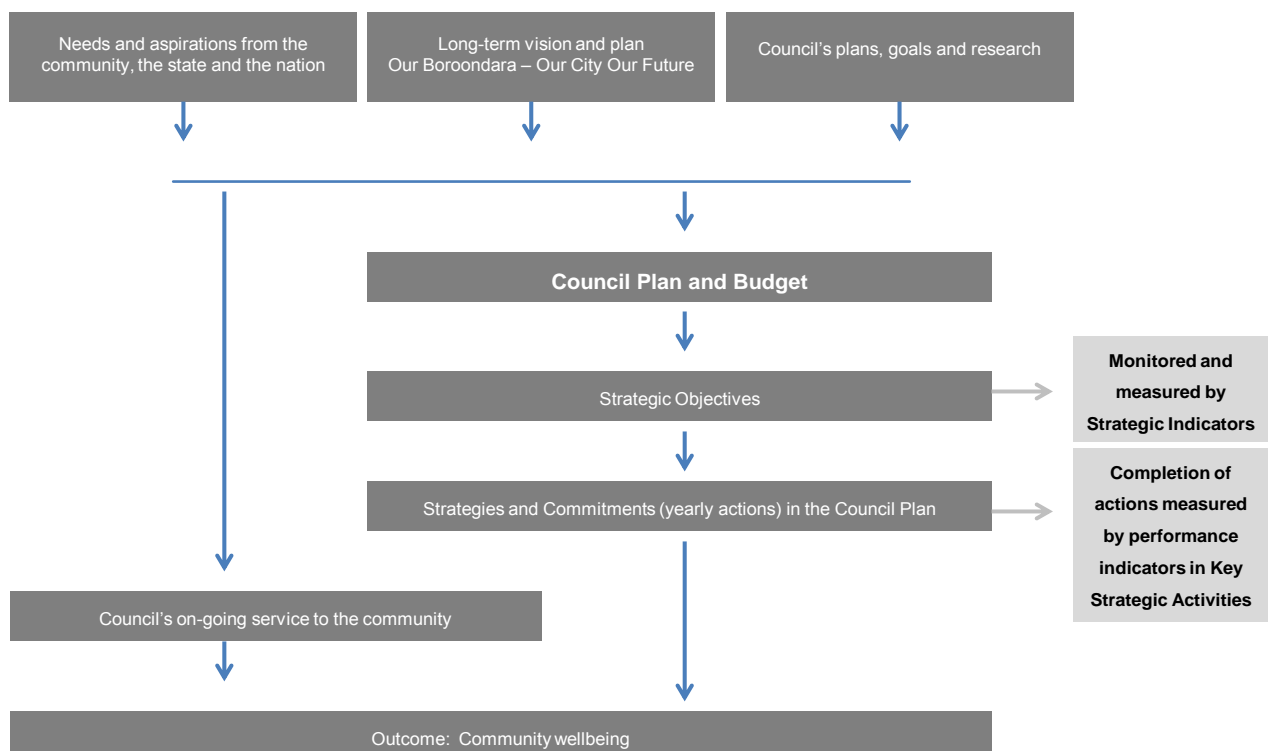
In the Council Plan 2013-17, the Council elected in October 2012 outlines the vision and strategic plan for its term of office. The Council Plan builds upon the achievements of the previous Council term whilst noting the increasing needs to support a changing and diverse population. The Council Plan 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 2013-14. The Annual Plan sets out Council activities and specific commitments that Council will undertake in the 2013-14 year, along with associated performance measures. These elements are also included in this Budget report (refer **Section 2 - Activities, Commitments and Key Strategic Activities**) 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
Integrity	Acting honestly and ethically on all occasions.
	Doing what we say we will do.
	Ensuring that our service is characterised by openness and transparency.
Collaboration	Working inclusively with others to identify and meet their needs.
	Building and sustaining sound relationships.
	Encouraging effective engagement and participation.
Accountability	Taking full responsibility for our own decisions and actions.
	Being professional, thorough and timely in our service delivery.
	Seeking, providing and responding to feedback.
Innovation	Demonstrating foresight and creativity in meeting the challenges of the future.
	Nurturing an environment in which innovative thinking is sought, encouraged and valued.
	Continuously looking for improvements in our service delivery.
Respect	Treating all customers, stakeholders and colleagues with equality and consideration.
	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 2013-14 documents a number of commitments that will occur over the 2013-14 financial year. The 2013-14 Budget converts these activities 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
 Strong and engaged communities	<p>Our community has a say in matters of interest to them in achieving Boroondara's vision.</p> <p>Community needs are identified and responses planned accordingly.</p> <p>Opportunities are provided to enable people in our community to be supported and involved.</p>
 Sustainable environment	<p>Our natural and urban environment is improved in a sustainable way.</p>
 Enhanced amenity	<p>The character of our neighbourhoods is protected and improved.</p>
 Quality facilities and assets	<p>Assets and facilities are proactively managed to meet the community's current and future needs.</p>
 Responsible management	<p>Decision making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair behaviours.</p> <p>Sound financial and risk management practices are carried out.</p>



2. Activities, Commitments and Key Strategic Activities

This section provides a description of the activities and initiatives (commitments) to be funded in the Budget for the 2013-14 financial year. Details are provided on how these activities contribute to achieving the themes and strategic objectives specified in the Council Plan 2013-17, as set out in Section 1. It also details the key strategic activities and associated performance measures and targets to monitor these strategic activities.

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.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Communication and Engagement	<ul style="list-style-type: none"> • enhances and protects the City of Boroondara's reputation • develops strategic integrated communications plans for key initiatives linked to the Council Plan • identifies and manages communications opportunities • provide strategic leadership in issues management providing advice to CEO and Directors • develop, maintain and deliver advocacy campaigns in collaboration with the responsible director, CEO and Councillors • develops and undertakes a corporate research program to inform improved service outcomes • monitors media • writes, publishes, edits and designs communications material • identifies and develops online opportunities to better serve the community • leads community engagement practice and delivery • coordinates translation service and supports multilingual communications. 	\$2,405 (\$0) \$2,405
Library Services	<ul style="list-style-type: none"> • provides a large range of library collections and services: in libraries, online and via home library services • provides a welcoming community space for individual and group study, reflection, activity and discovery • supports literacy development, reader development, life long learning, creative and intellectual development • provides family, children and adult library programs 	\$6,681 (\$1,331) \$5,350



Service category	Description	Expenditure (Revenue) Net cost \$'000
Community Planning and Development	<ul style="list-style-type: none"> works actively within the community on key community development activities facilitates community connectedness, strengthens community capacity and responds to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community 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. 	\$3,030 <u>(\$329)</u> \$2,701
Family and Youth Services	<ul style="list-style-type: none"> operates the Boroondara Maternal and Child Health, Family Day Care, Kindergarten Central Enrolment and Kew occasional child care supports the inclusion of all children into kindergarten and childcare 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 provides support and information and a range of activities and programs to young people and their families facilitates training and support for service providers and voluntary committees of management for early years and youth services undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community and integrated coordinated early years and youth services facilitates community support programs through the provision of annual funding in a deed of agreement with Camcare. 	\$4,786 <u>(\$1,652)</u> \$3,134



Service category	Description	Expenditure (Revenue) Net cost \$'000
Health, Ageing and Disability Services	<ul style="list-style-type: none"> coordinates health services including immunisation and environmental health provides home support services including home, personal and respite care, food services and property maintenance provides volunteer and community transport, and social support (including events and planned activity groups) coordinates emergency management (recovery) across the municipality manages Canterbury Memorial Home Units (23 independent living units) undertakes strategy and development with a focus on positive ageing and disability (including Metroaccess). 	\$12,809 <u>(\$8,379)</u> \$4,430
Arts and Culture	<ul style="list-style-type: none"> produces cultural programs and events for the community programs and manages cultural facilities at the Town Hall Gallery, Kew Court House and Hawthorn Town Hall nurtures relationships and partnerships through the provision of funding support, strategic advice and provides a point of contact for arts and culture in Boroondara. 	\$2,186 <u>(\$464)</u> \$1,722
Economic Development	<ul style="list-style-type: none"> strengthens the viability of local businesses, including strip shopping centres facilitates the Boroondara Business Network, the Boroondara Farmers Market and the Boroondara (Hawthorn) Craft Market supports new and established businesses, through training and mentor services facilitates regular networking opportunities for the local business community. 	\$2,347 <u>(\$2,684)</u> (\$347)



Commitments (Capital, Priority Projects or New Operating Expenditure)

1 Communications 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 Build on the community engagement policy and toolkit by creating a statutory planning specific process for consultation meetings.	Statutory Planning	Works performed using existing resources
1.2 Improve community access to Council services and programs by providing a high standard of digital content for the Boroondara website.	Communications and Engagement	\$25,000
1.3 Improve democratic processes by ascertaining community views through the Boroondara Community Voice panel.	Communications and Engagement	Works performed using existing resources
1.4 Enable our engagement with the community to continuously improve by ensuring that the Community Engagement Framework is fully utilised across Council.	Communications and Engagement	Works performed using existing resources

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 in linking Council's community grants programs with the community's expectations and changing needs by consulting with the community and key stakeholders on the draft Grants Policy 2013-17.	Community Planning and Development	Works performed using existing resources
2.2 Inform Council planning and service delivery by producing a report on social disadvantage in Boroondara.	Community Planning and Development	Works performed using existing resources
2.3 Improve access to health services for people with a disability by producing a community resource, listing accessible health services in Boroondara.	Community Planning and Development	Works performed using existing resources
2.4 Explore options for a community hub in Balwyn North in order to plan for enhanced service provision to the community.	Community Planning and Development	Works performed using existing resources



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 Improve the vitality of our local strip shopping centres by delivering streetscape improvement works at Riversdale Road East Shopping Centre.	Environment and Sustainable Living	\$176,000
3.2 Develop a municipal wide approach for the city's shopping centres to engender a spirit of good will and celebration during Christmas.	Economic Development	\$120,000
3.3 Strengthen the economic viability of local businesses through promotion and patronage of the city's shopping centres to support a 'buy local' culture within the community.	Economic Development	\$40,000
3.4 Promote and enhance the operations of the Camberwell Fresh Food Market by completing a marketing strategy and commencing its implementation.	Financial Services	\$40,000

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 Provide an alternative model to assist kindergartens' administrative and financial responsibilities by providing opportunities for them to join existing cluster management agencies.	Family, Youth and Leisure Services	Works performed using existing resources
4.2 Enable the provision of more flexible Early Years programs that respond to community needs by planning for the renewal of the Craig Family Centre's ageing infrastructure.	Family, Youth and Leisure Services	\$350,000
4.3 Encourage good parenting by implementing the Government-initiated 'Baby makes 3' program with new parents.	Family, Youth and Leisure Services	Works performed using existing resources
4.4 Increase the accessibility of programs for young people by the provision of a facility in Hawthorn that will co-locate Headspace and Council's Youth Resource Centre.	Family, Youth and Leisure Services	\$1,100,000



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 Contribute to the health and wellbeing of the Boroondara community by presenting a draft Public Health and Wellbeing Plan 2013-17 to Council for adoption.	Community Planning and Development	Works performed using existing resources
5.2 Help meet the needs of people with a disability in Boroondara by developing a new Metro Access Community Building Plan.	Health, Ageing and Disability Services	Works performed using existing resources
5.3 Contribute to improving the quality of life enjoyed by Boroondara's ageing community by developing a new Positive Ageing Strategy.	Health, Ageing and Disability Services	Works performed using existing resources

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 commitments	Responsible department	Expenditure \$
6.1 Provide high quality library services that meet community needs by completing the Ashburton Library and Learning Centre project.	Library, Arts and Cultural Services	\$3,254,000
6.2 Ensure that library services are relevant and meet community needs by commencing development of a new Library Services Strategic Plan 2014-18.	Library, Arts and Cultural Services	\$20,000



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 Enrich the arts and cultural life of the Boroondara community by completing a new arts and cultural centre in Hawthorn.	Library, Arts and Cultural Services	\$430,000
7.2 Ensure that the arts and cultural suite of programs offered by Council meet the needs and aspirations of the Boroondara Community by commencing a review of the Arts and Cultural Strategy and reviewing programs as appropriate.	Library, Arts and Cultural Services	\$30,000

Key Strategic Activities - Strong and engaged communities



Related commitment number	Key Strategic Activity	Performance measure	Performance target
1.3	Improve democratic processes by ascertaining community views through the Boroondara Community Voice panel.	Number of issues discussed at the Boroondara Community Voice panel.	12
		Number of members on the Boroondara Community Voice panel.	1,000
2.1	Assist in linking Council's community grants programs with the community's expectations and changing needs by consulting with the community and key stakeholders on the draft Grants Policy 2013-17.	Develop the consultation plan by 31 July 2013.	30 July 2013
		Number of consultation actions undertaken.	5
		Present the draft Grants Policy 2013-17 to Council for endorsement by November 2013.	30 November 2013
3.1	Improve the vitality of our local strip shopping centres by delivering streetscape improvement works at Riversdale Road East Shopping Centre.	Completion of the project within budget.	<+10%
		Resident/Trader satisfaction with the project deliverables.	80%
		Improvement works completed by 30 June 2014.	30 June 2014
4.4	Increase the accessibility of programs for young people by the provision of a facility in Hawthorn that will co-locate Headspace and Council's Youth Resource Centre.	Collocate Council's Youth Services with Headspace at the Hawthorn Arts Centre.	30 June 2014



Related commitment number	Key Strategic Activity	Performance measure	Performance target
5.1	Contribute to the health and wellbeing of the Boroondara community by presenting a draft Public Health and Wellbeing Plan 2013-17 to Council for adoption.	Conduct community consultation on the draft Boroondara Public Health and Wellbeing Plan and incorporate feedback into the Plan.	31 August 2013
		Present the draft Boroondara Public Health and Wellbeing Plan to Council for adoption.	31 October 2013
6.1	Provide high quality library services that meet community needs by completing the Ashburton Library and Learning Centre project.	New Ashburton Library and Learning Centre open to the public.	28 February 2014
		Completion of the Ashburton Library and Learning Centre Project within budget.	<+10%
7.1	Enrich the arts and cultural life of the Boroondara community by completing a new arts and cultural centre in Hawthorn.	Total attendance across all Hawthorn Arts Centre launch events.	1,200
		Number of Council programmed exhibitions at the Town Hall Gallery.	3
		Number of exhibition attendances at the Town Hall Gallery.	1,350
		Number of Council programmed arts events at the Hawthorn Arts Centre.	15
		Satisfaction with quality of venue at Hawthorn Arts Centre by hirers	75%
		Satisfaction with administration of booking process at Hawthorn Arts Centre by hirers.	75%



Theme: Sustainable environment



Strategic objective

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

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Environment and Sustainable Living	<ul style="list-style-type: none"> helps the Boroondara community to live more sustainably in response to emerging environmental challenges (eg climate change, water shortage, biodiversity conservation) promotes sustainability within built and natural environments in Boroondara develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes. 	\$934 <u>(\$3)</u> \$931
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green & recycling collections and hard waste collection service operates the Boroondara Recycling and Waste Centre. 	\$17,841 <u>(\$1,474)</u> \$16,367
Horticultural & Arbor Services and Formal Gardens	<ul style="list-style-type: none"> manages and maintains parks, gardens, bushland and indigenous re-vegetation sites, sportsgrounds and garden beds associated with traffic control devices provides arboricultural management and maintenance services for street and park trees. 	\$9,552 <u>(\$35)</u> \$9,517
Tree Protection	<ul style="list-style-type: none"> administers Council's Tree Protection Local Law 1F and assesses applications for tree removal. 	\$219 <u>(\$32)</u> \$187



Commitments (Capital, Priority Projects or New Operating Expenditure)

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 Contribute to Boroondara becoming a more 'water sensitive city' by presenting an Integrated Water Management Strategy (with targets) for Council adoption.	Environment and Sustainable Living	Works performed using existing resources
8.2 Provide effective and efficient hard waste collection by reviewing the trial of our 'Booked Hard Waste' service and implementing actions.	Infrastructure Services	Works performed using existing resources

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 Ensure appropriate balance between passive, active and community uses of Balwyn Park by preparing a Concept Master Plan that provides long-term planning and guidance.	Environment and Sustainable Living	Works performed using existing resources
9.2 Ensure the amenity and health benefits provided by Council's street trees are protected by developing and implementing an improved management plan that responds to electrical line clearance regulations.	Parks and Gardens	Works performed using existing resources
9.3 Present a report to Council in 2013 recommending the adoption of the Boroondara Open Space Strategy.	Strategic Planning	Works performed using existing resources

Key Strategic Activity - Sustainable environment



Related commitment number	Key Strategic Activity	Performance measure	Performance target
8.2	Provide effective and efficient hard waste collection by reviewing the trial of our 'Booked Hard Waste' service and implementing actions.	Complete a Council Report by 31 July 2013.	31 July 2013



Theme: Enhanced amenity



Strategic objective

The character of our neighbourhoods is protected and improved.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Engineering and Traffic	<ul style="list-style-type: none"> develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas implements parking and traffic management strategies and engineering solutions including drainage issues, planning and subdivision permit referrals and development approvals, lane and parking bay occupation applications and investigation of black spot accident locations manages permits relating to the Asset Protection Local Law implements the Street Lighting Policy coordinates and implements sustainable transport initiatives including TravelSmart programs and improvement to the City's bicycle and pedestrian network. 	\$4,165 (\$783) \$3,382
Landscape Architecture	<ul style="list-style-type: none"> undertakes landscape design and construction works to promote use and enjoyment of outdoor spaces by the community. 	\$497 (\$0) \$497
Strategic Planning	<ul style="list-style-type: none"> advocates for and prepares land use policy and standards within the context of Victorian state policy promotes sustainable design and development and heritage conservation manages the Municipal Strategic Statement develops policies and plans to guide land use and development. 	\$1,765 (\$0) \$1,765
Building Services	<ul style="list-style-type: none"> assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment administers and enforces the Building Act and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety. 	\$1,618 (\$965) \$653



Service category	Description	Expenditure (Revenue) Net cost \$'000
Statutory Planning	<ul style="list-style-type: none"> processes and assesses planning applications in accordance with the <i>Planning and Environment Act 1987</i>, the Boroondara Planning Scheme and Council policies provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary defends Council planning decisions at the Victorian Civil and Administrative Tribunal assesses applications to subdivide land or buildings under the <i>Subdivision Act 1988</i>. 	\$4,998 <u>(\$1,097)</u> \$3,901
Local Laws	<ul style="list-style-type: none"> delivers proactive patrol programs to maintain and promote safety and harmony within the community delivers administrative and field services in parking, amenity and animal management processes and issues permits relating to traders, street furniture, animal registrations, excess animals, commercial waste bins and residential parking delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention develops, implements and reviews appropriate local laws to achieve a safe and liveable environment manages school crossing supervision and access to disabled parking. 	\$7,868 <u>(\$12,437)</u> (\$4,569)



Commitments (Capital, Priority Projects or New Operating Expenditure)

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 Provide clarity for applicants on what information is needed for the assessment of Construction Management Plans by producing digital and hard copy information sheets and templates.	Statutory Planning	Works performed using existing resources
10.2 Improve the function, character and economic viability of Camberwell Junction's hidden laneways by preparing a Camberwell Junction Laneways discussion paper that investigates and outlines opportunities.	Environment and Sustainable Living	Works performed using existing resources

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 \$
11.1 Maintain safety in and around schools by reviewing the School Crossing Parking Enforcement Patrol Program which will contribute to a more effective and equitable spread of patrols across the city.	Local Laws	\$20,000
11.2 Contribute to reduced parking demand in Camberwell by developing sustainable travel plans with Camberwell Traders.	Engineering and Traffic	Works performed using existing resources



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 commitments	Responsible department	Expenditure \$
12.1 Reduce the risk of possible occupant injury or risk to the public in the event of fire by developing a fire safety inspection and audit plan for high risk buildings.	Building Services	Works performed using existing resources
12.2 Provide protection for Boroondara's character and amenity by advocating Council's position during the development of the new Melbourne Metropolitan Strategy.	Strategic Planning	Works performed using existing resources
12.3 Provide recovery, short term housing, relocation and overall management of animals in the event of an emergency by developing and implementing an Animal Welfare Emergency Management Plan.	Local Laws	Works performed using existing resources
12.4 Continue to advocate for effective freeway noise abatement.	Engineering and Traffic	Works performed using existing resources

Key Strategic Activities - Enhanced amenity



Related commitment number	Key Strategic Activity	Performance measure	Performance target
10.2	Improve the function, character and economic viability of Camberwell Junction's hidden laneways by preparing a Camberwell Junction Laneways discussion paper that investigates and outlines opportunities.	Percentage of identified stakeholder groups consulted during the completion of the discussion paper.	95%
		Provide the Camberwell Junctions Laneways discussion paper to Council for discussion.	30 June 2014
11.1	Maintain safety in and around schools by reviewing the School Crossing Parking Enforcement Patrol Program which will contribute to a more effective and equitable spread of patrols across the city.	Number of school crossing parking patrols.	1,700
		Council cost to supervised school crossings per crossing.	\$7,795
12.2	Provide protection for Boroondara's character and amenity by advocating Council's position during development of the new Melbourne Metropolitan Strategy.	Prepare and adopt a submission to the State Government's Metropolitan Planning Strategy Discussion Paper on behalf of City of Boroondara.	30 June 2014



Theme: Quality facilities and assets



Strategic objective

Assets and facilities are proactively managed to meet the community's current and future needs.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Asset Planning	<ul style="list-style-type: none"> Provides proactive inspections on Council assets to ensure service standards are maintained Provides a corporate Asset Management system to support the on-going management and renewal of the community's assets Develops and updates the five year renewal program for assets Develops the financial forecast for assets for Council's long-term financial strategy Promotes occupational health and safety on Council worksites Promotes continuous improvement processes. 	\$1,290 <u>(\$0)</u> \$1,290
Projects and Strategy	<ul style="list-style-type: none"> Develops, manages and delivers the approved Environment and Infrastructure capital works and renewal program ensuring best value for money provides project management services and advice on Council's projects investigates and develops strategic solutions to major stormwater issues incorporates environmentally sustainable design principles into all building, stormwater and engineering projects undertakes planning for future projects to support Council's services provides technical advice regarding Council's infrastructure assets. 	\$4,362 <u>(\$40)</u> \$4,322
Asset Maintenance	<ul style="list-style-type: none"> maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs. 	\$10,222 <u>(\$435)</u> \$9,787
Leisure and Sport	<ul style="list-style-type: none"> operates the Kew Traffic School facilitates recreation and leisure activities through the provision of 75 leases to sporting clubs and committees of management facilitates training and support for tenant groups leasing sporting and community facilities manages the contracts for Council's five leisure and aquatic facilities, the Boroondara Tennis Centre and Junction Skate and BMX Park 	\$1,380 <u>(\$1,875)</u> (\$494)



Service category	Description	Expenditure (Revenue) Net cost \$'000
Sportsground and Park Assets	<ul style="list-style-type: none"> manages and maintains assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signage manages and maintains the Freeway Golf Course works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds Capital works planning and delivery. 	\$3,673 (<u>\$1,454</u>) \$2,219

Commitments (Capital, Priority Projects or New Operating Expenditure)

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 Provide a safe and functional footpath network by undertaking annual risk inspections and programming defects for remedial action.	Asset Planning	Works performed using existing resources
13.2 Create an exciting new public space for the community and its traders by commencing improvement works to revitalise the Camberwell Fresh Food Market and its surrounds.	Projects and Strategy	\$575,000

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 Provide enhanced leisure and recreational opportunities through the provision of new and expanded services that will be available at the new Hawthorn Aquatic and Leisure Centre including: a warm water indoor pool, expanded gymnasium and flexible program rooms.	Families, Youth and Leisure Services	\$12,836,000



Our commitments	Responsible department	Expenditure \$
14.2 Enhance sport and recreational opportunities for the community that are relevant to their needs through the review and development of the Boroondara Sports Strategy 2014.	Families, Youth and Leisure Services	\$60,000
14.3 Optimise use of Council facilities to meet changing community needs by undertaking a community facilities audit.	Families, Youth and Leisure Services	\$45,000

Key Strategic Activities – Quality facilities and assets



Related commitment number	Key Strategic Activity	Performance measure	Performance target
13.1	Provide a safe and functional footpath network by undertaking annual risk inspections and programming defects for remedial action.	Percentage of footpath network inspected annually.	100%
		Cost per kilometre of footpaths inspected	\$56
		Number of footpath defects identified by proactive inspections as above the intervention level specified in the Road Management Plan.	2,500
		Percentage of footpath defects identified by proactive inspections and remediated within the timeframes specified in the Road Management Plan.	99%
14.2	Enhance sport and recreational opportunities for the community that are relevant to their needs through the review and development of the Boroondara Sports Strategy 2014	Complete the consultation for the Boroondara Sports Strategy.	30 June 2014



Theme: Responsible management



Strategic objectives

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

Activities (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.	\$2,187 (\$0) \$2,187
Governance	<ul style="list-style-type: none"> • provides secretarial and administrative support to Councillors and Council and Committee meetings • manages Freedom of Information, Information Privacy, Whistleblowers Protection and internal Ombudsman responsibilities • provides stewarding and catering services to the Camberwell function rooms • maintains statutory registers, authorisations and delegations • coordinates citizenship ceremonies and civic events • administers conduct of Council elections. 	\$1,832 (\$3) \$1,829
Reporting, Planning and Innovation	<ul style="list-style-type: none"> • Councils award-winning Annual Report and Best Value Report • Development of departmental business plans and production of the Council Plan and Annual Plan • Council's Innovation Program. 	\$306 (\$0) \$306
Business Development	<ul style="list-style-type: none"> • develops and delivers the annual planning cycle for the Council Plan and Budget • produces the Annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems • manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report and Monthly Performance Report • coordinates financial analysis and business cases for projects and provides advice on the pricing of services as well as National Competition Policy compliance • provides external grant application support for significant project funding opportunities • Provides internal audit services to Council • Conducts process improvement reviews across all Council departments. 	\$1,266 (\$0) \$1,265



Service category	Description	Expenditure (Revenue) Net cost \$'000
People, Culture and Development	<ul style="list-style-type: none"> delivers the functions of occupational health and safety, risk management, human resources and organisation development and learning provides specialist advice, service and policy development related to human resources and organisation development coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation manages enterprise business risk including occupational health and safety, WorkCover, risk management and insurance including Council's Disaster Recovery and Business Continuity Plans facilitates and coordinates staff members' professional, leadership and cultural development programs and the health and wellbeing program coordinates Council's employee performance management system. 	\$3,971 <u>(\$43)</u> \$3,928
Corporate Solicitor	<ul style="list-style-type: none"> monitors and reports on legislative changes and impacts for Council operations provides advice on legal and regulatory matters and ad hoc legal advice within the organisation delivers training programs to develop Council officers' knowledge of relevant legal issues. 	\$221 <u>(\$0)</u> \$221
Customer service	<ul style="list-style-type: none"> delivers telephony, reception and cashiering services 	\$1,619 <u>(\$0)</u> \$1,619
Financial Services	<ul style="list-style-type: none"> coordinates Audit Committee and external audit manages procurement and conduct of all public tenders manages financial accounting, accounts payable and receivable and payroll services manages rates and property services, including Council databases and communication of the rate payment options available to residents administers the purchasing system and purchasing card systems including training coordinates fleet management. 	\$4,470 <u>(\$1,623)</u> \$2,847
Information Technology	<ul style="list-style-type: none"> coordinates improvement to service delivery to the community and within Council through the use of technology ensures effectiveness and reliability of computing and communication systems manages Council's corporate information and archival services. 	\$7,404 <u>(\$1)</u> \$7,403



Commitments (Capital, Priority Projects or New Operating Expenditure)

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 Promote statutory compliance and meeting effectiveness by reviewing Council's Meeting Procedure Local Law to ensure that it remains current, relevant and responsive to the needs of council and the community.	Governance	Works performed using existing resources

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 Provide an accurate and transparent record of Council's performance to the community through preparing the 2012-13 Annual Report and submitting it to the Minister of Local Government by 30 September 2013.	Business Development Department	Works performed using existing resources
16.2 Enhance service delivery to the community by providing council staff with a search tool that will provide a 'single window' view into multiple council systems and data files.	Information Technology Department	\$120,000
16.3 Encourage council staff to better serve the community through implementing a revised and holistic approach to innovation across the organisation, empowering and supporting council staff to make improvements.	Corporate Services Directorate	Works performed using existing resources



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 commitments	Responsible department	Expenditure \$
17.1 Improve the quality of our staff's customer service skills by creating a recruitment and phone interview toolkit designed to assist selection of staff with these skills across Council.	Communications and Engagement Department	Works performed using existing resources
17.2 Improve customer service by reviewing and enhancing the current range of information sources available to staff in managing customer requests.	Communications and Engagement Department	Works performed using existing resources
17.3 Offer customers more choice in how they contact Council by integrating new technologies into our website, such as enabling smart phone access and increasing the use of digital content.	Communications and Engagement Department	Works performed using existing resources

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 commitments	Responsible department	Expenditure \$
18.1 Enhance staff members' service capability by implementing actions from the People Strategy addressing workforce demographic changes, staff attraction and retention and technological developments.	People, Culture and Development Department	Works performed using existing resources
18.2 Ensure a safe workplace by delivery of the Occupational Health and Safety Strategy 2012-15 through focusing on training and embedding policies and procedures in day-to-day operations.	People, Culture and Development Department	\$213,181



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 2014-15 Annual Budget and Strategic Resource Plan in line with statutory requirements and for consideration by Council by 30 June 2014.	Business Development Department	Works performed using existing resources

20 Risk management



We will provide risk management processes in accordance with professional standards and legislative requirements.

Community outcome

Sound risk management processes and systems are maintained.

Our commitments	Responsible department	Expenditure \$
20.1 Ensure Council continues to deliver critical services to the community with minimal disruption in the event of a crisis by implementing the Crisis Management Plan and developing and testing robust departmental Business Continuity Plans.	People, Culture and Development Department	\$27,800
20.2 Develop appropriate responses to risks facing Council and the Community by implementing the Risk Management Framework and ensuring consistency in risk monitoring and reporting.	People, Culture and Development Department	Works performed using existing resources



Key Strategic Activities - Responsible Management

Related commitment number	Key Strategic Activity	Performance measure	Performance target
16.1	Provide an accurate and transparent record of Council's performance to the community through preparing the 2012-13 Annual Report and submitting it to the Minister of Local Government by 30 September 2013.	Independent assessment by the Australasian Reporting Awards of quality of the Council's Annual Report.	Gold Award
		Submit the Annual Report to the Minister by 30 September 2013.	30 September 2013
		Unqualified Victorian Auditor General's Office (VAGO) audit opinion on Boroondara Financial Statements.	Achieved
18.2	Ensure a safe workplace by delivery of the Occupational Health and Safety Strategy 2012-15 through focusing on training and embedding policies and procedures in day-to-day operations.	Number of work place OHS inspections undertaken.	40
		Lost Time Injury Rate.	Reduction of 5%
19.1	Ensure Council operates within a financially sustainable framework through preparation of the 2014-15 Annual Budget and Strategic Resource Plan in line with statutory requirements and for consideration by Council by 30 June 2014.	Budget presented to Council for consideration by 30 June 2014.	30 June 2014
		The result of the most recently published financial sustainability assessment undertaken by the Victorian Auditor General's Office.	Low risk
20.1	Ensure Council continues to deliver critical services to the community with minimal disruption in the event of a crisis by implementing the Crisis Management Plan and developing and testing robust departmental Business Continuity Plans.	Complete all relevant Business Continuity Plans.	30 June 2014
		Number of training sessions undertaken for critical Business Continuity Plans.	5
		Business Continuity testing undertaken.	Complete

2.1 Performance statement

The Key Strategic Activities detailed in the proceeding pages, are summarised in **Appendix G – Key Strategic Activities**. At the end of each financial year, the Key Strategic Activities, performance measures and targets are externally audited. The results of this audit are included in the Annual Report document for the corresponding financial year as Council's Performance Statement. The audited Performance Statement for these Key Strategic Activities will be published in the 2013-14 Annual Report, which is presented to the Boroondara community and the Minister for Local Government.



2.2 Reconciliation with budgeted operating result

	Net cost
	\$'000
Enhanced Amenity	5,921
Quality Facilities and Assets	17,979
Responsible Management	22,430
Strong and Engaged Communities	19,976
Sustainable Environment	27,211
Total net cost of activities and initiatives (incl priority projects)	93,517
Non attributable expenditure	
Depreciation	28,272
Other expenditure	1,866
Finance costs	3,962
Carrying amount of assets sold/written off	2,875
Total non-attributable expenditure	36,975
Operating deficit before funding sources	130,492
Funding sources	
General rates and waste charges (excludes special rates of \$1.260M included above)	142,728
Victoria Grants Commission (VGC)	2,142
Developer open space contributions	1,305
Interest	1,721
Capital works income (non-recurrent)	3,388
Total funding sources	151,284
Net surplus	20,792



3. Budget influences

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

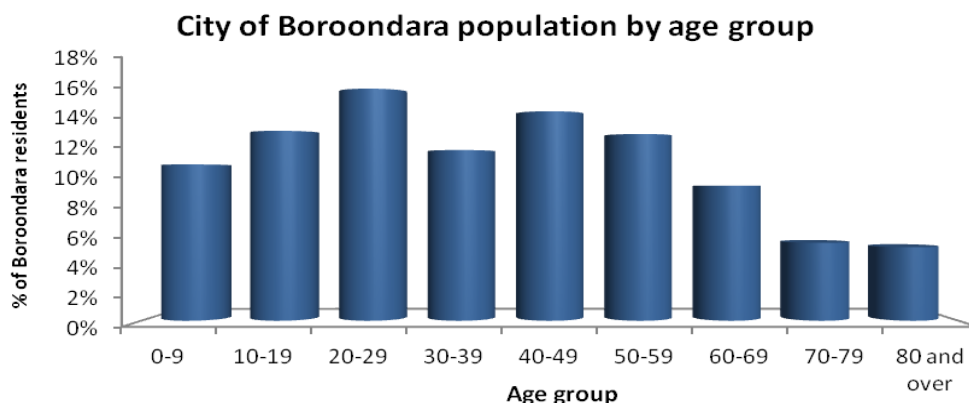
3.1 Boroondara - A snapshot

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 <http://www.boroondara.vic.gov.au/our-city/research-statistics/social-profile> and <http://profile.id.com.au/Default.aspx?id=108>

3.2 External influences

In preparing the 2013-14 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 2.60% for 2013-14 which has been derived from Access Economics Business Outlook September 2012 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, road, footpath and building maintenance expenditure in Council's Long Term Financial Strategy. Future years apply the underlying inflation rate published in Access Economics Business Outlook September Quarter 2012.
- Australian Average Weekly Earnings (AWE) growth for public sector full time adult ordinary time earnings in the 12 months to November 2012 was 4.5% (ABS release February 2012). An increase of 4.1% has been applied to the 2013-14 Budget. A 4.0% increase has been applied for years 2014-15 to 2016-17 and reflects Council's industrial relations commitments. In 2013-14 the compulsory Superannuation Guarantee Scheme (SGC) will rise from 9% to 9.25% representing an additional \$0.14 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 September Quarter 2012 release plus an element of 0.25% for minor new Equivalent Full Time (EFT) growth. The Long Term Financial Strategy also provides for further increases to the compulsory SGC which will gradually increase from 9% to 12% between 1 July 2013 and 1 July 2019.

- Council's Long Term Financial Strategy applies Average Weekly Ordinary Time Earnings (AWOTE) derived from Access Economics Business Outlook September Quarter 2012 to some elements of materials and services, 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 2013-14 an 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 \$0.18 million. The levy has increased from \$9 per tonne in 2008-09 to \$53.20 per tonne in 2013-14 (491% increase in 5 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 contribution Council currently makes to the Metropolitan Fire and Emergency Services Board (MFESB) will cease in 2013-14 and be replaced by a new scheme imposed by the State Government. The new levy will apply to all private property owners - including persons and organisations that do not currently pay council rates, such as churches, charities, private schools and RSL's from 1 July 2013. A number of Council properties will also be subject to the fire levy. Under the new legislation, the Fire Services Levy Act 2012, introduced as a result of recommendations by the Victorian Bushfire Royal Commission (VBRC), the new Fire Services Property Levy (FSPL) will be collected by Council on behalf of the State Government, to fund the operations of the MFB and CFA. The change to the MFESB and FSPL levies has resulted in a net reduction in budgeted expenditure of \$3 million in 2013-14.
- Council's existing borrowings are fixed for the life of these loans. Borrowings forecast in 2012-13 of \$29 million are proposed to be paid in full by 2023. Further borrowings of \$14.30 million are proposed in 2013-14 to fund the repayment of Council's defined benefits superannuation liability. These borrowings are planned to be repaid over five years at an annual cost of \$3.30 million. This strategy will save \$9.50 million in interest costs compared with Council's past practice of 20 year loan terms.
- Cost shifting from other levels of government continues to present a challenge to Council, particularly in areas such as Home and Community Care. Council's contribution to this program has increased from 39% to 46% of the total funding cost over the last three years.
- A legislative change in calculating penalty interest on any unpaid lump sum rates and charges has resulted in a reduction in rate interest revenue.

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 2013-14 Budget. These matters have arisen from events occurring in the 2012-13 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2013-14 year. These matters and their financial impacts include:

- At the end of each financial year there are projects which are either incomplete or not commenced due to circumstances including planning issues, weather delays and extended consultation. The below forward commitments have been identified to be undertaken in 2013-14:
 - \$10.12 million in 2012-13 Capital Works forward commitments; and
 - \$0.89 million in Priority Projects forward commitments.



- Council's financial position is impacted by liabilities imposed by the Local Authorities Superannuation Fund Defined Benefit Plan with potential for further financial impost. In line with recommendations from the Municipal Association of Victoria (MAV) task force on defined benefits superannuation a cash-backed reserve has been established in the 2013-14 year to commence the quarantining of funds for future defined benefit superannuation calls that may occur. The budget provides for a \$1.00 million allocation to this fund per annum. Council considers this an appropriate approach as liabilities arising from the defined benefit plan may have the potential to constrain Council's capacity to deliver infrastructure and services to the community.

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 2013-14 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 December 2012 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 2004* ("the Regulations").

The 2013-14 Budget which is included in this report, is for the year 1 July 2013 to 30 June 2014 and is prepared in accordance with the Act and Regulations. The Budget presents information in regard to



the Budgeted Standard Statements, including the Budgeted Standard Income Statement, Balance Sheet, Cash Flow Statement and Capital Works Statement. These statements have been prepared for the year ended 30 June 2014 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**) and a detailed Long Term Financial Strategy covering the 10 years from 2013-14 to 2022-23 (included in **Appendix C – Strategic Resource Plan**).



City of Boroondara
Budget 2013-14

Budget analysis

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



4. Analysis of operating budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2013-14 year.

4.1 Budgeted income statement

	Ref	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Total income	4.2	183,885	189,027	5,142
Total expenses	4.3	(163,753)	(168,235)	(4,482)
Surplus for the year		20,132	20,792	660
Grants and contributions - Capital (non-recurrent)	4.2.4	(2,994)	(3,388)	(394)
Net loss on disposal of property, infrastructure, plant and equipment	4.3.12	2,653	2,875	222
Underlying surplus	4.1.1	19,791	20,279	488

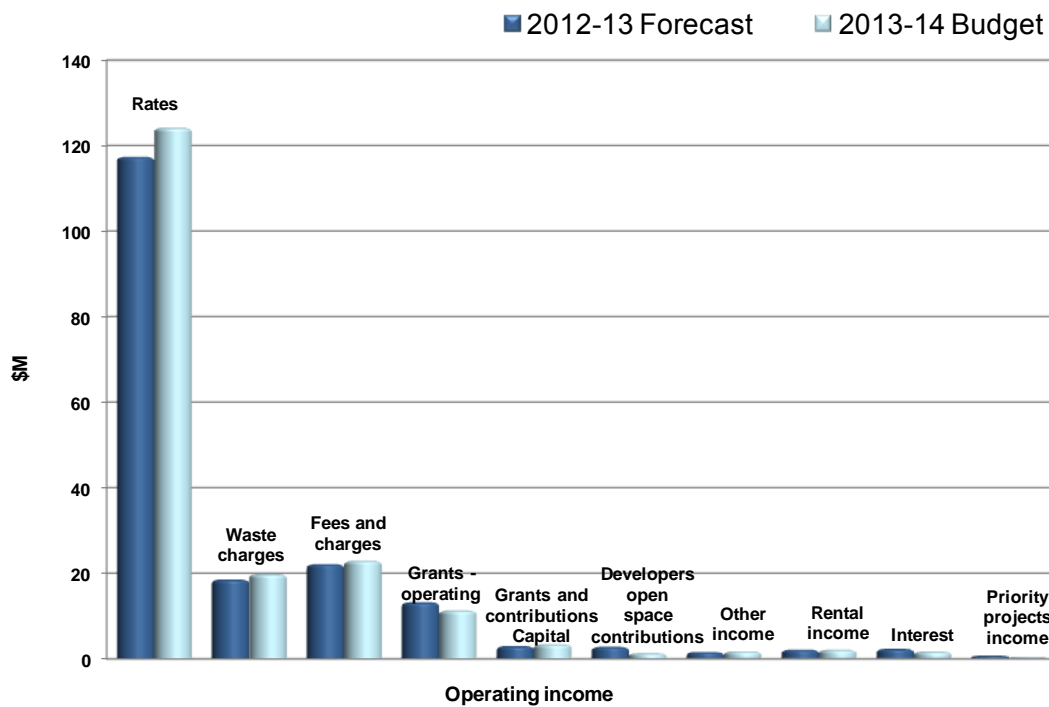
4.1.1 Underlying surplus (\$4.81 million increase)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. 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 underlying result for the 2013-14 year is a surplus of \$20.28 million which is an increase of \$0.49 million over the 2012-13 year. The surplus generated is a funding source for capital works. In calculating the underlying result, Council has excluded grants received for capital purposes as funding for the capital works program is once-off and usually non-recurrent.

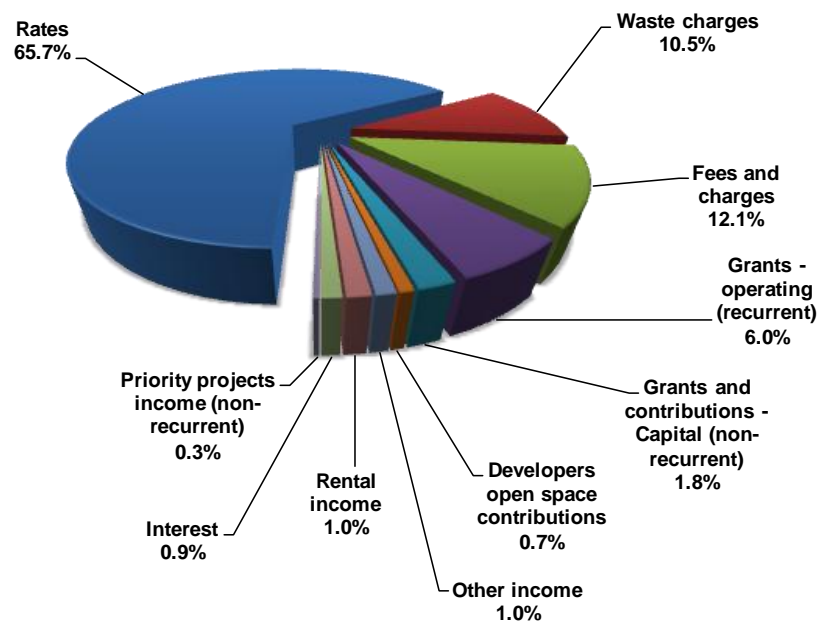
4.2 Income

Income Types	Ref	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Rates and waste charges	4.2.1	135,906	143,988	8,082
Fees and charges	4.2.2	22,139	22,929	790
Grants - operating (recurrent)	4.2.3	13,224	11,312	(1,912)
Grants and contributions - Capital (non-recurrent)	4.2.4	2,994	3,388	394
Developers open space contributions	4.2.5	2,806	1,305	(1,501)
Other income	4.2.6	1,588	1,765	177
Rental income	4.2.7	2,144	2,120	(24)
Interest	4.2.8	2,335	1,721	(614)
Priority projects income (non-recurrent)	4.2.9	749	499	(250)
Total income		183,885	189,027	5,142

Source: Appendix A-Budgeted Standard Statements



Budgeted income 2013-14



4.2.1 Rates and waste charges (\$8.08 million increase)

Rates income is comprised of general rates of \$122.86 million (including supplementary rates of \$1.00 million), special rate schemes of \$1.26 million, cultural and recreation land rates of \$0.05 million, and waste charges of \$19.81 million. Total general rates income represents an increase of \$6.75 million which is based on a 4.70% increase in the average property general rate in 2013-14. Waste charges are calculated to recover the costs associated with provision of waste related services.

Section 9 - Rating Information includes a more detailed analysis of the rates to be levied for the 2013-14 financial year.



4.2.2 Fees and charges (\$0.79 million increase)

Fees and charges relate to the recovery of service delivery costs through the charging of fees to users of Council's services and statutory fees and fines levied in accordance with legislation. These include the provision of family day care, home help services, leisure and cultural services, animal registrations, Health Act registrations, planning fees and parking fines.

Fees and charges are budgeted to increase by 3.6% or \$0.79 million compared to 2012-13 forecast.

The main areas contributing to this increase are:

- Local laws revenue up 2.7% or \$0.31 million;
- Hawthorn Art Centre (formerly Hawthorn Town Hall) income - \$0.20 million increase. The Hawthorn Art Centre is scheduled to open in 2013-14. This income relates to Town Hall Gallery and cultural community programs. This is offset by the provision of funding for resources and the delivery of community programs which has been included under employee costs and materials and services;
- Asset protection fee income up \$0.07 million which is offset by additional resources.

Partially offset by lower fees and charges:

- Subdivision/plan checking fee income - \$0.04 million decrease due to lower activity expected.

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

4.2.3 Grants - operating (recurrent) (\$1.91 million decrease)

Grants include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Operational grants are further classified in the Standard 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 decrease by 14.5% or \$1.91 million compared to the 2012-13 forecast primarily due to:

- Victoria Grants Commission - 50% \$2.17 million of the 2012-13 allocation was received in the 2011-12 financial year;
- Victoria Grants Commission - 50% \$2.17 million of the 2013-14 allocation brought forward to the 2012-13 financial year; and
- Boroondara School Focussed Youth Services Program - withdrawal of government funding of \$0.19 million. This program will cease in 2013-14 and has a corresponding decrease in expenditure.

After adjusting for the Victoria Grants Commission noted above, grant funding is expected to increase by 1.8%. The minor underlying increase in operating grants and subsidies predicts 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 grants funding are summarised in the following table.

	Forecast Actual 2012-13	Budget 2013-14	Variance
Grant funding types	\$'000	\$'000	\$'000
Family day care	203	203	0
Health, ageing & disability	5,960	6,092	175
Library services	942	966	24
Maternal and child health	661	675	14
School crossing	371	383	12
Victoria Grants Commission*	4,077	2,142	(1,935)
Other grants	1,010	851	(159)
Grand total	13,224	11,312	(1,912)

* Victoria Grants Commission increase due to the 2012-13 allocation (\$2.17 million or 50%) being received in the 2011-12 financial year and 50% or \$2.17 million of the 2013-14 allocation brought forward to the 2012-13 financial year.



4.2.4 Grants and contributions - Capital (non-recurrent) (\$0.39 million increase)

Capital grants and contributions 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 Standard 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 increase by 13.2% or \$0.39 million compared to 2012-13.

Capital works income of \$3.39 million is budgeted in 2013-14, including:

- \$1.95 million relating to the Gardiner's Creek Trail bicycle and pedestrian bridge (*includes State Government funding of \$1.70 million and City of Stonnington contribution \$0.25 million*). \$1.62 million relates to income carried forward from the 2012-13 financial year;
- \$0.41 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.25 million for the Upper Hawthorn Town Hall Youth Resource Centre (*Federal Government funding*), and
- \$0.55 million for the Craig Family Centre facility upgrade (*State Government funding*).

4.2.5 Developers open space contributions (\$1.50 million decrease)

Contributions 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 2013-14 budget estimates that the level of contributions will return to more normal levels.

4.2.6 Other income (\$0.18 million increase)

Other income totals \$1.77 million and includes 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 increase by 11.1% or \$0.18 million compared to 2012-13 mainly due to the following:

- \$0.12 million in expected recoveries from the State Government for implementation costs associated with the Fire Services Property Levy, and
- \$0.16 million increase in Hawthorn Art Centre (formerly Hawthorn Town Hall) income. This comprises of box office, sponsorship and reimbursement income. This is offset by the provision of funding for resources and the delivery of community programs which has been included under employee costs and materials and services.

Partially offset by \$0.05 million decrease in recovery of merchant services fees charged by financial institutions, offset by a reduction in merchant services costs.

4.2.7 Rental income (\$0.02 million decrease)

Rental income includes commercial lease and other rental income from Council owned properties and a minor decrease of \$0.02 million is forecast in 2013-14.

4.2.8 Interest (\$0.61 million decrease)

Interest receivable totals \$1.72 million, which is \$0.61 million lower than the 2012-13 forecast. The main contributor to this decrease is a result of legislative changes in calculating penalty interest on any unpaid lump sum rates and charges of \$0.43 million. Other factors include the current interest rate environment and projected cash holdings.



4.2.9 Priority Project income (non-recurrent) (\$0.25 million decrease)

Project income is made up of external funding by way of grants, contributions and other income for Priority Projects, which are generally non-recurrent in nature.

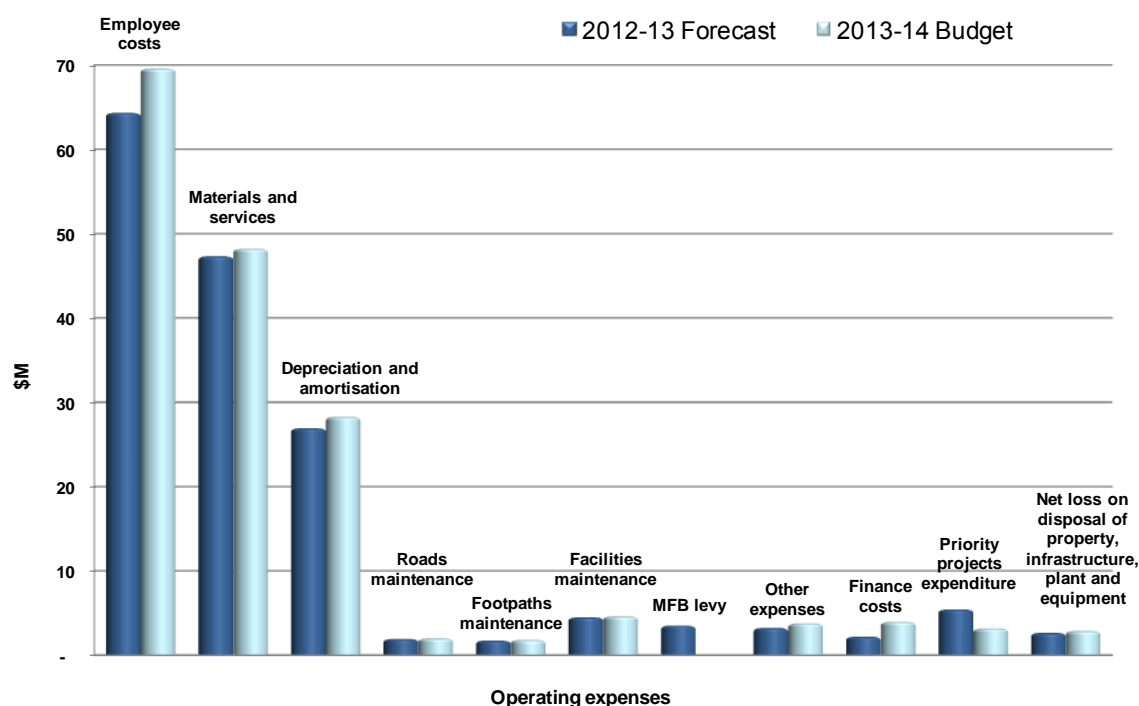
Priority Projects income of \$0.50 million is expected to be received including:

- \$0.26 million relating to the Sustainable Public Lighting Bulk Change Project (*balance of State Government funding*), and
- \$0.24 million from the sale of Council revaluation data to the State Revenue Office.

4.3 Expenses

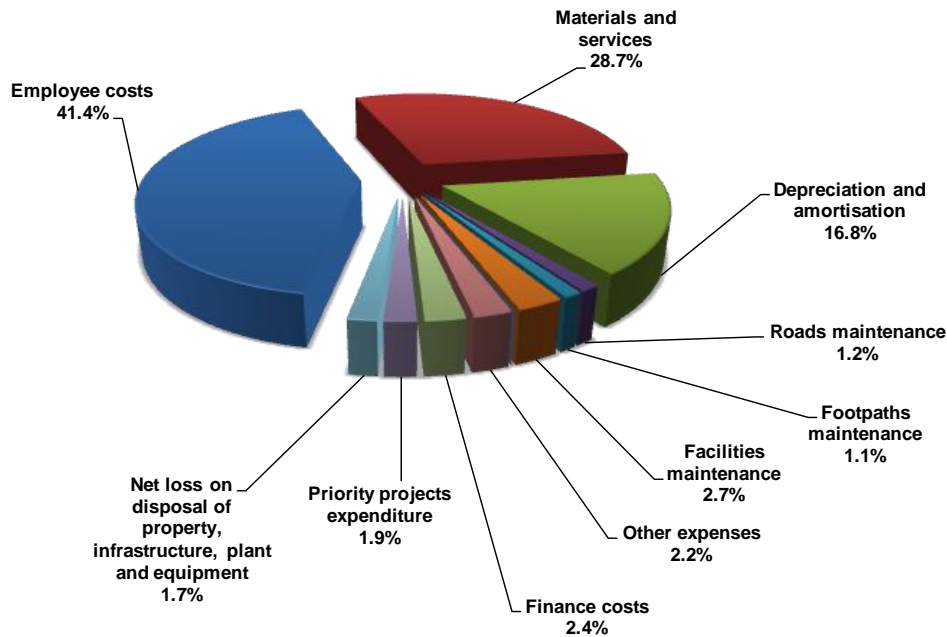
Expense Types	Ref	Forecast	Budget	Variance
		Actual 2012-13 \$'000	2013-14 \$'000	
Employee costs	4.3.1	64,320	69,570	5,250
Materials and services	4.3.2	47,316	48,201	885
Depreciation and amortisation	4.3.3	26,926	28,272	1,346
Roads maintenance	4.3.4	1,929	1,990	61
Footpaths maintenance	4.3.5	1,737	1,812	75
Facilities maintenance	4.3.6	4,499	4,608	109
MFB levy	4.3.7	3,507	-	(3,507)
Other expenses	4.3.8	3,133	3,775	642
Finance costs	4.3.9	2,197	3,962	1,765
Redundancy costs	4.3.10	103	-	(103)
Priority projects expenditure	4.3.11	5,433	3,170	(2,263)
Net loss on disposal of property, infrastructure, plant and equipment	4.3.12	2,653	2,875	222
Total expenses		163,753	168,235	4,482

Source: Appendix A-Budgeted Standard Statements





Budgeted expenditure 2013-14



4.3.1 Employee costs (\$5.25 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 \$69.57 million in 2013-14. This represents an increase of \$5.25 million compared to the 2012-13 forecast and \$3.67 million or 5.6% compared to the 2012-13 September Amended Budget. The 2012-13 forecast reflects the impact of one off savings in employee costs that were realised in the 2012-13 year. The increase in 2013-14 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 in employee costs in 2013-14 compared to the 2012-13 September Amended Budget is 4.1% (prior to movements in SGC, additional resource requirements and estimated workcover premium increases in 2013-14 noted below).

The increase is related to several key factors noted below:

- industrial agreements including Local Area Workplace Agreements (LAWA), banding and contract staff increments;
- \$0.14 million or 0.2% increase relating to the compulsory Superannuation Guarantee Scheme (SGC) which will rise from 9% to 9.25%;
- \$0.78 million or 1.2% additional resource requirements to increase organisational responsiveness and services including the scheduled opening of the Hawthorn Art Centre (formerly Hawthorn Town Hall) which is partially offset by new fee income generated from activity streams. Resources have also been provided for the implementation of the Fire Services Property Levy, these costs being recoverable from the State Government; and
- \$0.18 million or 0.3% work cover estimated premium increase.



4.3.2 Materials and services (\$0.89 million increase)

Materials and services are budgeted to increase by 1.9% or \$0.89 million compared to the 2012-13 forecast, primarily due to the following significant variances:

- Boroondara School Focussed Youth Services Program - decrease of \$0.06 million. This program will cease in 2013-14 due to the withdrawal of government funding noted previously;
- \$0.12 million decrease in Strategic Planning - due to higher costs in the 2012-13 forecast relating to postage and printing of \$0.05 million and costs associated with the appointment of a heritage consultant to provide statements of significance for sites of individual significance as identified in the Thematic Environmental History \$0.05 million (offset by savings in employee costs in 2012-13);
- \$0.06 million decrease in Building Services consultants and legal fees; and
- \$0.12 million decrease in Parks and Gardens mainly due to lower park tree pruning (cyclical) and watering costs in 2013-14.

The above reductions have been partially offset by:

- Waste management and operations up \$1.00 million primarily relating to the following:
 - Increases in the landfill levy collected by the State Government of \$0.18 million (*increase from \$48.40 per tonne in 2012-13 to \$53.20 per tonne in 2013-14*); and
 - \$0.40 million increase compared to the 2012-13 forecast relating to contract costs
- \$0.21 million increase relating to the Hawthorn Art Centre (formerly Hawthorn Town Hall) which is scheduled to open during 2013-14. In 2013-14 funding has been provided for delivering community programs including cultural and Town Hall Gallery initiatives to fulfil the desired function as a premier arts and cultural venue. The generation of fee and other income has been included in the 2013-14 budget and noted previously;
- \$0.15 million increase in Local Laws mainly due to legal fees and bad & doubtful debts, and
- \$0.06 million increase from costs associated with the administration of the new Fire Services Property Levy, to be recoverable from the State Government as previously noted.

The budget proposes that the Mayoral allowance be \$85,741 per annum plus the equivalent of the superannuation guarantee contribution and the Councillor allowance be \$26,843 per annum plus the equivalent of the superannuation guarantee contribution.

4.3.3 Depreciation and amortisation (\$1.35 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 \$1.35 million for 2013-14 is due to the impact of the Capital Works Program and the full year effect of depreciation on new assets acquired in the 2012-13 year. Refer to **Section 7 "Analysis of Capital Works Budget"** for a more detailed analysis of Council's Capital Works Program for the 2013-14 year.

4.3.4 Roads maintenance (\$0.06 million increase)

Roads maintenance operating expenditure has increased by 3.2% or \$0.06 million.

4.3.5 Footpath maintenance (\$0.08 million increase)

Footpath maintenance operating expenditure is budgeted to increase by 4.3% or \$0.08 million.

4.3.6 Facilities maintenance (\$0.11 million increase)

Facilities maintenance relates to Council's need to maintain asset infrastructure in accordance with the five year rolling Facilities Maintenance Program and is forecast to increase by \$0.11 million.



4.3.7 MFB levy (\$3.51 million decrease)

The contribution Council currently makes to the Metropolitan Fire and Emergency Services Board (MFESB) will cease in 2013-14 and be replaced by a new scheme imposed by the State Government. Under new legislation, the *Fire Services Property Levy Act 2012*, the new Fire Services Property Levy (FSPL) will be collected by Council on behalf of the State Government, to fund the operations of the MFB and CFA. The FSPL will also apply to Council owned properties.

4.3.8 Other expenses (\$0.64 million increase)

Other expenses relate to a range of non-departmental expenditure, including bank charges and audit fees. The \$0.64 million or 20.6% increase compared to the 2012-13 forecast is due to a number of factors including the estimated costs associated with the new Fire Services Property Levy on Council owned properties.

4.3.9 Finance costs (\$1.77 million increase)

Finance costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to increase by \$1.77 million compared to 2012-13 reflecting new borrowings in 2012-13 of \$29.0 million to fund major building projects and borrowings in 2013-14 to fund Council's superannuation liability of \$14.33 million. Refer **Section 10 - Borrowing Strategy** for more detail.

4.3.10 Redundancy costs (\$0.10 million decrease)

No provision has been budgeted for 2013-14. The 2012-13 forecast represents \$0.10 million in redundancy costs resulting from an organisational realignment during the year.

4.3.11 Priority Projects (\$2.26 million decrease)

Priority Projects expenditure represents operating expenditure incurred on projects that are generally of a one off nature. Priority Projects expenditure is budgeted at \$3.17 million which includes \$0.89 million in proposed forward commitments from the 2012-13 year.

Refer to **Appendix E – Priority Projects Program** for a detailed listing of the Priority Projects Program and proposed forward commitments from 2012-13.

4.3.12 Net loss on disposal of property, infrastructure, plant and equipment (\$0.22 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 \$2.66 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 2013-14 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

	Ref	Forecast Actual 2012-13 \$'000 Inflows (Outflows)	Budget 2013-14 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities	5.1.1			
Receipts				
Rates and waste charges		135,826	143,908	8,082
Fees and charges and other receipts from customers		25,671	26,659	988
Grants - Operating (including priority projects)		13,978	11,816	(2,162)
Grants and contributions - Capital		2,994	3,388	394
Developers open space contributions		2,806	1,305	(1,501)
Interest		2,335	1,721	(614)
		183,610	188,797	5,187
Payments				
Employee costs		(63,713)	(68,935)	(5,222)
Employee costs - defined benefit call		-	(14,325)	(14,325)
Contractors and materials (including priority projects)		(66,327)	(61,819)	4,508
Finance costs		(2,094)	(3,596)	(1,502)
		(132,134)	(148,675)	(16,541)
Net cash provided by operating activities		51,476	40,122	(11,354)
Cash flows from investing activities	5.1.2			
Increase in trust funds and deposits		50	50	-
Proceeds from sale of property, plant and equipment		5,121	950	(4,171)
Payments for property, plant and equipment		(77,559)	(61,090)	16,469
Net cash used in investing activities		(72,388)	(60,090)	12,298
Cash flows from financing activities	5.1.3			
Proceeds from interest-bearing loans and borrowings		29,000	14,300	(14,700)
Repayment of interest-bearing loans and borrowings		(1,167)	(1,497)	(330)
Net cash provided by (used in) financing activities		27,833	12,803	(15,030)
Net decrease in cash and cash equivalents		6,921	(7,165)	(14,086)
Cash and cash equivalents at beginning of year		46,542	53,463	6,921
Cash and cash equivalents at end of year	5.1.4	53,463	46,298	(7,165)

Source: Appendix A – Budgeted Standard Statements



5.1.1 Operating activities (\$11.35 million decrease)

The decrease in net cash inflows from operating activities is due mainly to a \$5.22 million increase in employee costs and the payment of Council's defined benefits superannuation liability of \$14.33 million, offset partly by a reduction of \$4.51 million in payments for contractors and materials, along with higher rates receipts of \$8.08 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 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Surplus for the year	20,132	20,792	660
Depreciation	26,926	28,272	1,346
Provision for doubtful debts	530	(42)	(572)
Loss on disposal of assets	2,653	2,875	222
Works in progress written off	1,232	1,320	88
Defined benefits superannuation payment	-	(14,325)	(14,325)
Net movement in other assets and liabilities	3	1,230	1,227
Cash flows available from operating activities	51,476	40,122	(11,354)

Note: In 2013-14, Council will be the collection agency on behalf of the State Government for the new Fire Services Property Levy. Council does not control the FSPL monies because there are no inflows or outflows of economic benefits that Council can use to achieve its objectives. There are no cash receipts or payments reflected in the Budgeted Cash Flow Statement.

5.1.2 Investing activities (\$12.30 million decrease)

The decrease in net cash outflows from investing activities of \$12.30 million is due to lower planned capital works expenditure (including forward commitments from 2012-13). Proceeds from the sale of assets are allocated to partly fund Council's capital works program.

5.1.3 Financing activities (\$15.03 million decrease)

There is a \$15.03 million decrease in net cash inflows from financing activities due to lower borrowings forecast in 2013-14. These borrowings will be drawn down to fund Council's Defined Benefits superannuation liability. The borrowings are in line with Council's long term financial strategy.

5.1.4 Cash and cash equivalents at the end of the year (\$7.17 million decrease)

Overall, total cash and investments are forecast to decrease by \$7.17 million to \$46.29 million as at 30 June 2014.

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 2014, it will have cash and investments of \$46.29 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Total cash and investments		53,463	46,298	(7,165)
Restricted cash and investments				
- Strategic acquisition fund	5.2.1	(1,104)	(704)	400
- Cash contingency - emergency response works	5.2.2	(581)	(615)	(34)
- Drainage reserve	5.2.3	(228)	(228)	-
- Defined Benefits superannuation call up fund	5.2.4	-	(1,000)	(1,000)
- Capital works and priority projects net forward commitments to 2013-14	5.2.5	(9,117)	-	9,117
Unrestricted cash and investments	5.2.5	42,433	43,751	1,319

5.2.1 Strategic acquisition fund (\$0.70 million)

The cash backed Strategic Acquisition Fund allows for the acquisition of strategic assets within the municipality where they are required for the provision of community services or for additional public open space. The only other potential use for these funds is the retirement of existing Council debt.

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 Cash contingency - emergency response works (\$0.62 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**.

5.2.3 Drainage reserve (\$0.23 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.

5.2.4 Defined Benefits superannuation call up fund (\$1.00 million)

Council's financial position is impacted by liabilities imposed by the Local Authorities Superannuation Fund Defined Benefit Plan with potential for further financial impost. In line with recommendations from the Municipal Association of Victoria (MAV) task force on defined benefits superannuation a cash-backed reserve has been established in the 2013-14 year to commence the quarantining of funds for future defined benefit superannuation calls. Council considers this an appropriate approach as liabilities arising from the defined benefit plan may have the potential to constrain Council's capacity to deliver infrastructure and services to the community.

5.2.5 Unrestricted cash and investments (\$43.75 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 Strategic Acquisition Fund.



6. Analysis of budgeted financial position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2012-13 forecast and the 2013-14 Budget.

6.1 Budgeted balance sheet

	Ref	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Current assets	6.1.1			
Cash and cash equivalents		53,463	46,298	(7,165)
Trade and other receivables		8,973	9,245	272
Prepayments		779	799	20
Inventories		27	27	-
Total current assets		63,242	56,369	(6,873)
Non-current assets	6.1.2			
Trade and other receivables		239	244	5
Investments in associates		4,936	4,936	-
Property, plant and equipment, infrastructure		2,460,669	2,488,342	27,673
Intangible assets		459	459	-
Investment property		8,917	8,917	-
Total non-current assets		2,475,220	2,502,898	27,678
Total assets		2,538,462	2,559,267	20,805
Current liabilities	6.1.3			
Trade and other payables		18,199	19,043	(844)
Interest-bearing loans and borrowings		1,496	4,159	(2,663)
Provisions		13,115	13,700	(585)
Trust funds and deposits		2,749	2,799	(50)
Prepaid income		69	74	(5)
Superannuation liability		14,325	-	14,325
Total current liabilities		49,953	39,775	10,178
Non-current liabilities	6.1.4			
Provisions		1,096	1,146	(50)
Interest-bearing loans and borrowings		52,260	62,401	(10,141)
Total non-current liabilities		53,356	63,547	(10,191)
Total liabilities		103,309	103,322	(13)
Net assets		2,435,153	2,455,945	20,792
Equity	6.1.5			
Accumulated surplus		743,727	763,885	20,158
Asset revaluation reserve		1,689,513	1,689,513	-
Reserves		1,913	2,547	634
Total equity		2,435,153	2,455,945	20,792

Source: Appendix A – Budgeted Standard Statements



6.1.1 Current assets (\$6.87 million decrease)

The \$6.87 million decrease in current assets is primarily due to decreases in cash and cash equivalent balances of \$7.17 million coupled with an increase in trade and other receivables \$0.27 million. Refer to **Section 5 - Analysis of Budgeted Cash Position** for further analysis.

6.1.2 Non-current assets (\$27.68 million increase)

The increase in non-current assets is primarily due to a \$27.67 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 F - Capital Works Program** for a detailed listing of projects). This is offset by \$28.27 million in depreciation expenditure, \$1.32 million capital works in progress written off (expenditure that does not meet the asset capitalisation criteria) and \$3.83 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 (\$10.18 million decrease)

Current liabilities represent obligations that Council must pay within the next year. The 2012-13 forecast includes Councils' defined benefit superannuation liability of \$14.33 million. This amount is payable 1 July 2013.

The 2013-14 Budget also 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 (\$10.19 million increase)

The increase in non-current liabilities, which represent obligations that Council must pay beyond the next year, is primarily due to an increase of \$10.14 million in non-current borrowings.

6.1.5 Equity (\$20.79 million increase)

The net increase in equity or net assets of \$22.95 million results directly from the 2013-14 financial year budgeted net operating surplus.

6.1.6 Working capital (\$3.31 million increase)

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 and forward commitments which are internal allocations and do not meet the accounting definition of a liability.

	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Current assets	63,242	56,369	(6,873)
Current liabilities	49,953	39,775	10,178
Working capital	13,289	16,594	3,305
Restricted cash and investment current asset			
- Strategic acquisition fund	(1,104)	(704)	400
- Cash contingency - emergency response works	(581)	(615)	(34)
- Drainage reserve	(228)	(228)	-
- Defined Benefits superannuation call up fund	-	(1,000)	(1,000)
- Capital works and priority projects net forward commitments to 2013-14	(9,117)	-	9,117
Unrestricted working capital	2,259	14,047	11,788



6.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2014 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 2013-14 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 2012-13 levels.
- Capital works expenditure of \$61.09 million including \$10.12 million in proposed forward commitments from 2012-13.
- Trade and other payables include accrued interest on borrowings of \$0.86 million and are based on loan repayment schedules and payment terms.
- Repayment of loan principal to be \$1.50 million.
- \$1.00 million to be transferred to the defined benefits superannuation call up fund.
- Council will repay its share of the unfunded superannuation liability over a period of five years.



7. Analysis of capital works budget

This section of the Annual Budget report analyses the planned capital works expenditure budget for the 2013-14 financial year and the sources of funding for the budget.

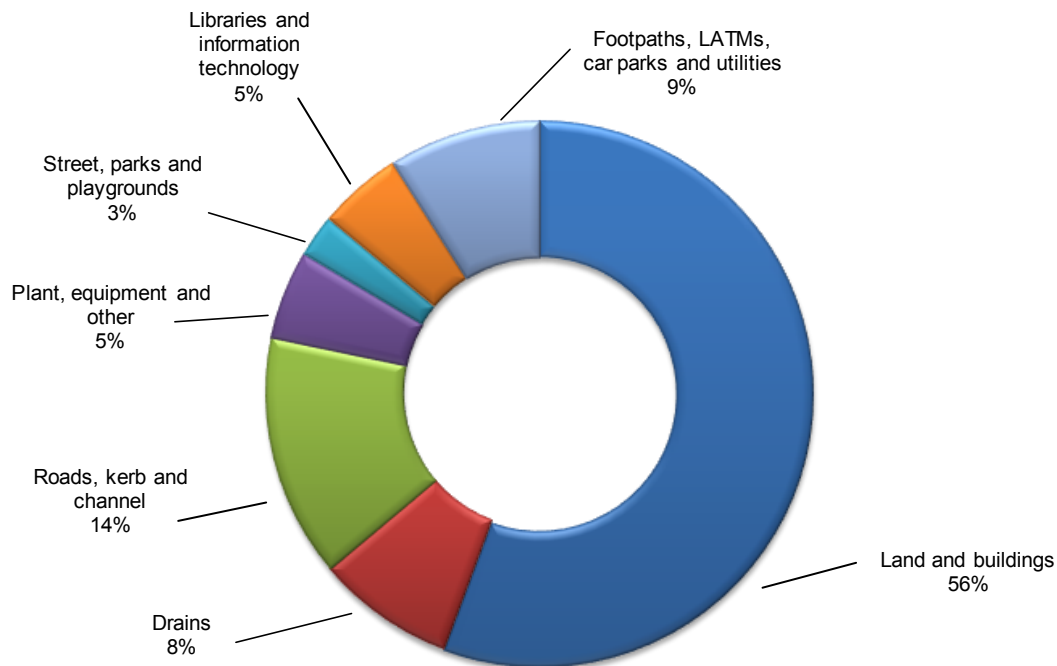
7.1 Capital works expenditure budget

Capital Works by Program	Ref	Forecast	Budget	Variance
		Actual 2012-13 \$'000	2013-14 \$'000	
Forward commitments				
Land and buildings	7.1.1	13,868	8,030	(5,838)
Drains	7.1.1	436	215	(221)
Roads, kerb and channel	7.1.1	150	-	(150)
Plant, equipment and other	7.1.1	122	173	51
Street, parks and playgrounds	7.1.1	103	-	(103)
Footpaths, LATMs, car parks and utilities	7.1.1	229	1,702	1,473
Total forward commitments		14,908	10,119	(4,789)
New works				
Land and buildings	7.1.2	42,681	28,490	(14,191)
Drains	7.1.3	2,868	3,969	1,101
Roads, kerb and channel	7.1.4	7,845	7,392	(453)
Plant, equipment and other	7.1.5	2,332	2,689	357
Street, parks and playgrounds	7.1.6	976	1,286	310
Libraries and information technology	7.1.7	2,243	2,545	302
Footpaths, LATMs, car parks and utilities	7.1.8	3,706	4,600	894
Total new works		62,651	50,971	(11,680)
Total capital works		77,559	61,090	(16,469)
Represented by:				
Renewal		65,133	47,198	(17,935)
New		6,059	7,425	1,366
Upgrade		6,367	6,467	100
Total capital works		77,559	61,090	(16,469)

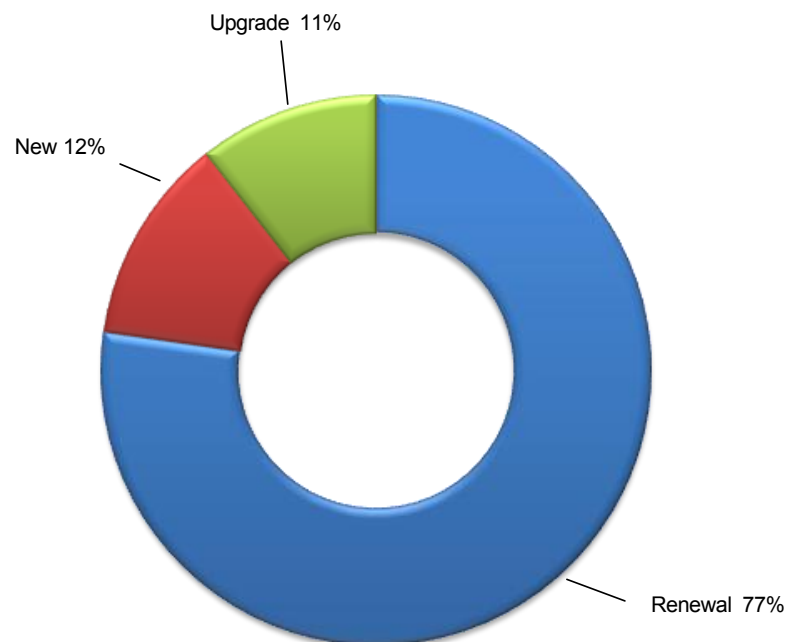
A detailed listing of the individual projects included in the 2013-14 Capital Works Program as well as summary information for the following three years is included in **Appendix F - Capital Works Program**.



Budgeted New Capital Works 2013-14



Budgeted Total Capital Works 2013-14



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

7.1.1 Forward commitments (\$10.12 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 2012-13 financial year, a total of \$10.12 million in forward commitments is forecast to be carried forward into the 2013-14 year for completion. A listing of 2012-13 forecast forward commitments is included in **Appendix F - Capital Works Program**.



7.1.2 Land and buildings (\$28.49 million)

For the 2013-14 year, \$28.49 million will be expended on land and building projects. The more significant projects include:

• Hawthorn Aquatic and Leisure Centre	\$ 8.63M
• Ashburton Library and Learning Centre	\$ 2.20M
• Balwyn Senior Citizens Centre (Evergreen)	\$ 1.25M
• Upper Hawthorn Town Hall Youth Resource Centre	\$ 1.10M
• Hawthorn South Tennis Club pavilion	\$ 1.10M
• St James Park Bowls main building	\$ 0.78M
• Greythorn Tennis Club pavilion	\$ 0.60M

7.1.3 Drains (\$3.97 million)

For the 2013-14 year, \$3.97 million will be expended on drainage projects. The more significant projects include:

• Drainage capital renewal and replacement works	\$ 1.56M
• Brick drain renewal	\$ 2.31M

7.1.4 Roads, kerb and channel (\$7.39 million)

For the 2013-14 year, \$7.39 million will be expended on road resurfacing and refurbishment projects. \$0.41 million in works is expected to be funded from the Commonwealth Government Roads to Recovery Program.

7.1.5 Plant, equipment and other (\$2.69 million)

For the 2013-14 year, \$2.69 million will be expended on plant and equipment and other projects. The more significant projects include:

• Hawthorn Aquatic and Leisure Centre equipment purchase	\$ 0.60M
• Mechanical equipment upgrade/replacement	\$ 0.18M
• Leisure and aquatic centre equipment replacement	\$ 0.47M
• Park fences and signs	\$ 1.02M
• Bin Renewal Program	\$ 0.17M

7.1.6 Street, parks and playgrounds (\$1.29 million)

For the 2013-14 year, \$1.29 million will be expended on streetscapes, parks and playgrounds. The more significant projects include:

• Playground Replacement Program (renewal)	\$ 0.61M
• Park bins, BBQ's and drinking fountains	\$ 0.22M
• Childcare playgrounds	\$ 0.08M

7.1.7 Libraries and information technology (\$2.55 million)

For the 2013-14 year, \$2.55 million will be expended on libraries and information technology. The more significant projects include:

• Library resources	\$ 1.30M
• Information technology	\$ 1.25M

7.1.8 Footpaths, traffic management devices, car parks and utilities (\$4.60 million)

For the 2013-14 year, \$4.60 million will be expended on footpaths, traffic management devices, carparks and utilities. The more significant projects include:

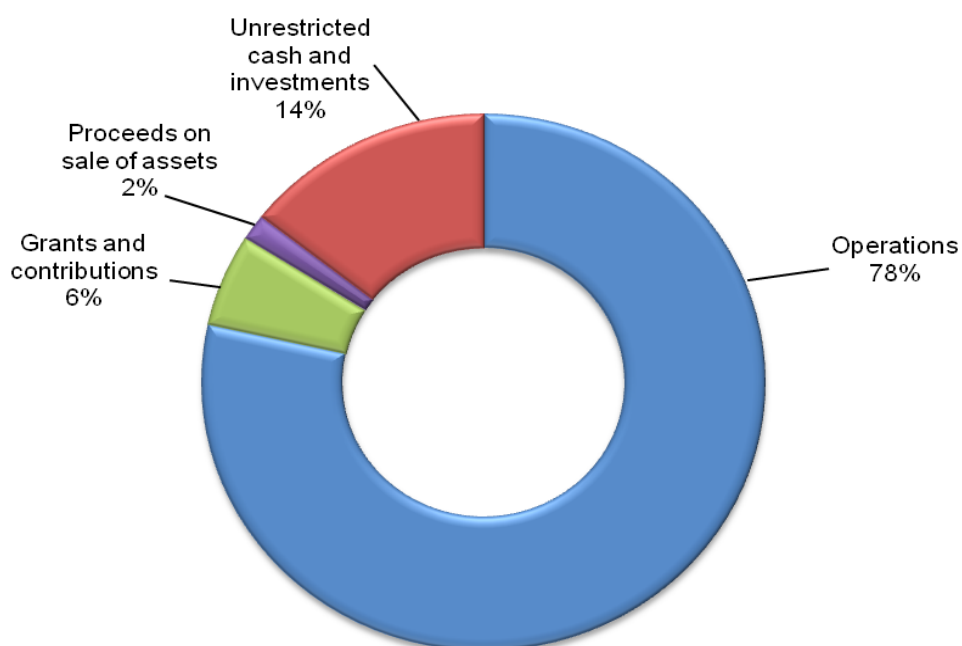
• Linda Crescent car park and Grace Street design and implementation	\$ 0.73M
• Gardiner's Creek Trail - bicycle and pedestrian bridge	\$ 0.58M
• Yarra Boulevard footpath	\$ 0.55M
• Traffic management devices	\$ 0.51M
• Utilities	\$ 0.25M



7.2 Funding Sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual	2013-14	
		2012-13	2013-14	
		\$'000	\$'000	\$'000
Forward commitments				
Prior years funding				
Grants and contributions	7.2.1	150	1,320	1,170
Unrestricted cash and investments	7.2.1	14,758	8,799	(5,959)
Total forward commitments	7.2.1	14,908	10,119	(4,789)
New works				
Current years funding				
Borrowings	7.2.2	29,000	-	(29,000)
Grants and contributions	7.2.3	2,994	2,068	(926)
Proceeds on sale of assets	7.2.4	2,200	950	(1,250)
Operations	7.2.5	28,457	47,953	19,496
Total new works		62,651	50,971	(11,680)
Total funding sources		77,559	61,090	(16,469)

Budgeted funding sources 2013-14



Source: Appendix A – Budgeted Standard Statements



7.2.1 Forward commitments (\$10.12 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 2012-13 year it is forecast that \$10.12 million of capital works will be incomplete and be carried forward into the 2013-14 year. Significant funding includes grants for the Gardiner's Creek Trail bicycle and pedestrian bridge \$1.30 million and unrestricted cash and investments for the Hawthorn Aquatic and Leisure Centre \$4.21 million, HA Smith Reserve pavilion reconstruction \$1.30 million and Ashburton Library and Learning Centre \$1.05 million. Unrestricted cash and investments represent funding sources from the previous year. This includes the balance of loan proceeds and surplus on operations which have been committed as a funding source for the Capital Works Program.

7.2.2 Borrowings (Nil)

There are no borrowings budgeted to be drawn down in 2013-14 to specifically fund the capital works program. Forecast borrowings for 2012-13 of \$29.00 million are to fund significant works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office (project now completed).

Sufficient financial capability has been included in the 2013-14 Budget and the associated Long Term Financial Strategy to fund repayments associated with these borrowings.

7.2.3 Grants and contributions (\$2.07 million)

Capital grants and contributions 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:

- \$0.65 million relating to the Gardiner's Creek Trail bicycle and pedestrian bridge of which \$0.32 million relates to carried forward income from 2012-13 (*includes State Government funding of \$0.40 million and City of Stonnington contribution \$0.25 million*);
- \$0.41 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.25 million for the Upper Hawthorn Town Hall Youth Resource Centre (*Federal Government funding*);
- \$0.55 million for the Craig Family Centre facility upgrade (*State Government funding*).

7.2.4 Proceeds on sale of assets (\$0.95 million)

Proceeds on sale of assets are budgeted to be \$0.95 million in 2013-14 and have been included as a funding source for the capital works program.

7.2.5 Operations (\$47.95 million)

Council generates cash from its operating activities, which is used as a funding source for the Capital Works Program. It is forecast that \$47.95 million will be generated from operations (\$42.28 million) and unrestricted cash and investments (\$5.67 million) to fund the 2013-14 Capital Works Program.



City of Boroondara
Budget 2013-14

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

This section includes an extract of the adopted 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 2013-14 to 2016-17 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:

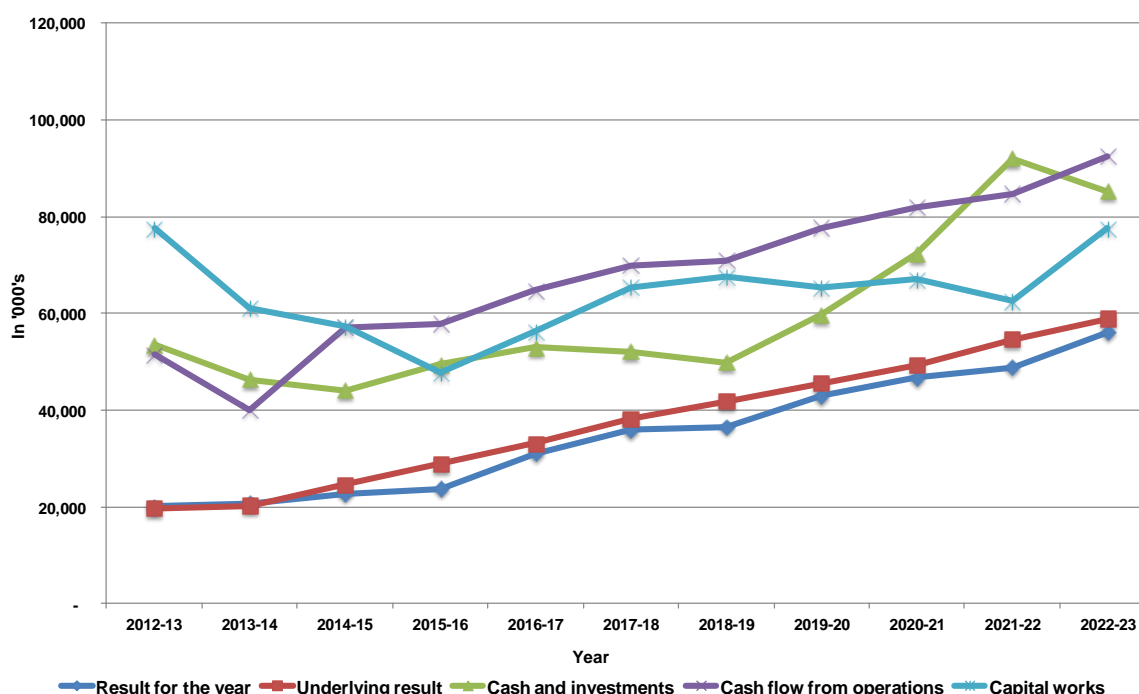
- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

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 2013-14 to 2016-17. **Appendix C – Strategic Resource Plan** includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan		
	2012-13	2013-14	Projections		
	\$'000	\$'000	2014-15	2015-16	2016-17
			\$'000	\$'000	\$'000
Result for the year	20,132	20,792	22,748	23,744	31,004
Underlying result	19,791	20,279	24,657	28,954	33,213
Cash and investments	53,463	46,298	44,043	49,420	52,937
Cash flow from operations	51,476	40,122	57,076	57,880	64,742
Capital works	77,559	61,090	57,221	47,780	56,222

The following graph shows the general financial indicators over the first 10 years of the Long Term Financial Strategy, which includes the four years of the Strategic Resource Plan.



The key outcomes of the Long Term Financial Strategy are:

- 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 1.42:1 in 2013-14 (1.36:1 after adjusting for a cash contingency and reserve funds) and continues to be above the minimum requirement for the life of the Long Term Financial Strategy.
- 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 next 10 years.
- Rating Information (Section 9)**
 Average property general rates are budgeted to increase in 2013-14 by 4.70% and forecast to be between 4% and 5% thereafter over the next 10 years.
- Borrowing Strategy (Section 10)**
 New borrowings of \$14.30 million are budgeted in 2013-14 to fund Council's superannuation liability. A further \$2.0 million in planned borrowings is proposed in 2014-15 as a funding source for major building redevelopments which are scheduled to commence during the 2013-14 financial year. Significant infrastructure projects are identified in **Appendix F – Capital Works Program**.
- Asset Management Strategy (Section 11)**
 Capital Works capacity over the 10 years is \$627.66 million at an average of \$62.77 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 2013-14 to 2022-23 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.



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

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

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

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

Creating Community Assets Principle

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

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

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

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

Property Holdings Principle

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

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

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

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

Strategic Acquisition Fund Principle

Council will maintain a separate fund for the purpose of acquiring new assets.

Due to legislative limitations, local government is unable to undertake borrowings not pre-approved through the Annual Budget process. Because strategic parcels of land may become available at short



notice, Council has created a Strategic Acquisition Fund. This cash-backed fund allows for the acquisition of strategic assets within the municipality as they become available.

The Strategic Acquisition Fund will be held as an asset in Council's balance sheet. The cash within the 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. The only other potential use for these funds is the retirement of existing Council debt.

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.

Until its use for the acquisition of strategic assets the cash will be managed in line with Council's Investment Policy.

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 Key financial indicators

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

Indicator	Ref	Forecast 2012-13	Strategic Resource Plan			
			Budget 2013-14	Projections		
				2014-15	2015-16	2016-17
Financial performance						
Underlying result/Underlying revenue	1	10.9%	10.9%	12.5%	14.0%	15.4%
Expenses/Assessment		\$ 2,265	\$ 2,309	\$ 2,384	\$ 2,476	\$ 2,492
General rate revenue/Underlying revenue	2	64.2%	66.2%	66.0%	66.5%	66.7%
General rate revenue/Assessment		\$ 1,607	\$ 1,687	\$ 1,772	\$ 1,855	\$ 1,937
Debt servicing/Total revenue		1.2%	2.1%	2.1%	1.9%	1.7%
Debt servicing & redemption/Rates and charges revenue		2.5%	3.8%	5.5%	5.5%	5.2%
Grants/Total revenue		7.2%	6.0%	7.0%	6.9%	6.7%
Fees and charges/Total revenue		12.0%	12.1%	12.0%	11.8%	11.7%
Financial position						
Indebtedness/Rates and charges revenue	3	39.6%	46.2%	42.4%	37.3%	32.5%
Indebtedness/Realisable assets		2.4%	2.9%	2.8%	2.6%	2.4%
Underlying result/Total assets		0.8%	0.8%	1.0%	1.1%	1.3%
Net realisable assets/Assessment		\$ 30,733	\$ 31,038	\$ 31,124	\$ 31,076	\$ 31,136
Current assets/Current liabilities	4	127%	142%	131%	139%	143%
Total liabilities/Assessment		\$ 1,429	\$ 1,418	\$ 1,395	\$ 1,336	\$ 1,274
Capital expenditure						
Capital works		\$ 77,559	\$ 61,090	\$ 57,221	\$ 47,780	\$ 56,222
- Asset renewal		\$ 65,133	\$ 47,198	\$ 43,484	\$ 37,955	\$ 37,198
- New and upgrade		\$ 12,426	\$ 13,892	\$ 13,737	\$ 9,825	\$ 19,023
Cash op act/net capital expenditure		69.0%	69.5%	101.1%	122.3%	116.1%
Capital works/Rates and charges revenue		57.1%	42.4%	37.7%	29.9%	33.5%
Asset renewal/Total depreciation	5	241.9%	166.9%	147.8%	130.8%	129.8%

Notes to the indicators

- 1. Underlying result:** 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. General rate revenue/Underlying revenue:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The trend indicates Council remains relatively reliant on rate revenue compared to all other revenue sources.
- 3. Indebtedness/Rates and charges revenue:** The forecast trend indicates Council's take up of borrowings in years 2012-13 to 2014-15 to fund significant building works and Council's superannuation liability. Future years indicate a reducing reliance on debt against its annual rates and charges revenue through scheduled redemption of borrowings, at a faster rate than previously foreshadowed.
- 4. Current assets/Current liabilities:** Otherwise known as the working capital ratio, this indicator 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.
- 5. Asset renewal/Total depreciation:** 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.

The table below projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2013-14 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year. The increase in 2013-14 includes staffing of operations at the Hawthorn Arts Centre.

Indicator	Forecast	
	Actual	Budget
	2013	2014
Employee costs \$'000	64,320	69,570
Total employee numbers	1,008	1,025
Total EFT	780	791

An expanded table including total employment numbers and EFT by Directorate is included in **Appendix C - Strategic Resource Plan**.

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 \$202 million over the next five years, with an additional \$85 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. This foreshadowed expenditure amounts to a further \$46 million by June 2018.

The Budgeted Standard Capital Works Statement is included in **Appendix C –Strategic Resource Plan**.

**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 and Long Term Financial Strategy (refer to **Appendix C – Strategic Resource Plan**) have 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 76.20% of total income in 2013-14.

While government grants total \$11.31 million in 2013-14, all but \$1.72 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 \$21.10 per resident in Boroondara (includes the 50% of the 2013-14 Victoria Grants Commission allocation paid in the 2012-13 financial year).

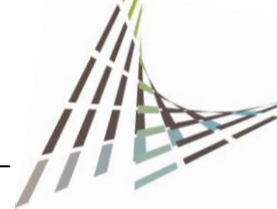
9.2 Current year rate increase

The 2013-14 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 2013-14 also include the net expenditure reduction of \$3.00 million in direct fire services funding, and 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 4.70% in 2013-14 raising general rate revenue of \$122.91 million, including \$1.00 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	5.00%	151,970
2016	4.70%	159,910
2017	4.50%	167,942
2018	5.00%	177,064

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 2013-14 Budget provides for an increase in the rate in the dollar paid by ratepayers, an increase from 0.1617 cents in the dollar to 0.1693 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$910,000 would now expect to pay a general rate of \$1,540.29, an increase in 2013-14 of \$69.15 per year or \$1.33 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 45 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 2013-14 year. A more detailed analysis of the rates to be raised is contained in **Appendix B - Statutory Disclosures**.

Type of property	Budget 2012-13 cents/\$CIV	Budget 2013-14 cents/\$CIV
General rate	0.1617	0.1693
Rate concession - rateable cultural and recreational properties	0.08085	0.08465

9.6 Waste Management Strategy

Council has been working to an operational Waste Management Strategy since 1998. The key objectives of this strategy are reducing the amount of waste to landfill and maximising recycling. Review of the Waste Minimisation and Recycling Strategy 2011-16 is currently being undertaken.



Council also maintains the policy that waste services are self funding and will not be subsidised by rates. This year Council decided to remove the 5% premium previously applied to commercial properties, in order to standardised the residential and commercial charges.

The following waste bin charges will apply in 2013-14:

Waste bin size	2012-13 charge	2013-14 charge
Waste environment levy residential and other	\$76.00	\$81.00
Waste environment levy commercial	\$76.00	\$81.00
80 litre & minimum waste charge residential and other	\$163.00	\$175.00
80 litre commercial	\$171.00	\$175.00
120 litre residential and other	\$295.00	\$316.00
120 litre commercial	\$310.00	\$316.00
240 litre	\$722.00	\$774.00
240 litre commercial	\$758.00	\$774.00
240 litre concession	\$590.00	\$632.00

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 2013-14. The waste bin charge for those properties qualifying for the concession will be \$632.

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.

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 2013-14 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 \$0.18 million. This follows increases of \$44 per tonne (over 491%) over the last five 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 commenced in Australia on 1 July 2012. The price will be set at a fixed amount for the first three years of its operation and will be a floating rate set by the market thereafter. The carbon price is part of the government's 'Clean Energy Future' climate change plan which aims to reduce Australian CO₂e emissions by at least 5 per cent from 2,000 levels by 2020 and by 80 per cent by 2050.

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 2013-14, 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 2013.
- One lump sum payment, in full, by 15 February 2014 (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 2013-14 budgeted investment earning rate of 4.5% per annum.



10. 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.

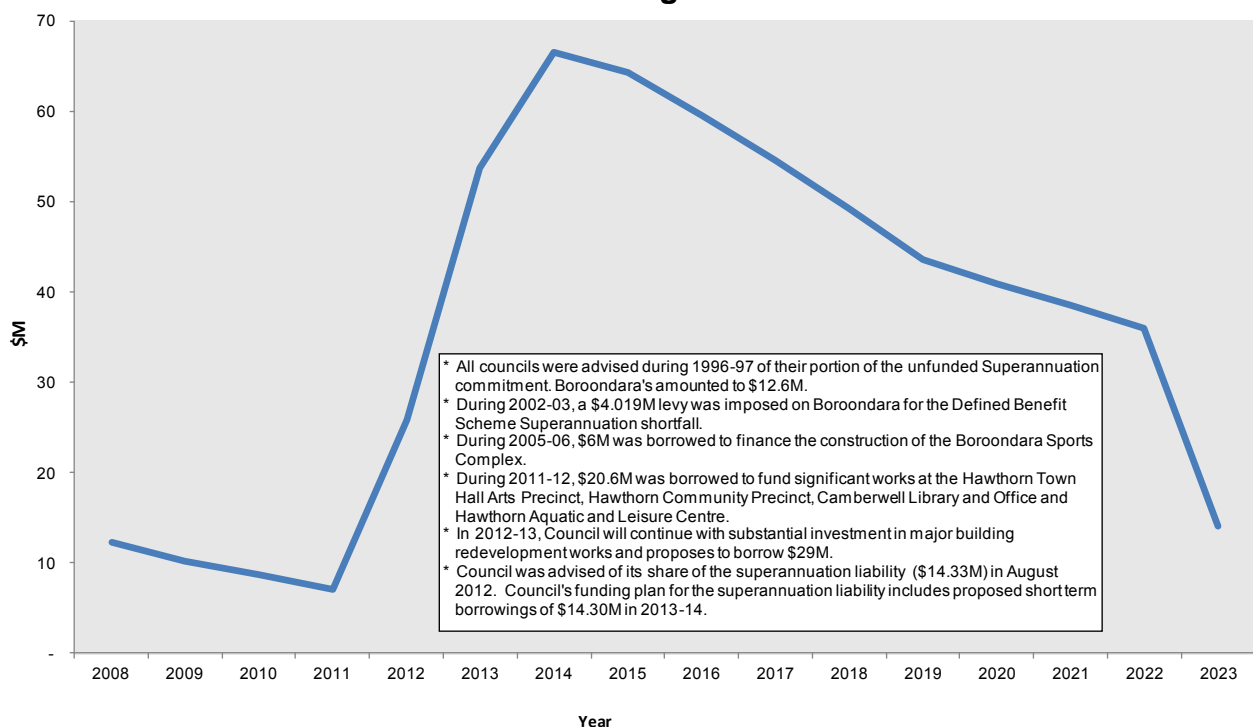
During the 2002-03 year, a \$4.02 million levy was imposed on Boroondara for the Defined Benefit Scheme Superannuation shortfall. During 2003-04, additional borrowings were undertaken as budgeted, to finance the \$4.02 million levy, plus accrued interest, imposed upon Council arising from the shortfall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

At the conclusion of the 2012-13 financial year, the above borrowings will have been 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 is forecast in 2012-13 to fund major building works. This will be borrowed 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.

Total outstanding loans at 30 June





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

Council was advised of its share of the superannuation liability (\$14.33 million) in August 2012. Council's funding plan for the superannuation liability includes proposed borrowings of \$14.30 million in 2013-14. These borrowings are forecast to be repaid over a five year period at an annual cost of \$3.3 million. This strategy will save \$9.5 million in interest costs compared with Council's past practice of a 20 year loan term.

Council proposes to borrow a further \$2 million in 2014-15 to partly fund major building redevelopments including the Ashburton Recreation Centre and Boroondara Sports Complex. In total borrowings associated with capital projects over the next two years will be \$8.8 million less than foreshadowed in last year's budget. This reflects a concerted effort to control expenditure and build future budget capacity. This has created tangible interest savings in future years. Major projects are identified in **Appendix F – Capital Works Program**.

All existing borrowings are projected to be repaid by 2031. Council's current Long Term Financial Strategy includes the assumption that proposed borrowings for 2012-13 of \$29 million will be paid in full by 2023. Borrowings to fund Council's superannuation liability in 2013-14 are proposed to be short term (5 years). An assessment of alternative borrowing strategies will be conducted for each tranche of planned borrowings as they become due. Council's Long Term Financial Strategy details the debt repayment cash flows, refer to **Appendix C - Strategic Resource Plan**.

10.3 Existing borrowings

During the 2013-14 year \$1.50 million in principal repayments on existing borrowings will be made. The outstanding amount borrowed will be \$66.56 million as at 30 June 2014. The projected cost of servicing these borrowings will be \$3.96 million during 2013-14.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2014. The table also shows the results of prudential ratios that have previously been issued by the Victorian State Government.

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

Financial year ending	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*)
2013	29,000	1,167	2,197	53,756	1.27	39.6%	1.2%	4.6%
2014	14,300	1,497	3,962	66,561	1.42	46.2%	2.1%	4.6%
2015	2,000	4,159	4,197	64,401	1.31	42.4%	2.1%	4.5%
2016	-	4,774	3,993	59,628	1.39	37.3%	1.9%	4.3%
2017	-	5,053	3,698	54,574	1.43	32.5%	1.7%	4.1%
2018	-	5,353	3,391	49,221	1.36	27.8%	1.5%	3.9%
2019	-	5,673	3,065	43,548	1.37	23.3%	1.3%	3.6%
2020	-	2,664	2,852	40,884	1.55	20.9%	1.1%	3.6%
2021	-	2,379	2,694	38,505	1.76	18.7%	1.0%	3.5%
2022	-	2,542	2,525	35,963	1.51	16.7%	0.9%	3.4%
2023	-	21,858	2,642	14,106	1.93	6.2%	0.9%	2.6%
Victorian State Government Prudential Ratio Limits:						Not greater than 80%	Not greater than 5%	Not greater than 150%

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



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 \$2.49 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 was created over time with insufficient capital renewal funding in the prior decades.

The Department of Planning and Community Development 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 \$28.27 million in 2013-14. 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 \$47.20 million in 2013-14. In the future, asset renewal expenditure on average is forecast to be \$40.12 million per annum over the next 10 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 2013-14 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 F – 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 10 years in the Long Term Financial Strategy in **Appendix C – 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 & contributions and borrowings 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.
- Shortages of skilled engineers and planners causing cost escalations.
- Improved accuracy of information arising from Council's "Conquest" asset management and maintenance database and the introduction of hand held computing with Global Positioning data to enhance the accuracy and efficiency of asset inspections.

Council has a program for the ongoing review of Council's Asset Management Strategies.

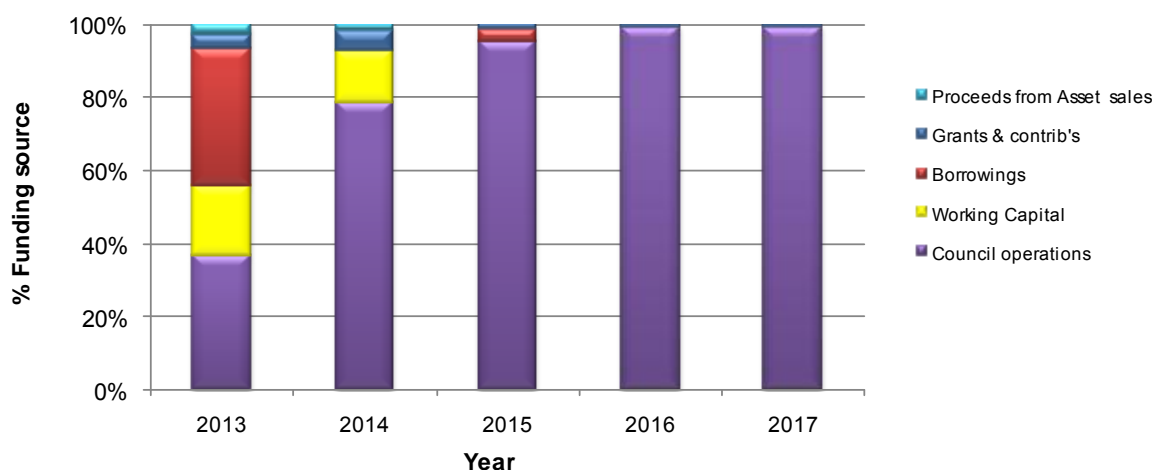
The following table summarises Council's forward outlook on new and renewal capital expenditure including funding sources for the next four years.

Year	Grants & contrib's	Borrowings	Working capital ¹	Proceeds from asset sales	Council operations	Total Capital Program
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2013	2,994	29,000	14,908	2,200	28,457	77,559
2014	3,388	-	8,799	950	47,953	61,090
2015	756	2,000	-	-	54,465	57,221
2016	456	-	-	-	47,324	47,780
2017	456	-	-	-	55,766	56,222

¹ Funding projects carried forward from previous year. Total carried forward from 2012-13 equals \$10.12 million funded by \$8.80 million working capital and \$1.32 million from grants and contributions. Working capital (unrestricted cash and investments) represents funding sources from the previous year. This includes the balance of loan proceeds and surplus on operations which have been committed as a funding source for the Capital Works Program.

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

Capital Works funding sources





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 2013-14 Budget which builds on the Council Plan theme of sustainable environment. A number of environmental initiatives are included within the Budget including implementation of actions from the Urban Biodiversity Strategy, planning for co-generation at leisure centres and the Boroondara Sustainability Festival covering hands-on sustainable living practices.

12.2 Service delivery changes

Overall service direction for 2013-14 and in future years is being guided by strategies and policies adopted by Council after extensive community consultation. The annual commitments identified in the Council Plan are actions derived by the strategies, plans and policies of Council together with departmental Business Plans.

The Hawthorn Art Centre (formerly Hawthorn Town Hall) is scheduled to open during 2013-14. In 2013-14 operational funding has been provided for delivering community programs including cultural and Town Hall Gallery initiatives to fulfil the desired function as a premier arts and cultural venue.

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 2013-14 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 E - Priority Projects Program**). The Priority Projects budget for 2013-14 includes projects that support all of Council's eight Strategic Objectives as outlined in **Section 2**. Some highlights include:

- Sustainable public lighting bulk change project \$0.30 million
- Boroondara Sport and Recreation Strategy \$0.06 million;
- Boroondara Sustainability Festival \$0.04 million; and
- Various programs to support local business \$0.21 million.



City of Boroondara Budget 2013-14

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 Standard Statements
Appendix B	Statutory disclosures
Appendix C	Strategic Resource Plan
Appendix D	Fees and charges
Appendix E	Priority Projects Program
Appendix F	Capital Works Program
Appendix G	Key Strategic Activities
Appendix H	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.

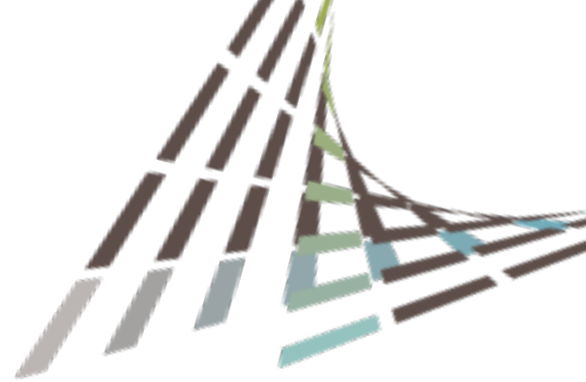
This information has not been included in the main body of the Budget report in the interests of clarity and conciseness. Council has decided that whilst the Budget report needs to focus on the important elements of the Budget and provide appropriate analysis, the detail upon which the Budget is based 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 Standard Statements
B	Statutory disclosures
C	Strategic Resource Plan
D	Fees and charges
E	Priority Projects Program
F	Capital Works Program
G	Key Strategic Activities
H	Glossary of terms



City of Boroondara
Budget 2013-14



Appendix A

Budgeted Standard Statements

This appendix presents information in regard to the Budgeted Standard Statements.

At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement



Appendix A – Budgeted Standard Statements

City of Boroondara
 Budgeted Standard Income Statement
 For the year ending 30 June 2014

	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Income			
General rates	116,163	122,915	6,752
Special rates and charges	1,196	1,260	64
Waste charges	18,547	19,813	1,266
Fees and charges	22,139	22,929	790
Grants - operating (recurrent)	13,224	11,312	(1,912)
Developers open space contributions	2,806	1,305	(1,501)
Other income	1,588	1,765	177
Rental income	2,144	2,120	(24)
Interest	2,335	1,721	(614)
Priority projects income (non-recurrent)	749	499	(250)
Grants and contributions - Capital (non-recurrent)	2,994	3,388	394
Total income	183,885	189,027	5,142
Expenses			
Employee costs	64,320	69,570	5,250
Materials and services	47,316	48,201	885
Depreciation and amortisation	26,926	28,272	1,346
Road maintenance	1,929	1,990	61
Footpaths maintenance	1,737	1,812	75
Facilities maintenance	4,499	4,608	109
MFB levy	3,507	-	(3,507)
Other expenses	3,133	3,775	642
Finance costs	2,197	3,962	1,765
Redundancy costs	103	-	(103)
Priority projects (including forward commitments)	5,433	3,170	(2,263)
Net loss on disposal of property, infrastructure, plant and equipment	2,653	2,875	222
Total expenses	163,753	168,235	4,482
Surplus for the year	20,132	20,792	660
Other comprehensive income			
Other	-	-	-
Comprehensive result	20,132	20,792	660



City of Boroondara
 Budgeted Standard Balance Sheet
 For the year ending 30 June 2014

	Forecast Actual 2012-13 \$'000	Budget 2013-14 \$'000	Variance \$'000
Current assets			
Cash and cash equivalents	53,463	46,298	(7,165)
Trade and other receivables	8,973	9,245	272
Prepayments	779	799	20
Inventories	27	27	-
Total current assets	63,242	56,369	(6,873)
Non-current assets			
Trade and other receivables	239	244	5
Investments in associates	4,936	4,936	-
Property, plant and equipment, infrastructure	2,460,669	2,488,342	27,673
Intangible assets	459	459	-
Investment property	8,917	8,917	-
Total non-current assets	2,475,220	2,502,898	27,678
Total assets	2,538,462	2,559,267	20,805
Current liabilities			
Trade and other payables	18,199	19,043	(844)
Interest-bearing loans and borrowings	1,496	4,159	(2,663)
Provisions	13,115	13,700	(585)
Trust funds and deposits	2,749	2,799	(50)
Prepaid income	69	74	(5)
Superannuation liability	14,325	-	14,325
Total current liabilities	49,953	39,775	10,178
Non-current liabilities			
Provisions	1,096	1,146	(50)
Interest-bearing loans and borrowings	52,260	62,401	(10,141)
Total non-current liabilities	53,356	63,547	(10,191)
Total liabilities	103,309	103,322	(13)
Net assets	2,435,153	2,455,945	20,792
Equity			
Accumulated surplus	743,727	763,885	20,158
Asset revaluation reserve	1,689,513	1,689,513	-
Reserves	1,913	2,547	634
Total equity	2,435,153	2,455,945	20,792



City of Boroondara
 Budgeted Standard Cash Flow Statement
 For the year ending 30 June 2014

	Forecast Actual 2012-13 \$'000 Inflows (Outflows)	Budget 2013-14 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities			
<i>Receipts</i>			
Rates and waste charges	135,826	143,908	8,082
Fees and charges and other receipts from customers	25,671	26,659	988
Grants - Operating (including priority projects)	13,978	11,816	(2,162)
Grants and contributions - Capital	2,994	3,388	394
Developers open space contributions	2,806	1,305	(1,501)
Interest	2,335	1,721	(614)
	183,610	188,797	5,187
<i>Payments</i>			
Employee costs	(63,713)	(68,935)	(5,222)
Employee costs - defined benefits call	-	(14,325)	(14,325)
Contractors and materials (including priority projects)	(66,327)	(61,819)	4,508
Finance costs	(2,094)	(3,596)	(1,502)
	(132,134)	(148,675)	(16,541)
Net cash provided by operating activities	51,476	40,122	(11,354)
Cash flows from investing activities			
Increase in trust funds and deposits	50	50	-
Proceeds from sale of property, plant and equipment	5,121	950	(4,171)
Payments for property, plant and equipment	(77,559)	(61,090)	16,469
Net cash used in investing activities	(72,388)	(60,090)	12,298
Cash flows from financing activities			
Proceeds from interest-bearing loans and borrowings	29,000	14,300	(14,700)
Repayment of interest-bearing loans and borrowings	(1,167)	(1,497)	(330)
Net cash provided by (used in) financing activities	27,833	12,803	(15,030)
Net increase (decrease) in cash and cash equivalents	6,921	(7,165)	(14,086)
Cash and cash equivalents at beginning of year	46,542	53,463	6,921
Cash and cash equivalents at end of year	53,463	46,298	(7,165)



City of Boroondara
Budgeted Standard Capital Works Statement
For the year ending 30 June 2014

	Forecast Actual 2012-13 \$'000	Budget 2013-14* \$'000	Variance \$'000
Capital works areas			
Land and buildings	56,549	36,520	(20,029)
Drains	3,304	4,184	880
Roads, kerb and channel	7,995	7,392	(603)
Plant, equipment and other	2,454	2,862	408
Street, parks and playgrounds	1,079	1,286	207
Libraries and information technology	2,243	2,545	302
Footpaths, LATMs, car parks and utilities	3,935	6,302	2,367
Total capital works	77,559	61,090	(16,469)
Represented by:			
Renewal	65,133	47,198	(17,935)
New	6,059	7,425	1,366
Upgrade	6,367	6,467	100
Total capital works	77,559	61,090	(16,469)



City of Boroondara
Budget 2013-14

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(2)(e), Regulation 8(a), (b);

1. Borrowings

	Budget 2012-13 \$	Budget 2013-14 \$
New borrowings (other than refinancing)	29,000,000	14,300,000
Debt redemption	1,092,000	1,497,000

Section 127, Regulation 8 (c) (i – xiii)

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of property	Budget 2012-13 cents/\$CIV	Budget 2013-14 cents/\$CIV
General rate	0.1617	0.1693
Rate concession - rateable cultural and recreational properties	0.08085	0.08465

2.2 The estimated amount to be raised by each type of rate to be levied

Type of property	Budget 2012-13 \$	Budget 2013-14 \$
General rate	115,789,000	122,574,000
Cultural and recreational	50,000	52,000
Total estimated amount to be raised	115,839,000	122,626,000

2.3 The estimated total amount to be raised by rates

	Budget 2012-13 \$	Budget 2013-14 \$
Total rates to be raised (incl additional rate revenue)	117,052,000	124,175,000
Additional rate revenue		
Special rate schemes	889,000	1,260,000
Supplementary valuations	1,000,000	1,000,000
Early payment of rates discount	(676,000)	(711,000)

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of property	Budget 2012-13 Change %	Budget 2013-14 Change %
General rate	3.9	4.7
Cultural and recreational	3.9	4.7

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of property	Budget 2012-13	Budget 2013-14
General rate	71,566	72,261
Cultural and recreational	6	6
Total number of assessments	71,572	72,267



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

2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year

Type of property	Budget 2012-13 \$	Budget 2013-14 \$
General rate	71,607,139,000	72,400,661,000
Cultural and recreational	61,849,000	61,471,000
Total	71,668,988,000	72,462,132,000

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

Type of charge	Per Rateable Property, Budget 2012-13 \$	Per Rateable Property, Budget 2013-14 \$
Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised		
(i) 240 litre bin (Only applies to households with four people)	722	774
(ii) 240 litre bin commercial	758	774
(iii) 240 litre bin concession (The 240 litre bin concession rate will only apply to residential households of 5 or more people or for those with a specific medical condition requiring a larger bin size)	590	632
(iv) 120 litre bin residential and other	295	316
(v) 120 litre bin commercial	310	316
(vi) 80 litre bin residential and other	163	175
(vii) 80 litre bin commercial	171	175
(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).	163	175
(ix) Waste environmental levy residential and other	76	81
(x) Waste environmental levy commercial	76	81

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



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

Type of charge	Budget 2012-13 \$	Budget 2013-14 \$
Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised		
(i) 240 litre bin (Only applies to households with four people).	1,047,000	1,220,000
(ii) 240 litre bin commercial	1,098,000	1,034,000
(iii) 240 litre bin concession (The 240 litre bin concession rate will only apply to residential households of five or more people or for those with a specific medical condition requiring a larger bin size).	891,000	957,500
(iv) 120 litre bin residential and other	10,779,000	11,505,200
(v) 120 litre bin commercial	380,000	370,000
(vi) 80 litre bin residential and other	3,652,500	3,932,000
(vii) 80 litre bin commercial	113,000	114,000
(v) Minimum charge for each residential property (Except for vacant land and those residential properties required to service own refuse disposal as a condition of a town planning permit where a waste environmental levy is imposed as a contribution to waste and rubbish collection from public spaces)	152,500	174,000
(ix) Waste environmental levy residential and other	250,000	304,000
(x) Waste environmental levy commercial	184,000	202,300
Total	18,547,000	19,813,000

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

2.10 The estimated total amount to be raised by rates and charges: \$ 135,599,000 \$ 143,988,000

2.11 There are no known significant changes, which may effect the estimated amounts to be raised by rates

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

3. Differential Rates

3.1 Rates to be levied under Section 161 & 161A of the Act

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



City of Boroondara
Budget 2013-14

Appendix C

Strategic Resource Plan

This appendix presents information in regard to the Budgeted Standard Statements extracted from the Strategic Resource Plan. It covers financial resources for the 10 year period, non financial resources and supports the Council Plan.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Human Resources



Appendix C – Strategic Resource Plan

City of Boroondara Budgeted Standard Income Statement For the 10 years ending 30 June 2023

CITY OF BOROONDARA BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000
Income											
General rates	116,163	122,915	130,071	137,152	144,291	152,473	161,065	169,280	177,865	186,836	196,211
Special rates and charges	1,196	1,260	1,294	1,329	1,365	1,413	1,462	1,513	1,566	1,621	1,678
Waste charges	18,547	19,813	20,606	21,430	22,287	23,178	24,106	25,070	26,073	27,115	28,200
Fees and charges	22,139	22,929	23,689	24,480	25,296	26,258	27,287	28,357	29,470	30,628	31,831
Grants - Operating	13,224	11,312	13,846	14,220	14,604	15,115	15,644	16,191	16,758	17,345	17,952
Developers open space contributions	2,806	1,305	1,340	1,376	1,414	1,463	1,514	1,567	1,622	1,679	1,738
Other income	1,588	1,765	1,813	1,862	1,912	1,979	2,048	2,120	2,194	2,271	2,350
Rental income	2,144	2,120	2,177	1,974	2,027	2,098	2,172	2,248	2,326	2,408	2,492
Interest	2,335	1,721	2,151	2,311	2,791	2,898	2,876	2,808	3,105	3,483	4,075
Priority Projects income	749	499	-	249	194	265	-	284	223	304	-
Grants and contributions - Capital	2,994	3,388	756	456	456	456	426	-	-	-	-
Total income	183,885	189,027	197,743	206,839	216,637	227,596	238,600	249,438	261,202	273,690	286,527



Budgeted Standard Income Statement (continued)

CITY OF BOROONDARA BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE											
	Forecast 2013 '000	Budget 2014 '000	2015 '000	2016 '000	Strategic Resource Plan Projections						
					2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000
Expenses											
Employee costs	64,320	69,570	72,989	76,649	80,497	84,789	89,317	94,097	98,661	103,446	108,463
Materials and services	47,316	48,201	50,089	51,471	52,830	54,711	56,659	58,677	60,758	62,933	65,186
Depreciation and amortisation	26,926	28,272	29,430	29,023	28,652	28,662	28,868	29,158	29,495	29,853	30,340
Road maintenance	1,929	1,990	2,078	2,169	2,262	2,360	2,461	2,567	2,677	2,792	2,912
Footpaths maintenance	1,737	1,812	1,892	1,975	2,060	2,148	2,241	2,337	2,438	2,543	2,652
Facilities maintenance	4,499	4,608	4,826	5,021	5,237	5,518	5,699	5,944	6,200	6,467	6,745
MFB levy	3,507	-	-	-	-	-	-	-	-	-	-
Other expenses	3,133	3,775	3,877	3,982	4,089	4,232	4,380	4,534	4,692	4,857	5,027
Finance costs	2,197	3,962	4,197	3,993	3,698	3,391	3,065	2,852	2,694	2,525	2,642
Redundancy costs	103	-	-	-	-	-	-	-	-	-	-
LASF Defined Benefit Plan superannuation	-	-	-	3,000	-	-	3,000	-	-	3,000	-
Priority Projects (including forward commitments)	5,433	3,170	2,952	3,146	3,642	3,162	3,676	3,681	4,253	3,702	3,718
Net loss on disposal of property, plant and equipment, infrastructure	2,653	2,875	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665
Total expenses	163,753	168,235	174,995	183,094	185,632	191,638	202,031	206,512	214,533	224,783	230,350
Surplus for the year	20,132	20,792	22,748	23,745	31,005	35,958	36,569	42,926	46,669	48,907	56,177
Other comprehensive income											
Other	-	-	-	-	-	-	-	-	-	-	-
Comprehensive result	20,132	20,792	22,748	23,745	31,005	35,958	36,569	42,926	46,669	48,907	56,177



City of Boroondara

Budgeted Standard Balance Sheet

For the 10 years ending 30 June 2023

CITY OF BOROONDARA BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000
Current assets											
Cash and cash equivalents	53,463	46,298	44,043	49,418	52,934	52,162	49,876	59,741	72,288	92,001	85,167
Trade and other receivables	8,973	9,245	9,654	9,812	9,972	10,154	10,344	10,528	10,719	10,920	11,129
Prepayments	779	799	665	574	584	594	604	614	624	634	644
Inventories	27	27	27	27	27	27	27	27	27	27	27
Total current assets	63,242	56,369	54,389	59,831	63,517	62,937	60,851	70,910	83,658	103,582	96,967
Non-current assets											
Trade and other receivables	239	244	249	254	259	264	269	274	279	284	289
Investments in associates accounted for using the equity method	4,936	4,936	4,936	4,936	4,936	4,936	4,936	4,936	4,936	4,936	4,936
Property, plant and equipment, infrastructure	2,460,669	2,488,342	2,512,321	2,527,300	2,550,986	2,583,826	2,618,496	2,650,527	2,683,967	2,712,372	2,755,338
Intangible assets	459	459	412	290	234	175	136	104	80	61	47
Investment property	8,917	8,917	8,756	8,598	8,443	8,291	8,141	7,995	7,850	7,709	7,570
Total non-current assets	2,475,220	2,502,898	2,526,674	2,541,378	2,564,858	2,597,492	2,631,978	2,663,836	2,697,112	2,725,362	2,768,180
Total assets	2,538,462	2,559,267	2,581,063	2,601,209	2,628,375	2,660,429	2,692,829	2,734,746	2,780,770	2,828,944	2,865,147



Budgeted Standard Balance Sheet (continued)

CITY OF BOROONDARA BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDED 30 JUNE		Forecast 2013 '000	Budget 2014 '000	2015 '000	2016 '000	Strategic Resource Plan Projections						
						2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000
Current liabilities												
Trade and other payables		18,199	19,043	19,531	19,958	20,394	20,981	21,585	22,297	23,045	23,822	24,626
Interest-bearing loans and borrowings		1,496	4,159	4,774	5,053	5,353	5,673	2,664	2,379	2,542	21,858	1,502
Provisions		13,115	13,700	14,311	14,950	15,618	16,362	17,142	17,960	18,817	19,716	20,659
Superannuation liability		14,325	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits		2,749	2,799	2,849	2,899	2,949	2,999	3,049	3,099	3,149	3,199	3,249
Prepaid income		69	74	79	84	89	94	99	104	109	114	119
Total current liabilities		49,953	39,775	41,544	42,944	44,403	46,109	44,539	45,839	47,662	68,709	50,155
Non-current liabilities												
Provisions		1,096	1,146	1,198	1,253	1,310	1,374	1,441	1,511	1,584	1,661	1,742
Interest-bearing loans and borrowings		52,260	62,401	59,628	54,574	49,221	43,548	40,884	38,505	35,963	14,106	12,604
Total non-current liabilities		53,356	63,547	60,826	55,827	50,531	44,922	42,325	40,016	37,547	15,767	14,346
Total liabilities		103,309	103,322	102,370	98,771	94,934	91,031	86,864	85,855	85,209	84,476	64,501
Net assets												
Equity												
Accumulated surplus		743,727	763,885	785,598	811,307	841,275	876,191	914,715	956,600	1,002,227	1,053,089	1,108,220
Asset revaluation reserve		1,689,513	1,689,513	1,689,513	1,689,513	1,689,513	1,689,513	1,689,513	1,689,513	1,689,513	1,689,513	1,689,513
Reserves		1,913	2,547	3,582	1,618	2,653	3,694	1,737	2,778	3,821	1,866	2,913
Total equity		2,435,153	2,455,945	2,478,693	2,502,438	2,533,441	2,569,398	2,605,965	2,648,891	2,695,561	2,744,468	2,800,646



City of Boroondara

Budgeted Standard Cash Flow Statement

For the 10 years ending 30 June 2023

CITY OF BOROONDARA BUDGETED STANDARD CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000
Cash flows from operating activities											
Receipts											
Rates and waste charges	135,826	143,908	151,561	159,752	167,782	176,883	186,442	195,679	205,312	215,372	225,879
Fees & charges and other receipts from customers	25,671	26,659	27,574	28,210	29,130	30,230	31,402	32,620	33,885	35,201	36,569
Grants - Operating (including priority projects)	13,978	11,816	13,851	14,474	14,803	15,385	15,649	16,480	16,986	17,653	17,957
Grants and contributions - Capital	2,994	3,388	756	456	456	456	426	-	-	-	-
Contributions	2,806	1,305	1,340	1,376	1,414	1,463	1,514	1,567	1,622	1,679	1,738
Interest	2,335	1,721	2,151	2,311	2,791	2,898	2,876	2,808	3,105	3,483	4,075
	183,610	188,797	197,233	206,579	216,376	227,315	238,309	249,154	260,910	273,388	286,218
Payments											
Employee costs	(63,713)	(68,935)	(72,326)	(75,955)	(79,772)	(83,981)	(88,470)	(93,209)	(97,731)	(102,470)	(107,439)
Employee costs - defined benefits call	-	(14,325)	-	(3,000)	-	-	(3,000)	-	-	(3,000)	-
Contractors and materials (including priority projects)	(66,327)	(61,819)	(63,614)	(65,656)	(68,063)	(69,870)	(72,777)	(75,322)	(78,518)	(80,707)	(83,566)
Finance costs	(2,094)	(3,596)	(4,218)	(4,089)	(3,800)	(3,498)	(3,178)	(2,884)	(2,713)	(2,545)	(2,664)
	(132,134)	(148,675)	(140,158)	(148,700)	(151,635)	(157,349)	(167,425)	(171,415)	(178,962)	(188,722)	(193,669)
Net cash provided by operating activities	51,476	40,122	57,075	57,879	64,741	69,966	70,884	77,739	81,948	84,666	92,549



Budgeted Standard Cash Flow Statement (continued)

CITY OF BOROONDARA BUDGETED STANDARD CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE											
	Forecast 2013 '000	Budget 2014 '000	2015 '000	2016 '000	Strategic Resource Plan Projections						
			2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000		
Cash flows from investing activities											
Trust funds and deposits	50	50	50	50	50	50	50	50	50	50	50
Proceeds from sales of property, plant and equipment	5,121	950	-	-	-	-	-	-	-	-	-
Payments for property, plant and equipment	(77,559)	(61,090)	(57,221)	(47,780)	(56,222)	(65,435)	(67,547)	(65,260)	(67,072)	(62,461)	(77,575)
Net cash used in investing activities	(72,388)	(60,090)	(57,171)	(47,730)	(56,172)	(65,385)	(67,497)	(65,210)	(67,022)	(62,411)	(77,525)
Cash flows from financing activities											
Proceeds from interest-bearing loans and borrowings	29,000	14,300	2,000	-	-	-	-	-	-	-	-
Repayment of interest-bearing loans and borrowings	(1,167)	(1,497)	(4,159)	(4,774)	(5,053)	(5,353)	(5,673)	(2,664)	(2,379)	(2,542)	(21,858)
Net cash provided by (used in) financing activities	27,833	12,803	(2,159)	(4,774)	(5,053)	(5,353)	(5,673)	(2,664)	(2,379)	(2,542)	(21,858)
Net increase (decrease) in cash and cash equivalents	6,921	(7,165)	(2,255)	5,375	3,516	(772)	(2,286)	9,865	12,547	19,713	(6,834)
Cash and cash equivalents at beginning of year	46,542	53,463	46,298	44,043	49,418	52,934	52,162	49,876	59,741	72,288	92,001
Cash and cash equivalents at end of year	53,463	46,298	44,043	49,418	52,934	52,162	49,876	59,741	72,288	92,001	85,167



City of Boroondara Budgeted Standard Capital Works Statement For the 10 years ending 30 June 2023

CITY OF BOROONDARA BUDGETED STANDARD CAPITAL WORKS STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast*	Budget*	Strategic Resource Plan Projections								
	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000	2023 '000
Land and buildings	56,549	36,520	37,589	27,225	34,910	43,247	44,668	41,668	42,742	37,370	51,696
Drains	3,304	4,184	4,278	4,494	4,674	4,829	4,988	5,153	5,323	5,499	5,680
Roads, kerb and channel	7,995	7,392	7,824	8,327	8,681	8,983	9,279	9,586	9,902	10,229	10,566
Plant, equipment and other	2,454	2,862	2,207	2,392	2,484	2,784	2,876	2,972	3,070	3,172	3,277
Street, park and playgrounds	1,079	1,285	1,347	1,400	1,441	1,476	1,525	1,575	1,627	1,681	1,736
Libraries and Information Technology	2,243	2,545	1,833	1,849	1,864	1,879	1,899	1,920	1,942	1,964	1,988
Footpaths, LATM's, car parks and utilities**	3,935	6,302	2,143	2,093	2,168	2,237	2,311	2,387	2,466	2,547	2,631
* Includes forward commitments	77,559	61,090	57,221	47,780	56,222	65,435	67,546	65,261	67,072	62,462	77,574
Represented by:											
Renewal	65,133	47,198	43,484	37,955	37,199	36,433	39,764	37,935	39,144	40,396	41,686
As a % of total	84%	77%	76%	79%	66%	56%	59%	58%	58%	65%	54%
New and upgrade	12,426	13,892	13,737	9,825	19,023	29,002	27,782	27,326	27,928	22,066	35,888
As a % of total	16%	23%	24%	21%	34%	44%	41%	42%	42%	35%	46%

** LATM - Local Area Traffic Management



NON-FINANCIAL RESOURCES

City of Boroondara

Budgeted Statement of Human Resources

For the four year ending 30 June 2017

CITY OF BOROONDARA BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2013	2014	2015	2016	2017
Employee costs \$'000	64,320	69,570	72,989	76,649	80,497
Employee Numbers					
Chief Executive	2	2	2	2	2
City Planning	195	196	196	196	196
Environment and Infrastructure	224	226	226	226	226
Community Development	425	436	436	436	436
Corporate Services	116	119	119	119	119
Governance	8	8	8	8	8
Communications and Engagement	38	38	38	38	38
Allowance for service changes	-	-	2	4	6
TOTAL Employee Numbers	1,008	1,025	1,027	1,029	1,031
EFT (equivalent full time)					
Chief Executive	2	2	2	2	2
City Planning	130	130	130	130	130
Environment and Infrastructure	213	216	216	216	216
Community Development	291	296	296	296	296
Corporate Services	104	107	107	107	107
Governance	8	8	8	8	8
Communications and Engagement	32	32	32	32	32
Allowance for service changes	-	-	2	4	6
TOTAL EFT	780	791	793	795	797

The table above projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2013-14 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year. The increase in 2013-14 includes staffing of operations at the Hawthorn Arts Centre.



City of Boroondara
Budget 2013-14

Appendix D

Fees and charges



Appendix D - Fees and charges index

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Appendix D - 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 2013-14 this means that many fees and charges were increased by an average of 4.30%. 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 2.60% in 2013-14, *Access Economics Business Outlook September 2012* 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 2013-14 year.

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 2013-14 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 \$0.18 million. This follows increases of \$44.20 per tonne (over 491%) over the last five 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 commenced in Australia on 1 July 2012. The price will be set at a fixed amount for the first three years of its operation and will be a floating rate set by the market thereafter. The carbon price is part of the government's 'Clean Energy Future' climate change plan which aims to reduce Australian CO₂e emissions by at least 5 per cent from 2,000 levels by 2020 and by 80 per cent by 2050.

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



Changes to GST Status

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

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

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

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

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

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

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Community Development - Family Youth and Leisure Services						
Family day care						
Family registration	N	Child in care	\$ 19.50	\$ 21.00	-\$ 1.50	N
Family day care Council co-ordination service fee (service user)	N	Per hour	\$ 0.85	\$ 0.80	\$ 0.05	N
Maternal and child health centre facilities						
Maternal and child health centre facilities (community organisation - not for profit)	N	Per term	\$ 48.00	\$ 47.00	\$ 1.00	Y
Maternal and child health centre facilities (playgroup contribution)	N	Per family per term	\$ 35.50	\$ 34.50	\$ 1.00	Y
Occasional care						
Kew occasional care fee - sessional program Minimum fee of three hours per session	N	Per hour	\$ 11.45	\$ 11.00	\$ 0.45	N
Kew occasional care fee Minimum three hour session Sibling rate (same session)	N	Per hour	\$ 7.90	\$ 7.60	\$ 0.30	N
Kew occasional care fee (health care card holder) Minimum three hour session	N	Per hour	\$ 5.40	\$ 5.20	\$ 0.20	N
Youth services						
Drug and alcohol free music events	N	Per ticket	\$ 21.00	\$ 20.00	\$ 1.00	Y
Youth services school program facilitation	N	Per hour	\$ 59.00	\$ 57.00	\$ 2.00	Y
Others						
Resource library registration - available to both family day care and children's services participants	N	Per application	\$ 24.00	\$ 23.00	\$ 1.00	Y
Sleep day stay program fee	N	Rate per day	\$ 89.50	\$ 86.00	\$ 3.50	Y
Preschool central enrolment application fee Three year child (indicative fee)	N	Per application for three year old	\$ 25.00	\$ 24.00	\$ 1.00	Y
Preschool central enrolment application fee Four year child (indicative fee)	N	Per application for four year old	\$ 25.00	\$ 24.00	\$ 1.00	Y
Preschool central enrolment application fee Three year child (health care card holder)	N	Per application for three year old	\$ 12.50	\$ 12.00	\$ 0.50	Y
Preschool central enrolment application fee Four year child (health care card holder)	N	Per application for four year old	\$ 12.50	\$ 12.00	\$ 0.50	Y
Anderson Park Community Centre meeting room Commercial groups	N	Per day	\$ 150.00	\$ 180.00	-\$ 30.00	Y
Anderson Park Community Centre meeting room Commercial groups	N	Per four hours	\$ 75.00	\$ 93.00	-\$ 18.00	Y
Anderson Park Community Centre meeting room Community groups	N	Per day	\$ 50.00	\$ 59.00	-\$ 9.00	Y
Anderson Park Community Centre meeting room Community groups	N	Per four hours	\$ 25.00	\$ 31.00	-\$ 6.00	Y
Kew traffic school						
Community group bookings	N	Per group booking	\$ 115.00	\$ 110.00	\$ 5.00	Y
School holiday program	N	Per child	\$ 11.50	\$ 11.00	\$ 0.50	Y
Private bookings	N	Two hours	\$ 205.00	\$ 195.00	\$ 10.00	Y
Private bookings	N	Three hours	\$ 235.00	\$ 225.00	\$ 10.00	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Safety education (two sessions)	N	Per day	\$ 155.00	\$ 150.00	\$ 5.00	Y
Safety education (one session)	N	Per half day	\$ 115.00	\$ 110.00	\$ 5.00	Y
Community Development - Health, Ageing and Disability Services						
Food Act registration and renewal - Part A						
Class one Food premises Aged care facility, hospital, childcare centres (includes food safety program fee)	N	Per premises	\$ 360.00	\$ 345.00	\$ 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	\$ 3,780.00	\$ 3,620.00	\$ 160.00	N
Class two Food premises 110 - 140 employees (includes food safety program fee)	N	Per premises	\$ 3,000.00	\$ 2,870.00	\$ 130.00	N
Class two Food premises 71 - 110 employees (includes food safety program fee)	N	Per premises	\$ 1,960.00	\$ 1,880.00	\$ 80.00	N
Class two Food premises 51 - 70 employees (includes food safety program fee)	N	Per premises	\$ 1,700.00	\$ 1,620.00	\$ 80.00	N
Class two Food premises 21 - 50 employees (includes food safety program fee)	N	Per premises	\$ 1,070.00	\$ 1,030.00	\$ 40.00	N
Class two Food premises 11 - 20 employees (includes food safety program fee)	N	Per premises	\$ 805.00	\$ 775.00	\$ 30.00	N
Class two Food premises 10 + employees (includes food safety program fee)	N	Per premises	\$ 710.00	\$ 680.00	\$ 30.00	N
Class two Food premises Five or less employees (includes food safety program fee)	N	Per premises	\$ 675.00	\$ 645.00	\$ 30.00	N
Class three Food premises	N	Per premises	\$ 380.00	\$ 365.00	\$ 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	\$ -	\$ -	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	\$ 215.00	\$ 205.00	\$ 10.00	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 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	\$ 125.00	\$ 120.00	\$ 5.00	N
Hairdresser/Skin penetration/Beauty therapies Multiple operation	N	Per premises	\$ 160.00	\$ 155.00	\$ 5.00	N
Prescribed accommodation (six - ten accommodation rooms)	N	Per premises	\$ 345.00	\$ 330.00	\$ 15.00	N
Prescribed accommodation (11 - 20 accommodation rooms)	N	Per premises	\$ 490.00	\$ 470.00	\$ 20.00	N
Prescribed accommodation (21 - 35 accommodation rooms)	N	Per premises	\$ 545.00	\$ 520.00	\$ 25.00	N
Prescribed accommodation (36 - 56 accommodation rooms)	N	Per premises	\$ 710.00	\$ 680.00	\$ 30.00	N
Prescribed accommodation (56+ accommodation rooms)	N	Per premises	\$ 835.00	\$ 805.00	\$ 30.00	N
Seniors centre hire fees						
Community group	N	Per hour	\$3.60 (\$11.50 max per day)	\$3.50 (\$10.75 max per day)	\$ 0.10	Y
Casual event	N	Per hour	\$ 58.00	\$ 56.00	\$ 2.00	Y
Miscellaneous						
Solicitors request - ten working day turnaround	N	Per enquiry	\$ 215.00	\$ 205.00	\$ 10.00	Y
Solicitors request - five working day turnaround (+50% of Solicitors request (ten working day turnaround))	N	Per enquiry	\$ 322.50	\$ -	\$ 322.50	Y
Transfer of Public Health and Wellbeing Act or Food Act registration (50% of current year registration fee)	N	Per enquiry	50% of current year registration fee	\$ -	\$ -	Y
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	\$ -	\$ -	
Processing fee for pro rata refund of Public Health and Wellbeing Act or Food Act registration	N	Per enquiry	\$ 35.00	\$ -	\$ 35.00	Y
Establishment fee commercial - Food Act	N	Per enquiry	\$ 148.00	\$ -	\$ 148.00	Y
Establishment fee community - Food Act (community group)	N	Per enquiry	No charge	\$ -	\$ -	Y
Establishment fee - Public Health and Wellbeing Act	N	Per enquiry	\$ 74.00	\$ -	\$ 74.00	Y
Establishment fee - Home based or low risk business for Public Health and Wellbeing Act or Food Act	N	Per enquiry	\$ 74.00	\$ -	\$ 74.00	Y
Extract of register (inspection fee) Multiple listing	N	Per multiple listing	\$ 84.00	\$ 88.00	-\$ 4.00	N
Extract of register (inspection fee) Single extract	N	Per single extract	\$ 37.00	\$ 39.50	-\$ 2.50	N
Septic tank permit fee	N	Per application	\$ 345.00	\$ 365.00	-\$ 20.00	N
Product sales - rat bait, head lice	N	Per item sold	Total cost + 10% - 15%	Total cost + 10% - 15%	\$ -	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Sale and administration of vaccines not covered within National Immunisation Program schedule	N	Per item sold	Cost of vaccine + 25% of hourly rate + on costs Public Health (immunisation) Nurse	Cost of vaccine + 25% of hourly rate + on costs Public Health (immunisation) Nurse	\$ -	N
Sharps container sales (free to people with relevant health condition)	N	Per container	No charge	No charge	\$ -	N
Sharps container - large (registered business)	N	Per container	\$ 17.00	\$ 16.50	\$ 0.50	Y
Sharps container - small (registered business)	N	Per container	\$ 8.70	\$ 8.30	\$ 0.40	Y
Training sessions and other services	N	Per session	Cost + 10%	Cost + 10%	\$ -	Y
Adult day care / social support activity	N	Per session + meal if applicable	\$ 6.50	\$ 6.00	\$ 0.50	N
Adult day care / social support activity	N	Two - three hours	\$ 3.30	\$ 3.20	\$ 0.10	N
Community bus hire - community groups	N	Per day	\$ 89.00	\$ 85.00	\$ 4.00	Y
Community bus hire - community groups	N	Per half day	\$ 53.00	\$ 51.00	\$ 2.00	Y
Community bus fixed runs	N	One way trip	\$ 2.60	\$ 2.50	\$ 0.10	N
Young persons social group bus	N	Return trip	\$ 2.60	\$ 2.50	\$ 0.10	N
Young person social group excursion	N	Per trip	\$ 3.25	\$ 3.10	\$ 0.15	N
Excursions - older person	N	Per person	\$ 4.00	\$ 3.65	\$ 0.35	N
Travel charge	N	Per kilometre	\$ 1.45	\$ 1.40	\$ 0.05	N
Home care - couple - historical fee	N	Per hour	\$ 7.30	\$ 7.00	\$ 0.30	N
Home care - single - historical fee	N	Per hour	\$ 5.30	\$ 5.10	\$ 0.20	N
Home care - couple - low income discretionary fee	N	Per hour	\$ 6.50	\$ 6.25	\$ 0.25	N
Home care - single - low income discretionary fee	N	Per hour	\$ 4.40	\$ 4.20	\$ 0.20	N
Home care - couple - low income	N	Per hour	\$ 8.45	\$ 8.10	\$ 0.35	N
Home care - single - low income	N	Per hour	\$ 6.05	\$ 5.80	\$ 0.25	N
Home care - couple - medium income discretionary fee	N	Per hour	\$ 9.40	\$ 9.00	\$ 0.40	N
Home care - single - medium income discretionary fee	N	Per hour	\$ 7.95	\$ 7.60	\$ 0.35	N
Home care - couple - medium income historical fee	N	Per hour	\$ 12.50	\$ 12.00	\$ 0.50	N
Home care - single - medium income historical fee	N	Per hour	\$ 11.30	\$ 10.80	\$ 0.50	N
Home care - couple - medium income	N	Per hour	\$ 15.40	\$ 14.80	\$ 0.60	N
Home care - single - medium income	N	Per hour	\$ 14.80	\$ 14.20	\$ 0.60	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Home care - couple - high income	N	Per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Home care - single - high income	N	Per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Home care - couple - high income discretionary fee	N	Per hour	\$ 23.00	\$ 22.20	\$ 0.80	N
Home care - single - high income discretionary fee	N	Per hour	\$ 23.00	\$ 22.20	\$ 0.80	N
Home care - no charge	N	No charge	No charge	No charge	\$ -	N
Property maintenance - low income	N	Per hour + materials	\$ 12.50	\$ 12.00	\$ 0.50	N
Property maintenance - medium income	N	Per hour + materials	\$ 18.80	\$ 18.00	\$ 0.80	N
Property maintenance - high income	N	Per hour + materials	\$ 47.50	\$ 45.50	\$ 2.00	N
Personal care - historical fee	N	Per hour	\$ 3.00	\$ 2.90	\$ 0.10	N
Personal care - low income discretionary fee	N	Per hour	\$ 1.65	\$ 1.60	\$ 0.05	N
Personal care - low income	N	Per hour	\$ 4.55	\$ 4.35	\$ 0.20	N
Personal care - medium income discretionary fee	N	Per hour	\$ 6.15	\$ 5.90	\$ 0.25	N
Personal care - medium income historical fee	N	Per hour	\$ 7.55	\$ 7.25	\$ 0.30	N
Personal care - medium income	N	Per hour	\$ 8.95	\$ 8.60	\$ 0.35	N
Personal care - high income	N	Per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Personal care - high income discretionary fee	N	Per hour	\$ 23.00	\$ 22.20	\$ 0.80	N
Personal care - no charge	N	No charge	No charge	No charge	\$ -	N
Respite care - historical fee	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	N
Respite care - low income discretionary fee	N	Per hour	\$ 1.65	\$ 1.60	\$ 0.05	N
Respite care - low income	N	Per hour	\$ 3.15	\$ 3.00	\$ 0.15	N
Respite care - medium income discretionary fee	N	Per hour	\$ 3.70	\$ 3.55	\$ 0.15	N
Respite care - medium income	N	Per hour	\$ 5.10	\$ 4.90	\$ 0.20	N
Respite care - high income	N	Per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Respite care - high income discretionary fee	N	Per hour	\$ 23.00	\$ 22.20	\$ 0.80	N
Respite care - no charge	N	No charge	No charge	No charge	\$ -	N
Younger persons respite families Home care - low income	N	Per couple per hour	\$ 8.45	\$ 8.10	\$ 0.35	N
Younger persons respite families Home care - low income discretionary fee	N	Per hour	\$ 7.30	\$ 7.00	\$ 0.30	N
Younger persons respite families Home care - low income historical fee	N	Per hour	\$ 6.50	\$ 6.25	\$ 0.25	N
Younger persons respite families Home care - medium income historical fee	N	Per couple per hour	\$ 9.40	\$ 9.00	\$ 0.40	N
Younger persons respite families Home care - medium income discretionary fee	N	Per couple per hour	\$ 12.60	\$ 12.10	\$ 0.50	N
Younger persons respite families Home care - medium income	N	Per couple per hour	\$ 15.50	\$ 14.80	\$ 0.70	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Younger persons respite families Home care - high income	N	Per couple per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Younger persons respite families Personal care - low income	N	Per hour	\$ 4.50	\$ 4.35	\$ 0.15	N
Younger persons respite families Personal care - low income discretionary fee	N	Per hour	\$ 3.00	\$ 2.90	\$ 0.10	N
Younger persons respite families Personal care - low income historical fee	N	Per hour	\$ 1.65	\$ 1.60	\$ 0.05	N
Younger persons respite families Personal care - medium income historical fee	N	Per hour	\$ 6.15	\$ 5.90	\$ 0.25	N
Younger persons respite families Personal care - medium income discretionary fee	N	Per hour	\$ 7.55	\$ 7.25	\$ 0.30	N
Younger persons respite families Personal care - medium income	N	Per hour	\$ 8.90	\$ 8.50	\$ 0.40	N
Younger persons respite families Personal care - high income	N	Per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Younger persons respite families Respite care - low income	N	Per hour	\$ 3.15	\$ 3.00	\$ 0.15	N
Younger persons respite families Respite care - low income discretionary fee	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	N
Younger persons respite families Respite care - low income historical fee	N	Per hour	\$ 1.65	\$ 1.60	\$ 0.05	N
Younger persons respite families Respite care - medium income historical fee	N	Per hour	\$ 3.70	\$ 3.55	\$ 0.15	N
Younger persons respite families Respite care - medium income discretionary fee	N	Per hour	\$ 4.30	\$ 4.10	\$ 0.20	N
Younger persons respite families Respite care - medium income	N	Per hour	\$ 5.10	\$ 4.90	\$ 0.20	N
Younger persons respite families Respite care - high income	N	Per hour	\$ 38.00	\$ 36.50	\$ 1.50	N
Commercial - home care Monday - Friday 7am - 6pm	N	Per hour	\$ 52.80	\$ 44.20	\$ 8.60	Y
Commercial - home care Monday - Friday 6pm - midnight	N	Per hour	\$ 66.40	\$ 57.00	\$ 9.40	Y
Commercial - home care Weekend 7am - 12 midday	N	Per hour	\$ 66.40	\$ 57.00	\$ 9.40	Y
Commercial - home care Weekend 12 midday onwards	N	Per hour	\$ 80.00	\$ 69.00	\$ 11.00	Y
Commercial - personal care Monday - Friday 7am - 6pm	N	Per hour	\$ 48.00	\$ 46.00	\$ 2.00	Y
Commercial - personal care Monday - Friday 6pm - midnight	N	Per hour	\$ 61.00	\$ 58.50	\$ 2.50	Y
Commercial - personal care Weekend 7am - 12 midday Saturday	N	Per hour	\$ 61.00	\$ 58.50	\$ 2.50	Y
Commercial - personal care Weekend 12 midday onwards	N	Per hour	\$ 72.00	\$ 69.00	\$ 3.00	Y
Commercial - respite care Monday - Friday 7am - 6pm	N	Per hour	\$ 56.45	\$ 46.00	\$ 10.45	Y
Commercial - respite care Monday - Friday 6pm - midnight	N	Per hour	\$ 70.25	\$ 58.50	\$ 11.75	Y
Commercial - respite care Weekend 7am - 12 midday Saturday	N	Per hour	\$ 70.25	\$ 58.50	\$ 11.75	Y
Commercial - respite care Weekend 12 midday onwards	N	Per hour	\$ 84.00	\$ 69.00	\$ 15.00	Y
Public holiday (all services) Commercial	N	Per hour	\$ 82.00	\$ 78.50	\$ 3.50	Y
Linkages - core hours	N	Per hour	\$ 5.20	\$ 5.00	\$ 0.20	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Meals on Wheels						
Dining room meal	N	Per meal	\$ 6.30	\$ 6.05	\$ 0.25	N
Soup - low income	N	Each	\$ 1.55	\$ 1.50	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - low income	N	Each	\$ 7.30	\$ 7.00	\$ 0.30	N
Main meal - low income	N	Each	\$ 4.70	\$ 4.50	\$ 0.20	N
Vegetables - low income	N	Each	\$ 0.95	\$ 0.90	\$ 0.05	N
Main salad - low income	N	Each	\$ 5.95	\$ 5.70	\$ 0.25	N
Dessert - low income	N	Each	\$ 1.65	\$ 1.60	\$ 0.05	N
Sandwich - low income	N	Each	\$ 4.70	\$ 4.50	\$ 0.20	N
Soup - medium income	N	Each	\$ 1.75	\$ 1.70	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - medium income	N	Each	\$ 8.55	\$ 8.20	\$ 0.35	N
Main meal - medium income	N	Each	\$ 5.60	\$ 5.40	\$ 0.20	N
Vegetables - medium income	N	Each	\$ 1.15	\$ 1.10	\$ 0.05	N
Main salad - medium income	N	Each	\$ 6.80	\$ 6.50	\$ 0.30	N
Dessert - medium income	N	Each	\$ 1.80	\$ 1.70	\$ 0.10	N
Sandwich - medium income	N	Each	\$ 5.60	\$ 5.40	\$ 0.20	N
Soup - high income	N	Each	\$ 1.95	\$ 1.90	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - high income	N	Each	\$ 9.70	\$ 9.30	\$ 0.40	N
Main meal - high income	N	Each	\$ 6.30	\$ 6.05	\$ 0.25	N
Vegetables - high income	N	Each	\$ 1.25	\$ 1.20	\$ 0.05	N
Main salad - high income	N	Each	\$ 7.60	\$ 7.30	\$ 0.30	N
Dessert - high income	N	Each	\$ 2.15	\$ 2.05	\$ 0.10	N
Sandwich - high income	N	Each	\$ 6.30	\$ 6.05	\$ 0.25	N
Commercial main meal/vegetables/dessert/juice	N	Each	\$ 28.45	\$ -	\$ 28.45	Y
Canterbury Memorial Home						
Main hall hire - community groups	N	Per day	\$ 31.00	\$ 30.00	\$ 1.00	Y
Canterbury Memorial Home Units - standard rate	N	Per month	\$ 490.00	\$ 472.00	\$ 18.00	N
Canterbury Memorial Home Units - discretionary fee level one	N	Per month	\$ 415.00	\$ 398.00	\$ 17.00	N
Canterbury Memorial Home Units - discretionary fee level two	N	Per month	\$ 345.00	\$ 331.00	\$ 14.00	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Community Development - Library, Arts and Cultural Services						
Eisteddfod						
Audience entry fee - full	N	Per person	\$ 7.50	\$ 7.00	\$ 0.50	Y
Audience entry fee - concession	N	Per person	\$ 5.00	\$ 4.50	\$ 0.50	Y
Audience entry fee - family (2A/2C)	N	Per family	\$ 16.50	\$ 16.00	\$ 0.50	Y
Category one - 10 years and under or 12 years and under	N	Per entry	\$ 9.80	\$ 9.40	\$ 0.40	Y
Category two - 14 years and under	N	Per entry	\$ 12.00	\$ 11.50	\$ 0.50	Y
Category three - 15 years and under or 16 years and under	N	Per entry	\$ 14.00	\$ 13.50	\$ 0.50	Y
Category four - 18 years and under	N	Per entry	\$ 19.50	\$ 18.80	\$ 0.70	Y
Category five - open	N	Per entry	\$ 26.00	\$ 25.00	\$ 1.00	Y
Chamber groups and ensembles	N	Per entry	\$ 29.00	\$ 28.00	\$ 1.00	Y
Choral groups	N	Per entry	\$ 48.00	\$ 46.00	\$ 2.00	Y
Summer music in the parks						
Marquee - community	N	No charge	No charge	No charge	\$ -	N
Marquee - business	N	Per event	\$ 210.00	\$ 200.00	\$ 10.00	Y
Site fee - business (unpowered)	N	Per event	\$ 58.00	\$ 56.00	\$ 2.00	Y
Site fee - business (powered)	N	Per event	\$ 96.00	\$ 92.00	\$ 4.00	Y
Site fee - community	N	No charge	No charge	No charge	\$ -	N
Kew Court House hire fees						
Court room including dressing rooms - commercial	N	Per hour	\$ 41.00	\$ 39.00	\$ 2.00	Y
Court room including dressing rooms - community	N	Per hour	\$ 29.00	\$ 28.00	\$ 1.00	Y
Court room including dressing rooms - tenant	N	Per hour	\$ 14.00	\$ 13.50	\$ 0.50	Y
Court room including dressing rooms - commercial	N	Per day	\$ 300.00	\$ 290.00	\$ 10.00	Y
Court room including dressing rooms - community	N	Per day	\$ 230.00	\$ 220.00	\$ 10.00	Y
Court room including dressing rooms - tenant	N	Per day	\$ 115.00	\$ 110.00	\$ 5.00	Y
Court room including dressing rooms - commercial	N	Per week	\$ 990.00	\$ 950.00	\$ 40.00	Y
Court room including dressing rooms - community	N	Per week	\$ 740.00	\$ 710.00	\$ 30.00	Y
Court room including dressing rooms - tenant	N	Per week	\$ 370.00	\$ 355.00	\$ 15.00	Y
Community workshop/meeting room - commercial	N	Per hour	\$ 26.00	\$ 25.00	\$ 1.00	Y
Community workshop/meeting room - community	N	Per hour	\$ 19.50	\$ 18.80	\$ 0.70	Y
Community workshop/meeting room - tenant	N	Per hour	\$ 9.80	\$ 9.40	\$ 0.40	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Community workshop/meeting room - commercial	N	Per day	\$ 82.00	\$ 79.00	\$ 3.00	Y
Community workshop/meeting room - community	N	Per day	\$ 61.00	\$ 58.50	\$ 2.50	Y
Community workshop/meeting room - tenant	N	Per day	\$ 30.00	\$ 29.00	\$ 1.00	Y
Small meeting room - commercial	N	Per hour	\$ 20.50	\$ 19.80	\$ 0.70	Y
Small meeting room - community	N	Per hour	\$ 15.00	\$ 14.50	\$ 0.50	Y
Small meeting room - tenant	N	Per hour	\$ 7.60	\$ 7.30	\$ 0.30	Y
Small meeting room - commercial	N	Per day	\$ 71.00	\$ 68.00	\$ 3.00	Y
Small meeting room - community	N	Per day	\$ 52.00	\$ 50.00	\$ 2.00	Y
Small meeting room - tenant	N	Per day	\$ 26.00	\$ 25.00	\$ 1.00	Y
Technical/ venue supervisor - all hirers	N	Per hour	\$ 57.00	\$ 55.00	\$ 2.00	Y
Hawthorn Arts Centre (Hawthorn Town Hall)						
<u>Standard rate - Monday to Thursday</u>						
Main hall and stage	N	Minimum four hours	\$ 770.00	\$ -	\$ 770.00	Y
Main hall and stage	N	Per hour	\$ 192.50	\$ -	\$ 192.50	Y
Chandelier room	N	Minimum four hours	\$ 550.00	\$ -	\$ 550.00	Y
Chandelier room	N	Per hour	\$ 137.50	\$ -	\$ 137.50	Y
Mayor's room	N	Minimum four hours	\$ 220.00	\$ -	\$ 220.00	Y
Mayor's room	N	Per hour	\$ 55.00	\$ -	\$ 55.00	Y
Dora Wilson room	N	Minimum four hours	\$ 88.00	\$ -	\$ 88.00	Y
Dora Wilson room	N	Per hour	\$ 22.00	\$ -	\$ 22.00	Y
The Chamber	N	Minimum four hours	\$ 220.00	\$ -	\$ 220.00	Y
The Chamber	N	Per hour	\$ 55.00	\$ -	\$ 55.00	Y
John Beswicke room	N	Minimum four hours	\$ 88.00	\$ -	\$ 88.00	Y
John Beswicke room	N	Per hour	\$ 22.00	\$ -	\$ 22.00	Y
The Zelman room	N	Minimum four hours	\$ 220.00	\$ -	\$ 220.00	Y
The Zelman room	N	Per hour	\$ 55.00	\$ -	\$ 55.00	Y
Edward C. Rigby room	N	Minimum four hours	\$ 88.00	\$ -	\$ 88.00	Y
Edward C. Rigby room	N	Per hour	\$ 22.00	\$ -	\$ 22.00	Y
Community arts space	N	Minimum four hours	\$ 88.00	\$ -	\$ 88.00	Y
Community arts space	N	Per hour	\$ 22.00	\$ -	\$ 22.00	Y
Basement - Foyer/Meeting space	N	Minimum four hours	\$ 33.00	\$ -	\$ 33.00	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Basement - Foyer/Meeting space	N	Per hour	\$ 8.80	\$ -	\$ 8.80	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 330.00	\$ -	\$ 330.00	Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 82.50	\$ -	\$ 82.50	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 33.00	\$ -	\$ 33.00	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 8.80	\$ -	\$ 8.80	Y
<u>Standard rate - Friday to Sunday</u>						
Main hall and stage	N	Minimum four hours	\$ 1,320.00	\$ -	\$ 1,320.00	Y
Main hall and stage	N	Per hour	\$ 330.00	\$ -	\$ 330.00	Y
Chandelier room	N	Minimum four hours	\$ 990.00	\$ -	\$ 990.00	Y
Chandelier room	N	Per hour	\$ 247.50	\$ -	\$ 247.50	Y
Mayor's room	N	Minimum four hours	\$ 275.00	\$ -	\$ 275.00	Y
Mayor's room	N	Per hour	\$ 68.20	\$ -	\$ 68.20	Y
Dora Wilson room	N	Minimum four hours	\$ 104.50	\$ -	\$ 104.50	Y
Dora Wilson room	N	Per hour	\$ 26.40	\$ -	\$ 26.40	Y
The Chamber	N	Minimum four hours	\$ 275.00	\$ -	\$ 275.00	Y
The Chamber	N	Per hour	\$ 68.20	\$ -	\$ 68.20	Y
John Beswicke room	N	Minimum four hours	\$ 104.50	\$ -	\$ 104.50	Y
John Beswicke room	N	Per hour	\$ 26.40	\$ -	\$ 26.40	Y
The Zelman room	N	Minimum four hours	\$ 275.00	\$ -	\$ 275.00	Y
The Zelman room	N	Per hour	\$ 68.20	\$ -	\$ 68.20	Y
Edward C. Rigby room	N	Minimum four hours	\$ 104.50	\$ -	\$ 104.50	Y
Edward C. Rigby room	N	Per hour	\$ 26.40	\$ -	\$ 26.40	Y
Community arts space	N	Minimum four hours	\$ 104.50	\$ -	\$ 104.50	Y
Community arts space	N	Per hour	\$ 26.40	\$ -	\$ 26.40	Y
Basement - Foyer/Meeting space	N	Minimum four hours	\$ 33.00	\$ -	\$ 33.00	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 8.80	\$ -	\$ 8.80	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 412.50	\$ -	\$ 412.50	Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 103.40	\$ -	\$ 103.40	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 33.00	\$ -	\$ 33.00	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 8.80	\$ -	\$ 8.80	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
<u>Subsidised rate one - Monday to Thursday</u>						
Main hall and stage	N	Minimum four hours	\$ 385.00	\$ -	\$ 385.00	Y
Main hall and stage	N	Per hour	\$ 95.70	\$ -	\$ 95.70	Y
Chandelier room	N	Minimum four hours	\$ 275.00	\$ -	\$ 275.00	Y
Chandelier room	N	Per hour	\$ 68.20	\$ -	\$ 68.20	Y
Mayor's room	N	Minimum four hours	\$ 110.00	\$ -	\$ 110.00	Y
Mayor's room	N	Per hour	\$ 27.50	\$ -	\$ 27.50	Y
Dora Wilson room	N	Minimum four hours	\$ 44.00	\$ -	\$ 44.00	Y
Dora Wilson room	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
The Chamber	N	Minimum four hours	\$ 110.00	\$ -	\$ 110.00	Y
The Chamber	N	Per hour	\$ 27.50	\$ -	\$ 27.50	Y
John Beswicke room	N	Minimum four hours	\$ 44.00	\$ -	\$ 44.00	Y
John Beswicke room	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
The Zelman room	N	Minimum four hours	\$ 110.00	\$ -	\$ 110.00	Y
The Zelman room	N	Per hour	\$ 27.50	\$ -	\$ 27.50	Y
Edward C. Rigby room	N	Minimum four hours	\$ 44.00	\$ -	\$ 44.00	Y
Edward C. Rigby room	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
Community arts space	N	Minimum four hours	\$ 44.00	\$ -	\$ 44.00	Y
Community arts space	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
Basement - Foyer/Meeting space	N	Minimum four hours	\$ 17.60	\$ -	\$ 17.60	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 165.00	\$ -	\$ 165.00	Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 40.70	\$ -	\$ 40.70	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 17.60	\$ -	\$ 17.60	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
<u>Subsidised rate one - Friday to Sunday</u>						
Main hall and stage	N	Minimum four hours	\$ 660.00	\$ -	\$ 660.00	Y
Main hall and stage	N	Per hour	\$ 165.00	\$ -	\$ 165.00	Y
Chandelier room	N	Minimum four hours	\$ 495.00	\$ -	\$ 495.00	Y
Chandelier room	N	Per hour	\$ 123.20	\$ -	\$ 123.20	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Mayor's room	N	Minimum four hours	\$ 137.50	\$ -	\$ 137.50	Y
Mayor's room	N	Per hour	\$ 34.10	\$ -	\$ 34.10	Y
Dora Wilson room	N	Minimum four hours	\$ 51.70	\$ -	\$ 51.70	Y
Dora Wilson room	N	Per hour	\$ 12.10	\$ -	\$ 12.10	Y
The Chamber	N	Minimum four hours	\$ 137.50	\$ -	\$ 137.50	Y
The Chamber	N	Per hour	\$ 34.10	\$ -	\$ 34.10	Y
John Beswicke room	N	Minimum four hours	\$ 51.70	\$ -	\$ 51.70	Y
John Beswicke room	N	Per hour	\$ 12.10	\$ -	\$ 12.10	Y
The Zelman room	N	Minimum four hours	\$ 137.50	\$ -	\$ 137.50	Y
The Zelman room	N	Per hour	\$ 34.10	\$ -	\$ 34.10	Y
Edward C. Rigby room	N	Minimum four hours	\$ 51.70	\$ -	\$ 51.70	Y
Edward C. Rigby room	N	Per hour	\$ 12.10	\$ -	\$ 12.10	Y
Community arts space	N	Minimum four hours	\$ 44.00	\$ -	\$ 44.00	Y
Community arts space	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
Basement - Foyer/Meeting space	N	Minimum four hours	\$ 17.60	\$ -	\$ 17.60	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
Basement - Performance/Rehearsal studio	N	Minimum four hours	\$ 205.70	\$ -	\$ 205.70	Y
Basement - Performance/Rehearsal studio	N	Per hour	\$ 50.60	\$ -	\$ 50.60	Y
Basement - Meeting room/Dressing room	N	Minimum four hours	\$ 17.60	\$ -	\$ 17.60	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
<u>Subsidised rate two - Monday to Friday</u>						
Edward C. Rigby room	N	Minimum two hours	\$ 22.00	\$ -	\$ 22.00	Y
Edward C. Rigby room	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
Community arts space	N	Minimum two hours	\$ 22.00	\$ -	\$ 22.00	Y
Community arts space	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
Basement - Foyer/Meeting space	N	Minimum two hours	\$ 8.80	\$ -	\$ 8.80	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
Basement - Meeting room/Dressing room	N	Minimum two hours	\$ 8.80	\$ -	\$ 8.80	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
<u>Subsidised rate two - Saturday to Sunday</u>						
Community arts space	N	Minimum two hours	\$ 22.00	\$ -	\$ 22.00	Y
Community arts space	N	Per hour	\$ 11.00	\$ -	\$ 11.00	Y
Basement - Foyer/Meeting space	N	Minimum two hours	\$ 8.80	\$ -	\$ 8.80	Y
Basement - Foyer/Meeting space	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
Basement - Meeting room/Dressing room	N	Minimum two hours	\$ 8.80	\$ -	\$ 8.80	Y
Basement - Meeting room/Dressing room	N	Per hour	\$ 4.40	\$ -	\$ 4.40	Y
<u>Artists studios</u>						
Studio A	N	Per month	\$ 646.80	\$ -	\$ 646.80	Y
Studio A	N	Per year	\$ 7,755.00	\$ -	\$ 7,755.00	Y
Studio B	N	Per month	\$ 605.00	\$ -	\$ 605.00	Y
Studio B	N	Per year	\$ 7,260.00	\$ -	\$ 7,260.00	Y
Studio C	N	Per month	\$ 555.50	\$ -	\$ 555.50	Y
Studio C	N	Per year	\$ 6,666.00	\$ -	\$ 6,666.00	Y
Studio D	N	Per month	\$ 481.80	\$ -	\$ 481.80	Y
Studio D	N	Per year	\$ 5,775.00	\$ -	\$ 5,775.00	Y
Studio E	N	Per month	\$ 481.80	\$ -	\$ 481.80	Y
Studio E	N	Per year	\$ 5,775.00	\$ -	\$ 5,775.00	Y
<u>Staff charge out costs - Standard rate*</u>						
* Staffing costs will be met by hirer						
Supervising Technician	N	Per hour	\$ 45.65	\$ -	\$ 45.65	Y
Front of House/ Duty Manager	N	Per hour	\$ 45.65	\$ -	\$ 45.65	Y
Usher	N	Per hour	\$ 40.70	\$ -	\$ 40.70	Y
Technician	N	Per hour	\$ 40.70	\$ -	\$ 40.70	Y
<u>Staff charge out costs - Subsidised rate*</u>						
* Council will provide a 50% subsidy of staffing costs for bonafide community groups						
Supervising Technician	N	Per hour	\$ 22.80	\$ -	\$ 22.80	Y
Front of House/ Duty Manager	N	Per hour	\$ 22.80	\$ -	\$ 22.80	Y
Usher	N	Per hour	\$ 20.35	\$ -	\$ 20.35	Y
Technician	N	Per hour	\$ 20.35	\$ -	\$ 20.35	Y
<u>Other</u>						
Hirer's box office fees	N	Per ticket	\$ 2.75	\$ -	\$ 2.75	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Equipment hire for use in meeting rooms						
Libraries - commercial groups	N	Per item - per half day	\$ 44.00	\$ 42.00	\$ 2.00	Y
Libraries - community groups	N	No charge	No charge	No charge	\$ -	N
Meeting rooms hire (1 July 2013 to 31 December 2013)						
Balwyn, Camberwell (combined) and Kew Libraries - commercial groups	N	Per session	\$ 92.00	\$ 88.00	\$ 4.00	Y
Balwyn, Camberwell (combined) and Kew Libraries - community groups	N	Per session	\$ 29.50	\$ 28.20	\$ 1.30	Y
Camberwell Library - commercial groups (half room)	N	Per session	\$ 46.00	\$ 44.00	\$ 2.00	Y
Camberwell Library - community groups (half room)	N	Per session	\$ 14.70	\$ 14.10	\$ 0.60	Y
Hawthorn Community Precinct meeting rooms (1 July 2013 to 31 December 2013)						
Individual meeting rooms - community	N	Per two hours	\$ 6.25	\$ 6.00	\$ 0.25	Y
Individual meeting rooms - commercial	N	Per two hours	\$ 18.75	\$ 18.00	\$ 0.75	Y
Combined meeting rooms - community	N	Per two hours	\$ 12.50	\$ 12.00	\$ 0.50	Y
Combined meeting rooms - commercial	N	Per two hours	\$ 37.50	\$ 36.00	\$ 1.50	Y
Library Meeting rooms hire (1 January 2014 to 30 June 2014)						
Ashburton, Camberwell and Hawthorn individual meeting rooms - community groups	N	Per two hours	\$ 6.25	\$ -	\$ 6.25	Y
Ashburton, Camberwell and Hawthorn individual meeting rooms - commercial groups	N	Per two hours	\$ 18.80	\$ -	\$ 18.80	Y
Ashburton, Camberwell and Hawthorn <u>combined</u> meeting rooms - community groups	N	Per two hours	\$ 12.50	\$ -	\$ 12.50	Y
Ashburton, Camberwell and Hawthorn <u>combined</u> meeting rooms - commercial groups	N	Per two hours	\$ 37.50	\$ -	\$ 37.50	Y
Balwyn and Kew Libraries meeting rooms - community groups	N	Per two hours	\$ 12.50	\$ -	\$ 12.50	Y
Balwyn and Kew Libraries meeting rooms - commercial groups	N	Per two hours	\$ 37.50	\$ -	\$ 37.50	Y
Other						
Overdue library fines - adult items	N	Charge per day	\$ 0.35	\$ -	\$ 0.35	N
Overdue library fines - junior and teenage items	N	Charge per day	\$ 0.25	\$ -	\$ 0.25	N
Debt collection charge	N	Per borrower submission	\$ 15.50	\$ 15.50	\$ -	N
Printing fee - A3 black and white	N	Per copy	\$ 0.45	\$ 0.45	\$ -	Y
Printing fee - A4 black and white	N	Per copy	\$ 0.30	\$ 0.30	\$ -	Y
Printing fee - A3 colour	N	Per copy	\$ 3.15	\$ 3.00	\$ 0.15	Y
Printing fee - A4 colour	N	Per copy	\$ 2.10	\$ 2.00	\$ 0.10	Y
Inter library loan fee plus any charges from lending libraries	N	Per loan	\$ 5.15	\$ 4.95	\$ 0.20	Y
Library materials replacement processing charge	N	Per item processed	\$ 17.00	\$ 16.50	\$ 0.50	Y
Local history publication	N	Per publication	Various + 10%	Various + 10%	\$ -	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Lost membership card	N	Per membership card replaced	\$ 5.15	\$ 4.95	\$ 0.20	Y
Purchase of USB sticks	N	Per item	\$ 16.00	\$ 15.50	\$ 0.50	Y
Purchase of headphones	N	Per item	\$ 7.30	\$ 7.00	\$ 0.30	Y
Replacement of single disc	N	Per item	\$ 10.90	\$ 10.50	\$ 0.40	Y
Replacement of covers/cases	N	Per item	\$ 5.20	\$ 5.00	\$ 0.20	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Corporate Services - Financial Services						
Dishonoured cheque fee	N	Per dishonoured cheque	\$ 51.00	\$ 49.00	\$ 2.00	Y
Sale of tender documents Minimum charge \$69 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	\$ 69.00	\$ 66.00	\$ 3.00	Y
Land information certificate	Y	Per certificate issued	\$ 20.00	\$ 20.00	\$ -	N
Right of way closures and sales	N	Per right of way	Market value + 10%	Market value + 10%	\$ -	Y
Credit card payment surcharge	N	Per transaction	Full cost recovery	Full cost recovery	\$ -	Y/N
Corporate Services - Information Technology						
Additional AO facilities map	N	Per map	\$ 52.00	\$ 50.00	\$ 2.00	Y
Map sales - hourly labour rate	N	Hourly labour rate	\$ 68.00	\$ 65.00	\$ 3.00	Y
Material costs - A1 thematic maps	N	Per map	\$ 34.00	\$ 33.00	\$ 1.00	Y
A3 - Aerial map	N	Per map	\$ 34.00	\$ 33.00	\$ 1.00	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
City Planning - Building Services						
Building permit fees (within the City of Boroondara)						
<u>For dwelling (class 1a) and outbuildings (class 10a and 10b)</u>						
Timber and steel fences (not incorporating retaining walls), deck/verandah/ pergola (up to \$5,000) and above ground swimming pools	N	Per permit	Minimum \$562.10 or POA	Minimum \$539 or POA	\$ 23.10	Y
Brick fences, deck/verandah/ pergola (up to \$10,000), retaining walls, demolitions and reblocks or similar minor structures	N	Per permit	Minimum \$653.40 or POA	Minimum \$627 or POA	\$ 26.40	Y
Garages, carports, sheds, deck/verandah/ pergola, minor alterations and in ground swimming pools (up to \$15,000)	N	Per permit	Minimum \$803 or POA	Minimum \$770 or POA	\$ 33.00	Y
Minor additions and alterations (\$15,000 - \$50,000)	N	Per permit	Minimum \$1012 or POA	Minimum \$968 or POA	\$ 44.00	Y
Additions and alterations (\$50,000 - \$100,000)	N	Per permit	Minimum \$1,375 or POA	Minimum \$1,320 or POA	\$ 55.00	Y
Major additions and alterations (over \$100,000)	N	Per permit	Value / 120 + GST minimum \$1,303.50	Value / 120 + GST minimum \$1,250	\$ 53.50	Y
New single dwelling/multiple dwellings	N	Per permit	Value / 120 + GST (\$2,387 min per dwelling - multi unit developments POA)	Value / 120 + GST (\$2,290 min per dwelling - multi unit developments POA)	\$ 97.00	Y
Minor alterations to pool barrier	N	Per permit	\$ 378.40	\$ 363.00	\$ 15.40	Y
<u>Commercial building (class 2 to 9) or residential building including a rooming house, boarding house or the like (class 1b)</u>						
Minor alterations, signs, verandas up to estimated cost of \$15,000	N	Per permit	\$ 779.90	\$ 748.00	\$ 33.00	Y
Works with estimated cost between \$15,000 - \$100,000	N	Per permit	(Value of works / 92 + \$1,034) + GST	(Value of works / 92 + \$990) + GST	\$ 44.00	Y
Works with estimated cost between \$100,000 - \$500,000	N	Per permit	(Value of works / 250 + \$1,848) + GST	(Value of works / 250 + \$1,770) + GST	\$ 78.00	Y
Works with estimated cost over \$500,000	N	Per permit	(Value / 425 + \$3,256) + GST	(Value / 425 + \$3,120) + GST	\$ 136.00	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 \$220 or POA	POA	\$ -	Y
Other building permit fees						
Minor variations to building permit applications	N	Per permit	\$ 176.00	\$ 170.50	\$ 5.50	Y
Building inspection fees Permit expired, and no extension granted occupancy permit required	N	Per inspection	\$ 363.00	\$ 346.50	\$ 16.50	Y
Building inspection fees Permit expired, and no extension granted certificate of final inspection required	N	Per inspection	\$ 205.70	\$ 198.00	\$ 7.70	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Extension in time request - up to 12 months	N	Per request	\$ 242.00	\$ 232.00	\$ 10.00	N
Additional mandatory inspection fee	N	Per inspection	\$ 125.00	\$ -	\$ 125.00	Y
Additional fee: <i>Building works</i> incur a State Government Building Levy - calculation - (cost of works x 0.00128 where estimated cost of works exceeds \$10,000) fee collected and forwarded to the Building Commission.						
Additional fee: Lodgement fee where estimated cost of works exceeds \$5,000	Y	Per lodgement per building permit stage	\$ 34.85	\$ 34.85	\$ -	N
Note: Competitive quotes for works over \$500,000 and for major users of the service by approval of the Manager Building Services.						
Note: All building Permit fees shown above are the minimum fees. Upon assessment of proposed plans, detailed quotations may be provided depending on the size and complexity of the project.						
Report and consent						
Report and consent for siting variations	Y	Per regulation to be varied	\$ 232.93	\$ 232.93	\$ -	N
Report and consent advertising fee	N	Per application	\$130 for first two properties to be advertised to + \$65 per additional property	\$137.50 for first two properties to be advertised to + \$66 per additional property	-\$ 7.50	N
Minor variations to report and consents	N	Per application	\$ 120.00	\$ 126.50	-\$ 6.50	N
Hoarding consents and reports	Y	Per request	\$ 232.93	\$ 232.93	\$ -	N
Hoarding inspections	N	Per inspection	\$ 130.00	\$ 137.50	-\$ 7.50	N
Consent under Section 29A for demolition	Y	Per application	\$ 58.17	\$ 58.17	\$ -	N
POPE applications						
Places of public entertainment applications for minor event (less than 10,000 people)	N	Per application	\$ 675.00	\$ 715.00	-\$ 40.00	N
Places of public entertainment applications for major event (over 100,000 people)	N	Per application	POA	POA	\$ -	N
Consultant fee reports Professional reports, fire protection etc	N	Per request	POA	POA	\$ -	Y
Property information requests						
Statutory property information request	Y	Per request	\$ 46.45	\$ 46.45	\$ -	N
Priority surcharge fee - property information request (24 hour turnaround time)	N	Per request	\$ 42.25	\$ 92.70	-\$ 50.45	N
Details of any occupancy permit	Y	Per request per permit	\$ 46.45	\$ -	\$ 46.45	N
Details of mandatory inspection approval dates	Y	Per request per permit	\$ 46.45	\$ -	\$ 46.45	N
Request for plans for dwellings (class 1a) and outbuildings (class 10a and 10b)						
Building plan request research fee Max up to five X A3 pages or 1 hour research and administration fee - POA thereafter	N	Per request	\$ 121.00	\$ 115.50	\$ 5.50	N
Copies small	N	Per request	\$ 6.51	\$ 6.25	\$ 0.26	N
Copies large	N	Per request	POA	POA	\$ -	N
Request for plans for commercial dwellings (class 2 to 9) or residential buildings including a rooming house, boarding house or the like (class 1b)						
Building plan request research fee (commercial class 2 to 9) Max up to four (40) X A2 pages or 1 hour research and administration fee - POA thereafter	N	Per request	\$ 187.00	\$ 176.00	\$ 11.00	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Copies small	N	Per request	\$ 6.51	\$ 6.25	\$ 0.26	N
Copies large	N	Per request	POA	POA	\$ -	N
Other services						
Swimming pool inspection fee - residential	N	Charge per house	\$ 286.00	\$ 275.00	\$ 11.00	Y
Liquor licence measure and report	N	Per request	Minimum \$495 or POA	\$ -	\$ 495.00	Y
Building surveying consultancy	N	Per hour (or part thereof)	\$ 165.00	\$ -	\$ 165.00	Y
City Planning - Economic Development						
Hawthorn craft market						
Stallholder rental - for five markets	N	Per five markets	\$ 250.00	\$ -	\$ 250.00	Y
Stallholder rental - for one market	N	Per market	\$ 55.00	\$ -	\$ 55.00	Y
City Planning - Statutory Planning						
Preparation of section 173 agreements	N	Per agreement	\$ 690.00	\$ 660.00	\$ 30.00	Y
General planning enquiries requiring written response	N	Per enquiry	\$ 76.00	\$ 73.00	\$ 3.00	Y
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 application	\$ 69.00	66	\$ 3.00	Y
Notification / advertising fee one sign and up to ten notices	N	Per application	\$ 125.00	120	\$ 5.00	Y
Notification / advertising fee one sign and up to fifteen notices	N	Per application	\$ 184.00	\$ 176.00	\$ 8.00	Y
Each notice over fifteen notices	N	Per application	\$ 5.75	\$ 5.50	\$ 0.25	Y
For any additional sign	N	Per application	\$ 11.50	\$ 11.00	\$ 0.50	Y
For lamination of any sign	N	Per application	\$ 11.00	\$ 10.00	\$ 1.00	Y
Planning voluntary and extension of time amendments (proposed)	N	Per amendment	\$ 465.00	\$ 445.00	\$ 20.00	N
Planning voluntary amendments (retrospective)	N	Per amendment	\$ 520.00	\$ 500.00	\$ 20.00	N
Request for planning information (building surveyor enquiry)	N	Per enquiry	\$ 69.00	\$ 73.00	-\$ 4.00	N
Change of use planning fee	Y	Per application	\$ 502.00	\$ 502.00	\$ -	N
Commercial planning fee (<\$10,000)	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Commercial planning fee (\$10,001 - \$250,000)	Y	Per application	\$ 604.00	\$ 604.00	\$ -	N
Commercial planning fee (\$250,001 - \$500,000)	Y	Per application	\$ 707.00	\$ 707.00	\$ -	N
Commercial planning fee (\$500,001 - \$1,000,000)	Y	Per application	\$ 815.00	\$ 815.00	\$ -	N
Commercial planning fee (>\$1,000,001 - \$7,000,000)	Y	Per application	\$ 1,153.00	\$ 1,153.00	\$ -	N
Commercial planning fee (\$7,000,001 - \$10,000,000)	Y	Per application	\$ 4,837.00	\$ 4,837.00	\$ -	N
Commercial planning fee (\$10,000,001 - \$50,000,000)	Y	Per application	\$ 8,064.00	\$ 8,064.00	\$ -	N
Commercial planning fee (> \$50,000,001)	Y	Per application	\$ 16,130.00	\$ 16,130.00	\$ -	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Subdivide an existing building	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
Subdivide land into two lots	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
Effect a realignment of a common boundary between lots or to consolidate two or more lots	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
To subdivide land	Y	Per application	\$ 781.00	\$ 781.00	\$ -	N
Remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed 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	Y	Per application	\$ 249.00	\$ 249.00	\$ -	N
Create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or Create or remove a right-of-way.	Y	Per application	\$ 541.00	\$ 541.00	\$ -	N
Create, vary or remove an easement other than a right-of-way; or Vary or remove a condition in the nature of an easement other	Y	Per application	\$ 404.00	\$ 404.00	\$ -	N
Photocopy fee - A1	N	Per copy	\$ 10.50	\$ 11.00	-\$ 0.50	N
Photocopy fee - A2	N	Per copy	\$ 6.50	\$ 6.90	-\$ 0.40	N
Photocopy fee - A3	N	Per copy	\$ 2.60	\$ 2.80	-\$ 0.20	N
Photocopy fee - A4	N	Per copy	\$ 1.50	\$ 1.55	-\$ 0.05	N
Planning search fee (considered as information request)	Y	Per request	\$ 117.50	\$ 117.50	\$ -	N
Property information	Y	Per application	\$ 147.00	\$ 147.00	\$ -	N
Certification of plan	Y	Per request	\$100 + \$20 per lot	\$100 + \$20 per lot	\$ -	N
Re-certification of plan	Y	Per request	\$ 100.00	\$ 100.00	\$ -	N
Residential planning fee \$10,000 - \$100,000	Y	Per request	\$ 239.00	\$ 239.00	\$ -	N
Residential planning fee >\$100,000	Y	Per request	\$ 490.00	\$ 490.00	\$ -	N
Fee to amend application after notice has been given	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Amend the statement of what a permit allows or change a condition on a permit	Y	Per request	\$ 502.00	\$ 502.00	\$ -	N
Commercial amendment planning fee (<\$10,000)	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Commercial amendment planning fee (\$10,001 - \$250,000)	Y	Per application	\$ 604.00	\$ 604.00	\$ -	N
Commercial amendment planning fee (\$250,001 - \$500,000)	Y	Per application	\$ 707.00	\$ 707.00	\$ -	N
Commercial amendment planning fee (>\$500,001)	Y	Per application	\$ 815.00	\$ 815.00	\$ -	N
Residential amendment planning fee \$10,000 - \$100,000	Y	Per application	\$ 239.00	\$ 239.00	\$ -	N
Residential amendment planning fee >\$100,000	Y	Per application	\$ 490.00	\$ 490.00	\$ -	N
Subdivide an existing building amendment planning fee	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
Amend change of use planning fee	Y	Per application	\$ 502.00	\$ 502.00	\$ -	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
City Planning - Local Laws						
Animal registration						
Registration of animal business	N	Per registration	\$ 280.00	\$ 270.00	\$ 10.00	N
Pet registration register	N	Per inspection	\$ 31.00	\$ 30.00	\$ 1.00	N
Animal registration (cat)						
Cat aged over ten years - for non pensioner	N	Per animal	\$ 44.00	\$ 42.00	\$ 2.00	N
Cat aged over ten years - for pensioner	N	Per animal	\$ 22.00	\$ 21.00	\$ 1.00	N
Cat Feline Control Council / Governing Council of the Cat Fancy Australia and Victoria Inc / Democratic Cat Council Inc - for non pensioner	N	Per animal	\$ 44.00	\$ 42.00	\$ 2.00	N
Cat Feline Control Council / Governing Council of the Cat Fancy Australia and Victoria Inc / Democratic Cat Council Inc - for pensioner	N	Per animal	\$ 22.00	\$ 21.00	\$ 1.00	N
Cat (microchipped and registered prior to 1/04/2013) - for non pensioner	N	Per animal	\$ 44.00	\$ 42.00	\$ 2.00	N
Cat (microchipped and registered prior to 1/04/2013) - for pensioner	N	Per animal	\$ 22.00	\$ 21.00	\$ 1.00	N
Sterilised cat - proof required for all sterilised animals - for non pensioner	N	Per animal	\$ 33.00	\$ 32.00	\$ 1.00	N
Sterilised cat - proof required for all sterilised animals - for pensioner	N	Per animal	\$ 16.50	\$ 16.00	\$ 0.50	N
Unsterilised cat - for non pensioner	N	Per animal	\$ 132.00	\$ 126.00	\$ 6.00	N
Unsterilised cat - for pensioner	N	Per animal	\$ 65.00	\$ 63.00	\$ 2.00	N
Cat release fee charged for cats held up to statutory holding period	N	Per animal	\$ 57.00	\$ 60.00	-\$ 3.00	N
Animal registration (dog)						
Dangerous dog / menacing dog	N	Per animal	\$ 285.00	\$ 275.00	\$ 10.00	N
Dangerous dog - non residential premises	Y	Per animal	\$ 168.00	\$ 162.00	\$ 6.00	N
Dangerous dog - protection trained	Y	Per animal	\$ 168.00	\$ 162.00	\$ 6.00	N
Restricted breed	N	Per animal	\$ 287.00	\$ 275.00	\$ 12.00	N
Dog aged over ten years - for non pensioner	N	Per animal	\$ 56.00	\$ 54.00	\$ 2.00	N
Dog aged over ten years - for pensioner	N	Per animal	\$ 28.00	\$ 27.00	\$ 1.00	N
Dog (microchipped and registered prior to 1/04/2013) - for non pensioner	N	Per animal	\$ 56.00	\$ 54.00	\$ 2.00	N
Dog (microchipped and registered prior to 1/04/2013) - for pensioner	N	Per animal	\$ 28.00	\$ 27.00	\$ 1.00	N
Dog obedience training - for non pensioner	N	Per animal	\$ 56.00	\$ 54.00	\$ 2.00	N
Dog obedience training - for pensioner	N	Per animal	\$ 28.00	\$ 27.00	\$ 1.00	N
Dog - Victorian Canine Association registered - for non pensioner	N	Per animal	\$ 56.00	\$ 54.00	\$ 2.00	N
Dog - Victorian Canine Association registered - for pensioner	N	Per animal	\$ 28.00	\$ 27.00	\$ 1.00	N
Sterilised dog - for non pensioner	N	Per animal	\$ 50.00	\$ 48.00	\$ 2.00	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Sterilised dog - for pensioner	N	Per animal	\$ 25.00	\$ 24.00	\$ 1.00	N
Unsterilised dog - for non pensioner	N	Per animal	\$ 168.00	\$ 162.00	\$ 6.00	N
Unsterilised dog - for pensioner	N	Per animal	\$ 84.00	\$ 81.00	\$ 3.00	N
Dog release fee charged for dog held up to statutory holding period	N	Per animal	\$ 107.00	\$ 114.00	-\$ 7.00	N
Footpath occupation						
Portable signs, display of goods, cafes, barbeques and food sampling - Burke Road, Camberwell	N	Per square metre	\$ 260.00	\$ 250.00	\$ 10.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - Glenferrie Road, Hawthorn	N	Per square metre	\$ 200.00	\$ 191.00	\$ 9.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - all other areas	N	Per square metre	\$ 120.00	\$ 115.00	\$ 5.00	N
Promotional permits	N	Per application	\$ 70.00	\$ 67.00	\$ 3.00	N
Directory boards	N	One-off fee per permit	\$ 350.00	\$ 335.00	\$ 15.00	N
Finger boards	N	One-off fee per permit	\$ 350.00	\$ 335.00	\$ 15.00	N
First time application	N	One-off fee per inspection	\$ 70.00	\$ 67.00	\$ 3.00	N
Real estate agents (portable signs)	N	Per year per company	\$ 540.00	\$ 520.00	\$ 20.00	N
Parking						
Butler Street car park permit	N	Per quarter	\$ 470.00	\$ 450.00	\$ 20.00	Y
Junction West and Fenton Way stage two car parks permit	N	Per quarter	\$ 470.00	\$ 450.00	\$ 20.00	Y
Hawthorn Town Hall West off street car park permit	N	Per quarter	\$ 470.00	\$ 450.00	\$ 20.00	Y
Hilda Crescent off street car park permit	N	Per quarter	\$ 290.00	\$ 280.00	\$ 10.00	Y
Auburn Road off street car park permit	N	Per quarter	\$ 290.00	\$ 280.00	\$ 10.00	Y
Rose Street off street car park permit	N	Per quarter	\$ 290.00	\$ 280.00	\$ 10.00	Y
Fenton Way car park permit fees applied as per planning application requirements	N	Per quarter	\$ 460.00	\$ 440.00	\$ 20.00	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
Ticket machine - Kent Street and Fenton Way	N	Per day	\$ 5.40	\$ 5.20	\$ 0.20	Y
Ticket machine - Kent Street and Fenton Way	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Four hour parking meter	N	Per four hours	\$ 4.40	\$ 4.20	\$ 0.20	Y
Four hour parking meter	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Three hour parking meter	N	Per three hours	\$ 3.50	\$ 3.40	\$ 0.10	Y
Three hour parking meter	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Two hour parking meter	N	Per two hours	\$ 3.10	\$ 3.00	\$ 0.10	Y
Two hour parking meter	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Parking meters (other areas)	N	Per day	\$ 5.40	\$ 5.20	\$ 0.20	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Parking meters	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Ticket machine - Junction West	N	Per four hours	\$ 5.40	\$ 5.20	\$ 0.20	Y
Ticket machine - Junction West	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Ticket machine parking	N	Per four hours where applicable	\$ 5.40	\$ 5.20	\$ 0.20	Y
Ticket machine parking	N	Per hour	\$ 2.40	\$ 2.30	\$ 0.10	Y
Ticket machine parking (Glenferrie car parks - Park Street, Wakefield Street and Linda Crescent)	N	Per hour after first hour	\$ 1.60	\$ 1.50	\$ 0.10	Y
Trader parking permits - non designated car park bay	N	Per year	\$ 30.00	\$ 22.00	\$ 8.00	Y
Abandoned vehicles	N	Per release	\$ 365.00	\$ 385.00	-\$ 20.00	N
Abandoned vehicles	N	Per month after 30 days storage	\$ 109.00	\$ 115.00	-\$ 6.00	N
Permits						
Residential parking permit replacement fee	N	Per permit	\$ 15.00	\$ 10.40	\$ 4.60	Y
Permits - to place large item on Council controlled land	N	Per application	\$ 135.00	\$ 130.00	\$ 5.00	Y
Tradesperson parking permit - minor residential refurbishment works (residential parking permit policy)	N	Per permit	\$ 70.00	\$ 67.00	\$ 3.00	Y
Tradesperson parking permit - residential other	N	Per vehicle/week	\$ 45.00	\$ 43.00	\$ 2.00	Y
Tradesperson parking permit replacement fee - minor residential refurbishment works	N	Per permit	\$ 10.80	\$ 10.40	\$ 0.40	Y
Tradesperson permits (in commercial shopping centres)	N	Per vehicle/day	\$ 45.00	\$ 43.00	\$ 2.00	Y
Lost, stolen or damaged trader permit	N	Per permit	\$ 26.00	\$ 25.00	\$ 1.00	Y
Permits - skip bins	N	Cost per one - three days	\$ 55.00	\$ 53.00	\$ 2.00	N
Permits - skip bins	N	Cost per four - seven days	\$ 82.00	\$ 79.00	\$ 3.00	N
Permits - skip bins	N	Cost more than seven days	\$82 + \$5 per day	\$79 + \$5 per day	\$ 3.00	N
Permits for charity / commercial recycling bins	N	No charge	No charge	No charge	\$ -	N
Filming permit - occupation of Council controlled land for filming purposes	N	Per application	\$ 1,250.00	\$ 1,200.00	\$ 50.00	N
Filming permit - car parking spaces - residential	N	Per space	\$ 27.00	\$ 26.00	\$ 1.00	N
Filming permit - car parking spaces - commercial	N	Per space	\$ 75.00	\$ 72.00	\$ 3.00	N
Busking permit fee	N	Per week	\$ 14.00	\$ 13.50	\$ 0.50	N
Excess animals permit (more than two dogs or two cats)	N	Per application	\$ 96.00	\$ 92.00	\$ 4.00	N
Standard local laws permit	N	Per permit	\$ 70.00	\$ 67.00	\$ 3.00	N
Other permits - replacement fee	N	Per permit	\$ 10.80	\$ 10.40	\$ 0.40	N
Impounded goods	N	Per release	\$ 265.00	\$ 280.00	-\$ 15.00	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Miscellaneous						
Cat cages	N	Cage deposit	\$ 135.00	\$ 130.00	\$ 5.00	Y
Cat cages	N	For two weeks	\$ 50.00	\$ 48.00	\$ 2.00	Y
Cat cages	N	Per day there after	\$ 25.00	\$ 24.00	\$ 1.00	Y
Carnivals on Council land	N	Per carnival	\$ 750.00	\$ 720.00	\$ 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	\$ 165.00	\$ 175.00	-\$ 10.00	N
Roadside vending (annual or pro-rata for specific dates with minimum fee \$100)	N	Annual fee	\$ 12,000.00	\$ 11,500.00	\$ 500.00	N
Shopping trolleys	N	Each release fee	\$ 120.00	\$ 130.00	-\$ 10.00	N
Street collecting (free - issued only to registered charities)	N	No charge	No charge	No charge	\$ -	N
Street trading stalls (free - issued only to registered charities and community based organisations)	N	No charge	No charge	No charge	\$ -	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Environment and Infrastructure - Infrastructure Services						
Bins that are reported stolen, broken or missing are replaced at no charge.						
Green waste - bin (service fee)	N	Per bin	\$ 105.00	\$ 110.00	-\$ 5.00	N
Green waste - bin (pre-loved second bin)	N	Per bin	\$ 57.00	\$ 60.00	-\$ 3.00	N
Green waste - disposal tipping	N	Car boot/ station wagon seat up or down	\$ 17.50	\$ 17.00	\$ 0.50	Y
Green waste - disposal tipping - trailer	N	Greater than six x four	\$ 49.00	\$ 47.00	\$ 2.00	Y
Green waste - disposal tipping - trailer	N	Tandem with high sides	\$ 118.00	\$ 113.00	\$ 5.00	Y
Green waste - disposal tipping - trailer	N	Tandem	\$ 66.00	\$ 63.00	\$ 3.00	Y
Green waste - disposal tipping - trailer	N	Single axle greater than six x four high sides	\$ 85.00	\$ 81.00	\$ 4.00	Y
Green waste - disposal tipping	N	Utility/small van/small trailer with high sides	\$ 55.00	\$ 53.00	\$ 2.00	Y
Green waste - disposal tipping	N	Utility/small van/small trailer	\$ 27.50	\$ 26.50	\$ 1.00	Y
Transfer station / tipping fees - electronic waste - DVD and VCR players	N	Per Item	\$ 8.00	\$ 7.50	\$ 0.50	Y
Transfer station / tipping fees - electronic waste - sound systems	N	Per Item	\$ 8.00	\$ 7.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Car boot/ station wagon seat up or down	\$ 25.00	\$ 24.00	\$ 1.00	Y
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre with rim attached	\$ 18.50	\$ 18.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre no rim	\$ 16.00	\$ 15.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per fridge	\$ 17.00	\$ 16.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per mattress	\$ 23.00	\$ 22.00	\$ 1.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four high sides	\$ 150.00	\$ 145.00	\$ 5.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four	\$ 86.00	\$ 82.50	\$ 3.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem with high sides	\$ 180.00	\$ 172.50	\$ 7.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem	\$ 101.00	\$ 97.00	\$ 4.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Utility/small van/small trailer with high sides	\$ 101.00	\$ 97.00	\$ 4.00	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Transfer station / tipping fees - domestic refuse (spoil, bricks, concrete & dirt)	N	Utility/small van/small trailer with high sides	\$ 101.00	\$ 97.00	\$ 4.00	Y
Transfer station / tipping fees - domestic refuse	N	Utility/small van/small trailer	\$ 56.00	\$ 54.00	\$ 2.00	Y
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m ²) (0-10m ²)	\$ 46.00	\$ 44.00	\$ 2.00	N
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m ²) (10-50m ²)	\$ 34.00	\$ 33.00	\$ 1.00	N
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m ²) (>50m ²)	\$ 28.00	\$ 27.00	\$ 1.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m ²) (0-10m ²)	\$ 92.00	\$ 88.00	\$ 4.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m ²) (10-50m ²)	\$ 57.00	\$ 55.00	\$ 2.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m ²) (>50m ²)	\$ 46.00	\$ 44.00	\$ 2.00	N
Road reinstatement charges - channel / kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	N	Per lineal metre	\$ 210.00	\$ 200.00	\$ 10.00	N
Road reinstatement charges - channel / kerb (concrete)	N	Per lineal metre	\$ 165.00	\$ 160.00	\$ 5.00	N
Road reinstatement charges - residential crossovers / footpaths 125mm thick concrete	N	Per (m ²)	\$ 160.00	\$ 155.00	\$ 5.00	N
Road reinstatement charges - commercial crossovers / footpaths 200mm thick concrete	N	Per (m ²)	\$ 210.00	\$ 200.00	\$ 10.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with existing sawn bluestone)	N	Per lineal metre	\$ 230.00	\$ 220.00	\$ 10.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with new sawn bluestone)	N	Per lineal metre	\$ 490.00	\$ 470.00	\$ 20.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (0 - 2m ²)	\$ 180.00	\$ 175.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (2.01 - 5m ²)	\$ 180.00	\$ 175.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (5.01 - 20m ²)	\$ 180.00	\$ 175.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (20.01 - 50m ²)	\$ 165.00	\$ 160.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (>50m ²)	\$ 165.00	\$ 160.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (0 - 2m ²)	\$ 150.00	\$ 145.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (2.01 - 5m ²)	\$ 150.00	\$ 145.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (5.01 - 20m ²)	\$ 120.00	\$ 115.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (20.01 - 50m ²)	\$ 102.00	\$ 98.00	\$ 4.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (>50m ²)	\$ 99.00	\$ 95.00	\$ 4.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (0 - 2m ²)	\$ 160.00	\$ 155.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (2.01 - 5m ²)	\$ 152.00	\$ 147.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (5.01 - 20m ²)	\$ 122.00	\$ 118.00	\$ 4.00	N

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (20.01 - 50m ²)	\$ 118.00	\$ 113.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (>50m ²)	\$ 112.00	\$ 107.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m ²) (0 - 2m ²)	\$ 180.00	\$ 172.00	\$ 8.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m ²) (2.01 - 5m ²)	\$ 155.00	\$ 150.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m ²) (>5m ²)	\$ 152.00	\$ 146.00	\$ 6.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m ²) (0 - 2m ²)	\$ 250.00	\$ 240.00	\$ 10.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m ²) (2.01 - 5m ²)	\$ 215.00	\$ 205.00	\$ 10.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m ²) (>5m ²)	\$ 180.00	\$ 175.00	\$ 5.00	N
Minimum charge for each residential property (except for vacant land and those Residential Properties required to service own refuse disposal as a condition of a Town Planning permit where a Waste Environment Levy will apply as a contribution to waste and rubbish collection from public places)	N	Per property	\$ 175.00	\$ 163.00	\$ 12.00	N
Waste environment levy as per exception stated above	N	Per property	\$ 81.00	\$ 76.00	\$ 5.00	N
Waste collection - property garbage charge: 80 litre bin	N	Per bin	\$ 175.00	\$ 163.00	\$ 12.00	N
Waste collection - property garbage charge: 120 litre bin	N	Per bin	\$ 316.00	\$ 295.00	\$ 21.00	N
Waste collection - property garbage charge: 240 litre bin Only for residential properties with 4 people; and Commercial properties	N	Per bin	\$ 774.00	\$ 722.00	\$ 52.00	N
Waste collection - property garbage charge: 240 litre bin (concessional fee for residential properties with 5 or more people in the household OR a specific medical condition) ¹	N	Per bin	\$ 632.00	\$ 590.00	\$ 42.00	N
¹ Tenants leasing Council owned facilities under the conditions of Council's Community Facility Leasing Policy will have waste charges levied as listed on page 31 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 - (unlimited golf weekday after 1.00 pm.)	N	Daylight savings rate/per round	\$ 17.00	\$ 16.00	\$ 1.00	Y
Mad Monday special (unlimited golf all day)	N	Rate per round	\$ 17.00	\$ 17.00	\$ -	Y
Late birdie special (unlimited golf after 5.00pm in daylight savings) (unlimited golf after 3.30pm eastern standard time)	N	Rate per round	\$ 10.50	\$ 10.00	\$ 0.50	Y
Freeway golf course - second nine holes (after having played first nine holes)	N	Second nine holes	\$ 9.50	\$ 9.00	\$ 0.50	Y
Freeway golf course Concessions (pensioners, youth and students under 23) 18 holes	N	18 holes	\$ 18.50	\$ 18.00	\$ 0.50	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Freeway golf course Concessions (pensioners, youth and students under 23) - nine holes	N	Nine holes	\$ 15.50	\$ 15.00	\$ 0.50	Y
Freeway golf course Weekend / public holidays - 18 holes - youth and students under 23	N	18 holes	\$ 18.50	\$ 18.00	\$ 0.50	Y
Freeway golf course Weekend / public holidays - nine holes - youth and students under 23	N	Nine holes	\$ 15.50	\$ 15.00	\$ 0.50	Y
Freeway golf course Pre-payment concessions weekend / public holidays - 18 holes	N	18 holes	\$ 27.00	\$ 24.50	\$ 2.50	Y
Freeway golf course Seniors concessions weekdays - 18 holes	N	18 holes	\$ 25.00	\$ 23.50	\$ 1.50	Y
Freeway golf course Seniors concessions weekdays - nine holes	N	Nine holes	\$ 17.00	\$ 16.00	\$ 1.00	Y
Freeway golf course Weekdays - 18 holes	N	18 holes	\$ 26.50	\$ 25.50	\$ 1.00	Y
Freeway golf course Weekdays - nine holes	N	Nine holes	\$ 18.00	\$ 17.50	\$ 0.50	Y
Freeway golf course Weekend / public holidays - 18 holes	N	18 holes	\$ 28.00	\$ 27.00	\$ 1.00	Y
Freeway golf course Weekend / public holidays - nine holes	N	Nine holes	\$ 19.50	\$ 18.80	\$ 0.70	Y
Parks - booking charges for weddings, functions and animal farms - park, sportsgrounds, garden areas	N	Per hour	\$ 120.00	\$ 115.00	\$ 5.00	Y
Parks - permit to erect a marquee in a park (large 100 square metres + or multiple structures)	N	Per request	\$ 645.00	\$ 625.00	\$ 20.00	Y
Parks - permit to erect a marquee in a park (medium 51 - 100 square metres)	N	Per request	\$ 455.00	\$ 440.00	\$ 15.00	Y
Parks - permit to erect a marquee in a park (small 50 square metres)	N	Per request	\$ 260.00	\$ 250.00	\$ 10.00	Y
Permit to conduct a private fireworks display in a park	N	Per request	\$ 650.00	\$ 625.00	\$ 25.00	Y
Sportsgrounds casual use (booking charges for functions, casual sports games)	N	Per booking	\$ 220.00	\$ 210.00	\$ 10.00	Y
Sportsgrounds services fees/charges	N	Per ground/ wicket prepared	\$ 22,600.00	\$ 21,700.00	\$ 900.00	Y
Sportsground						
Halls - booking charges for casual hire of halls. (Frog Hollow Reserve, Horrie Watson Hall, Robinson Road Pavilion)	N	Per four hours or part thereof	\$ 220.00	\$ 210.00	\$ 10.00	Y
Halls - booking charges for seasonal hall tenants	N	Per booking	\$ 33.00	\$ 32.00	\$ 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	\$ 10.00	\$ 9.70	\$ 0.30	Y
Additional turf wicket ground preparation and hire	N	Per booking	\$ 810.00	\$ -	\$ 810.00	Y
Environment and Infrastructure - Projects and Strategy						
Sale of bluestone pitchers to public - high quality (price variation will depend on the quality and quantity offered for sale)	N	Per piece	\$ 6.50	\$ 6.25	\$ 0.25	Y
Sale of bluestone pitchers to public - low quality (price variation will depend on the quality and quantity offered for sale)	N	Per piece	\$ 5.30	\$ 5.10	\$ 0.20	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
Environment and Infrastructure - Engineering and Traffic						
Lane / footpath closure	N	Per permit	\$ 235.00	\$ 225.00	\$ 10.00	N
Parking bay occupation	N	Per day	\$ 46.00	\$ 44.00	\$ 2.00	N
No Stopping signs	N	Deposit per sign - if refundable	\$ 81.00	\$ 78.00	\$ 3.00	Y
No Stopping signs (per day applies if in commercial shopping centre)	N	Per sign per day	\$ 29.00	\$ 28.00	\$ 1.00	Y
No Stopping signs	N	Per sign per day	\$ 14.50	\$ 14.00	\$ 0.50	Y
Asset protection - application fee	N	Per application	\$ 299.00	\$ 245.00	\$ 54.00	N
Building over easement - application fee	N	Per application	\$ 315.00	\$ 300.00	\$ 15.00	N
Compliance - stormwater inspection	N	Per application	\$ 94.00	\$ 99.00	-\$ 5.00	N
Compliance - vehicle crossing permit fee	N	Per application	\$ 185.00	\$ 150.00	\$ 35.00	N
On site detention system assessment fee	N	Per application	\$ 112.50	\$ 120.00	-\$ 7.50	N
Drainage contribution / levy from private developers (estimated value)	N	Per application	\$8.70/sqm + 10% administration fee	\$8.40/sqm + 10% administration fee	\$ 0.30	N
Legal points of discharge	N	Per application	\$ 62.00	\$ 60.00	\$ 2.00	N
Road opening permits - administrative charge	N	Per application	\$ 125.00	\$ 120.00	\$ 5.00	N
Street functions - temporary closure of streets	N	Per application	\$ 114.00	\$ 120.00	-\$ 6.00	N
Construction of stormwater drainage supervision fee	N	Per application	\$330 or 2.5% of total cost of drainage works	\$315 or 2.5% of total cost of drainage works	\$ 15.00	N
Environment and Infrastructure - Environment and Sustainable Living						
Worm farm kit - discount voucher	N	Per kit	\$ 70.00	\$ 70.00	\$ -	Y

City of Boroondara

Fees and charges 2013-14

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2013-14 fee \$	GST inclusive 2012-13 fee \$	Fee increase \$	GST applied at 10%
CEO's Office - Governance						
Fines for failure to vote in Council elections Applicable during Council election year	Y	Per infringement	\$ 70.42	\$ 70.42	\$ -	N
Freedom of information and inspection of prescribed documents under section 222 of the Local Government Act.						
Freedom of information application fee	Y	Per application	\$ 25.70	\$ 25.10	\$ 0.60	N
Photocopy - A4 black and white	Y	Per copy	\$ 0.20	\$ 0.20	\$ -	N
Photocopy - A3 black and white	N	Per copy	\$ 2.45	\$ 2.60	-\$ 0.15	N
Photocopy - A2 black and white	N	Per copy	\$ 3.65	\$ 3.85	-\$ 0.20	N
Photocopy - A1 black and white	N	Per copy	\$ 5.00	\$ 5.25	-\$ 0.25	N
Photocopy - A0 black and white	N	Per copy	\$ 5.90	\$ 6.25	-\$ 0.35	N
Parkview room hire						
Standard rate - Monday to Thursday	N	Minimum four hours	\$ 550.00	\$ -	\$ 550.00	Y
Standard rate - Monday to Thursday	N	Per hour	\$ 137.50	\$ -	\$ 137.50	Y
Standard rate - Friday to Sunday	N	Minimum four hours	\$ 990.00	\$ -	\$ 990.00	Y
Standard rate - Friday to Sunday	N	Per hour	\$ 247.50	\$ -	\$ 247.50	Y
Community rate - Monday to Thursday	N	Minimum four hours	\$ 275.00	\$ -	\$ 275.00	Y
Community rate - Monday to Thursday	N	Per hour	\$ 68.20	\$ -	\$ 68.20	Y
Community rate - Friday to Sunday	N	Minimum four hours	\$ 495.00	\$ -	\$ 495.00	Y
Community rate - Friday to Sunday	N	Per hour	\$ 123.20	\$ -	\$ 123.20	Y
Staff charge out costs - Standard rate*						
* Staffing costs will be met by hirer						
Supervising Technician	N	Per hour	\$ 45.65	\$ -	\$ 45.65	Y
Front of House/ Duty Manager	N	Per hour	\$ 45.65	\$ -	\$ 45.65	Y
Usher/ Facilities Officer	N	Per hour	\$ 40.70	\$ -	\$ 40.70	Y
Technician	N	Per hour	\$ 40.70	\$ -	\$ 40.70	Y
Staff charge out costs - Subsidised rate*						
* Council will provide a 50% subsidy of staffing costs for bonafide community groups						
Supervising Technician	N	Per hour	\$ 22.80	\$ -	\$ 22.80	Y
Front of House/ Duty Manager	N	Per hour	\$ 22.80	\$ -	\$ 22.80	Y
Usher/ Facilities Officer	N	Per hour	\$ 20.35	\$ -	\$ 20.35	Y
Technician	N	Per hour	\$ 20.35	\$ -	\$ 20.35	Y

* Statutory fees will be amended in line with any increases determined by State Government over the course of the 2013-14 year.

City of Boroondara

Fees and Charges 2013-14

Community group	Free bin/s supplied	Additional bin charges
Aged Care	1 general 240 litre waste bin	Charge for subsequent general waste bins. 240 litre \$774 120 litre \$316 80 litre \$175
Boat Shed	2 general 240 litre waste bin	
Child Care Centre	3 general 240 litre waste bins	
Community Centre	2 general 240 litre waste bins	
Disability Service	1 general 240 litre waste bin	
Family Centre	2 general 240 litre waste bins	
Hockey Clubs	2 general 240 litre waste bin	
Kindergartens	2 general 240 litre waste bins	
Bowling Clubs	2 general 240 litre waste bins	
School	Nil	
Scouts and Guides	1 general 240 litre waste bin	
Senior Citizens Centre	2 general 240 litre waste bins	
Sportsgrounds	Nil	
Tennis Club	2 general 240 litre waste bins	
Toy Library	1 general 240 litre waste bin	
Weight Lifting Centre	Nil	
Youth Club	Nil	



City of Boroondara
Budget 2013-14

Appendix E

Priority Projects Program

- Priority Projects Program (including proposed forward commitments to 2013-14)

Priority Projects

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 3 year expenditure
Administration				
Occupational Health and Safety (OHS) Lead Advisor - Limited tenure	\$120,000	\$0	\$0	\$120,000
Occupational Health and Safety Advisor position - Depots	\$93,181	\$96,908	\$0	\$190,089
Utilities Billing Management Officer - limited tenure	\$85,645	\$89,070	\$0	\$174,715
Total Administration	\$298,826	\$185,978	\$0	\$484,804
Compliance				
General revaluation - biennial as at 1 January	\$246,545	\$252,000	\$255,432	\$753,977
<i>Sale of Council revaluation data to the State Revenue Office</i>	<i>-\$237,273</i>	<i>\$0</i>	<i>-\$247,911</i>	<i>-\$485,184</i>
Total Compliance	\$9,272	\$252,000	\$7,521	\$268,793
Environment				
Bike treatments/safety measures	\$30,000	\$30,000	\$30,000	\$90,000
Community Gardens Policy - discussion paper and community consultation	\$0	\$15,000	\$0	\$15,000
Maranoa Gardens Conservation Management Plan	\$0	\$33,000	\$0	\$33,000
Sustainable Living Festival 2014	\$35,000	\$0	\$36,400	\$71,400
<i>Grants and contribution for Sustainable Living Festival 2014</i>	<i>-\$1,200</i>	<i>\$0</i>	<i>-\$1,248</i>	<i>-\$2,448</i>
Urban Biodiversity Strategy implementation - priority actions	\$58,500	\$68,000	\$75,000	\$201,500
Total Environment	\$122,300	\$146,000	\$140,152	\$408,452

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 3 year expenditure
Information Technology				
Archive project - Digitisation of fragile records	\$0	\$20,000	\$0	\$20,000
Business Continuity Management IT Application	\$37,374	\$0	\$0	\$37,374
Business Intelligence - Tool for custom reporting	\$0	\$150,000	\$0	\$150,000
Customer relationship management and enterprise search tool	\$120,000	\$0	\$0	\$120,000
GIS development to add more internet functionality	\$30,000	\$0	\$0	\$30,000
Human Resources management system business requirements analysis	\$35,000	\$0	\$0	\$35,000
Property and Rating online implementation	\$30,000	\$0	\$0	\$30,000
Web development - Stage 3	\$25,000	\$75,000	\$0	\$100,000
Total Information Technology	\$277,374	\$245,000	\$0	\$522,374
Major projects implementation				
Major Projects - Family Youth and Leisure Development Officer	\$106,813	\$111,085	\$115,529	\$333,427
Project management expertise for delivery of major projects	\$350,000	\$365,000	\$380,000	\$1,095,000
Total Major projects implementation	\$456,813	\$476,085	\$495,529	\$1,428,427

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 3 year expenditure
Programs and Services				
A guide to Council services publication	\$48,000	\$0	\$51,200	\$99,200
Arts and Cultural Strategy review	\$30,000	\$20,000	\$0	\$50,000
Booking system (Council wide)	\$30,000	\$30,000	\$0	\$60,000
Boroondara Library Service Strategic Plan 2014-18	\$20,000	\$20,000	\$0	\$40,000
Boroondara Sport and Recreation Strategy	\$60,000	\$0	\$0	\$60,000
Business Continuity training and testing	\$27,800	\$0	\$0	\$27,800
Community facilities audit	\$45,000	\$0	\$0	\$45,000
Glenferrie Precinct - additional car parking feasibility study	\$70,000	\$0	\$0	\$70,000
Hawthorn Arts Centre launch	\$100,000	\$0	\$0	\$100,000
Hawthorn Citizen's Youth Club Funding 2013-14	\$15,944	\$0	\$0	\$15,944
Integrated Transport Strategy implementation	\$6,000	\$50,000	\$50,000	\$106,000
Kew Parking Feasibility Study	\$70,000	\$0	\$0	\$70,000
Living Democracy display	\$0	\$50,000	\$0	\$50,000
Preventing violence in the home	\$0	\$48,305	\$50,000	\$98,305
School Crossing Supervisor Consultation Project	\$20,000	\$0	\$0	\$20,000
Town Hall Gallery Art Collection publication	\$0	\$15,000	\$0	\$15,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 3 year expenditure
Youtube Video - Council Decision Making in Boroondara	\$0	\$15,000	\$0	\$15,000
Total Programs and Services	\$542,744	\$248,305	\$151,200	\$942,249
Recreation				
Hawthorn Craft Market relocation	\$25,000	\$0	\$0	\$25,000
Total Recreation	\$25,000	\$0	\$0	\$25,000
Shopping Centre Development				
Boroondara Buy Local campaign	\$40,000	\$0	\$0	\$40,000
Christmas in Boroondara	\$100,000	\$100,000	\$100,000	\$300,000
Christmas in Boroondara - Municipal-wide strategy development	\$20,000	\$0	\$0	\$20,000
Tourism promotion – shopping centres	\$0	\$100,000	\$0	\$100,000
Trader Association Support Program	\$50,000	\$0	\$0	\$50,000
Total Shopping Centre Development	\$210,000	\$200,000	\$100,000	\$510,000
Strategic Planning				
Carpark analysis and review	\$15,000	\$0	\$0	\$15,000
Implementation of Neighbourhood Character Study	\$80,000	\$0	\$0	\$80,000
Total Strategic Planning	\$95,000	\$0	\$0	\$95,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 3 year expenditure
Forward commitments from 2012-13 (net)				
Bolin Bolin Billabong Freeway Golf Course (80714)	\$300,000	\$0	\$0	\$300,000
Concept Design Plan North East Community Hub (80753)	\$100,000	\$0	\$0	\$100,000
Conduct 2012 general election (80711)	\$116,546	\$0	\$0	\$116,546
Schools as gateways to community behaviour (80696)	\$77,584	\$0	\$0	\$77,584
Sustainable Public Lighting Bulk Change Project (80645)	\$300,000	\$0	\$0	\$300,000
<i>Grants and contribution for Sustainable Public Lighting Bulk change project</i>	<i>-\$260,876</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$260,876</i>
Total Forward commitments from 2012-13 (net)	\$633,254	\$0	\$0	\$633,254

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 3 year expenditure
Total Priority Projects gross expenditure	\$3,169,932	\$1,753,368	\$1,143,561	\$6,066,861
Total unallocated expenditure	\$0	\$1,198,632	\$2,002,439	\$3,201,071
Total Priority Projects Program	\$3,169,932	\$2,952,000	\$3,146,000	\$9,267,932
Total Priority Projects grants, contributions and other	\$499,349	\$0	\$249,159	\$748,508
Total Priority Projects net expenditure	\$2,670,583	\$2,952,000	\$2,896,841	\$8,519,424

* Subject to Council review and funding

Note: Italic lines are revenue offset



City of Boroondara
Budget 2013-14

Appendix F

Capital Works Program

This appendix presents a listing of the Capital Works projects that will be undertaken for the 2013-14 year.

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

- Capital Works Program (including proposed forward commitments to 2013-14)
- Major Projects foreshadowed 2013-23

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Major Projects						
Hawthorn Town Hall Arts Precinct	\$429,963	\$0	\$0	\$0	\$0	\$429,963
<i>Hawthorn Town Hall Arts Precinct grants and contributions</i>	<i>-\$50,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$50,000</i>
Hawthorn Aquatic and Leisure Centre	\$7,878,465	\$0	\$0	\$0	\$0	\$7,878,465
Ashburton Library and Learning Centre	\$1,128,680	\$0	\$0	\$0	\$0	\$1,128,680
Ashburton Recreation Centre	\$300,000	\$10,989,581	\$0	\$0	\$0	\$11,289,581
Library redevelopment Balwyn	\$0	\$507,559	\$2,646,752	\$2,760,384	\$0	\$5,914,695
Library redevelopment Kew	\$0	\$0	\$0	\$552,076	\$2,878,854	\$3,430,930
Total Major Projects	\$9,687,108	\$11,497,140	\$2,646,752	\$3,312,460	\$2,878,854	\$30,022,314
Buildings						
Major refurbishment						
North Balwyn Bowls pavilion	\$500,000	\$0	\$0	\$0	\$0	\$500,000
St James Park Bowls Club main building (subject to Council review)	\$780,000	\$150,000	\$0	\$0	\$0	\$930,000
607 Glenferrie Road restaurant/café	\$79,000	\$790,000	\$0	\$0	\$0	\$869,000
609 Glenferrie Road - opportunity shop	\$38,000	\$380,000	\$0	\$0	\$0	\$418,000
Community Arts House main building, Inglesby Road	\$260,000	\$0	\$0	\$0	\$0	\$260,000
Burwood Preschool	\$750,000	\$0	\$0	\$0	\$0	\$750,000
Balwyn Senior Citizen (Evergreen)	\$1,250,000	\$950,000	\$0	\$0	\$0	\$2,200,000
Balwyn Park Bowls Club pavilion (subject to masterplan/Council review)	\$230,000	\$800,000	\$1,000,000	\$0	\$0	\$2,030,000
Lexia Street House, Ashburton	\$231,000	\$0	\$0	\$0	\$0	\$231,000
Camberwell Early Childhood Centre	\$75,000	\$750,000	\$0	\$0	\$0	\$825,000
Patterson Reserve pavilion (Robinson Road)	\$0	\$80,000	\$800,000	\$0	\$0	\$880,000
Merrell Kindergarten	\$0	\$120,000	\$1,200,000	\$0	\$0	\$1,320,000
Deepdene Kindergarten	\$0	\$120,000	\$120,000	\$0	\$0	\$240,000
Auburn Quarry Reserve pavilion	\$0	\$0	\$100,000	\$900,000	\$0	\$1,000,000
Ferguson Stand (subject to masterplan/Council review)	\$0	\$0	\$100,000	\$900,000	\$0	\$1,000,000
Camberwell Hockey pavilion	\$0	\$0	\$800,000	\$1,200,000	\$0	\$2,000,000
Boroondara Tennis Centre Stage 2	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Kew Community House	\$0	\$0	\$0	\$80,000	\$800,000	\$880,000
Canterbury Tennis pavilion	\$0	\$0	\$0	\$30,000	\$300,000	\$330,000
Frog Hollow Reserve pavilion	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Kew Senior Citizens	\$0	\$0	\$0	\$200,000	\$2,000,000	\$2,200,000
Total major refurbishment	\$4,193,000	\$4,140,000	\$4,120,000	\$3,310,000	\$4,100,000	\$19,863,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Minor refurbishment						
Sportsground - ground staff accommodation upgrades	\$20,000	\$20,000	\$20,000	\$20,000	\$40,000	\$120,000
Bellevue Kindergarten	\$57,000	\$100,000	\$0	\$0	\$0	\$157,000
Glass Street Kindergarten	\$25,000	\$250,000	\$0	\$0	\$0	\$275,000
Davis Street Kindergarten	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Kew Tennis Club	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000
Camberwell Tennis Club pavilion	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Hawthorn Tennis Club	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Grace Street toilet	\$80,000	\$0	\$0	\$0	\$0	\$80,000
650 Riversdale Road - refurbishment	\$120,000	\$0	\$0	\$0	\$0	\$120,000
652 Riversdale Road - refurbishment	\$118,000	\$0	\$0	\$0	\$0	\$118,000
1 Shalless Drive, Camberwell	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Riversdale Depot weighbridge office	\$96,000	\$0	\$0	\$0	\$0	\$96,000
East Camberwell Tennis	\$40,000	\$400,000	\$0	\$0	\$0	\$440,000
Ashburton Bowls Club	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Ashburton Camcare Centre main building	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Victoria Park gates restoration	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Ashburton Support Centre (Senior Citizens)	\$100,000	\$800,000	\$1,400,000	\$0	\$0	\$2,300,000
Surrey Hills Neighbourhood Centre Union Road	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000
North Balwyn Senior Citizens Centre - Marwal Avenue	\$135,000	\$0	\$0	\$0	\$0	\$135,000
Hamer Court Hostel	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Highgate Childcare centre - wet areas	\$0	\$60,000	\$600,000	\$0	\$0	\$660,000
Surrey Hills Maternal Child Health Centre	\$0	\$40,000	\$400,000	\$0	\$0	\$440,000
Hawthorn Malvern Hockey Pavilion	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
Camberwell Market	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
Auburn Kindergarten and Childcare	\$0	\$25,000	\$250,000	\$0	\$0	\$275,000
Burwood Reserve tennis pavilion	\$0	\$30,000	\$300,000	\$0	\$0	\$330,000
Weightlifting Centre Glenferrie oval	\$0	\$40,000	\$400,000	\$0	\$0	\$440,000
West Hawthorn Preschool main building	\$0	\$0	\$0	\$50,000	\$500,000	\$550,000
Freeway Golf Course residence	\$0	\$0	\$0	\$35,000	\$350,000	\$385,000
Surrey Hills Preschool	\$0	\$0	\$35,000	\$350,000	\$0	\$385,000
Glen Iris Bowls Club - main pavilion	\$0	\$30,000	\$300,000	\$0	\$0	\$330,000
St James Park Bowls Club - residence	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Auburn Youth Club	\$0	\$0	\$35,000	\$350,000	\$0	\$385,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Auburn South Preschool	\$0	\$0	\$20,000	\$200,000	\$0	\$220,000
Riversdale Depot Transfer Station	\$0	\$0	\$20,000	\$200,000	\$0	\$220,000
Balwyn East Kindergarten	\$0	\$0	\$25,000	\$250,000	\$0	\$275,000
Surrey Hills Neighbourhood Centre Bedford Avenue	\$0	\$0	\$20,000	\$200,000	\$0	\$220,000
Alamein Community Centre	\$0	\$0	\$100,000	\$500,000	\$500,000	\$1,100,000
Jack O'Toole Reserve Scout and Tennis	\$0	\$0	\$30,000	\$300,000	\$0	\$330,000
Kew Depot main building	\$0	\$0	\$30,000	\$300,000	\$0	\$330,000
Camberwell Junction Tennis Club shelter	\$0	\$0	\$25,000	\$150,000	\$0	\$175,000
Cara Armstrong Kindergarten	\$0	\$0	\$25,000	\$250,000	\$0	\$275,000
Kew Occasional Care Centre	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Camberwell Sportsground - minor pavilion	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Canterbury and District Preschool	\$0	\$0	\$0	\$30,000	\$300,000	\$330,000
JJMcMahon Kindergarten	\$0	\$0	\$0	\$20,000	\$400,000	\$420,000
Kew Recreation Centre	\$0	\$0	\$0	\$60,000	\$600,000	\$660,000
Summerhill Park Kindergarten	\$0	\$0	\$0	\$25,000	\$250,000	\$275,000
West Hawthorn Early Childhood Centre	\$0	\$0	\$0	\$25,000	\$250,000	\$275,000
Canterbury Gardens - gardeners workshop	\$0	\$0	\$0	\$8,000	\$80,000	\$88,000
Boroondara Preschool	\$0	\$0	\$0	\$25,000	\$250,000	\$275,000
Estralla Preschool	\$0	\$0	\$0	\$25,000	\$250,000	\$275,000
Unscheduled minor building works	\$750,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,150,000
Total minor refurbishment	\$3,471,000	\$3,095,000	\$5,715,000	\$4,123,000	\$4,870,000	\$21,274,000
Pavilion reconstruction						
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Hawthorn South Tennis Club	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Greythorn Tennis Club	\$600,000	\$1,500,000	\$0	\$0	\$0	\$2,100,000
North Balwyn Tennis Club	\$100,000	\$1,000,000	\$0	\$0	\$0	\$1,100,000
Glenferrie Oval Rifle Range	\$50,000	\$500,000	\$0	\$0	\$0	\$550,000
Camberwell United Tennis Club	\$0	\$180,000	\$1,800,000	\$0	\$0	\$1,980,000
Burke Road South Reserve - including public toilet and grounds keeper	\$0	\$0	\$700,000	\$1,800,000	\$0	\$2,500,000
Balwyn Park tennis pavilion (subject to masterplan/Council review)	\$0	\$0	\$150,000	\$1,500,000	\$0	\$1,650,000
Total pavilion reconstruction	\$1,870,000	\$3,300,000	\$2,770,000	\$3,420,000	\$120,000	\$11,480,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Roof replacements						
Canterbury Playstation Occasional Child Care Centre roof replacement	\$220,000	\$0	\$0	\$0	\$0	\$220,000
Hawthorn Community House - Henry Street	\$0	\$20,000	\$200,000	\$0	\$0	\$220,000
Hawthorn Community House - William Street	\$0	\$0	\$0	\$20,000	\$200,000	\$220,000
Total roof replacements	\$220,000	\$20,000	\$200,000	\$20,000	\$200,000	\$660,000
Safety and statutory						
Lock Replacement Program - electronic locks	\$185,000	\$150,000	\$150,000	\$140,000	\$120,000	\$745,000
Compliance audit projects	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
Roof access works	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Fire service replacement	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Small scale compliance projects (switchboards, glazing etc)	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Total safety and statutory	\$565,000	\$530,000	\$530,000	\$520,000	\$500,000	\$2,645,000
Public toilet						
Cooper Reserve toilet	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Maranoa Gardens toilet	\$173,000	\$0	\$0	\$0	\$0	\$173,000
Kew Traffic School/ Reservoir Reserve toilet	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000
Walpole Street baby change	\$0	\$39,000	\$400,000	\$0	\$0	\$439,000
Cotham Road toilet	\$0	\$0	\$25,000	\$250,000	\$0	\$275,000
Fritz Holzer toilet	\$0	\$0	\$0	\$20,000	\$200,000	\$220,000
Total public toilet	\$403,000	\$339,000	\$425,000	\$270,000	\$200,000	\$1,637,000
Future building expenditure	\$0	\$0	\$0	\$0	\$436,000	\$436,000
Total Buildings	\$10,722,000	\$11,424,000	\$13,760,000	\$11,663,000	\$10,426,000	\$57,995,000
Footpaths						
Bicycle and pedestrian trails						
Bicycle and pedestrian trails - implementation of Safety Audit Action Plan	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Total bicycle and pedestrian trails	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Park paths - (Locations specified are subject to review prior to works being undertaken)						
Park Gravel Path Renewal Program	\$70,000	\$73,000	\$75,000	\$78,000	\$80,000	\$376,000
Total park paths	\$70,000	\$73,000	\$75,000	\$78,000	\$80,000	\$376,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Road paths						
Condition 4 footpaths	\$150,000	\$170,000	\$175,000	\$180,000	\$180,000	\$855,000
Unscheduled footpath works	\$215,000	\$220,000	\$225,000	\$230,000	\$235,000	\$1,125,000
Yarra Boulevard	\$550,000	\$350,000	\$0	\$0	\$0	\$900,000
Shopping centre footpath works	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total road paths	\$1,015,000	\$840,000	\$500,000	\$510,000	\$515,000	\$3,380,000
Future footpath expenditure	\$0	\$0	\$265,000	\$301,000	\$337,000	\$903,000
Total Footpaths	\$1,485,000	\$1,313,000	\$1,240,000	\$1,289,000	\$1,332,000	\$6,659,000
Fixed Plant and Equipment						
Mechanical equipment						
Parking Meter Replacement Program	\$115,000	\$0	\$0	\$0	\$0	\$115,000
Bin Renewal Program	\$167,000	\$160,000	\$160,000	\$160,000	\$160,000	\$807,000
Sportsgrounds - replacement of existing turf wicket rollers	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$135,000
Camberwell Offices Building 1 - lift upgrade	\$41,500	\$0	\$0	\$0	\$0	\$41,500
Future fixed plant and equipment expenditure	\$0	\$45,000	\$131,000	\$143,000	\$188,000	\$507,000
Total mechanical equipment	\$350,500	\$232,000	\$318,000	\$330,000	\$375,000	\$1,605,500
Leisure and aquatic centre equipment replacement						
Leisure and aquatic centre equipment replacement	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Leisure centres – Pool Plant Equipment Replacement Program	\$100,000	\$85,000	\$87,000	\$102,000	\$275,000	\$649,000
Ashburton Pool and Recreation Centre - replace ozone generator	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Kew Recreation Centre - replace spa jets, controls and pumps from plant room to spa	\$95,000	\$0	\$0	\$0	\$0	\$95,000
Kew Recreation Centre - replace 120 metre pipe	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Total Leisure and aquatic centre equipment replacement	\$465,000	\$160,000	\$162,000	\$177,000	\$350,000	\$1,314,000
Furniture						
Office furniture renewal	\$50,000	\$130,000	\$135,000	\$140,000	\$145,000	\$600,000
Library and office furniture	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$315,000
Total furniture	\$113,000	\$193,000	\$198,000	\$203,000	\$208,000	\$915,000
Total Fixed Plant and Equipment	\$928,500	\$585,000	\$678,000	\$710,000	\$933,000	\$3,834,500

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Drains						
Brick drain						
Canterbury Road, Canterbury - relining	\$270,000	\$0	\$0	\$0	\$0	\$270,000
Park Road, Glen Iris -160m relining	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Orange Athlestan Streets, Glen Iris - relining	\$160,000	\$0	\$0	\$0	\$0	\$160,000
Camberwell Road - relining	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Auburn Road, Hawthorn - relining	\$352,000	\$0	\$0	\$0	\$0	\$352,000
Beryl/Yeovil Roads, Glen Iris - relining	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Canterbury Road, Surrey Hills - relining	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Eglington Street, Kew - relining	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Fairview/Warrigal Roads, Camberwell - relining	\$130,000	\$0	\$0	\$0	\$0	\$130,000
Whitehorse Road, Surrey Hills - relining	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Severn Street, Balwyn North - relining	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Whitehorse Road, Balwyn - relining	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Future brick drain replacement	\$0	\$2,400,000	\$2,600,000	\$2,700,000	\$2,800,000	\$10,500,000
Total brick drain	\$2,312,000	\$2,400,000	\$2,600,000	\$2,700,000	\$2,800,000	\$12,812,000
Drainage replacement						
Unscheduled /emergency drainage works	\$310,000	\$320,000	\$330,000	\$340,000	\$350,000	\$1,650,000
Airedale Street 8 and 14, Hawthorn East	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Auburn Road 249 251, Hawthorn	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Auburn Road 307, Hawthorn	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Belgrove/Wimnalee, Balwyn	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Bridges Street No 9, Glen Iris	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Feversham Road, Canterbury	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Glenferrie 509, Hawthorn	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Harcourt 96, Hawthorn	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Invermay Grove, Hawthorn East	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Laurel Street, Ashburton	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Linda Crescent, Hawthorn	\$13,000	\$0	\$0	\$0	\$0	\$13,000
Medlow Reserve, Surrey Hills	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Nerrisa Street 21, Glen Iris	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Ross 14/Dean 28, Kew	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Smart Street 2, Hawthorn	\$20,000	\$0	\$0	\$0	\$0	\$20,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Thistle/Rose Streets, Surrey Hills	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Trumper/Bowen, Camberwell	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Union Road 279, S.H.Reserve	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Woodlands Avenue 31, Kew	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Yuile Street 29, Glen Iris	\$95,000	\$0	\$0	\$0	\$0	\$95,000
Derby/Beresford Street, Kew	\$135,000	\$0	\$0	\$0	\$0	\$135,000
Bonnyview Street, Glen Iris	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Wellington Street, Kew	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Newbury/Frater channel	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Future drainage expenditure	\$0	\$1,558,000	\$1,565,000	\$1,634,000	\$1,679,000	\$6,436,000
Total drainage replacement	\$1,558,000	\$1,878,000	\$1,895,000	\$1,974,000	\$2,029,000	\$9,334,000
Total Drains	\$3,870,000	\$4,278,000	\$4,495,000	\$4,674,000	\$4,829,000	\$22,146,000
Traffic management devices						
Traffic management devices - maintenance OH&S issue works	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$180,000
Condition 4 safety treatments	\$172,000	\$150,000	\$150,000	\$150,000	\$150,000	\$772,000
Future traffic management devices	\$0	\$0	\$0	\$0	\$0	\$0
Total traffic management devices	\$206,000	\$185,000	\$186,000	\$187,000	\$188,000	\$952,000
Bridges						
Dunlop Street Bridge reconstruction	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Minor bridge rehabilitation	\$50,000	\$52,000	\$54,000	\$56,000	\$58,000	\$270,000
Future bridge expenditure	\$0	\$0	\$0	\$0	\$0	\$0
Total bridges	\$400,000	\$52,000	\$54,000	\$56,000	\$58,000	\$620,000
Resurfacing of Council car parks						
Resurfacing of condition 4 car parks	\$390,000	\$406,000	\$427,000	\$444,000	\$459,000	\$2,126,000
Total resurfacing of Council car parks	\$390,000	\$406,000	\$427,000	\$444,000	\$459,000	\$2,126,000
Other structures and land improvements						
Retaining walls						
Unscheduled works - retaining walls	\$50,000	\$51,000	\$52,000	\$54,000	\$55,000	\$262,000
Park feature/Retaining Wall Renewal Program	\$56,000	\$51,000	\$52,000	\$54,000	\$55,000	\$268,000
Stage 2 - Retaining wall works Riversdale Depot (eastern side of building)	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Future retaining wall rehabilitation	\$0	\$51,000	\$52,000	\$54,000	\$55,000	\$212,000
Total retaining walls	\$226,000	\$153,000	\$156,000	\$162,000	\$165,000	\$862,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Freeway Golf Course improvements						
Golf Course green, tee and bunker	\$135,000	\$141,000	\$146,000	\$152,000	\$155,000	\$729,000
Total golf course improvements	\$135,000	\$141,000	\$146,000	\$152,000	\$155,000	\$729,000
Park and streetscape renewal projects						
Shopping Centre Landscape Renewal Program	\$53,000	\$55,000	\$57,000	\$58,000	\$60,000	\$283,000
Streetscape Landscape Renewal Program	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Garden Bed Edging Renewal Program	\$16,000	\$16,000	\$17,000	\$18,000	\$19,000	\$86,000
Hard Surface Play Area Renewal Program	\$20,000	\$27,000	\$28,000	\$29,000	\$30,000	\$134,000
Biodiversity Site Renewal Program	\$3,000	\$16,000	\$60,000	\$72,000	\$73,000	\$224,000
Formal Gardens Landscape Renewal Program	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000	\$95,000
Park Landscape Renewal Program	\$15,000	\$15,000	\$15,000	\$15,000	\$19,000	\$79,000
Total park renewal projects	\$156,000	\$178,000	\$226,000	\$241,000	\$250,000	\$1,051,000
Sportsground improvements						
Cricket Practice Nets Renewal Program	\$181,000	\$180,000	\$180,000	\$184,000	\$190,000	\$915,000
Minor sportsground Improvements	\$153,000	\$159,000	\$165,000	\$172,000	\$180,000	\$829,000
Hard Surface Court Renewal Program	\$96,000	\$0	\$0	\$0	\$0	\$96,000
<i>Hard Surface Court Renewal Program grants and contributions</i>	<i>-\$72,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$72,000</i>
Replace fencing around tennis courts - Boroondara Tennis Centre	\$120,000	\$120,000	\$120,000	\$0	\$0	\$360,000
Total sportsground improvements	\$478,000	\$459,000	\$465,000	\$356,000	\$370,000	\$2,128,000
Total Other structures and land improvements	\$995,000	\$931,000	\$993,000	\$911,000	\$940,000	\$4,770,000
Street / park / playground furniture						
Park bins, BBQ's, drinking fountains						
Replace litter bin surrounds in shopping precincts	\$35,000	\$40,000	\$40,000	\$45,000	\$45,000	\$205,000
Park BBQ's - unscheduled works	\$16,000	\$17,000	\$18,000	\$19,000	\$19,000	\$89,000
Park drinking fountains - unscheduled works	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$105,000
Park furniture renewal	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Total park bins, BBQ's, drinking fountains	\$222,000	\$228,000	\$229,000	\$235,000	\$235,000	\$1,149,000
Playground Replacement Program						
Playground non-compliance	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Park Playground Replacement Program	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Total Playground Replacement Program	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,050,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Childcare playgrounds						
Playground Renewal Program - Council properties (childcare)	\$63,000	\$65,000	\$68,000	\$70,000	\$71,000	\$337,000
Compliance works on play equipment and infrastructure	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Total childcare playgrounds	\$78,000	\$80,000	\$83,000	\$85,000	\$86,000	\$412,000
Future street / park / playground furniture expenditure	\$0	\$53,000	\$102,000	\$135,000	\$169,000	\$459,000
Total future street/park/playground furniture expenditure	\$0	\$53,000	\$102,000	\$135,000	\$169,000	\$459,000
Total street / park / playground furniture	\$910,000	\$971,000	\$1,024,000	\$1,065,000	\$1,100,000	\$5,070,000
Irrigation / fencing / signs						
Park fences						
Park fences - unscheduled works	\$35,000	\$32,000	\$34,000	\$35,000	\$36,000	\$172,000
Park Fences Renewal Program	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Oval Fences Renewal Program	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000	\$520,000
Total park fences	\$355,000	\$332,000	\$334,000	\$335,000	\$336,000	\$1,692,000
Park signs						
Park Signage Renewal Program	\$90,000	\$60,000	\$50,000	\$50,000	\$50,000	\$300,000
Total park signs	\$90,000	\$60,000	\$50,000	\$50,000	\$50,000	\$300,000
Sportsground irrigation						
Sportsground Irrigation Program	\$108,000	\$108,000	\$112,000	\$115,000	\$115,000	\$558,000
Total sportsground irrigation	\$108,000	\$108,000	\$112,000	\$115,000	\$115,000	\$558,000
Freeway Golf Course irrigation						
Freeway Golf Course Irrigation Replacement Program	\$415,000	\$0	\$0	\$0	\$0	\$415,000
Total Freeway Golf Course irrigation	\$415,000	\$0	\$0	\$0	\$0	\$415,000
Park irrigation						
Park irrigation upgrades	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total park irrigation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Future irrigation / fencing / signs expenditure	\$0	\$1,072,000	\$1,168,000	\$1,224,000	\$1,300,000	\$4,764,000
Total irrigation / fencing / signs	\$1,018,000	\$1,622,000	\$1,714,000	\$1,774,000	\$1,851,000	\$7,979,000
Trees						
Street Tree Planting Program	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$1,400,000
Corridor Tree Planting Program	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$255,000
Park Tree Planting Program	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$225,000
Total trees	\$376,000	\$376,000	\$376,000	\$376,000	\$376,000	\$1,880,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Utilities						
Sportsground training lights renewal						
Sportsground Training Lights Renewal Program	\$172,000	\$130,000	\$130,000	\$135,000	\$140,000	\$707,000
Total sportsground training lights renewal	\$172,000	\$130,000	\$130,000	\$135,000	\$140,000	\$707,000
Park lighting						
Park Lighting - Renewal Program	\$50,000	\$47,000	\$45,000	\$45,000	\$47,000	\$234,000
Park lighting - unscheduled works	\$10,000	\$10,000	\$10,000	\$12,000	\$13,000	\$55,000
Total park lighting	\$60,000	\$57,000	\$55,000	\$57,000	\$60,000	\$289,000
Traffic treatment - lighting replacement						
Traffic treatments lighting upgrade	\$21,000	\$0	\$0	\$0	\$0	\$21,000
Total traffic treatment - lighting replacement	\$21,000	\$0	\$0	\$0	\$0	\$21,000
Total Utilities	\$253,000	\$187,000	\$185,000	\$192,000	\$200,000	\$1,017,000
Roads						
Resheeting	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000
Full road reconstruction and kerb replacements	\$3,892,000	\$0	\$0	\$0	\$0	\$3,892,000
Future roads expenditure	\$0	\$7,824,000	\$8,327,000	\$8,681,000	\$8,983,000	\$33,815,000
<i>Roads to Recovery funding</i>	<i>-\$408,000</i>	<i>-\$425,875</i>	<i>-\$425,875</i>	<i>-\$425,875</i>	<i>-\$425,875</i>	<i>-\$2,111,500</i>
Total roads	\$6,984,000	\$7,398,125	\$7,901,125	\$8,255,125	\$8,557,125	\$39,095,500
Information Technology						
Future information technology expenditure	\$641,000	\$533,000	\$549,000	\$564,000	\$579,000	\$2,866,000
Total Information Technology	\$641,000	\$533,000	\$549,000	\$564,000	\$579,000	\$2,866,000
Libraries						
Library resources	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000
Total libraries	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000

Capital Works - Renewal

Project	Proposed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Foreshadowed Expenditure 2017-18*	Total 5 year expenditure
Forward commitments from 2012-13 (net)						
Dunlop Street Bridge over Gardiners Creek (72101)	\$150,000	\$0	\$0	\$0	\$0	\$0
Medlow Reserve, Surrey Hills - open drain upgrade plus WSUD (72174)	\$215,000	\$0	\$0	\$0	\$0	\$0
Dorothy Laver West pavilion (72135)	\$350,000	\$0	\$0	\$0	\$0	\$0
H A Smith Reserve pavilion reconstruction (71712)	\$1,300,000	\$0	\$0	\$0	\$0	\$0
2nd Hawthorn Scout Group & Auburn Maternal and Child Health Centre (72133)	\$280,000	\$0	\$0	\$0	\$0	\$0
Hawthorn Aquatic and Leisure Centre (71923)	\$4,207,762	\$0	\$0	\$0	\$0	\$0
Total forward commitments (net)	\$6,502,762	\$0	\$0	\$0	\$0	\$0
Total renewal capital works gross expenditure	\$47,198,370	\$43,484,140	\$37,954,752	\$37,198,460	\$36,432,854	\$195,765,814
Total renewal capital works grants and contributions	-\$530,000	-\$425,875	-\$425,875	-\$425,875	-\$425,875	-\$2,233,500
Total renewal capital works program net expenditure	\$46,668,370	\$43,058,265	\$37,528,877	\$36,772,585	\$36,006,979	\$193,532,314

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Carparks						
Linda Crescent carpark implementation	\$733,000	\$0	\$0	\$0	\$0	\$733,000
Sinclair Avenue carpark upgrade	\$0	\$134,000	\$0	\$0	\$0	\$134,000
Carparks	\$733,000	\$134,000	\$0	\$0	\$0	\$867,000
Drainage						
Frater Street, Kew East drainage extension	\$99,000	\$0	\$0	\$0	\$0	\$99,000
Drainage	\$99,000	\$0	\$0	\$0	\$0	\$99,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Footpaths						
Bicycle Strategy implementation	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000	\$775,000
Cookson Street, Camberwell Precinct rejuvenation	\$0	\$0	\$56,000	\$562,000	\$0	\$618,000
Gardiners Creek Trail - bicycle and pedestrian bridge	\$580,000	\$0	\$0	\$0	\$0	\$580,000
<i>Grants and contributions for Gardiners Creek Trail - bicycle and pedestrian bridge</i>	<i>-\$335,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$335,000</i>
Glenferrie Oval Grace Park Masterplan - improving street and footpaths	\$0	\$0	\$155,000	\$471,000	\$324,000	\$950,000
Glenferrie Oval pedestrian underpass - safety improvements	\$0	\$0	\$190,000	\$0	\$0	\$190,000
Kew Junction/Glenferrie Precinct walkability improvements	\$35,000	\$75,000	\$75,000	\$0	\$0	\$185,000
Re-paving works to Theatre Place - Maling Road Shopping Precinct	\$0	\$0	\$267,000	\$0	\$0	\$267,000
Shopping Centre Improvement Plan - design and implementation	\$216,000	\$495,000	\$300,000	\$795,000	\$835,000	\$2,641,000
Victoria Park Concept Masterplan implementation - Stage 3 construction	\$0	\$316,000	\$327,000	\$0	\$0	\$643,000
Footpaths	\$651,000	\$1,041,000	\$1,525,000	\$1,983,000	\$1,314,000	\$6,514,000

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Note: Italics lines are revenue offset

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Land and buildings						
Craig Family Centre facility upgrade project	\$350,000	\$3,250,000	\$0	\$0	\$0	\$3,600,000
<i>Grants and contributions for Craig Family Centre facility upgrade project</i>	<i>-\$550,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$550,000</i>
Installation of automated public toilet at Central Gardens	\$0	\$197,000	\$0	\$0	\$0	\$197,000
Kew Neighbourhood Centre upgrade	\$630,000	\$0	\$0	\$0	\$0	\$630,000
Open space acquisitions/improvements	\$0	\$800,000	\$800,000	\$800,000	\$800,000	\$3,200,000
Property acquisition costs	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Relocation of Youth Resource Centre and creation of Youth Space - Upper Hawthorn Town Hall	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000
<i>Grants and contributions for Relocation of Youth Resource Centre and creation of Youth Space - Upper Hawthorn Town Hall</i>	<i>-\$250,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$250,000</i>
Riversdale Park public toilet	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Surrey Hills Preschool	\$0	\$310,000	\$514,000	\$0	\$0	\$824,000
<i>Grants and contributions for Surrey Hills Preschool</i>	<i>\$0</i>	<i>-\$300,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$300,000</i>
Surrey Hills Shopping Centre public toilet design and implementation	\$0	\$0	\$24,000	\$204,000	\$0	\$228,000
Land and buildings	\$1,850,000	\$4,257,000	\$1,338,000	\$1,004,000	\$800,000	\$9,249,000

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Note: Italics lines are revenue offset

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Libraries & information technology						
Aged services carer time logging equipment replacement	\$37,268	\$0	\$0	\$0	\$0	\$37,268
Mobile computing	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$80,000
PC upgrade (Desktop)	\$550,000	\$0	\$0	\$0	\$0	\$550,000
Ticket parking machine software upgrade	\$19,200	\$0	\$0	\$0	\$0	\$19,200
Wireless networking implementation	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Libraries & information technology	\$641,468	\$20,000	\$20,000	\$20,000	\$0	\$701,468
Major Projects						
Ashburton Library and Learning Centre	\$1,075,640	\$0	\$0	\$0	\$0	\$1,075,640
<i>Grants and contributions for Ashburton Library and Learning Centre</i>	<i>-\$51,500</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$51,500</i>
Balwyn Multi Function Centre	\$0	\$0	\$0	\$697,008	\$6,539,296	\$7,236,304
Boroondara Sports Complex gymnasium	\$452,400	\$6,338,488	\$4,413,011	\$0	\$0	\$11,203,899
Hawthorn Aquatic and Leisure Centre	\$750,000	\$0	\$0	\$0	\$0	\$750,000
North East Precinct Hub land and building	\$0	\$0	\$0	\$1,003,096	\$3,976,267	\$4,979,363
Major Projects	\$2,226,540	\$6,338,488	\$4,413,011	\$1,700,104	\$10,515,563	\$25,193,706

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Note: Italics lines are revenue offset

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Other Structures & Land Improvements						
Agency revegetation grants	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
<i>Grants and contributions for Agency revegetation grants</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$150,000</i>
Air-conditioning - Camberwell Market building	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Camberwell Fresh Food Market - entry rejuvenation works	\$575,000	\$600,000	\$585,000	\$0	\$0	\$1,760,000
Construction of new shade structure over Anderson Park playground	\$0	\$0	\$0	\$82,000	\$0	\$82,000
Construction of new shade structure over Ferndale Park playground	\$0	\$0	\$0	\$86,000	\$0	\$86,000
Demolition of building and creation of public space at 350 Burwood Road	\$325,000	\$0	\$0	\$0	\$0	\$325,000
Fordham Gardens pond redevelopment	\$0	\$0	\$109,000	\$0	\$0	\$109,000
Former Willison Bowls Club Concept Master Plan - Stage 1 sensory garden	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation	\$0	\$0	\$0	\$38,000	\$290,000	\$328,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Weightlifting Centre	\$0	\$0	\$26,000	\$200,000	\$0	\$226,000
Gordon Barnard Reserve East - oval reconstruction	\$0	\$0	\$585,000	\$0	\$0	\$585,000
HA Smith Reserve sports field upgrade and associated works (Stage 3B)	\$400,000	\$0	\$0	\$0	\$0	\$400,000
<i>Grants and contributions for HA Smith Reserve sports field upgrade and associated works (Stage 3B)</i>	<i>-\$6,200</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$6,200</i>

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Implementation of Hays Paddock Plan	\$30,000	\$30,000	\$30,000	\$0	\$0	\$90,000
Interactive video kiosk	\$0	\$15,000	\$0	\$0	\$0	\$15,000
Koonung Creek Wetland redevelopment (non WSUD works)	\$0	\$0	\$0	\$0	\$155,000	\$155,000
Low Carbon Strategy Implementation - Community facility retrofits and co/tri-generation roll out	\$200,000	\$530,000	\$600,000	\$0	\$0	\$1,330,000
OH&S works at Kew Depot and Freeway Golf Course	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Public toilet - Nettleton Park	\$0	\$31,000	\$0	\$0	\$0	\$31,000
Summerhill Park basketball half court and rebound wall	\$0	\$0	\$0	\$61,000	\$0	\$61,000
Surrey Gardens rotunda	\$0	\$0	\$0	\$107,000	\$0	\$107,000
Other Structures & Land Improvements	\$1,783,800	\$1,236,000	\$1,965,000	\$904,000	\$475,000	\$6,363,800
Plant, equipment and other						
Hawthorn Aquatic and Leisure Centre equipment purchase	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Kew Junction parking guidance system	\$0	\$0	\$0	\$546,000	\$0	\$546,000
Town Hall Gallery collection acquisitions	\$65,000	\$67,500	\$70,000	\$72,500	\$75,000	\$350,000
Upgrade Council Chamber AV equipment	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Plant, equipment and other	\$705,000	\$67,500	\$70,000	\$618,500	\$75,000	\$1,536,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Shopping Centre Development						
Greythorn Shopping Centre planters	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Shopping Centre Development	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Traffic Management Devices						
Additional traffic management devices	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Crossing facilities	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Macleay Park Traffic Strategy implementation	\$30,000	\$40,000	\$15,000	\$0	\$0	\$85,000
Road Safety Strategy implementation - School Crossing improvements	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$115,000
Traffic Management Devices	\$303,000	\$313,000	\$288,000	\$273,000	\$273,000	\$1,450,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Forward commitments from 2012-13 (net)						
Ashburton Library and Learning Centre (72029)	\$1,050,000	\$0	\$0	\$0	\$0	\$1,050,000
Ashburton Recreation Centre (72211)	\$495,840	\$0	\$0	\$0	\$0	\$495,840
Boroondara Sports Complex gymnasium (72028)	\$345,957	\$0	\$0	\$0	\$0	\$345,957
Gardiners Creek Trail - bicycle and pedestrian bridge (72209)	\$1,300,000	\$0	\$0	\$0	\$0	\$1,300,000
<i>Grants and contributions for Gardiners Creek Trail - bicycle and pedestrian bridge (72209)</i>	<i>-\$1,615,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$1,615,000</i>
HACC - Minor capital grant (71920)	\$172,732	\$0	\$0	\$0	\$0	\$172,732
Linda Crescent Car Park and Grace Street design and implementation (72109)	\$51,650	\$0	\$0	\$0	\$0	\$51,650
Principal Pedestrian Network - Camberwell Junction (72213)	\$200,000	\$0	\$0	\$0	\$0	\$200,000
<i>Grants and contributions for Principal Pedestrian Network - Camberwell Junction (72213)</i>	<i>-\$20,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$20,000</i>
Forward commitments from 2012-13 (net)	\$1,981,179	\$0	\$0	\$0	\$0	\$1,981,179

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

Total Capital Works

Project	Proposed expenditure 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Foreshadowed expenditure * 2017-18	Total 5 year expenditure
Total New and Upgrade Capital Works gross expenditure	\$13,891,687	\$13,736,988	\$9,649,011	\$6,532,604	\$13,482,563	\$57,292,853
Total New and Upgrade Capital Works unallocated expenditure	\$0	\$0	\$176,000	\$12,490,529	\$15,519,789	\$28,186,318
Total New and Upgrade Capital Works Program expenditure	\$13,891,687	\$13,736,988	\$9,825,011	\$19,023,133	\$29,002,352	\$85,479,171
Total New and Upgrade Capital Works grants and contributions	\$2,857,700	\$330,000	\$30,000	\$30,000	\$30,000	\$3,277,700
Total New and Upgrade Capital Works net expenditure	\$11,033,987	\$13,406,988	\$9,795,011	\$18,993,133	\$28,972,352	\$82,201,471
Total Capital Works Program						
Total Renewal Capital Works Program expenditure	\$47,198,370	\$43,484,140	\$37,954,752	\$37,198,460	\$36,432,854	\$202,268,576
Total New and Upgrade Capital Works Program expenditure	\$13,891,687	\$13,736,988	\$9,825,011	\$19,023,133	\$29,002,352	\$85,479,171
Total Capital Works Program expenditure	\$61,090,057	\$57,221,128	\$47,779,763	\$56,221,593	\$65,435,206	\$287,747,747
Funding statement						
Funding from asset sales	\$950,000	\$0	\$0	\$0	\$0	\$950,000
Funding from borrowings	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000
Funding from grants and contributions	\$3,387,700	\$755,875	\$455,875	\$455,875	\$455,875	\$5,511,200
Funding from operations/reserves	\$56,752,357	\$54,465,253	\$47,323,888	\$55,765,718	\$64,979,332	\$279,286,548
Total Funding	\$61,090,057	\$57,221,128	\$47,779,763	\$56,221,593	\$65,435,207	\$287,747,748

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

Major Projects - Combined Renewal/New and Upgrade

Net expenditure 2013-14 to 2022-23

Major project	Proposed expenditure 2013-14*	Foreshadowed expenditure 2014-15**	Foreshadowed expenditure 2015-16**	Foreshadowed expenditure 2016-17**	Foreshadowed expenditure 2017-18 to 2022-23**	Total expenditure 2013-14 to 2022-23
Hawthorn Town Hall Arts Precinct (Refurbish Hawthorn Town Hall as a cultural centre)	\$429,963	\$0	\$0	\$0	\$0	\$429,963
Hawthorn Town Hall Arts Precinct grants	-\$50,000					
Hawthorn Aquatic and Leisure Centre (Fully redevelop two storey leisure centre, including new indoor warm water/hydrotherapy pool, gym, program rooms, health suites, crèche, change rooms, amenities, café. Refurbished outdoor 50 metre pool)	\$12,836,227	\$0	\$0	\$0	\$0	\$12,836,227
Boroondara Sports Complex gymnasium - Stage 1 (Construct health club/gym facilities)	\$798,357	\$6,338,488	\$4,413,010	\$0	\$0	\$11,549,855
Ashburton Library and Learning Centre (Expansion and upgrade of Ashburton Library and co-location of some community services including Community Centre and services of Camcare)	\$3,254,320	\$0	\$0	\$0	\$0	\$3,254,320
Ashburton Library and Learning Centre grants	-\$51,500					
Ashburton Recreation Centre (New gym and change rooms, refurbish program room, café and child care facilities)	\$795,840	\$10,989,581	\$0	\$0	\$0	\$11,785,421
Library redevelopment Balwyn (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$507,559	\$2,646,752	\$2,760,384	\$0	\$5,914,695
Library redevelopment Kew (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$0	\$0	\$552,076	\$5,880,846	\$6,432,922
North East Precinct hub land and building (Land acquisition and construction of community facility in the North Eastern catchment of Boroondara)	\$0	\$0	\$0	\$1,003,096	\$12,195,939	\$13,199,035
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	\$0	\$697,008	\$6,539,296	\$7,236,304
Grand total major projects (net)	\$18,013,207	\$17,835,628	\$7,059,762	\$5,012,564	\$24,616,081	\$72,638,742

* Proposed expenditure 2013-14 includes forward commitments from 2012-13.

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



City of Boroondara
Budget 2013-14

Appendix G

Key Strategic Activities




Appendix G – Key Strategic Activities

This section sets out the Key Strategic Activities to be undertaken during the 2013-14 year and the related performance measures and targets. These Key Strategic Activities directly contribute to the achievement of the Council Plan 2013-17. The Council Plan identifies eight strategic objectives across five broad themes which outline key focus areas for Council's service throughout the next four years. Key Strategic Activities have been identified for action in the 2013-14 year in support of Council's strategic objectives. Each of these strategic activities is listed below, including relevant performance measures to assess the pursuit of these strategic activities.

Section 127(d) of the Local Government Act 1989 prescribes that Council must prepare a budget that contains separately identified Key Strategic Activities to be undertaken during the financial year and performance measures and targets in relation to each Key Strategic Activity. The Key Strategic Activities form the basis of Council's performance statement, in accordance with Section 132 of the Local Government Act 1989. These Key Strategic Activities are required to be audited under Section 133 of this Act.



City of Boroondara - Key Strategic Activities For the year ending 30 June 2014

Key Strategic Activity	Performance measure	Target	Department
Theme			
<div>Strong and engaged communities</div> <div></div>			
Strategic Objective - Our community has a say in matters of interest to them in achieving Boroondara's vision.			
1.3 Improve democratic processes by ascertaining community views through the Boroondara Community Voice panel.	Number of issues discussed at the Boroondara Community Voice panel	12	Communications & Engagement
	Number of members on the Boroondara Community Voice panel.	1,000	Communications & Engagement
Strategic Objective - Community needs are identified and responses planned accordingly.			
2.1 Assist in linking Council's community grants programs with the community's expectations and changing needs by consulting with the community and key stakeholders on the draft Grants Policy 2013-17.	Develop the consultation plan by 31 July 2013.	31 July 2013	Community Planning & Development
	Number of consultation actions undertaken.	5	Community Planning & Development
	Present the draft Grants Policy 2013-17 to Council for endorsement by November 2013.	30 November 2013	Community Planning & Development





Key Strategic Activity	Performance measure	Target	Department
Strategic Objective - Opportunities are provided to enable people in our community to be supported and involved.			
3.1 Improve the vitality of our local strip shopping centres by delivering streetscape improvement works at Riversdale Road East Shopping Centre.	Completion of the project within budget.	<+10%	Environment & Sustainable Living
	Resident/Trader satisfaction with the project deliverables.	80%	Environment & Sustainable Living
	Improvement works completed by 30 June 2014.	30 June 2014	Environment & Sustainable Living
4.4 Increase the accessibility of programs for young people by the provision of a facility in Hawthorn that will co-locate Headspace and Council's Youth Resource Centre.	Collocate Council's Youth Services with Headspace at the Hawthorn Arts Centre.	30 June 2014	Family, Youth & Leisure Services
5.1 Contribute to the health and wellbeing of the Boroondara community by presenting a draft Public Health and Wellbeing Plan 2013-17 to Council for adoption.	Conduct community consultation on the draft Boroondara Public Health and Wellbeing Plan and incorporate feedback into the Plan.	31 August 2013	
	Present the draft Boroondara Public Health and Wellbeing Plan to Council for adoption.	31 October 2013	Community Planning & Development
6.1 Provide high quality library services that meet community needs by completing the Ashburton Library and Learning Centre project.	New Ashburton Library and Learning Centre open to the public.	28 February 2014	Library, Arts & Cultural Services
	Completion of the Ashburton Library and Learning Centre Project within budget.	<+10%	Projects & Strategy
7.1 Enrich the arts and cultural life of the Boroondara community by completing a new arts and cultural centre in Hawthorn.	Total attendance across all Hawthorn Arts Centre launch events.	1,200	Library, Arts & Cultural Services
	Number of Council programmed exhibitions at the Town Hall Gallery.	3	Library, Arts & Cultural Services
	Number of exhibition attendances at the Town Hall Gallery.	1,350	Library, Arts & Cultural Services
	Number of Council programmed arts events at the Hawthorn Arts Centre.	15	Library, Arts & Cultural Services
	Satisfaction with quality of venue at Hawthorn Arts Centre by hirers	75%	Library, Arts & Cultural Services
	Satisfaction with administration of booking process at Hawthorn Arts Centre by hirers.	75%	Library, Arts & Cultural Services



Key Strategic Activity	Performance measure	Target	Department
Sustainable environment 			
Strategic Objective - Our natural and urban environment is improved in a sustainable way.			
8.2 Provide effective and efficient hard waste collection by reviewing the trial of our 'Booked Hard Waste' service and implementing actions.	Complete a Council Report by 31 July 2013.	31 July 2013	Infrastructure Services
Enhanced amenity 			
Strategic Objective - The character of our neighbourhoods is protected and improved.			
10.2 Improve the function, character and economic viability of Camberwell Junction's hidden laneways by preparing a Camberwell Junction Laneways discussion paper that investigates and outlines opportunities.	Percentage of identified stakeholder groups consulted during the completion of the discussion paper.	95%	Environment & Sustainable Living
	Provide the Camberwell Junctions Laneways discussion paper to Council for discussion.	30 June 2014	Environment & Sustainable Living
11.1 Maintain safety in and around schools by reviewing the School Crossing Parking Enforcement Patrol Program which will contribute to a more effective and equitable spread of patrols across the city.	Number of school crossing parking patrols.	1,700	Local Laws
	Council cost to supervised school crossings per crossing.	\$7,795	Local Laws
12.2 Provide protection for Boroondara's character and amenity by advocating Council's position during development of the new Melbourne Metropolitan Strategy.	Prepare and adopt a submission to the State Government's Metropolitan Planning Strategy Discussion Paper on behalf of City of Boroondara.	30 June 2014	Strategic Planning



Key Strategic Activity	Performance measure	Target	Department
Quality facilities and assets 			
Strategic Objective - Assets and facilities are proactively managed to meet the community's current and future needs.			
13.1 Provide a safe and functional footpath network by undertaking annual risk inspections and programming defects for remedial action.	Percentage of footpath network inspected annually.	100%	Asset Planning
	Cost per kilometre of footpaths inspected.	\$56	Asset Planning
	Number of footpath defects identified by proactive inspections as above the intervention level specified in the Road Management Plan.	2,500	Asset Planning
	Percentage of footpath defects identified by proactive inspections and remediated within the timeframes specified in the Road Management Plan.	99%	Asset Planning
14.2 Enhance sport and recreational opportunities for the community that are relevant to their needs through the review and development of the Boroondara Sports Strategy 2014.	Complete the consultation for the Boroondara Sports Strategy.	30 June 2014	Family, Youth & Leisure Services
Responsible management 			
Strategic Objective - Decision making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair behaviours.			
16.1 Provide an accurate and transparent record of Council's performance to the community through preparing the 2012-13 Annual Report and submitting it to the Minister of Local Government by 30 September 2013.	Independent assessment by the Australasian Reporting Awards of quality of the Council's Annual Report.	Gold Award	Business Development
	Submit the Annual Report to the Minister by 30 September 2013.	30 September 2013	Business Development
	Unqualified Victorian Auditor General's Office (VAGO) audit opinion on Boroondara Financial Statements.	Achieved	Financial Services
18.2 Ensure a safe workplace by delivery of the Occupational Health and Safety Strategy 2012-15 through focusing on training and embedding policies and procedures in day-to-day operations.	Number of work place OHS inspections undertaken.	40	People, Culture & Development
	Lost Time Injury Rate.	Reduction of 5%	People, Culture & Development



Key Strategic Activity	Performance measure	Target	Department
Strategic Objective - Sound financial and risk management practices are carried out			
19.1 Ensure Council operates within a financially sustainable framework through preparation of the 2014-15 Annual Budget and Strategic Resource Plan in line with statutory requirements and for consideration by Council by 30 June 2014.	Budget presented to Council for consideration by 30 June 2014.	30 June 2014	Business Development
	The result of the most recently published financial sustainability assessment undertaken by the Victorian Auditor General's Office.	Low risk	Business Development
20.1 Ensure Council continues to deliver critical services to the community with minimal disruption in the event of a crisis by implementing the Crisis Management Plan and developing and testing robust departmental Business Continuity Plans.	Complete all relevant Business Continuity Plans.	30 June 2014	People, Culture & Development
	Number of training sessions undertaken for critical Business Continuity Plans.	5	People, Culture & Development
	Business Continuity testing undertaken.	Complete	People, Culture & Development



City of Boroondara
Budget 2013-14

Appendix H

Glossary of terms



Appendix H – Glossary of terms

Term	Definition
Act	<i>Local Government Act 1989</i>
Accounting Standards	<p>Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.</p> <p>Standards issued by the Australian Accounting Standards Board (AASB) which are specifically relevant to local government include:</p> <p>AASB 1051 – Land Under Roads.</p> <p>AASB 1052 – Disaggregate Disclosures.</p>
Activities and initiatives (commitments)	<p>Section 127 of the Act requires a budget to contain a description of the activities 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 activities of Council are those services which it undertakes 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. Initiatives are tasks or actions that are once-off in nature and lead to improvements in services or service levels.</p>
Annual budget	<p>This document is framed within the Council's strategic resource plan and sets out the short term goals and objectives as part of the overall strategic planning framework.</p>
Annual operating budget (<i>Budgeted income statement</i>)	<p>The budgeted income statement shows the expected operating result in the forthcoming year with a distinction made between revenue received for operating purposes and revenue received for capital purposes.</p>
Annual report	<p>The annual report prepared by a Council under section 131 of the Act.</p>
Annual reporting requirements	<p>Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.</p>
Asset renewal	<p>Expenditure on an existing asset, which returns the service potential or the life of the asset, up to, that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.</p>



Term	Definition
Asset upgrade	Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the asset base.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet (<i>Budgeted balance sheet</i>)	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.
Budgeted cash position (<i>Budgeted cash flow statement</i>)	The budgeted cash flow statement 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.
Budgeted income statement	The budgeted 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.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 31 August each year.
Capital contributions	Capital contributions includes assets contributed by developers, government grants 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.



Term	Definition
Capital works budget (<i>Budgeted capital works statement</i>)	The capital works budget shows the expected internal and external funding for capital works program and the total proposed capital works program for the forthcoming year with a comparison with forecast actual for the current year.
Capital works program	Capital works projects that will be undertaken during the 2013-14 year.
Carry forward capital works	Carry forward capital works are those that are incomplete in the current budget year due to unavoidable delays and will be completed in the following budget year.
Council plan	This document sets out the medium term goals and objectives as part of the overall strategic planning framework and strategic resource plan and is prepared under section 125 of the Act.
Community satisfaction survey	A survey conducted on an annual basis by every Council.
Current year rate increase (<i>Rating strategy</i>)	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.
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 (<i>Analysis of capital budget</i>)	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 (<i>Strategic resource plan</i>)	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	Physical assets of the entity or of another entity that contribute to meeting the public’s need for access to major economic and social facilities and services.



Term	Definition
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 (<i>Analysis of capital budget</i>)	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.
Key budget outcomes	The key activities and initiatives that will be achieved in line with the Council plan.
Key financial indicators	<p>A range of ratios and comparisons of critical financial data over a period of years allowing a reader to gain a better understanding of key measures, such as indebtedness and liquidity which are often undisclosed when financial information is presented in standard statement format.</p> <p><i>Operating expenses/Assessment</i></p> <p>This ratio measures the average operational spending (as drawn from the income statement) on a per assessment basis. It should be noted that for this ratio to be meaningful, operational expenditure should be adjusted to remove non-operational items such as granted assets from developers and budgeted revaluation income.</p> <p><i>Rate revenue/Total revenue</i></p> <p>This ratio measures Council's reliance on rate revenue as its principal source of funding. Increasing trends in this ratio will highlight that growth in rate revenue is frequently higher than what is able to be achieved in fees and grant revenue.</p>



Term	Definition
Key financial indicators (continued)	<p><i>Rate revenue/Assessment</i></p> <p>This ratio provides an illustration of the average rates paid on a per assessment basis across the municipality. This measure does not differentiate between residential and commercial ratepayers and does not represent either an average residential or commercial rate.</p> <p><i>Debt servicing/Total revenue</i></p> <p>This ratio contrasts the amount of interest expense that Council is incurring on its interest bearing liabilities as a percentage of the total revenue base. .</p> <p><i>Grants/Total revenue</i></p> <p>This ratio provides an indication of the percentage of total revenue that is comprised of grant income. Falling percentages will indicate that grant revenue is not keeping pace with growth in total revenue and will most probably link to increasing reliance on rate revenue.</p> <p><i>Fees & charges/Total revenue</i></p> <p>This ratio provides an indication of the percentage of total revenue that is comprised of fees and charges income. Falling percentages will indicate that fees and charges revenue is not keeping pace with growth in total revenue and will most probably link to increasing reliance on rate revenue.</p> <p><i>Indebtedness/Rate revenue</i></p> <p>This ratio measures the total amount of interest bearing liabilities compared to the annual rates levy.</p> <p><i>Underlying operating result/Total assets</i></p> <p>This ratio indicates the contribution the underlying operational position makes to the net asset base of Council. Deficit ratios will highlight the percentage of total assets that is being eroded on annual basis by the operational activities of Council. Surplus ratios will highlight the additional contribution that is made to net asset base.</p> <p><i>Total assets/Assessment</i></p> <p>This ratio expresses the total assets that Council holds on a per assessment basis.</p> <p><i>Current assets/Current liabilities</i></p> <p>Otherwise known as the working capital ratio, this indicator expresses Council's short-term ability to meet its liquidity requirements within the current financial year. Ratio's below or nearing 100% indicate that Council may not be able to meet short-term liabilities.</p>



Term	Definition
Key financial indicators (continued)	<p>An alternative measure is to reduce the long service leave that is shown as a current liability to that which is expected to be paid in the next twelve months rather than where there is an unconditional entitlement. This will have the effect of improving the working capital ratio and is considered a better indication of liquidity as it is unlikely that all employees will take their entitlement when it falls due.</p> <p><i>Total liabilities/Assessment</i></p> <p>This ratio expresses the sum total of current liabilities and non current liabilities expressed on a per assessment basis.</p> <p><i>Capital outlays/Total cash outflows</i></p> <p>This ratio draws the amount of projected cash outflows from the cash flow statement to be expended on the acquisition of property, plant and equipment (inclusive of infrastructure expenditure) as a percentage of all cash outflows. Declining trends may indicate that Council is not or will not in the future be able to adequately fund asset renewal as required or deliver required new facilities.</p> <p><i>Capital outlays/Rate revenue</i></p> <p>This ratio represents the capital outlays as a percentage of rate revenue and therefore Council's relative ability to convert rate revenue into capital works. The outcomes in this ratio will be influenced by capital grants.</p> <p><i>Capital renewal expenditure/Total depreciation</i></p> <p>As distinct from other capital ratios, this indicator looks solely at capital renewal expenditure and excludes capital spending on new assets and expansion/upgrade. By contrasting this ratio against total depreciation, the outcome provides a broad level overview on whether Council is able to achieve a result in excess of 100%. This is a useful indicator but given depreciation may not always represent asset consumption on an annual basis; care should be used in its interpretation.</p>
Key Strategic Activities	<p>Section 127 of the Act requires the budget to separately identify the Key Strategic Activities (KSAs) to be undertaken during the financial year and performance targets and measures in relation to each KSA. Section 132 of the Act states that the KSAs and performance targets and measures specified under Section 127 of the Act must be included in the Performance Statement in the Annual Report and be subject to audit.</p> <p>KSAs are those significant activities and/or initiatives which will directly contribute to the achievement of the Council Plan during the current year. KSAs can be major new initiatives over and above normal service delivery or a combination of activities and initiatives which have a major focus for the budget year and lead to significant outcomes for the organisation and community.</p>



Term	Definition
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 (Finance and Reporting) Regulations 2004	<p>The objective of these Regulations, made under section 243 of the local Government Act 1989 and which came into operation on 20 April 2004, is to prescribe the purposes of the Local Government Act 1989:</p> <ul style="list-style-type: none"> a) The manner in which the standard statements and financial statements of a Council are to be prepared and their contents. b) The information to be included in a Council Plan, budget, revised budget and annual report. c) Other matters required to be prescribed under Parts 6 and 7 of the Act.
Long Term Financial Strategy	<p>A Long Term Financial Strategy is a key component of the Strategic Resource Plan and is a separate document to the annual budget, setting the future financial direction of the Council. Longer term planning is essential in ensuring that an organisation remains financially sustainable in the long term. The annual budget should be consistent with the first projected year of a Long Term Financial Strategy.</p> <p>An extract of the Long Term Financial Strategy is included in the budget report to provide information about the long term financial sustainability of the Council and how the budget for the forthcoming year fits with in that framework.</p> <p>It also demonstrates the linkage with the Council plan objectives, goals and desired outcomes by including a summary of these short and long term objectives. Reference to the Long Term Financial Strategy in an annual budget should include as a minimum, plan development and key outcomes.</p>
New assets	New assets do not have any element of expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.
New capital expenditure	New capital expenditure does not have any element of expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.



Term	Definition
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.
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 2013-14 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.
Performance statement	Required by section 132 of the Act, a performance statement must be included in the annual report of a Council and include: <ul style="list-style-type: none"> a) The key strategic activities and performance measures specified in the budget under section 127 for that financial year. b) The actual results achieved for that financial year having regard to those performance targets and measures.
Rate structure (Rating strategy)	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.
Regulations	Local Government (Finance and Reporting) Regulations 2004.
Restricted funds and discretionary reserves	Monies set aside for statutory and discretionary purposes.



Term	Definition
Revised budget	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.
Standard statements	<p>Prepared under section(s) 126(2)(a), 127(2)(a) and/or 131(1)(b) of the Act, standard statements are required in the:</p> <ul style="list-style-type: none"> • Strategic resource plan • Budget • Annual report <p>While the same set of statements (detailed below) is required in each of these reports, they have different focuses due to the differing purposes of each report. The formats of these statements therefore need to reflect these different focuses being strategic, management and reporting, while remaining comparable.</p> <p>The standard statements are the:</p> <ul style="list-style-type: none"> • Standard Income Statement • Standard Balance Sheet • Standard Cash Flow Statement • Standard Capital Work Statement
“Standard Statements, A Guide”	Publication by the Department of Planning and Community Development (formerly the Department for Victorian Communities) released in 2004 which provides guidance on the preparation of the four standard statements as required by the Act.
Statutory disclosures	Section 127 of the Act and the Regulations require certain information relating to projected results, borrowings, capital works and rates and taxes to be disclosed within the budget.
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.
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.



Term	Definition
Strategic resource plan (SRP)	<p>The Act requires that a Council plan should include a strategic resource plan that includes financial and non-financial resources including human resources.</p> <p>The strategic resource plan outlines the resources required to achieve the Council plan. As a minimum a strategic resource plan must include in respect of at least the next four years:</p> <ul style="list-style-type: none"> a) Standard statements describing the required financial resources. b) Statements describing the required non-financial resources including human resources. <p>Such 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 strategic resource plan.</p>
Sustainability index (Infrastructure strategy)	<p>The sustainability index is a means of measuring a Council's performance in the area of infrastructure preservation. This is the proportion of the total asset value consumed compared to the amount spent in preserving the asset on an annual basis.</p>
Three way budgeting methodology (Strategic resource plan)	<p>The linking of the income statement, balance sheet and cash flow statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.</p>
Underlying result	<p>The underlying result is a measure of financial sustainability of the Council which can be masked in the net surplus (deficit) by non-recurring or capital related items. It is equal to the net surplus (deficit) adjusted for capital grants, non-monetary contributions and other once-off adjustments.</p> <p>This definition differs from the underlying surplus as determined by the Victorian Auditor General in his report "Local Government: Results of the 2011-12 Audits" issued in November 2012 which includes capital contributions in the calculation. In this Guide, capital grants are excluded from the definition on the basis that they are recorded as income but are reflected in assets capitalised on Council's balance sheet and depreciated in later years.</p>
Unrestricted cash and investments	<p>Unrestricted cash and investments represents funds that are free of all specific Council commitments and are available to meet daily cash flow requirements and unexpected short term needs.</p>
Valuations of Land Act 1960	<p>The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.</p>