



BOROONDARA
City of Harmony

BUDGET 2011-12

Adopted by Council
27 June 2011
City of Boroondara

www.boroondara.vic.gov.au



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Mayor and Chief Executive Officer's message

Council's Budget is guided by a long-term financial strategy and objectives from our Council Plan.

Our Council Plan Key Directions are:

- strengthening communities
- enhancing the environment
- ensuring liveability and amenity
- providing facilities and assets.

Significant investment in five key major projects continues in this Budget to ensure we continue to build a city for the future.

These five major projects are:

- Hawthorn Town Hall Arts Precinct
- Hawthorn Community Precinct
- Hawthorn Aquatic and Leisure Centre
- Camberwell Library and Office
- Kew Recreation Centre Stage 1.

In this Budget, we are also committed to maintaining our City's assets, from drains and footpaths, to local roads and community buildings.

In 2011–12, more than 30 community buildings will receive major or minor work at a cost of more than \$39 million including Minifie Park Child Care Centre \$2 million, Hays Paddock Pavilion \$1.10 million and Tuck Stand preservation works \$0.94 million. A further \$7.01 million will be spent on road renewal.

Another important area of investment is our storm water drains, particularly after the extraordinary rainfall in February 2011. This financial year, we have allocated \$3.54 million to maintaining these assets, complementing \$2.77 million spent in the prior year.

Our City is well-known for its outstanding sportsgrounds, reserves and playgrounds. In 2011–12, more than \$11.77 million will be spent maintaining these magnificent assets. Vital community services, such as home and community care, meals on wheels, vaccinations and food audits, will also benefit from \$11.92 million.

We have five public libraries open seven days a week at all corners of the City, at a net cost of \$6.15 million. Other City-wide facilities include our five recreation centres, which have more than 2.7 million visitors per year. In addition to these popular leisure centres, the Boroondara Tennis Centre, Boroondara Skate and BMX Park, Macleay Park Netball Courts and the Kew Traffic School are also funded by Council.

Local residents who enjoy taking part in cultural pursuits will benefit from a strengthened arts scene in 2011–12. Our Arts and Culture team manages literary events, the Boroondara Eisteddfod, the Town Hall Art Gallery, cultural facilities at the newly-restored Kew Court House, civic art collection and many other programs. These programs will receive \$1.33 million in 2011–12.

We also support a range of local community organisations – such as Camcare and various community centres – by providing more than \$1.96 million in direct grants and providing buildings at heavily subsidised or peppercorn rents.

Environmental initiatives funded in 2011–12 include continued works to install sustainable lighting across the City, at a cost of \$1.25 million. We will also undertake a feasibility study into using energy and water-saving technologies at Council's leisure centres.



The majority of these budget items are funded through property rates, and we have worked hard to limit the 2011–12 rate rise for property owners to 5%. We expect that this rate increase will be below the average for other Victorian councils.

Our 2011–12 Budget provides for a high standard of maintenance and renewal of infrastructure, and for upgrades to major community buildings in our City.

We will also continue to deliver high-quality service, and help shape the future of our City.



Cr Nicholas Tragas
Mayor

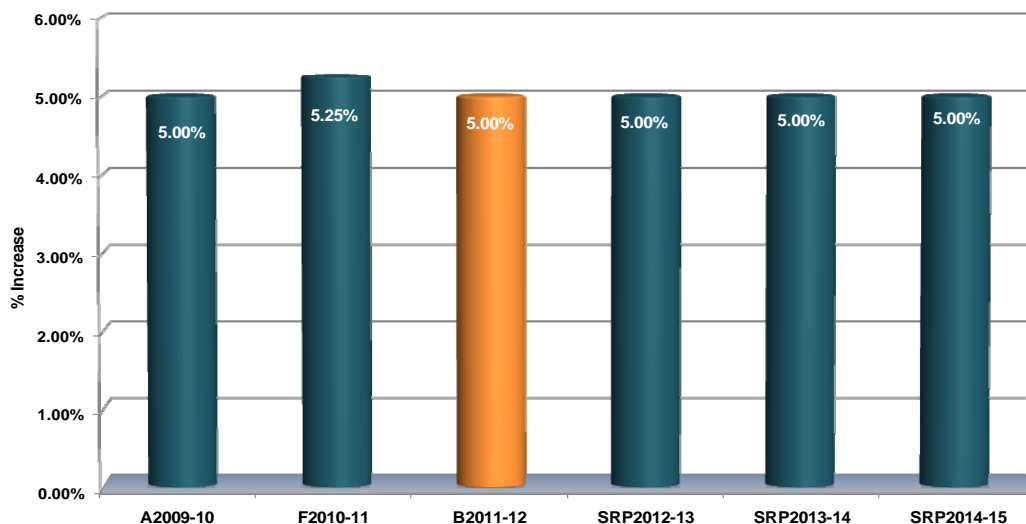


Dr Catherine Dale
Chief Executive Officer

Executive summary

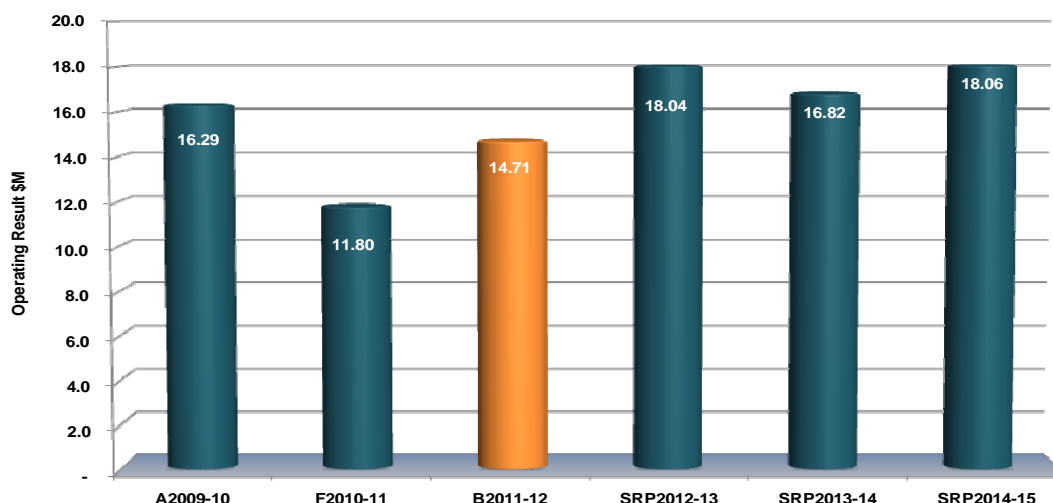
The executive summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works, financial sustainability and key strategic activities of Council. The following graphs include 2009-10 Actual (A), 2010-11 forecast actual (F) and the next four years as set out in the Strategic Resource Plan (SRP). Further detail is found within the body of the Budget report.

1. Rates



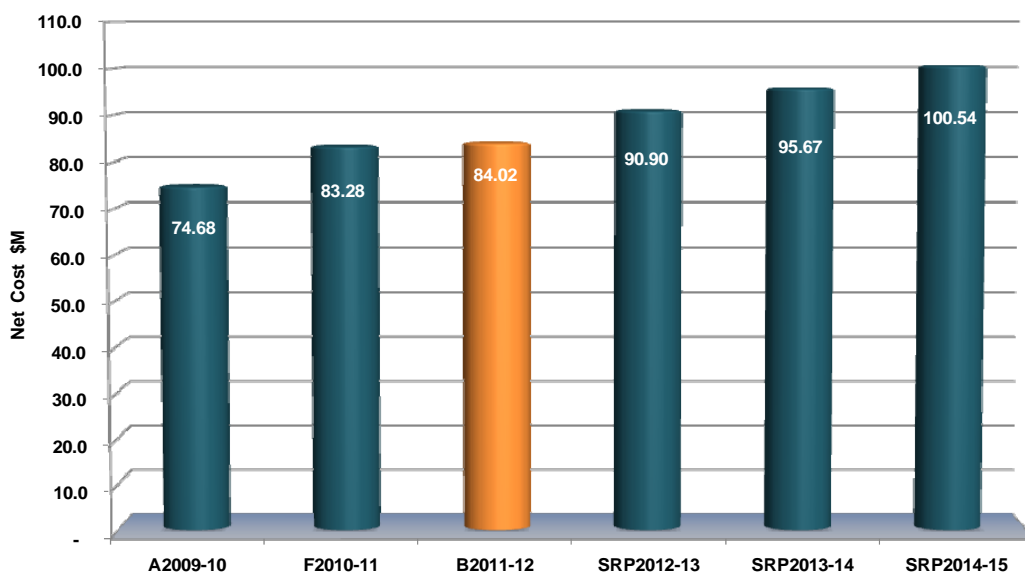
Total rates revenue, including special rates and supplementary valuations is budgeted to increase by \$6.16 million for the 2011-12 year against the 2010-11 forecast, raising total rates of \$110.14 million. This includes a 5% increase in the rate in the dollar applied to property values in 2011-12. **Refer Section 10, Council's Rating Strategy.**

2. Operating result



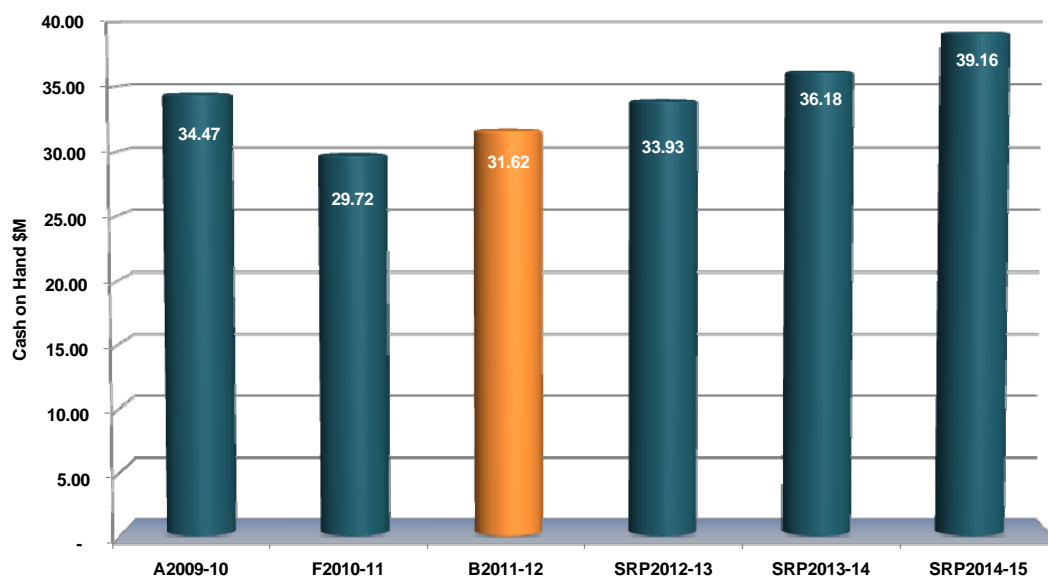
The operating result for the 2011-12 year is budgeted to be a \$14.71 million surplus which is a \$2.91 million increase from the forecast result of \$11.80 million for 2010-11. The operating result includes items of a non operating or once off nature including capital works funding \$0.86 million, net loss on disposal of property, infrastructure, plant and equipment (\$2.70 million) and net priority projects expenditure (\$2.60 million). The underlying result which excludes non operating items or once off items, is budgeted to be a \$15.50 million and \$13.96 million surplus for 2011-12 and 2010-11 respectively.

3. Services



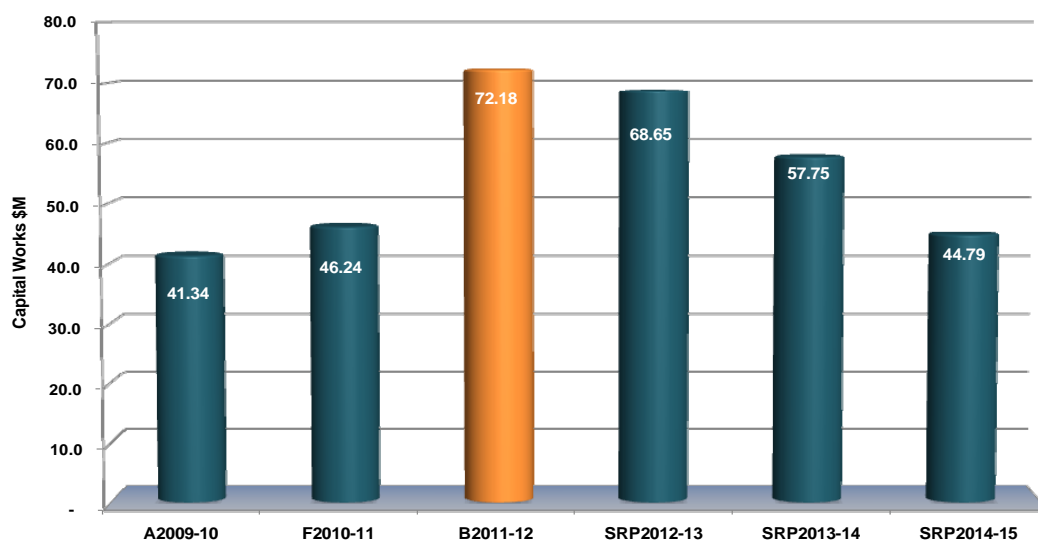
The net cost of services delivered to the community includes net operating directorate and department costs as well as net Priority Projects expenditure. For the 2011-12 year, the net cost of services delivered is expected to be \$84.02 million, an increase of \$0.73 million over 2010-11. During the development of each budget, service levels are discussed with Council providing direction on the increase or amendment of Council services. For the 2011-12 year, service levels have been maintained and a number of new activities and initiatives proposed.

4. Cash and investments



Cash and investments are budgeted to increase by \$1.89 million during the year to \$31.62 million for the year ending 30 June 2012. The total cash and investment is forecast to be \$29.72 million at the end of 30 June 2011.

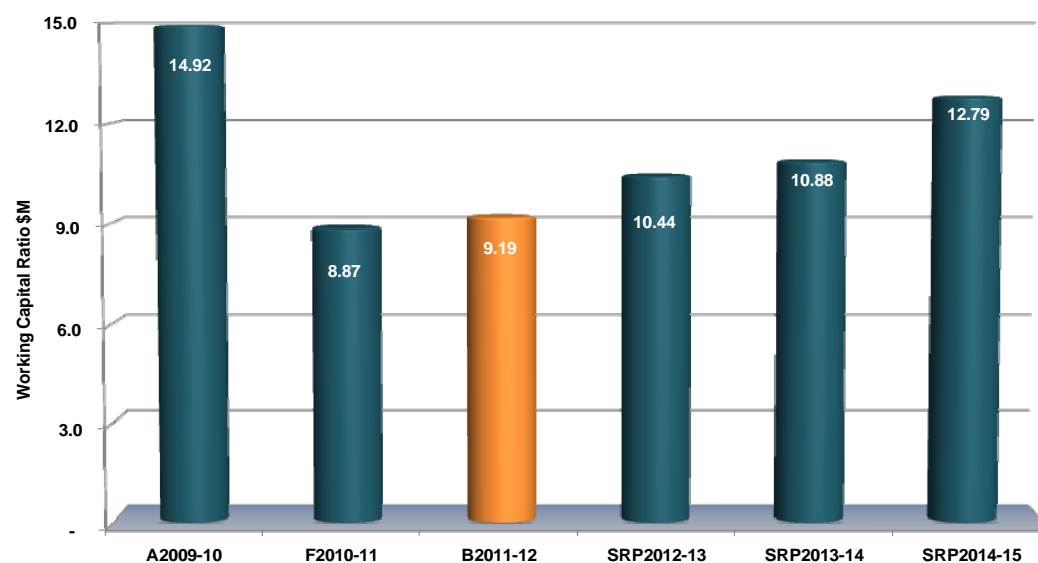
5. Capital Works Program (gross expenditure)



Council's commitment to capital works will reach \$72.18 million for the 2011-12 financial year. \$13.40 million relates to forward commitments from the 2010-11 year. Forward commitments are part funded from the 2010-11 forecast surplus and the deferment of \$12.00 million budgeted borrowings in 2010-11 which will be taken up in the 2011-12 budget year. Further capital funding of \$0.86 million has been derived from external sources due to successful grant applications and community contributions to specific projects.

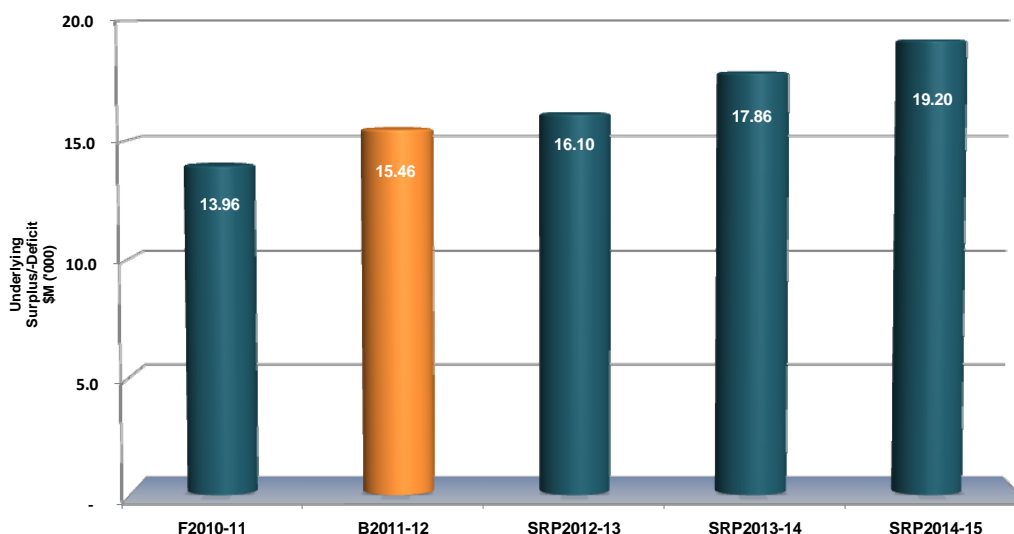
The Capital Works Program has been developed according to an extensive selection and prioritisation process. Council has committed to renewal expenditure of \$59.07 million and new and upgrade expenditure of \$13.11 million inclusive of forward commitments. This year's program continues with substantial investment in major building projects including the Kew and Hawthorn Leisure and Aquatic Centres redevelopment, Camberwell Library and Office and the Hawthorn Community Precinct.

6. Financial position



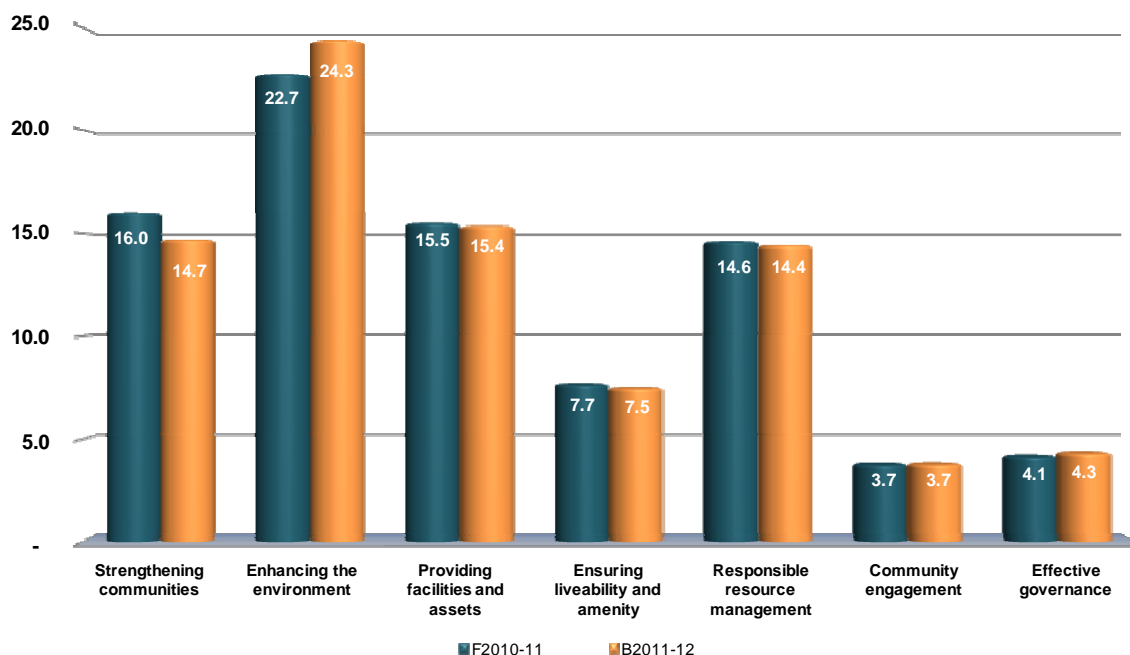
Net current assets (working capital) will increase by \$0.32 million to \$9.19 million as at 30 June 2012.

7. Financial sustainability



A high level Strategic Resource Plan for the years 2011-12 to 2014-15 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.

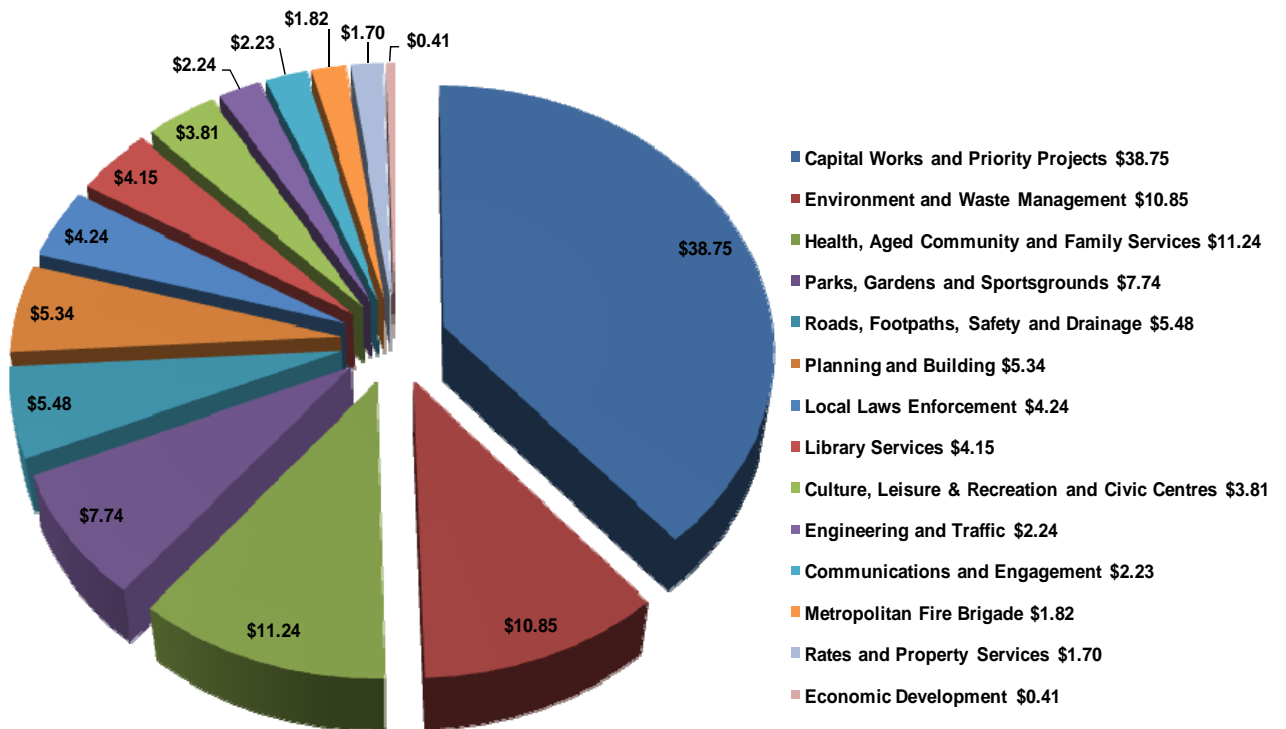
8. Strategic Objectives – net operating (including Priority Projects)



The Annual Budget includes a range of activities and commitments to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the net level of funding allocated in the budget to achieve strategic objectives as set out in the Council Plan for the 2011-12 year.

9. Where your rates go. For every \$100 of expenditure Council delivers the following services

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.





Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The Annual Budget process is part of the Boroondara Planning Framework followed to develop the Council Plan and supporting Annual Budget. The preparation of the Budget commences with officers preparing the Annual Budget in accordance with the Act and submitting the proposed Budget to Council for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the Budget. Council must give 28 days notice of its intention to adopt the proposed Budget and make the Budget available for inspection. The Budget document is made available for inspection at Council offices, libraries and on the website. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by Council. 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
Budget submitted to Council for approval	9 May
Public notice advising the intention to adopt Budget	11 May
Budget available for public inspection and comment	11 May – 8 June
Submissions period closes	8 June
Budget and community feedback presented to Council	20 June
Final Budget presented to Council for adoption	27 June
Copy of adopted Budget submitted to the Minister no later than	31 August



City of Boroondara
Budget 2011-12

Budget overview

1. Introduction
2. Linkage to Council Plan
3. Activities, Commitments and Key Strategic Activities
4. Budget influences



1. Introduction

1.1 Outcomes

The Budget 2011-12 will deliver an operating surplus to Council of \$14.71 million. This surplus is required to provide funds for Boroondara's Capital Works Program which totals \$72.18 million in 2011-12 (including forward commitments). This represents capital works per resident of \$429.42.

The 2011-12 Budget continues with the substantial capital investment identified at the start of this Council term on the major refurbishment of key community buildings - shaping the future for our city.

Highlights of the major infrastructure projects include:

- Hawthorn Town Hall Arts Precinct (*progress redevelopment of the Hawthorn Town Hall into an arts and cultural precinct - construction estimated to start in 2012*);
- Hawthorn Community Precinct (*new facility estimated to be ready for occupation in mid 2012*);
- Hawthorn Leisure and Aquatic Centre (*construction due to commence 2011-12*);
- Camberwell Library and Office (*set to become the new home of the Camberwell Library within the shell of the former Camberwell Centre - estimated to be completed mid 2012*);
- Kew Recreation Centre Stage 1 (*construction underway and is due to be completed August/September 2011*).

The financial position of Council is sound and Council's cash flow is satisfactory to fund the proposed operations in 2011-12.

Council's operating budget will expend more than \$11.77 million on maintenance of more than 50 sportsgrounds, 222 open space sites, 22 formal gardens and 83 playgrounds. In addition, more than 70,000 street and 52,000 park trees will be maintained and the operations of the Freeway Golf Course will be funded.

The Health and Aged services budget of \$11.92 million includes the delivery of over 122,000 hours of Home and Community Care services, 32,000 meals on wheels delivered, more than 20,000 vaccinations administered as well as registering and conducting audits of more than 2,070 premises under the Food Act. This expenditure will be partly offset by Federal Grants and fee income totalling \$8.21 million.

Council will fund the operation of five libraries and volunteer development at a cost of \$6.22 million (plus \$1.30 million in new library resource materials). This expenditure is partially offset by grants and fees totalling \$1.37 million.

There are five Council recreation centres with attendances of more than 2.7 million per annum. In addition, Council provides many other recreation facilities including the Boroondara Tennis Centre, Boroondara Skate and BMX Park, Macleay Park netball courts and Kew Traffic School. The net operating cost of the Leisure and Sport area is \$0.70 million.

Cultural activities supplied by Art and Cultural Services includes literary events, the Boroondara Eisteddfod, the Hawthorn Town Hall Art Gallery, cultural facilities at the newly restored Kew Court House, civic collection, support for public celebrations and many other programs. The net operating cost to Council of the above cultural activities is \$1.33 million.

In the Family Services area, Boroondara Council provides maternal and child health care, youth development and support services, occasional care services and trains and supports family day carers across the city, providing much needed child care services to families. The net cost of this service is \$2.80 million.

Council also supports a wide range of community organisations operating in Boroondara by the provision of more than \$1.96 million in direct grants and through making available buildings and facilities at heavily subsidised or peppercorn rents, including Camcare, eight community centres



and neighbourhood houses and two family centres. The 2011-12 Budget also provides an additional \$0.03 million or 16% to the municipal performing groups, community festivals and events funding pool to support community organisations.

The budget continues to support its commitment to enhancing the environment and provide resources for environmental initiatives including sportsgrounds warm season grass conversion \$0.31 million, continuation of stage one of the sustainable public lighting “bulk change over” project costing \$1.25 million and the undertaking of a feasibility study into energy and water saving technologies at Council's leisure centres.

(Refer **Section 3 – Activities, Commitments and Key Strategic Activities** for additional details).

1.2 Revenue challenges

Boroondara like most local governments relies heavily on rates as the primary source of revenue. The formulae used by State Government in distributing Federal Assistance Grant funds to Local Governments; Boroondara receives the minimum possible level of grant.

Despite this, Boroondara Council maintains one of the lowest “rate in the dollar” in Victoria. The rate of 0.1557% (0.1557 cents in the dollar of capital improved value) in 2011-12 represents an increase in the rate in the dollar of 5% compared to last year.

The median residential valuation in Boroondara is \$0.91 million. Last year the median residential property would have attracted a rate of \$1,349.53. In 2011-12 the median residential property price will attract a rate of \$1,416.87. This is an additional \$67.34 per year or \$1.30 per week increase.

1.3 Capital Works Program

More than \$13.11 million in new and upgrade capital works (including forward commitments) will be undertaken in 2011-12. These works include some exciting initiatives for prominent areas of the city.

Capital funding for significant redevelopment works at the Camberwell Library and Office, Kew and Hawthorn Leisure and Aquatic Centres, Hawthorn Town Hall Arts Precinct and the Hawthorn Community Precinct have been foreshadowed in 2011-12. Public open space will have major improvements with the final stage of the Gardiner's Creek Trail - replacement of the Solway Street Bridge and the implementation of stone conservation works at Beckett Park - Centenary Tower, War Memorial and Gilpin Memorial drinking fountains.

Traffic management remains a community concern and improvement to traffic management devices continue to be implemented across the city with the continuation of Council's five year \$2.64 million program.

Funding for climate change, water and energy conservation projects are further addressed through environmental initiatives including sportsgrounds warm season grass conversion \$0.31 million and Gardiners Creek Trail - solar lighting in partnership with Sport and Recreation Victoria \$0.12 million.

Public facilities will be improved with the proposed construction of a new local playground facility at Winfield Road Reserve \$0.08 million and new public toilets at Balwyn East Shopping Centre \$0.02 million and Riversdale Park \$0.02 million. Design of streetscape improvement works at Riversdale Road East Shopping Centre and the implementation of streetscape improvement works at Hawthorn East (Tooronga Road) Shopping Centres \$0.16 million will be implemented as part of the ongoing Shopping Centre Improvement program.

(See **Appendix F – Capital Works Program** for additional detail).



1.4 Asset Renewal Program

Asset renewal is one of the most significant issues facing local governments. Boroondara Council is well positioned in this area with extensive asset condition assessments and plans and a fully funded Capital Works Renewal Program that will steadily reduce the backlog of Asset Renewal works over the coming decades.

The Asset Renewal Program will be funded by more than \$59.07 million in 2011-12 including forward commitments. More than 30 community buildings will receive either major and minor works in 2011-12 at a cost of more than \$39 million including works at Through Road Child Care Centre \$0.50 million, Tuck Stand preservation works \$0.94 million and internal refurbishment at the Hawthorn Library \$0.86 million. A total of \$26.29 million will be spent on renewing major buildings including the Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct, Kew and Hawthorn Leisure and Aquatic Centres and the Camberwell Library and Office.

Significant renewal of the following pavilions (including forward commitments) will also be undertaken:

- Eric Raven reserve pavilion \$0.45 million;
- Hays Paddock main pavilion \$1.55 million;
- Burwood Reserve pavilion \$0.80 million;
- Victoria Park North pavilion \$0.60 million; and
- Howard Dawson pavilion \$0.48 million.

Park, bicycle and road path refurbishment of \$0.76 million has been planned along with an additional \$0.76 million in street, park and playground furniture and \$0.57 million expenditure on park irrigation, fencing and signage.

Other structures and land improvements include \$0.85 million for sportsground renewal works at HA Smith Reserve (school contribution of \$0.38 million is budgeted to be received) and \$0.53 million is budgeted for the resurfacing of the Boroondara Tennis Centre courts.

Ageing storm water drains are a significant issue for Council and a further \$3.54 million is planned to be undertaken in 2011-12 complementing the more than \$2.77 million spent in the previous financial year.

A total of \$7.01 million in road renewal will be undertaken across the city (Commonwealth funding from the Roads to Recovery Program of \$0.42 million is budgeted to be received).

(See **Appendix F – Capital Works Program** for additional detail).

1.5 Budget summary

The 2011-12 Annual Budget has been prepared on the basis of responsible constraint based on prudent long term financial planning. The Budget provides resources for the significant level of service provided by Council and at the same time addresses the renewal of the substantial number of assets managed by Council on behalf of the Boroondara community.



2. Linkage to Council Plan

2.1 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 the Vision: Our Boroondara – Our City, Our Future, community members and Council officers are all involved at various stages of these processes.

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

The current Council outlined its strategic plan for their term of office in the Council Plan 2009-14. This is annually updated. This document outlines Council's long term vision and strategies as well as actions to be taken for the 2011-12 financial year.

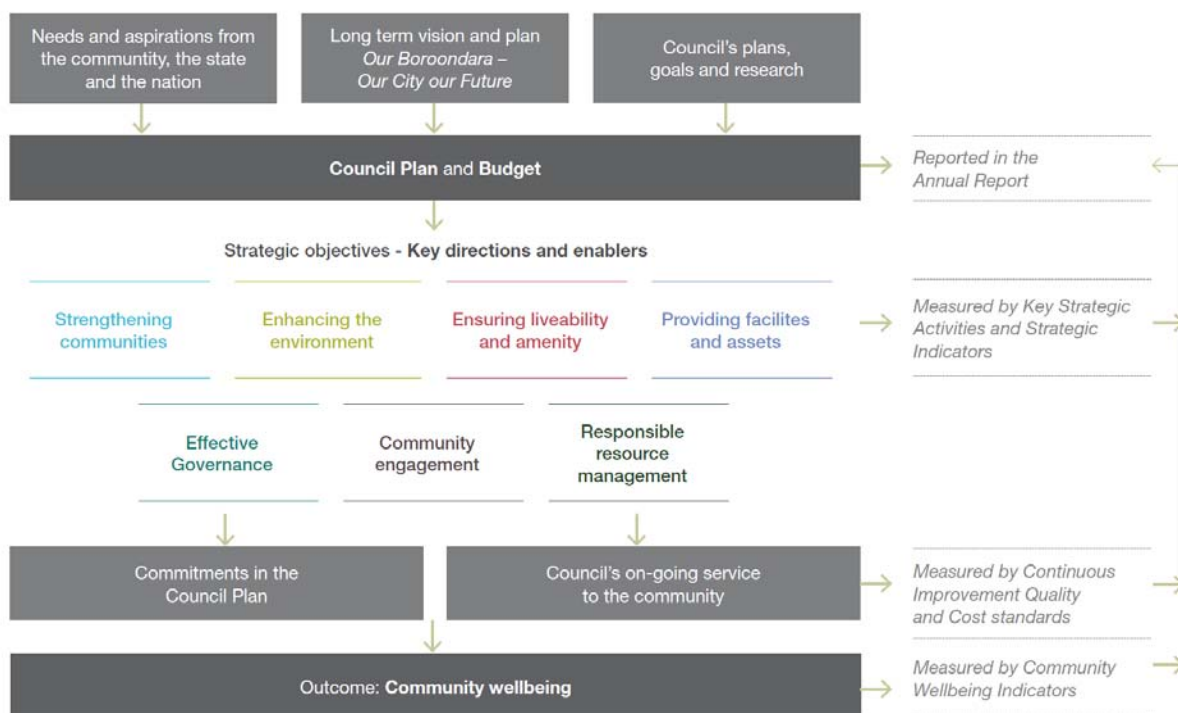
Boroondara's Budget and Council Plan are closely interrelated. Council's Key Directions shape both planning documents, as shown in the below diagram.

Budget Activities and Commitments (refer **Section 3 – Activities, Commitments and Key Strategic Activities**) reflect Council's day to day operations, and deliver on the Council Plan's Strategic Objectives and Strategies.

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

Our Integrated planning and monitoring framework





2.2 Our purpose

Vision

A vibrant, liveable city which fosters the cultural, environmental, economic and personal wellbeing of our community.

Mission

To provide services, facilities, support and advocacy to enable our community to further its sense of place and feeling of connectedness.

Values

Our values	How we deliver enhanced services to the community
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.



2.3 Strategic objectives

The Council Plan June 2011 sets out seven strategic objectives that will be pursued over the next five years. The Plan documents a number of Commitments that will occur over the 2011-12 financial year. The 2011-12 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 seven strategic objectives as detailed in the Council Plan.

Strategic objective	Description
Key Directions	
 Strengthening communities	We will identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved.
 Enhancing the environment	We will improve our natural and urban environment in a sustainable way.
 Ensuring liveability and amenity	We will protect and improve the character of our neighbourhoods for current and future generations.
 Providing facilities and assets	We will proactively manage the ongoing maintenance and development of Council's assets and facilities to meet our community's current and future needs.
Enablers	
 Effective governance	Through our commitment to advocacy and effective decision-making we will demonstrate good governance by being consensus-orientated, equitable, effective and efficient.
 Community engagement	We will provide opportunities for our community to have a say in matters of interest to them and respect that they have a role in achieving Boroondara's vision.
 Responsible resource management	We will ensure that sound financial and risk management, and transparent business practices are carried out by capable and professional people, whose main focus is on the proactive delivery of quality service.

3. Activities, Commitments and Key Strategic Activities

This section provides a description of the activities and commitments to be funded in the Budget for the 2011-12 financial year. Details are provided how these activities contribute to achieving the strategic objectives specified in the Council Plan June 2011 as set out in Section 2. It also details the key strategic activities and associated performance measures and targets to monitor these strategic activities.

Strategic Objective: Strengthening communities



We will identify and respond to community needs and provide opportunities to enable our community to be supported and involved.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Library Services and Volunteer Development	<ul style="list-style-type: none"> provides a large range of library collections, local history and services. provides family, children and adult library programs. promotes, supports, and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre. 	<p>\$6,219 <u>(\$1,369)</u> \$4,850</p>
Community Planning	<ul style="list-style-type: none"> facilitates community connectedness and strengthens community capacity through the delivery of a range of skill development, partnership and networking opportunities for Boroondara's community sector. researches, monitors and forecasts community change and wellbeing. develops policies and strategies in response to community priorities and Australian and Victorian government initiatives. advocates to Australian, Victorian or regional bodies on social issues impacting on the community. manages the Community Development Program of annual and operational triennial grants. 	<p>\$1,734 <u>(\$170)</u> \$1,564</p>



Service category	Description	Expenditure (Revenue) Net cost \$'000
Family Services	<ul style="list-style-type: none"> provides Maternal and Child Health, Family Day Care, Kindergarten Central Enrolment, occasional child care and a range of individual and group support activities for young people. facilitates the provision of youth events, information sessions for families with children and young people and childcare and kindergarten services. facilitates the training and support for service providers and voluntary committees of management. facilitates the provision of community support services (Camcare). advocacy and policy development on behalf of children, young people, families and the early years and youth sectors. 	<p>\$4,507 <u>(\$1,704)</u> \$2,803</p>
Health, Ageing and Disability Services	<ul style="list-style-type: none"> coordinates Health Services including immunisation. 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. undertakes strategy and development with a focus on positive ageing and disability (including Metroaccess). implements appropriate Business Systems to support the service. 	<p>\$11,915 <u>(\$8,214)</u> \$3,701</p>
Leisure and Sport	<ul style="list-style-type: none"> manages Council's leisure and aquatic centres, the Boroondara Tennis Centre, Kew Traffic School, Junction Skate and BMX Park and Hill 'n' Dale BMX Park. manages 75 leased sporting and community facilities and works with tenant groups to ensure they are resourced to run club activities. coordinates sport clubs on Council's 56 sportsgrounds and the 46 leased facilities utilised by 300 sports clubs across 23 sporting codes. coordinates the Walking School Bus Program. undertakes strategic planning and policy development to ensure that the Boroondara community has access to active participation opportunities. assists Council's Neighbourhood Houses by administering service and funding agreements, and providing operational and strategic support. 	<p>\$2,313 <u>(\$1,618)</u> \$695</p>

Service category	Description	Expenditure (Revenue) Net cost \$'000
Arts and Culture	<ul style="list-style-type: none"> • produces dynamic cultural programs and events. • programs and manages cultural facilities including 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. • continuously investigates, adapts and improves policies, programs and services to achieve the objectives of the Arts and Cultural Strategy 2008-13. 	<p>\$1,578 <u>(\$252)</u> \$1,326</p>
Economic Development	<ul style="list-style-type: none"> • strengthens the viability of local businesses including strip shopping centres. • facilitates the Boroondara Business Network and the Boroondara Farmers Market. • supports newly established businesses, through training and mentor services. • facilitates regular networking opportunities for the local business community. 	<p>\$1,822 <u>(\$2,285)</u> (\$463)</p>



Commitments (Capital, Priority Projects or New Operating Expenditure)

1 Community Inclusion



Community outcome

A cohesive, healthy and connected community.

What we will do

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

Our commitments	Responsible department	Expenditure \$
1.1 Commitment: Review the Disability Access and Inclusion Policy 2008-12 to facilitate increased levels of participation by community members.	Community Planning	Works performed using existing resources
1.2 Commitment: As part of Council's Older Women and Homelessness research project, investigate factors that lead to homelessness for older women in Boroondara and identify strategies to reduce this.	Community Planning	Works performed using existing resources
1.3 Commitment: Implement engagement program with culturally and linguistically diverse residents and identify leadership opportunities.	Community Planning	Works performed using existing resources
1.4 Commitment: Celebrate the 20 th anniversary of the Boroondara Volunteer Resource Centre and plan for relocation of the Centre to new premises as part of the Camberwell Library and Office Project.	Library Services and Volunteer Development	Works performed using existing resources
1.5 Commitment: Contribute to the implementation of the Inner East Primary Care Partnership Prevention of the Violence Against Women Local Council Project in Boroondara to reduce domestic violence in the municipality.	Community Planning	Works performed using existing resources



2 Local Business



Community outcome

A strong Boroondara economy supported by a positive business and community spirit.

What we will do

Facilitate a positive business and community spirit by welcoming appropriate business investment and supporting existing commerce and local shopping centres.

Our commitments	Responsible department	Expenditure \$
2.1 Commitment: Develop and implement communications and marketing initiatives to boost the profile and usage of local business.	Economic Development	\$20,000
2.2 Commitment: Develop and implement initiatives to support Christmas in Boroondara within our shopping centres to encourage residents to celebrate and shop locally.	Economic Development	Works performed using existing resources

3 Families, children and young people



Community outcome

Healthy, connected families and youth able to access a wide range of opportunities.

What we will do

Plan, lead and facilitate high quality services to meet the needs of children, young people and their families.

Our commitments	Responsible department	Expenditure \$
3.1 Commitment: Increase encouragement with young people across the City through the facilitation of a youth forum.	Family Services	Works performed using existing resources
3.2 Commitment: Undertake an options and cost benefit analysis to determine the preferred site for the future provision of a youth space in Hawthorn.	Family Services	Works performed using existing resources
3.3 Commitment: Continue to advocate on behalf of young families for adequate resources and support from Commonwealth and Victorian Governments to: <ul style="list-style-type: none"> support kindergartens implement universal access; and ensure places for 4 year old and 3 year old kindergarten are not negatively impacted. 	Family Services	Works performed using existing resources



4 Health and ageing



Community outcome

Boroondara's community members, especially older people, are supported to be independent and feel safe.

What we will do

Plan and implement programs to enhance the health, wellbeing and independence of Boroondara's community members, particularly older people.

Our commitments	Responsible department	Expenditure \$
4.1 Commitment: Review the City of Boroondara/Camcare triennial service agreement to ensure optimal levels of support services for the community.	Family Services	\$10,000
4.2 Commitment: In partnership with Inner East Community Health Service implement a range of projects that support healthy and active ageing.	Health, Ageing and Disability Services	Works performed using existing resources
4.3 Commitment: Develop and deliver information about health promotion activities for people over 60 years of age.	Health, Ageing and Disability Services	Works performed using existing resources
4.4 Commitment: Improve promotion of Council's Immunisation services to encourage increased participation, including the utilisation of on-line tools and social media.	Health, Ageing and Disability Services	Works performed using existing resources
4.5 Commitment: Undertake a development plan to address the long term accommodation and other needs of University of the Third Age (U3A) organisations across Boroondara.	Health, Ageing and Disability Services	\$43,764

5 Library services



Community outcome

Innovative library services for all members of the community.

What we will do

Anticipate and respond effectively to diverse and changing needs for knowledge and information.

Our commitments	Responsible department	Expenditure \$
5.1 Commitment: Relocate library service provision within the Camberwell Library and Office Project.	Library Services and Volunteer Development	Works performed using existing resources
5.2 Commitment: Complete planning stages for Ashburton Library Development based on community consultation to develop an integrated community facility.	Major Projects	\$270,810



6 Arts and culture



Community outcome

Innovative cultural programs and events for all members of the community.

What we will do

Provide services, activities, programs and facilities for the community to participate in a broad range of arts and cultural opportunities.

Our commitments	Responsible department	Expenditure \$
6.1 Commitment: Progress the redevelopment of the Hawthorn Town Hall to provide a community cultural centre for the City that will showcase and support arts, community, heritage, civic and social activities for Boroondara.	Major Projects	\$4,620,000
6.2 Commitment: Develop the Kew Court House as a vibrant and inclusive arts and culturally enriching activity hub.	Arts and Culture	\$50,000

Key Strategic Activities - Strengthening Communities



Key Strategic Activity	Performance measure	Performance target
Community inclusion	Number of referrals by the Boroondara Volunteer Resource Centre.	820
Local business	Number of events, seminars and workshops implemented to support local business.	30
Health and ageing	Proportion of infants born that receive primary immunisations.	92%
Health and ageing	Proportion of registered food premises that receive at least one full compliance assessment annually.	95%
Library services	Number of loans per active borrower.	60



Strategic Objective: Enhancing the environment



We will improve our natural and urban environment 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. undertakes landscape design and construction works to promote use and enjoyment of outdoor spaces by the community. builds capacity to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes. 	\$1,307 (\$0) \$1,307
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service. operates the Boroondara Recycling and Waste Centre. 	\$15,165 (\$1,019) \$14,146
Horticultural & arbor services and formal gardens	<ul style="list-style-type: none"> manages and maintains parks; gardens; bushland and indigenous revegetation sites; sportsgrounds and garden beds associated with traffic control devices. provides arboriculture management and maintenance services for street and park trees. 	\$8,711 (\$56) \$8,655
Tree Protection	<ul style="list-style-type: none"> processes applications for tree removal (under Council's Tree Protection Local Law 1F) and certification of subdivision plans. 	\$162 (\$15) \$147



Commitments (Capital, Priority Projects or New Operating Expenditure)

7 Living sustainably



Community outcome

A sustainable future for the Boroondara community.

What we will do

Promote sustainability through sound environmental practice.

Our commitments	Responsible department	Expenditure \$
7.1 Commitment: Expand the number of locations and participants in a new Backyard Biodiversity Community Project (following a successful pilot in 2010).	Environment and Sustainable Living	\$29,000
7.2 Commitment: Undertake a feasibility study of the potential for combined heat and power generation at Boroondara Sports Complex and Kew Recreation Centre.	Environment and Sustainable Living	\$35,000

8 Parks, gardens and natural environment



Community outcome

High quality natural environments, parks and gardens for the current and future Boroondara community.

What we will do

Ensure sustainable practices in the management of our parks, gardens and sportsgrounds.

Our commitments	Responsible department	Expenditure \$
8.1 Commitment: Deliver Stage Five of the Introduction of Summer Grass Conversion Program to the following sportsgrounds: Willsmere Reserve, Willison Park, Dorothy Laver Reserve East and Leigh Park.	Parks and Gardens	\$310,000
8.2 Commitment: Work with park advisory groups and friends groups to identify improvements and opportunities to current relationships and practices.	Parks and Gardens	Works performed using existing resources



Key Strategic Activities - Enhancing the environment

Key Strategic Activity	Performance measure	Performance target
Living sustainably	Council mains and carted recycled water consumption.	Less than 250,000kl
Living sustainably	Waste diversion from landfill, calculated as the proportion of the overall kerbside waste stream that is recycled (includes paper, bottles and green waste) instead of being disposed to landfill.	52%
Living sustainably	Number of households involved in the Backyard Biodiversity Community Project.	60
Parks, gardens and natural environment	Integrated Open Space Services' (IOSS) Face to Face Customer Satisfaction Survey, measure user's satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	80%
Parks, gardens and natural environment	Indigenous trees, shrubs, grasses and groundcovers planted during the year.	30,000



Strategic Objective: Ensuring liveability and amenity



We will protect and improve the character of our neighbourhoods for current and future generations.


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. 	\$3,598 (\$655) \$2,943
Sportsgrounds 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 the Freeway Golf Course. 	\$3,297 (\$1,490) \$1,807
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. 	\$1,683 (\$0) \$1,683

Service category	Description	Expenditure (Revenue) Net cost \$'000
Building Services	<ul style="list-style-type: none"> assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures. encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes. provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers. conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment. administers and enforces the <i>Building Act</i> and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety. 	\$1,534 <u>(\$949)</u> \$585
Statutory Planning	<ul style="list-style-type: none"> encourages quality planning outcomes and investigates non-compliances through implementation of the Boroondara Planning Scheme. consults with the community and applicants on development and land use proposals. represents Council at the Victorian Civil and Administrative Tribunal. processes planning applications and provides advice about development and land use proposals that require a planning permit. 	\$4,731 <u>(\$1,018)</u> \$3,713
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 issue permits relating to traders, street furniture, animal registrations, excess animals, commercial waste bins, residential parking and 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. 	\$6,533 <u>(\$11,448)</u> (\$4,915)



Commitments (Capital, Priority Projects or New Operating Expenditure)

9 Land use, planning and building 		
Community outcome Strategic planning to protect and enhance the environment and liveability.		
What we will do Engage with our community in striving for protection and enhancement of the natural and built environment		
Our commitments	Responsible department	Expenditure \$
9.1 Commitment: Prepare the draft Open Space Strategy and present to council for community consultation to provide clear policy on open space provision.	Strategic Planning	\$60,000
9.2 Commitment: Progress the draft My Neighbourhood Housing Strategy to provide clarity on urban design in residential areas.	Strategic Planning	\$100,000
9.3 Commitment: Deliver Council's Shopping Centre Improvement Plan by designing streetscape improvement works at Riversdale Road East Shopping Centre.	Environment and Sustainable Living	\$28,750
9.4 Commitment: Deliver Council's Shopping Centre Improvement Plan by implementing streetscape improvement works at Hawthorn East (Tooronga Road) Shopping Centre.	Environment and Sustainable Living	\$131,250



10 Parking, traffic and transport



Community outcome

A community with appropriate traffic controls, parking rotations and availability, and transportation solutions.

What we will do

Respond effectively and efficiently to community needs on parking, traffic and appropriate transportation related issues.

Our commitments	Responsible department	Expenditure \$
10.1 Commitment: Develop a Travelsmart Plan for traders of the Ashburton Strip Shopping Centre to encourage walking, cycling and public transport as preferred modes of travel to and from the shopping centre.	Engineering and Traffic	Works performed using existing resources
10.2 Commitment: Continue Council's response to changing parking requirements and sustainable transport initiatives by undertaking parking precinct plans for Balwyn and Camberwell.	Strategic Planning	\$50,000
10.3 Commitment: Continue Council's response to changing parking requirements and sustainable transport initiatives by presenting a report to council for endorsement of the Glenferrie parking precinct plan.	Engineering and Traffic	Works performed using existing resources

11 Safety and amenity



Community outcome

High standards of community safety, health and amenity.

What we will do

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

Our commitments	Responsible department	Expenditure \$
11.1 Commitment: Develop a Rooming House Enforcement Policy and Inspection Procedure to protect the community and improve inspection processes.	Building Services	Works performed using existing resources
11.2 Commitment: Formalise a Pool and Spa Barrier Safety Policy which incorporates an inspection process and community awareness program to ensure effective monitoring of pool and spa barriers.	Building Services	Works performed using existing resources
11.3 Commitment: Review, develop and implement standard operating guidelines and procedures to improve service outcomes in the delivery of Local Laws functions.	Local Laws	Works performed using existing resources



Key Strategic Activities - Ensuring liveability and amenity



Key Strategic Activity	Performance measure	Performance target
Land use, planning and building	Percentage of planning applications processed within 60 days .	80%
Parking, traffic and transport	Number of proactive neighbourhood street and park patrols.	11,000



Strategic Objective: Providing facilities and assets



We will proactively manage the ongoing maintenance and development of Council's assets and facilities to meet our community's current and future needs.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Asset Management	<ul style="list-style-type: none"> ensures that service standards are developed and renewed for Council assets. develops and updates rolling five year works program for assets. implements and administers Council's asset management system. integrates the financial aspects of asset management plans with Council's Long Term Financial Strategy. facilitates occupational health and safety compliance for all environment and infrastructure contractors. 	\$1,160 (\$0) \$1,160
Projects and Strategy	<ul style="list-style-type: none"> develops and manages the approved Environment and Infrastructure Capital Works Program ensuring best value for money. provides project management services and advice on Council's projects. investigates and develops solutions to major drainage issues. incorporates environmentally sustainable design principles into building, drainage and engineering projects. plans for future projects to support Council's services. 	\$3,957 (\$17) \$3,940
Major Projects	<ul style="list-style-type: none"> coordinates the re-development of Hawthorn Community Precinct incorporating Manresa Kindergarten, Glenferrie Early Childhood Centre, Senior Citizens Centre and meeting rooms. manages the commencement of project planning for redevelopment of Hawthorn Aquatic and Leisure Centre, and the Hawthorn Town Hall Arts Precinct. coordinates pre-planning and consultation for the redevelopment of Ashburton community facilities. 	\$201 (\$0) \$201
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. 	\$9,928 (\$391) \$9,537



Commitments (Capital, Priority Projects or New Operating Expenditure)

12 Managing assets



Community outcome

Assets, activities and processes are well managed and deliver safe and usable facilities.

What we will do

Implement strategies for the development and ongoing renewal of Council's physical assets.

Our commitments	Responsible department	Expenditure \$
12.1 Commitment: In support of services delivered to our community, undertake our annual asset renewal program, including: <ul style="list-style-type: none"> • road refurbishment and road re-sheeting. • brick drain renewal. • building renewal. • park asset renewal. • footpath renewal. 	Infrastructure Services	\$59,069,000
12.2 Commitment: In support of services delivered to our community, undertake our annual asset maintenance program, including roads, drains, buildings, parks and footpaths.	Infrastructure Services	\$8,079,000
12.3 Commitment: Develop an Asset Management Plan for playgrounds.	Asset Management	Works performed using existing resources
12.4 Commitment: Complete the development of an asset management plan for biodiversity sites across the city to improve the management of biodiversity sites across the city.	Parks and Gardens	Works performed using existing resources
12.5 Commitment: Implement proactive inspection programs for main shopping centres to improve the safety and enjoyment of shoppers and traders through a consistent standard of asset maintenance.	Infrastructure Services	Works performed using existing resources



13 Sporting facilities



Community outcome

High quality sportsgrounds for everybody to enjoy.

What we will do

Manage, develop and improve Council's physical assets for long-term sustainability, amenity and public safety.

Our commitments	Responsible department	Expenditure \$
13.1 Commitment: Commence detailed design for the development of additional health club facilities at Boroondara Sports Complex to meet community demand.	Leisure and Sport	\$220,710
13.2 Commitment: Progress the redevelopment of the Hawthorn Aquatic and Leisure Centre into a state of the art aquatic leisure facility which will meet the current and future health and wellbeing needs of the local community.	Leisure and Sport	\$3,000,000

Key Strategic Activities – Providing facilities and assets



Key Strategic Activity	Performance measure	Performance target
Managing assets	Percentage of adopted capital works, including new and renewal, projects completed at the conclusion of the financial year (based on the number of projects).	90%
Managing assets	Number of proactive strip shopping centre maintenance inspections completed.	98
Sporting facilities	Total number of attendances at Boroondara leisure and aquatic centres.	2,400,000



Strategic Objective: Effective governance



Through our commitment to advocacy and effective decision-making we will demonstrate good governance by being consensus-oriented, equitable, effective and efficient.

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.	\$2,445 (\$0) \$2,445
Governance	<ul style="list-style-type: none"> coordinates citizenship ceremonies and civic events. provides secretarial and administrative support to Councillors and Council and Committee meetings. maintains statutory registers, authorisations and delegations. administers conduct of Council elections. manages Freedom of Information, Information Privacy, Whistleblowers Protection and internal Ombudsman responsibilities. provides stewarding and catering services to the Camberwell function rooms. 	\$1,691 (\$3) \$1,688
Annual Report	Councils award-winning Annual Report and Best Value Report.	\$35 (\$0) \$35
Council Plan	Development of the Council Plan.	\$146 (\$0) \$146



Commitments (Capital, Priority Projects or New Operating Expenditure)

14 Governance



Community outcome

A high standard of democratic and corporate governance and sound financial records and budget systems are maintained.

What we will do

Provide open and transparent processes and strong accountability to the community. Provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements.

Our commitments	Responsible department	Expenditure \$
14.1 Commitment: Prepare the Annual Report for adoption by Council and provide to our community and the Minister of Local Government by 30 September 2011.	Business Development	Works performed using existing resources

Key Strategic Activities - Effective Governance



Key Strategic Activity	Performance measure	Performance target
Governance	Percentage of Freedom of Information requests responded to within prescribed timeframes.	100%



Strategic Objective: Community engagement



We will provide opportunities for our community to have a say in matters of interest to them and respect that they have a role in achieving Boroondara's vision.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Communications and Engagement	<ul style="list-style-type: none"> works across Council to put the community first in customer service, communications, community engagement, research and service improvement, web, print and e-business solutions. leads internal and external engagement practice. 	\$3,692 (\$5) \$3,687

Commitments (Capital, Priority Projects or New Operating Expenditure)

15 Engaging with the community



Community outcome

Council information and services meet community expectations and an organisation that demonstrates its culture of engagement.

What we will do

Develop and offer a range of communications and engagement opportunities to meet differing community needs.

Our commitments	Responsible department	Expenditure \$
15.1 Commitment: Apply and review the community engagement guidelines and toolkit to ensure they are meeting community and officer expectations.	Communications and Engagement	Works performed using existing resources
15.2 Commitment: Improve service delivery through the implementation of the Internal Communications Plan 2011-12 actions.	Communications and Engagement	Works performed using existing resources



16 Customer service and research



Community outcome

Council information and services meet community expectations.

What we will do

Seek community feedback on their level of satisfaction in dealing with the City of Boroondara and support improvement initiatives. Offer a responsive and friendly service to the community by phone, written communication and in person.

Our commitments	Responsible department	Expenditure \$
16.1 Commitment: Review distribution of the Bulletin to deliver in a variety of ways that suits residents' preferences, and gives certainty to delivery.	Communications and Engagement	\$80,000
16.2 Commitment: Independently assess the quality of customer responsiveness to inform a customer service improvement program.	Communications and Engagement	\$56,000
16.3 Commitment: Deliver the 2011-12 Service Research Program and inform the development of a continuous improvement plan for the organisation.	Communications and Engagement	Works performed using existing resources
16.4 Commitment: Develop online opportunities for the community to consult and engage with each other and council for example social media including blogs.	Communications and Engagement	Works performed using existing resources

Key Strategic Activities - Community Engagement



Key Strategic Activity	Performance measure	Performance target
Engaging with the community	Organisational percentage awareness and take-up of community engagement guidelines and toolkit for significant community projects.	100%
Customer service and research	Satisfaction with customer service responsiveness.	80%



Strategic Objective: Responsible resource management



We will ensure that sound financial and risk management, and transparent business practices are carried out by capable and professional people, whose main focus is on the proactive delivery of quality service.

Activities (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Business Development	<ul style="list-style-type: none"> produces the annual Budget and Long Term Financial Strategy. coordinates financial analysis for projects and advice on the pricing of services as well as National Competition Policy compliance. provides external grant application support for significant project funding opportunities. undertakes internal services related to audit, process improvement and benchmarking. conducts performance reporting, including the Quarterly Performance Report and the Monthly Performance Report. 	\$1,109 (\$0) \$1,109
People, Culture and Development	<ul style="list-style-type: none"> 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 risk including Occupational Health and Safety, WorkCover, risk management and insurance. facilitates and coordinates staff members' professional, leadership and cultural development programs. coordinates Council's performance management system. manages Council's Health and Wellbeing Program. 	\$3,681 (\$28) \$3,653
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. 	\$197 (\$0) \$197



Service category	Description	Expenditure (Revenue) Net cost \$'000
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 rate payment options available to residents. • administers the purchasing system and purchasing card systems including training. • fleet management. 	\$3,847 <u>(\$1,429)</u> \$2,418
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. 	\$6,806 <u>(\$1)</u> \$6,805



Commitments (Capital, Priority Projects or New Operating Expenditure)

17 Business and people support

\$

Community outcome

Best practice approach to managing risk, business planning, service delivery, information technology and records management.

What we will do

Continuously improve and implement processes for business planning, risk and records management and information technology.

Our commitments	Responsible department	Expenditure \$
17.1 Commitment: Enhance a culture of creativity and foresight to ensure that we meet the future needs of the community by reviewing the Innovation Framework 2009.	People, Culture and Development	Works performed using existing resources
17.2 Commitment: Audit the Occupational Health and Safety aspects of Council's risk management practices from the Risk Management Strategy 2009-12, for compliance and organisational consistency.	People, Culture and Development	Works performed using existing resources
17.3 Commitment: Ensure continued employment of capable, diverse and high quality people through implementation of actions from the Attraction and Retention Plan and the Ageing Workforce Plan 2009.	People, Culture and Development	Works performed using existing resources
17.4 Commitment: Identify and address opportunities for improved service through implementation of an expanded continuous improvement program based on service research evidence.	Business Development	\$53,333
17.5 Commitment: Enhance Council's archiving and records management processes in line with Public Records Office requirements to ensure records are appropriately managed and preserved, and to continue the move toward electronic document storage.	Information Technology	\$70,000
17.6 Commitment: Create an urban design reference booklet for planners to further improve existing skills that will enable enhanced customer service.	Statutory Planning	Works performed using existing resources



18 Financial management



Community outcome

Sound financial records and budget systems are maintained.

What we will do

Provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements.

Our commitments	Responsible department	Expenditure \$
18.1 Commitment: Prepare the Annual Budget in line with best practice and statutory requirements for adoption by Council by 30 June 2012.	Business Development	Works performed using existing resources
18.2 Commitment: Complete Annual Financial Statements for the year ended 30 June 2011 and receive audit clearance by legislated timeline.	Financial Services	Works performed using existing resources

Key Strategic Activities – Responsible resource management



Key Strategic Activity	Performance measure	Performance target
Business and people support	Percentage of employees continuing employment with Council annually.	85%
Financial management	Percentage completion of Audit Committee annual plan.	95%
Financial management	Working capital ratio.	1.29:1

3.1 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 2011-12 Annual Report, which is presented to the Boroondara community and the Minister for Local Government.



3.2 Reconciliation with budgeted operating result

Strategic Objective	Net cost
	\$'000
Strengthening communities	14,655
Enhancing the environment	24,348
Providing facilities and assets	15,351
Ensuring liveability and amenity	7,463
Responsible resource management	14,399
Community engagement	3,742
Effective governance	4,314
Total net cost of activities and initiatives (incl priority projects)	84,272
Non attributable expenditure	
Depreciation	26,629
MFB levy	3,604
Other expenditure	1,826
Finance costs	1,568
Carrying amount of assets sold/written off	2,670
Total non-attributable expenditure	36,297
Operating deficit before funding sources	120,569
Funding sources	
General and waste charges (excludes special rates of \$885K included above)	125,894
Victoria Grants Commission (VGC)	4,206
Developer open space contributions	1,200
Share of net gain of associates and joint ventures accounted for by the equity method	1,057
Interest	2,058
Capital works income	861
Total funding sources	135,276
Net surplus	14,707



4. Budget influences

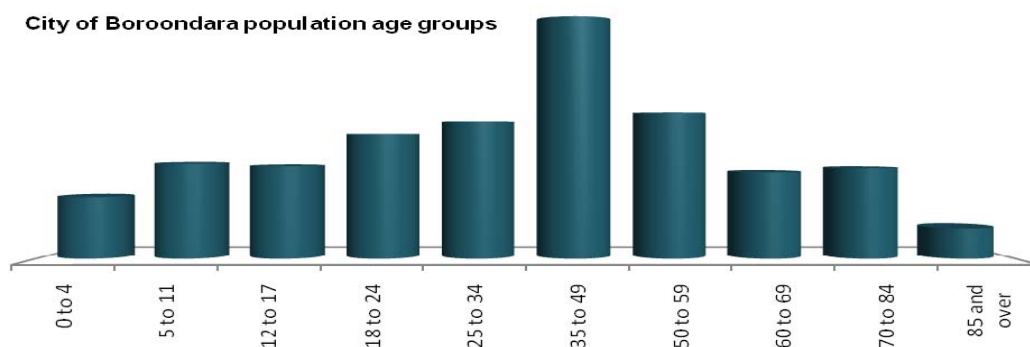
This section sets out the key budget influences arising from the internal and external environment within which Council operates.

4.1 Boroondara - A snapshot

The City of Boroondara includes the suburbs of Ashburton, Balwyn, Balwyn North, Camberwell, Canterbury, Deepdene, Hawthorn, Hawthorn East, Kew and Kew East, and parts of the suburbs of Glen Iris and Surrey Hills. It has a total land area of about 60 square kilometres.

Population

Boroondara has a residential population of 169,507 people and is one of the largest 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, 25% of the population are aged between 0 and 19 years, and 19% are aged 60 years and over. We have one of the largest populations of people aged 85 years, with 3.5% of the population needing assistance with daily living tasks.



Increases in population are mainly from tertiary students moving in to attend the Swinburne University of Technology and from families with school-aged children buying their second or third homes, who are attracted to the housing and amenities in the area. Young adults leaving home or completing tertiary courses, the retirement of older residents and housing affordability account for population loss. People moving out of Boroondara tend to relocate further east.

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 come from 152 countries and speak 122 languages other than English. In the last Census, over a quarter of the population was born overseas with the majority coming from a non-English speaking background. Between 2001 and 2006 there was a large increase in the number of residents born in China and India, and more residents were speaking a Chinese language, an Indian language or Vietnamese at home. In 2010, the majority of migrant settlers to Boroondara arrived via the skilled migration stream and were mainly young adults originating from China, India and Malaysia.

Education hub

Boroondara is an education hub with 59 secondary, primary and special education schools, including 13 combined primary and secondary schools, as well as Swinburne University, Swinburne TAFE, two University of Melbourne campuses, and a University of the Third Age. We also have 10 neighbourhood and community houses where residents can obtain accredited training or complete a short course.

Where do we work?

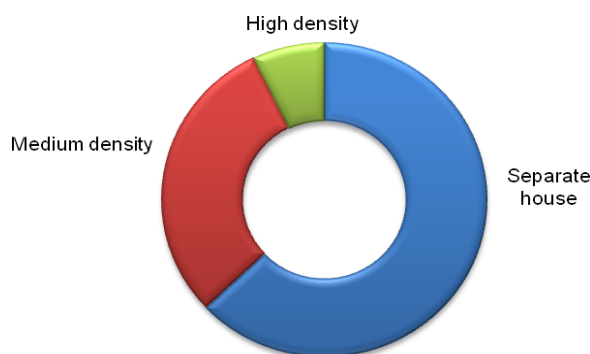
A quarter of Boroondara's residents work within the City of Boroondara and another quarter work in the City of Melbourne. Income levels for individuals, families and households are higher than the metropolitan Melbourne average and almost half of all households have an income in the top 25% of Victoria. However, 13% of all households are considered low income households and are living on less than \$500 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 centre's that support our everyday needs and offer a unique and interesting experience compared to the large shopping malls.

How do we live?

There are 62,974 dwellings in Boroondara, ranging from separate houses (58% 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. Lower income earners are facing rising rents. Likewise, average first-home buyers experience difficulties in affording a home in the City's rising house market, one of the most expensive in Victoria. Approximately 2% Boroondara's housing can be classified as social housing (provided for non-profit purposes) which includes community based and public housing.



Dwelling styles in Boroondara

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 an array of 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, enabling walking as the most commonly undertaken activity.

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 development. Specific challenges for Council and the community include the maintenance of parks and gardens, retaining the amount of open space and the impact of increasing population densities.

Sources

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<http://boroondara.vic.gov.au/our-city/research-statistics> >

Australian Bureau of Statistics 2010, *Regional Population Growth* (cat. no. 3218.0) and
Population by Age and Sex, Regions of Australia (cat. no. 3232.0)



4.2 External influences

In preparing the 2011-12 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 chosen to use the inflation rate of 3.3% for 2011-12 which has been derived from Access Economics Business Outlook December Quarter 2010 which is aligned with the commencement of budget preparation. This rate is applied to open space contributions, rental income and all expenses other than 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 December Quarter 2010.
- Australian Average Weekly Earnings (AWE) growth for public sector full time adult ordinary time earnings in the 12 months to November 2010 was 5.3% (ABS release November 2010). A 4.75% increase has been applied in the years 2011-12 to 2015-16 and reflects Council's industrial relations commitments. Future years thereafter are based on Average Weekly Ordinary Time Earnings (AWOTE) published in the Access Economics Business Outlook December Quarter 2010 release plus an element of 0.25% for minor new Equivalent Full Time (EFT) growth. 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.
- Council's Long Term Financial Strategy applies Average Weekly Ordinary Time Earnings (AWOTE) derived from Access Economics Business Outlook December Quarter 2010 to materials and services and the building cost index (Rawlinson's Construction Cost Guide) to roads, footpaths and building maintenance categories only. The Rawlinson's building cost index (2010) five year average has declined to 4.3% compared to the previous year five year average of 5% however this is due to the end of the Federal Government stimulus expenditure (primary the education revolution) and as a result, Council has continued to apply 5%.
- In 2009-10 the State Government informed Council of significant increases in the landfill levy which had been set to progressively increase over a five year period to 2014-15. The levy increased from \$9 per tonne in 2009-10 to \$30 per tonne in the 2010-11 year (or 233%) and was foreshadowed to further increase to \$40 per tonne in 2011-12. However a decision by the State Government in May 2011 has resulted in bringing forward the 2012-13 increase of \$44 per tonne to the 2011-12 year. The State Government will invest the \$53.70 million of the \$200 million raised by the extra charges over the next four years in projects to help businesses, councils, households and communities address waste and its environmental impacts. 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.
- Council's final proportional share of the Metropolitan Fire and Emergency Services Board (MFESB) levy legislative contribution was not confirmed at the time of the development of the 2011-12 Budget. However an early estimate was provided by the MFESB on 2 May 2011 and is assumed to increase by \$0.09 million or 2.6% from \$3.51 million in 2010-11 forecast to \$3.60 million in 2011-12.
- Council's existing borrowings are fixed for the life of these loans. Further loans of \$28.5 million are proposed in 2011-12 to fund significant building works at the Kew and Hawthorn Aquatic and Leisure Centre's, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office at a forecast fixed interest borrowing rate of 8.30% (fixed for 10 years only).
- Vision Super notified member councils during 2010-11 advising of the outcomes of the actuarial investigation of the Defined Benefit Scheme at 30 June 2010. The investigation revealed a LASF Defined Benefit Plan shortfall payable by 1 July 2011. Council's share of the funding shortfall was \$2.70 million (inclusive of superannuation tax and interest owing). The shortfall was paid in full during 2010-11.



4.3 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 2011-12 Budget. These matters have arisen from events occurring in the 2010-11 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2011-12 year. These matters and their financial impacts are set out below:

- Council's decision during the year to transfer developers open space contributions received above the 2010-11 Adopted Budget to a strategic acquisition fund, has resulted in a forecast closing balance in that fund of \$1.33 million for the 2010-11 financial year. This is in line with Council's financial strategy principles and 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.
- At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. A total of \$13.40 million in 2010-11 Capital Works forward commitments have been identified to be undertaken in 2011-12 and as a result, budgeted borrowings of \$12.00 million will not be taken up during the 2010-11 financial year and have been deferred to 2011-12.
- New borrowings of \$28.50 million for significant works at the Kew and Hawthorn Aquatic and Leisure Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office are planned for 2011-12.
- In February 2011, the widespread storm event significantly impacted many of the City's streets, drains, parks and gardens and Council buildings. The cost of remediation works is expected to reach \$0.57 million and has been offset through savings and additional revenue identified during Council's budget forecasting process. As a result, the additional storm event costs will not adversely impact the year end position.

4.4 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 2011-12 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 or new employee proposals are justified through a business case process, and considered by the Executive Management Group prior to recommendation to Council.
- All Capital Works proposed projects also go through a comprehensive business case analysis including alignment to the Council Plan, Risk Minimisation and Cost Benefit analysis.
- 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 was reviewed by Council initially in November 2010 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 their individual budgets with these parameters firmly in mind.

4.5 Legislative requirements

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 2011-12 Budget which is included in this report, is for the year 1 July 2011 to 30 June 2012 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 2012 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 9**) Rating Strategy (**Section 10**), Borrowing Strategy (**Section 11**), Asset Management Strategy (**Section 12**) and Service Delivery Strategy (**Section 13**) and a detailed Long Term Financial Strategy covering the 10 years from 2011-12 to 2020-21 (included in **Appendix C – Strategic Resource Plan**).



City of Boroondara
Budget 2011-12

Budget analysis

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

5. Analysis of operating budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2011-12 year.

5.1 Budgeted income statement

	Ref	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Total income	5.2	167,019	170,194	3,175
Total expenses	5.3	(155,221)	(155,487)	(266)
Surplus for the year		11,798	14,707	2,909
Grants and contributions - Capital	5.2.4	(3,210)	(861)	2,349
Share of net gain (loss) of associates and joint ventures accounted for by the equity method	5.2.10	3	(1,057)	(1,060)
LASF Defined Benefit Plan superannuation	5.3.11	2,701	-	(2,701)
Net loss on disposal of property, infrastructure, plant and equipment	5.3.12	2,665	2,670	5
Underlying surplus	5.1.1	13,957	15,459	1,502

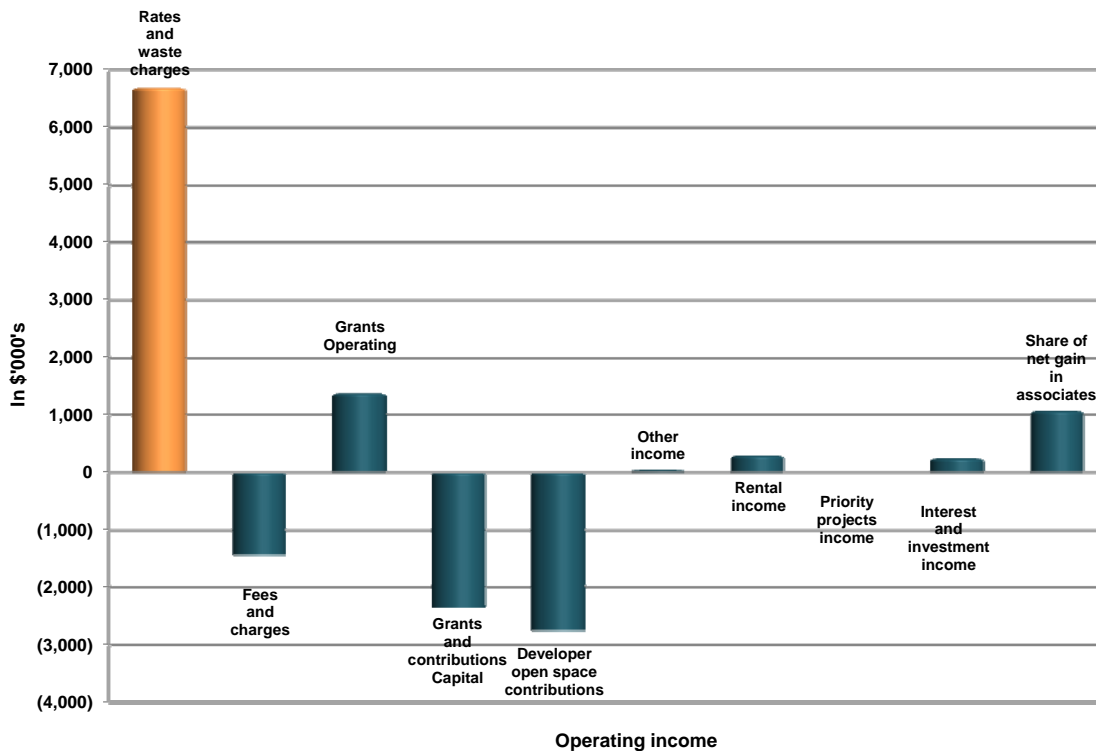
5.1.1 Underlying surplus (\$1.50 million increase)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non monetary assets, gains or losses on disposal of non-operating assets sold and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2011-12 year is a surplus of \$15.46 million which is an increase of \$1.50 million over the 2010-11 year. The surplus generated is a funding source for capital works.

5.2 Income

Income Types	Ref	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Rates and waste charges	5.2.1	120,084	126,779	6,695
Fees and charges	5.2.2	22,393	20,954	(1,439)
Grants - Operating	5.2.3	11,790	13,159	1,369
Grants and contributions - Capital	5.2.4	3,210	861	(2,349)
Developers open space contributions	5.2.5	3,947	1,200	(2,747)
Other income	5.2.6	1,200	1,239	39
Rental income	5.2.7	1,812	2,107	295
Interest	5.2.8	2,049	2,058	9
Priority projects income	5.2.9	537	780	243
Share of net gain (loss) of associates and joint ventures accounted for by the equity method	5.2.10	(3)	1,057	1,060
Total income		167,019	170,194	3,175

Source: Appendix A-Budgeted Standard Statements



5.2.1 Rates and waste charges (\$6.70 million increase)

Rates income is comprised of general rates of \$109.25 million, special rate schemes of \$0.89 million, cultural and recreation land rates of \$0.05 million, supplementary rates \$0.90 million and waste charges of \$16.64 million. Total general rates income represents an increase of \$6.18 million which is based on a 5% increase in the rate in the dollar applied to property values in 2011-12.

Section 10 - Rating Strategy includes a more detailed analysis of the rates to be levied for the 2011-12 financial year.

5.2.2 Fees and charges (\$1.44 million decrease)

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 decrease by 6.4% or \$1.44 million compared to 2010-11 forecast. The main area contributing to this reduction is a change of contract arrangements and accounting treatment relating to the management and operation of Council's leisure and aquatic facilities (\$2.36 million). The 2011-12 Budget now provides for a guaranteed fixed return on a net basis for all five Boroondara leisure and aquatic centres. The 2010-11 forecast includes gross income and expenditure recognition for the Boroondara Sports Complex.

This change is partially offset by:

- Freeway Golf Course revenue up 15.0% or \$0.15 million
- Local laws revenue up 5.6% or \$0.58 million;
- Health, Ageing and Disability revenue up 6.9% or \$0.13 million.

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

5.2.3 Grants - operating (\$1.37 million increase)

Grants include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Overall the level of grant funding is budgeted to increase by 11.6% or \$1.37 million compared to the 2010-11 forecast primarily due to the Victoria Grants Commission first quarter payment for 2010-11 of \$1.01 million being received in the 2009-10 year.

After adjusting for the Victoria Grants Commission first quarter early payment noted above, grant funding is expected to increase by 2.8%. The minor 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 therefore, 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	Budget	
	2010-11	2011-12	Variance
Grant funding types	\$'000	\$'000	\$'000
Family day care*	191	138	(53)
Health, ageing & disability	5,790	5,988	175
Library services	872	900	28
Maternal and child health	647	661	14
School crossing	314	314	0
Victoria Grants Commission**	3,061	4,206	1,145
Other grants	915	952	37
Grand total	11,790	13,159	1,369

* Family Day Care decrease offset by a reduction in Family Day Care Child Care Benefit Subsidy payments.

** Victoria Grants Commission increase due to first quarter payment for the 2010-11 year of \$1.01 million being received in the 2009-10 financial year.

5.2.4 Grants and contributions - Capital (\$2.35 million decrease)

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. Overall, the level of capital grants and contributions is forecast to decrease by 73.2% or \$2.35 million compared to 2010-11 due to a reduction in the number of capital projects that attract capital grants and contributions.

Capital works income of \$0.86 million is budgeted in 2011-12, including:

- \$0.42 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.38 million relating to the renewal of HA Smith Reserve (*School contribution*);
- \$0.06 million for the installation of solar lighting at Gardiner's Creek Trail (*Sport and Recreation Victoria funding*).

5.2.5 Developers open space contributions (\$2.75 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. Based on review of the expected level of development activity and a higher than normal level in 2010-11, contributions are projected to decrease by 69.6% or \$2.75 million in 2011-12.

5.2.6 Other income (\$0.04 million increase)

Other revenue totals \$1.24 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 3.3% or \$0.04 million compared to 2010-11.

5.2.7 Rental income (\$0.30 million increase)

Rental income includes commercial lease and other rental income from Council owned properties.

Overall, rental Income is \$2.11 million, which is 16.3% or \$0.30 million above the 2010-11 forecast mainly due to an increase in lease income relating to the former Hamer Court Hostel (\$0.17 million) and Leonda car park (\$0.11 million).

5.2.8 Interest (\$0.01 million increase)

Interest receivable totals \$2.06 million, which is \$0.01 million above the 2010-11 forecast and is based on the current interest rate environment and projected cash holdings.

5.2.9 Priority Project income (\$0.24 million increase)

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 \$0.78 million is expected to be received including:

- \$0.30 million relating to the Right of Way Identification Program; and
- \$0.23 million from the sale of Council revaluation data to the State Revenue Office.

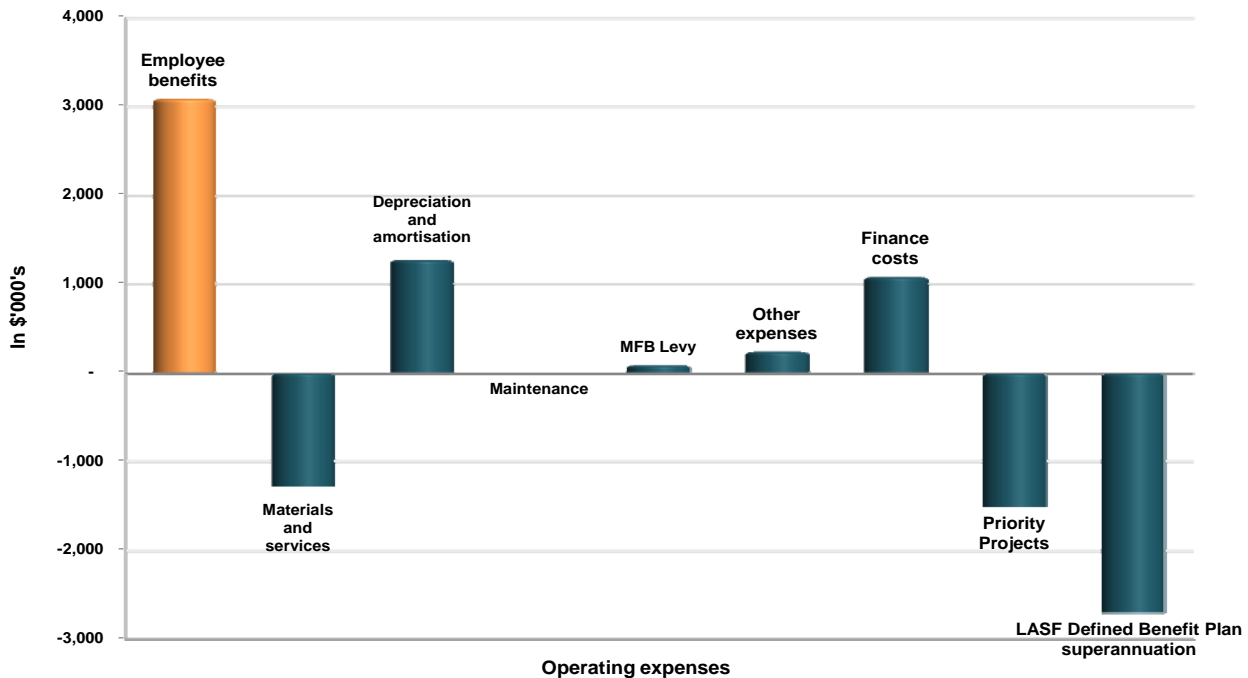
5.2.10 Share of net gain of associates and joint ventures accounted for by the equity method (\$1.06 million increase)

Share of net gain of Associates and Joint Ventures accounted for by the equity method relates to Council's share of the Joint Venture in the Clayton Landfill site. This is an accounting entry only (non cash). It is assumed for the purposes of the development of the 2011-12 budget that the joint venture is expected to show a net surplus in the 2011-12 year.

5.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2010-11 \$'000	2011-12 \$'000	
Employee benefits	5.3.1	59,408	62,491	3,083
Materials and services	5.3.2	45,474	44,202	(1,272)
Depreciation and amortisation	5.3.3	25,358	26,629	1,271
Roads maintenance	5.3.4	1,889	2,011	122
Footpaths maintenance	5.3.5	1,683	1,674	(9)
Facilities maintenance	5.3.6	4,517	4,394	(123)
MFB levy	5.3.7	3,514	3,604	90
Other expenses	5.3.8	2,531	2,760	229
Finance costs	5.3.9	491	1,568	1,077
Priority projects expenditure	5.3.10	4,990	3,484	(1,506)
LASF Defined Benefit Plan superannuation	5.3.11	2,701	-	(2,701)
Net loss on disposal of property, infrastructure, plant and equipment	5.3.12	2,665	2,670	5
Total expenses		155,221	155,487	266

Source: Appendix A-Budgeted Standard Statements



5.3.1 Employee benefits (\$3.08 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 benefits are forecast to increase by 5.2% or \$3.08 million compared to the 2010-11 forecast. This increase relates to the increase in salary and wages under relevant industrial agreements, employee on-costs such as leave provisions and workers compensation, and resources to meet additional community demand.

The increase is related to several key factors noted below:

- \$2.85 million or 4.79% relating to industrial agreements including Local Area Workplace Agreements (LAWA), banding and contract staff increments.
- \$0.20 million or 0.3% relating to net additional staff requirements to increase organisational responsiveness and services.
- \$0.42 million or 0.7% relating to savings achieved in the 2010-11 forecast (partially offset by a forecast increase in materials and services);
- \$0.32 million or 0.5% work cover predicted premium savings (actual is unknown); and
- \$0.08 million or 0.1% in planned savings (Libraries) resulting from the implementation of the Radio Frequency Identification (RFID) project.

5.3.2 Materials and services (\$1.27 million decrease)

Materials and Services are budgeted to decrease by 2.8% or \$1.27 million compared to the 2010-11 forecast, primarily due to the following significant variances:

- \$2.40 million decrease due to a change of contract arrangements and accounting treatment relating to the management and operation of Council's leisure and aquatic facilities. The 2011-12 Budget now provides for a guaranteed fixed return on a net basis for all five Boroondara leisure and aquatic centres. The 2010-11 forecast includes gross income and expenditure recognition for the Boroondara Sports Complex.
- \$0.26 million decrease in Statutory Planning specialist consultants and legal fees associated with VCAT appeals;

- \$0.22 million decrease in Local Laws expenditure primarily relating to Perin Court filing fees (\$0.07 million) and bad and doubtful debts (\$0.09 million); and
- \$0.12 million Foundation Boroondara change of operational support arrangements.

Partially offset by increases in budgeted expenditure in:

- Waste management and operations \$0.86 million primarily relating to significant increases in the landfill levy collected by the State Government. The levy is currently \$30 per tonne and will increase to \$44 per tonne (\$0.55 million) in 2011-12. Other increases include leased assets expenditure (\$0.19 million) relating to green waste and collection and transfer station (primarily due to savings reflected in the forecast due to the timing of renewed lease agreements and implementation of waste review actions);
- Parks and Gardens expenditure up 7.6% or \$0.51 million primarily due to tree pruning costs associated with electrical line clearance legislation and normal operational costs.
- Arts and Culture up 13.8% or \$0.09 million primarily relating to the full year operation of Kew Court House and Arts and Culture Strategy implementation.
- Strategic Planning Heritage and Structure Plan implementation \$0.20 million which has been transferred from Priority Project expenditure.

A number of new initiatives have been included in the 2011-12 Budget including an ongoing independent assessment of Council's customer service delivery, increase in funding support to Municipal Performing Groups in Boroondara and ongoing support and training for fourteen of Boroondara's shopping centres.

5.3.3 Depreciation and amortisation (\$1.27 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 \$1.27 million for 2011-12 is due to the impact of the capital works program and the full year effect of depreciation on new assets acquired in the 2010-11 year. Refer to **Section 8 "Analysis of Capital Budget"** for a more detailed analysis of Council's capital works program for the 2011-12 year.

5.3.4 Roads maintenance (\$0.12 million increase)

Roads maintenance operating expenditure has increased by 6.5% or \$0.12 million primarily due to the 2010-11 forecast reflecting savings of \$0.17 million.

5.3.5 Footpath maintenance (\$0.01 million decrease)

Footpath maintenance operating expenditure is budgeted for a minor decrease resulting from less make safe activities required due to proactive works.

5.3.6 Facilities maintenance (\$0.12 million decrease)

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 decrease by \$0.12 million. This is due to maintenance expenditure savings associated with the expected closure of the Hawthorn Leisure and Aquatic Centre in 2011-12 due to major redevelopment works.

5.3.7 MFB levy (\$0.09 million increase)

Council's final proportional share of the total Metropolitan Fire and Emergency Services Board (MFESB) levy for the 2011-12 financial year was not confirmed at the time of the development of the 2011-12 Budget however an early estimate was provided by MFESB on 2 May 2011 and is assumed to increase by 2.6% or \$0.09 million.



5.3.8 Other expenses (\$0.23 million increase)

Other expenses relates to a range of non-departmental expenditure, including bank charges and audit fees and is expected to increase due to higher capital works in progress expenditure written off (i.e. expenditure that does not meet the asset capitalisation criteria).

5.3.9 Finance costs (\$1.08 million increase)

Finance costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to increase by \$1.08 million compared to the 2010-11 reflecting new borrowing arrangements in 2011-12 to fund the major refurbishment of key community buildings. Refer **Section 11 - Borrowing Strategy** for more detail.

5.3.10 Priority Projects (\$1.51 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 \$3.48 million which includes \$0.25 million in proposed forward commitments from the 2010-11 year.

Refer to **Appendix E – Priority Projects Program** for a detailed listing of the Priority Projects Program and proposed forward commitments from 2010-11.

5.3.11 LASF Defined Benefit Plan superannuation (\$2.70 million decrease)

Vision Super notified member councils during 2010-11 advising of the outcomes of the actuarial investigation of the Defined Benefit Scheme at 30 June 2010. The investigation revealed a LASF Defined Benefit Plan shortfall payable by 1 July 2011. Council's share of the funding shortfall was \$2.70 million (inclusive of superannuation tax and interest owing). The shortfall was paid in full during 2010-11 resulting in interest savings of \$0.07 million.

5.3.12 Net loss on disposal of property, infrastructure, plant and equipment (\$0.01 million decrease)

There are no major asset sales included in the 2011-12 financial year budget. The written down value of assets sold is budgeted to be \$2.70 million 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.

6. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2011-12 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 the principal component of loan requirements for the year.

6.1 Budgeted cash flow statement

	Ref	Forecast Actual 2010-11 \$'000 Inflows (Outflows)	Budget 2011-12 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities	6.1.1			
Receipts				
Rates and waste charges		119,984	126,699	6,715
Fees and charges and other receipts from customers		25,179	24,095	(1,084)
Grants - Operating (including priority projects)		12,346	13,944	1,598
Grants and contributions - Capital		3,210	861	(2,349)
Developers open space contributions		3,947	1,200	(2,747)
Interest		2,049	2,058	9
		166,715	168,857	2,142
Payments				
Employee costs		(61,202)	(61,886)	(684)
Contractors and materials (including priority projects)		(63,018)	(60,399)	2,619
Finance costs		(491)	(385)	106
		(124,711)	(122,670)	2,041
Net cash provided by operating activities		42,004	46,187	4,183
Cash flows from investing activities	6.1.2			
Increase in trust funds and deposits		50	50	-
Dividend received*		1,057	1,057	-
Payments for property, plant and equipment		(46,241)	(72,181)	(25,940)
Net cash used in investing activities		(45,134)	(71,074)	(25,940)
Cash flows from financing activities	6.1.3			
Proceeds from interest-bearing loans and borrowings		-	28,500	28,500
Repayment of interest-bearing loans and borrowings		(1,616)	(1,721)	(105)
Net cash provided by (used in) financing activities		(1,616)	26,779	28,395
Net increase (decrease) in cash and cash equivalents		(4,746)	1,892	6,638
Cash and cash equivalents at beginning of year		34,470	29,724	(4,746)
Cash and cash equivalents at end of year	6.1.4	29,724	31,616	1,892

Source: Appendix A – Budgeted Standard Statements

* Dividend received relates to Council's share of the proposed distribution of profits of the joint venture in the Clayton Landfill site.

6.1.1 Operating activities (\$4.18 million increase)

The increase in net cash inflows from operating activities is due mainly to a \$6.72 million increase in rates and charges which is in line with the rate increase of 5.0% partially offset by a reduction in capital grants (\$2.35 million) and developers open space contributions (\$2.75 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 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Surplus for the year	11,798	14,707	2,909
Depreciation	25,358	26,629	1,271
Provision for doubtful debts	100	100	-
Loss on disposal of assets	2,665	2,670	5
Works in progress written off	1,000	1,200	200
(Increase) decrease in investments in joint ventures	3	(1,057)	(1,060)
Net movement in assets and liabilities	1,080	1,938	858
Cash flows available from operating activities	42,004	46,187	4,183

6.1.2 Investing activities (\$25.94 million increase)

The increase in net cash outflows from investing activities of \$25.94 million is due to the \$25.94 million increase in capital works expenditure (including forward commitments of \$13.40 million from 2010-11).

6.1.3 Financing activities (\$28.40 million increase)

There is a \$28.40 million increase in net cash inflows from financing activities due to additional borrowings of \$28.50 million to fund significant works at the Kew and Hawthorn Leisure and Aquatic Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office as identified in **Appendix F – Capital Works Program**.

6.1.4 Cash and cash equivalents at the end of the year (\$1.89 million increase)

Overall, total cash and investments are forecast to increase by \$1.89 million to \$31.62 million as at 30 June 2012.

6.2 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 2012, it will have cash and investments of \$31.62 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Total cash and investments		29,724	31,616	1,892
Restricted cash and investments				
- Long Service Leave	6.2.1	(8,179)	(8,679)	(500)
- Strategic acquisition fund	6.2.2	(1,328)	(1,328)	-
- Cash contingency - emergency response works	6.2.3	-	(546)	(546)
- Drainage reserve	6.2.4	(242)	(242)	-
Unrestricted cash and investments	6.2.5	19,975	20,821	846



6.2.1 Long service leave (\$8.68 million)

The Local Government (Long Service Leave) Regulations 2002 require sufficient cash and investments to be maintained to meet the total liability for long service leave calculated in accordance with these Regulations. Council is compliant with the requirement and has a budgeted balance of \$8.68 million to meet its long service liability.

6.2.2 Strategic acquisition fund (\$1.33 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 9.4 Financial Strategy Principles**.

6.2.3 Cash contingency - emergency response works (\$0.55 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 9.4 Financial Strategy Principles**.

6.2.4 Drainage reserve (\$0.24 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.

6.2.5 Unrestricted cash and investments (\$20.82 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 carried forward capital works. 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 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.

7. Analysis of budgeted financial position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2010-11 forecast and the 2011-12 Budget.

7.1 Budgeted balance sheet

	Ref	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		29,724	31,616	1,892
Trade and other receivables		8,986	9,165	179
Prepayments		463	483	20
Inventories		44	44	-
Total current assets		39,217	41,308	2,091
Non-current assets	7.1.2			
Trade and other receivables		332	337	5
Investments in associates		4,352	4,352	-
Property, plant and equipment, infrastructure		2,366,040	2,407,722	41,682
Intangible assets		812	812	-
Investment property		9,076	9,076	-
Total non-current assets		2,380,612	2,422,299	41,687
Total assets		2,419,829	2,463,608	43,778
Current liabilities	7.1.3			
Trade and other payables		14,770	16,402	(1,632)
Interest-bearing loans and borrowings		1,721	1,256	465
Provisions		11,446	11,996	(550)
Trust funds and deposits		2,300	2,350	(50)
Prepaid income		110	115	(5)
Total current liabilities		30,347	32,119	(1,772)
Non-current liabilities	7.1.4			
Provisions		1,165	1,220	(55)
Interest-bearing loans and borrowings		5,325	32,569	(27,244)
Total non-current liabilities		6,490	33,789	(27,299)
Total liabilities		36,837	65,908	(29,071)
Net assets		2,382,992	2,397,699	14,707
Equity	7.1.5			
Accumulated surplus		709,550	724,257	14,707
Asset revaluation reserve		1,673,200	1,673,200	-
Drainage reserve		242	242	-
Total equity		2,382,992	2,397,699	14,707

Source: Appendix A – Budgeted Standard Statements

7.1.1 Current assets (\$2.09 million increase)

The \$2.09 million increase in current assets is primarily due to increases in cash and cash equivalent balances of \$1.89 million coupled with an increase in trade and other receivables \$0.18 million. Refer to **Section 6 - Analysis of Budgeted Cash Position** for further analysis.

7.1.2 Non-current assets (\$41.69 million increase)

The increase in non-current assets is primarily due to a \$41.68 million increase in property, infrastructure, plant and equipment caused by \$71.18 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 \$25.63 million in depreciation expenditure, \$0.12 million capital works in progress written off (expenditure that does not meet the asset capitalisation criteria) and \$2.67 million in disposal of carrying value related to replacement of infrastructure and library resource assets completed and capitalised during the year.

7.1.3 Current liabilities (\$1.77 million increase)

Current liabilities represent obligations that Council must pay within the next year. The increase in trade payables and other liabilities primarily relates to an increase in accrued interest on new borrowings in accordance with loan repayment schedules and employee leave provisions.

7.1.4 Non-current liabilities (\$27.30 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 \$27.24 million in non-current borrowings.

7.1.5 Working capital (\$0.32 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 and drainage reserve which are not represented as current liabilities at 30 June.

	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Current assets	39,217	41,308	2,091
Current liabilities	30,347	32,119	(1,772)
Working capital	8,870	9,189	319
Restricted cash and investment current asset			
- Strategic acquisition fund	(1,328)	(1,328)	-
- Cash contingency - emergency response works	-	(546)	(546)
- Drainage reserve	(242)	(242)	-
Unrestricted working capital	7,300	7,073	(227)

7.1.6 Equity (\$14.71 million increase)

The net increase in equity or net assets of \$14.71 million results directly from the 2011-12 financial year budgeted net operating surplus.



7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2012 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 2011-12 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 2010-11 levels.
- Capital Works expenditure of \$72.18 million including \$13.40 million in proposed forward commitments from 2010-11.
- Trade payables and other includes accrued interest on borrowings \$1.18 million and is based on loan repayment schedules and payment terms.
- Repayment of loan principal to be \$1.72 million.

8. Analysis of capital works budget

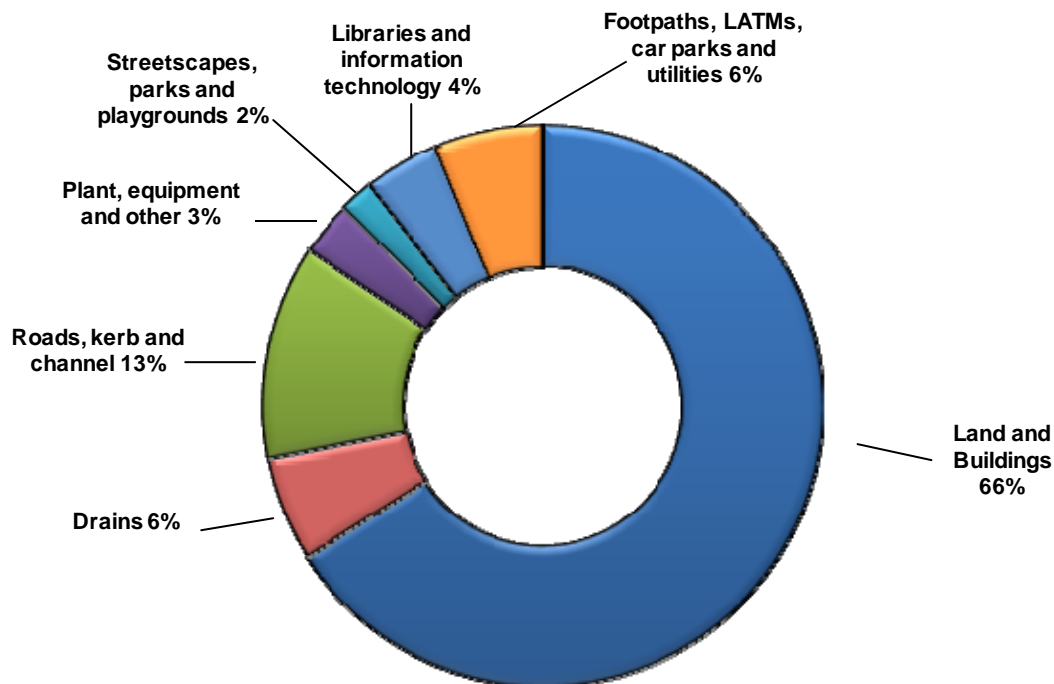
This section of the Annual Budget report analyses the planned capital works expenditure budget for the 2011-12 financial year and the sources of funding for the budget.

8.1 Capital works expenditure budget

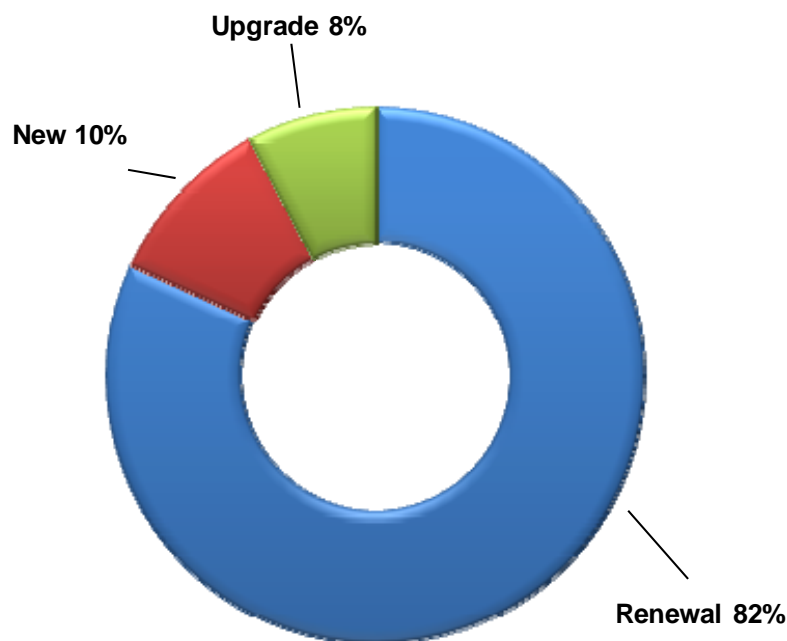
Capital Works by Program	Ref	Forecast	Budget	Variance
		Actual 2010-11 \$'000	2011-12 \$'000	
Works carried forward				
Land and buildings	8.1.1	8,597	13,016	4,419
Roads, kerb and channel	8.1.1	40	-	(40)
Plant, equipment and other	8.1.1	375	-	(375)
Street, parks and playgrounds	8.1.1	563	-	(563)
Libraries and information technology	8.1.1	169	-	(169)
Footpaths, LATMs, car parks and utilities	8.1.1	602	382	(220)
Total works carried forward		10,346	13,397	3,051
New works				
Land and buildings	8.1.2	17,800	38,773	20,973
Drains	8.1.3	3,157	3,535	378
Roads, kerb and channel	8.1.4	6,492	7,260	768
Plant, equipment and other	8.1.5	1,863	1,878	15
Street, parks and playgrounds	8.1.6	1,520	1,147	(373)
Libraries and information technology	8.1.7	2,046	2,551	505
Footpaths, LATMs, car parks and utilities	8.1.8	3,017	3,640	623
Total new works		35,895	58,784	22,889
Total capital works		46,241	72,181	25,940
Represented by:				
Renewal		35,101	59,069	23,968
New		7,826	7,506	(320)
Upgrade		3,314	5,606	2,292
Total capital works		46,241	72,181	25,940

A detailed listing of the individual projects included in the 2011-12 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 2011-12



Budgeted Total Capital Works 2011-12



8.1.1 Forward commitments (\$13.40 million)

At the end of each financial year there are projects, which are either incomplete or not commenced due to planning issues, weather delays, extended consultation, etc. For the 2010-11 financial year, a total of \$13.40 million in forward commitments is forecast to be carried forward into the 2011-12 year for completion. A listing of 2010-11 forecast forward commitments is included in **Appendix F - Capital Works Program**.



8.1.2 Land and buildings (\$38.77 million)

For the 2011-12 year, \$38.77 million will be expended on land and building projects. The more significant projects include:

• Camberwell Library and Office	\$ 14.89M
• Hawthorn Town Hall Arts Precinct	\$ 4,41M
• Hawthorn Aquatic and Leisure Centre	\$ 3.00M
• Hawthorn Community Precinct	\$ 2.39M
• Hays Paddock Main Pavilion	\$ 1.10M
• Tuck Stand Preservation works	\$ 0.94M

8.1.3 Drains (\$3.54 million)

For the 2011-12 year, \$3.54 million will be expended on drainage projects. The more significant projects include:

• Drainage capital renewal and replacement works	\$ 2.14M
• Brick drain renewal	\$ 1.40M

8.1.4 Roads, kerb and channel (\$7.26 million)

For the 2011-12 year, \$7.26 million will be expended on road resurfacing and refurbishment projects. \$0.42 million in works is expected to be funded from the Commonwealth Government Roads to Recovery Program.

8.1.5 Plant, equipment and other (\$1.88 million)

For the 2011-12 year, \$1.88 million will be expended on plant and equipment and other projects. The more significant projects include:

• Mechanical equipment upgrade/replacement	\$ 0.49M
• Leisure & Aquatic Centre equipment replacement	\$ 0.36M
• Park fences and signs	\$ 0.45M
• Furniture renewal	\$ 0.20M

8.1.6 Street, parks and playgrounds (\$1.15 million)

For the 2011-12 year, \$1.15 million will be expended on streetscapes, parks and playgrounds. The more significant projects include:

• Playground replacement program (renewal)	\$ 0.37M
• Park bins, BBQ's and drinking fountains	\$ 0.19M
• Childcare playgrounds	\$ 0.20M

8.1.7 Libraries and information technology (\$2.55 million)

For the 2011-12 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

8.1.8 Footpaths, traffic management devices, carparks and utilities (\$3.64 million)

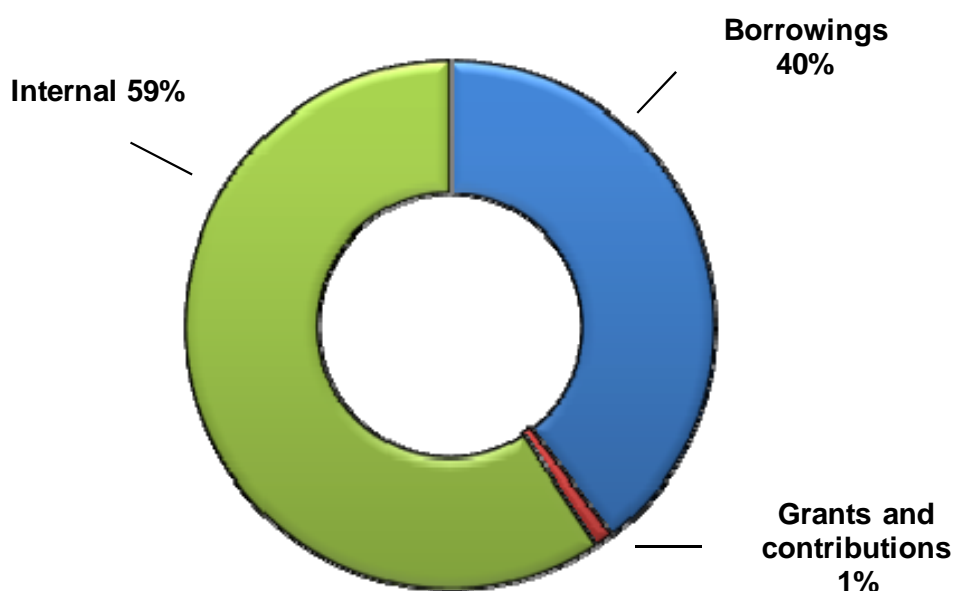
For the 2011-12 year, \$3.64 million will be expended on footpaths, traffic management devices, carparks and utilities. The more significant projects include:

• Footpaths - Gardiner's Creek Trail	\$ 1.03M
• Road paths	\$ 0.36M
• Utilities	\$ 0.43M
• Bicycle and pedestrian trails	\$ 0.32M
• Car park improvements	\$ 0.49M
• Traffic management devices	\$ 0.51M
• Park paths	\$ 0.08M

8.2 Funding Sources

Sources of funding	Ref	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
External				
Borrowings	8.2.1	-	28,500	28,500
Grants and contributions	8.2.2	3,210	861	(2,349)
Sub-total		3,210	29,361	26,151
Internal	8.2.3	43,031	42,820	(211)
Total funding sources		46,241	72,181	25,940

Budgeted funding sources 2011-12



Source: Appendix A – Budgeted Standard Statements

8.2.1 Borrowings (\$28.50 million)

Proceeds from borrowings of \$28.50 million have been budgeted in the 2011-12 financial year to fund significant works at the Kew and Hawthorn Leisure and Aquatic Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office.

Sufficient financial capability has been included in the 2011-12 Budget and the associated Long Term Financial Strategy to fund repayments associated with these borrowings.



8.2.2 Grants and contributions (\$0.86 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:

- \$0.42 million for the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.38 million relating to the renewal of HA Smith Reserve (*School contribution*);
- \$0.06 million for the installation of solar lighting at Gardiner's Creek Trail (*Sport and Recreation Victoria funding*).

8.2.3 Internal funding (\$42.82 million)

Internal funding includes cash generated from 2011-12 operations and existing working capital. Capital works carried forward from 2010-11 are funded from the prior year operating surplus and deferment of \$12.00 million in borrowings in 2010-11 which will be taken up in 2011-12.



City of Boroondara
Budget 2011-12

Long term strategies

9. Strategic Resource Plan
10. Rating Strategy
11. Borrowing Strategy
12. Asset Management Strategy
13. Service Delivery Strategy

9. Strategic Resource Plan

This section considers the long term financial projections of Council. 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.

9.1 Strategic Resource Plan development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2011-12 to 2014-15 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

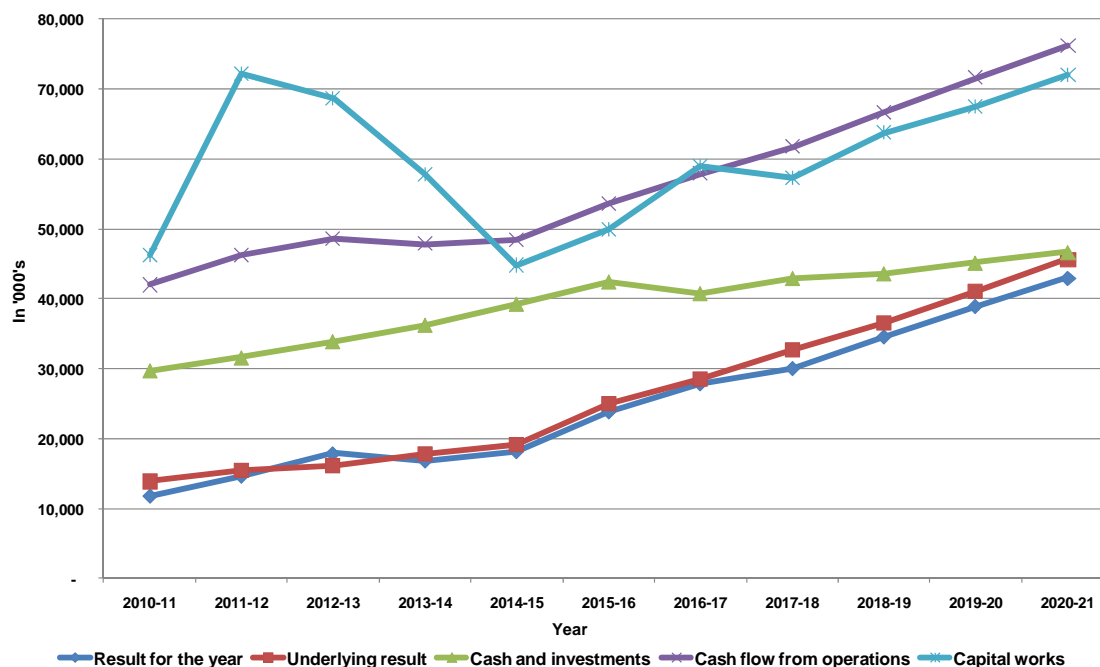
- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations, and
- Provide full, accurate and timely disclosure of financial information.

9.2 Financial resources

The following table summarises the anticipated key financial results for the next four years as set out in the Strategic Resource Plan for the years 2011-12 to 2014-15. **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		
	2010-11	2011-12	Projections		
	\$'000	\$'000	2012-13	2013-14	2014-15
			\$'000	\$'000	\$'000
Result for the year	11,798	14,707	17,905	16,780	18,093
Underlying result	13,957	15,459	16,102	17,855	19,201
Cash and investments	29,724	31,616	33,929	36,181	39,155
Cash flow from operations	42,004	46,187	48,574	47,792	48,419
Capital works	46,241	72,181	68,647	57,752	44,791

The following graph shows the general financial indicators over the next ten years of the Long Term Financial Strategy.



The key outcomes of the Long Term Financial Strategy are:

- Financial sustainability (Section 6 - 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 1.29:1 in 2011-12 and continues to be above the minimum requirement for the life of the Long Term Financial Strategy.
- Capital Works (Section 8 - 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 Strategy (Section 10)**
 Revenue from rates is budgeted to increase in 2011-12 by 5% and forecast to be 5% thereafter over the next 10 years.
- Borrowing Strategy (Section 11)**
 New borrowings of \$28.50 million are budgeted in 2011-12 to fund significant works at the Kew and Hawthorn Aquatic and Leisure Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and Camberwell Library and Office. A further \$35 million in planned borrowings is proposed over the 2012-13 and 2013-14 years to finance major building redevelopments including Ashburton Library and Learning Centre, Ashburton Recreation Centre, Boroondara Sports Complex Gymnasium as well as other significant infrastructure projects identified in **Appendix F – Capital Works Program**.
- Asset Management Strategy (Section 12)**
 Capital Works capacity over the 10 years is \$612.45 million at an average of \$49.79 million. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans.



9.3 Long Term Financial Strategy

A key component of the Strategic Resource Plan is the Long Term Financial Strategy. Council has prepared a Long Term Financial Strategy for the 10-year period 2011-12 to 2020-21 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.

9.4 Financial Strategy Principles

9.4.1 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.

9.4.2 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 – 80% 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.



9.4.3 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.

9.4.4 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.

9.4.5 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.



9.4.6 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.

9.4.7 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.

9.4.8 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.

9.4.9 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.

9.4.10 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.

9.4.11 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.



9.4.12 Concept Masterplan Principle

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

Concept Masterplans 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 Masterplan components will be considered annually as part of the budget process, in conjunction with all Council Plan and Budget priorities.

Concept Masterplans must inform asset management plans and future works planning.

9.4.13 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.

9.4.14 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.

9.4.15 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 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 resources will be considered to ensure deliverability prior to endorsement of additional expenditure.

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

9.4.16 Strategic acquisition fund principle

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 will create a Strategic Acquisition Fund. This cash-backed fund will allow for the acquisition of strategic assets within the municipality as they become available.

Once created 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.

9.5 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	Strategic Resource Plan				
		Forecast 2010-11	Budget 2011-12	Projections 2012-13 2013-14 2014-15		
Financial performance						
Underlying result/Underlying revenue	1	8.5%	9.2%	9.1%	9.6%	9.8%
Expenses/Assessment		\$ 2,200	\$ 2,192	\$ 2,289	\$ 2,376	\$ 2,476
Rate revenue/Underlying revenue	2	73.3%	75.3%	76.0%	76.5%	76.9%
Rate revenue/Assessment		\$ 1,702	\$ 1,787	\$ 1,881	\$ 1,979	\$ 2,081
Debt servicing/Total revenue		0.3%	0.9%	2.0%	2.6%	2.7%
Grants/Total revenue		7.1%	7.7%	7.5%	7.4%	7.2%
Fees and charges/Total revenue		13.4%	12.3%	12.1%	12.1%	11.9%
Financial position						
Indebtedness/Rate revenue	3	5.9%	26.7%	41.0%	46.6%	43.0%
Underlying result/Total assets		0.6%	0.6%	0.6%	0.7%	0.8%
Total realisable assets/Assessment		\$ 30,023	\$ 30,625	\$ 30,978	\$ 31,170	\$ 31,167
Current assets/Current liabilities	4	129%	129%	130%	130%	134%
Total liabilities/Assessment		\$ 522	\$ 929	\$ 1,252	\$ 1,424	\$ 1,409
Capital expenditure						
Capital works		\$ 46,241	\$ 72,181	\$ 68,647	\$ 57,752	\$ 44,791
- Asset renewal		\$ 35,101	\$ 59,069	\$ 57,850	\$ 47,804	\$ 40,518
- New and upgrade		\$ 11,140	\$ 13,112	\$ 10,797	\$ 9,948	\$ 4,273
Cash op act/net capital expenditure		97.6%	64.8%	74.6%	83.5%	109.3%
Capital works/Rate revenue		38.5%	56.9%	51.2%	40.7%	29.8%
Asset renewal/Total depreciation	5	138.4%	221.8%	216.2%	179.3%	153.0%

Notes to the indicators

- 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.
- General rate revenue/Underlying revenue:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.
- Indebtedness/Rate revenue:** The forecast trend indicates Council's take up of borrowings in years 2011-12 to 2013-14 to fund significant building works. Future years indicate a reducing reliance on debt against its annual rate revenue through scheduled redemption of borrowings.
- 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.
- 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.



9.6 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.

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.

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.

The table below projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2011-12 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year.

Indicator	Forecast	Budget
	Actual 2011	
Employee costs \$'000	59,408	62,491
Total employee numbers	1,001	996
Total EFT	780	768

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 managing risk responsibility through the delivery of Council's Risk Management Strategy 2009–12 and the implementation of risk control plans throughout the organisation. Audit of the Occupational Health and Safety aspects of Council's risk management practices from the Risk Management Strategy 2009-12 for compliance and organisational consistency will be undertaken during 2011-12.

Maintaining Boroondara's assets

Boroondara continues to be committed to deal with the challenge of maintaining more than \$2.40 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 \$248 million over the next five years, with an additional \$45 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 \$45 million by June 2016.

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.



10. Rating Strategy

This section of the Budget considers the Council's rating strategy including strategy development, assumptions underlying the current year rate increase and rating structure.

10.1 Strategy development

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 is clearly more dependent on rate revenue than many other local governments. This dependency is 75% of total income in 2011-12. The Long Term Financial Strategy projects future rate increases, which forms an important aspect for consideration during the development of the Strategic Resource Plan.

Whilst government grants total \$13.16 million in 2011-12, all but \$3.42 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 therefore Boroondara is one of the lowest recipients with grant income equivalent to \$185 per rate assessment.

10.2 Current year rate increase

The 2011-12 operating position is predicted to be impacted by a number of external and internal influences, including wage rises, CPI, and new service initiatives as noted in **Section 4 - Budget Influences**. Boroondara has maintained its rate rise in line with the long term planned increase. General rates will therefore be increased by 5% in 2011-12 raising general rate revenue of \$109.25 million.

The following table sets out future proposed rate increases and total rates and charges to be raised, based on the forecast position of Council as at 30 June 2012. The estimated rates raised include forecast supplementary valuations, discount on early payment of rates, special rate schemes and waste charges.

Year	Rate increase %	Total rates raised \$'000's
2011	5.25%	120,084
2012	5.00%	126,779
2013	5.00%	134,189
2014	5.00%	141,966
2015	5.00%	150,129
2016	5.00%	158,702

Future proposed rate increases are indicated at 5% for planning purposes. 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.



10.3 Rate in the dollar

The City of Boroondara's 2011-12 Budget provides for a 5% increase in the rate in the dollar paid by ratepayers, an increase from 0.1483 cents in the dollar to 0.1557 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$910,000 would now expect to pay \$1,416.87, an increase in 2011-12 of \$67.34 per year or \$1.30 per week.

10.4 Rating structure

In accordance with the *Local Government Act* 1989, the method by which local governments are able to raise rate revenue is through use of valuations on properties within their municipalities. 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 summarised the rates to be levied for the 2011-12 year. A more detailed analysis of the rates to be raised is contained in **Appendix B - Statutory Disclosures**.

Type of property	Budget 2010-11 cents/\$CIV	Budget 2011-12 cents/\$CIV
General rate for rateable residential properties	0.1483	0.1557
General rate for rateable non residential properties	0.1483	0.1557
Rate concession - rateable cultural and recreational properties	0.07415	0.07785

10.5 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 2003-10 is currently being undertaken. During 2010-11 a survey was distributed to Boroondara residents to allow them to give Council feedback on the range of recycling and waste services provided and any improvements that they would like Council to consider.

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



The following waste bin charges will apply in 2011-12:

Waste bin size	2010-11 charge	2011-12 charge
Waste environment levy residential & other	\$67.00	\$70.00
Waste environment levy commercial	\$67.00	\$70.00
80 litre & minimum waste charge residential & other	\$142.00	\$150.00
80 litre commercial	\$149.00	\$158.00
120 litre residential and other	\$256.00	\$272.00
120 litre commercial	\$269.00	\$286.00
240 litre	\$630.00	\$665.00
240 litre commercial	\$662.00	\$698.00
240 litre concession	\$512.00	\$544.00

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 2011-12. The waste bin charge for those properties qualifying for the concession has been increased to \$544.

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

Also introduced in 2005-06, was a waste environment levy which applies to vacant land and those residential properties required to service own refuse as a condition of a town planning permit. This charge provides a contribution to waste and rubbish collection from public spaces. In 2009-10 Council extended the waste environment levy to commercial premises that do not have a waste collection service provided by Boroondara to ensure these properties are contributing to the cost of waste and rubbish collection for public places.

In 2009-10 the State Government informed Council of significant increases in the landfill levy which had been set to progressively increase over a five year period to 2014-15. The levy increased from \$9 per tonne in 2009-10 to \$30 per tonne in the 2010-11 year. Landfill levies were due to further increase to \$40 in 2011-12, however a decision by the State Government in May 2011 has resulted in bringing forward the 2012-13 increase of \$44 per tonne to 2011-12. The State Government will invest the \$53.70 million of the \$200 million raised by the extra charges over the next four years in projects to help businesses, councils, households and communities address waste and its environmental impacts. 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.



10.6 Rate payment options

In 2011-12, 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 2011.
- One lump sum payment, in full, by 15 February 2012 (note, direct debit will be available for this option).
- Quarterly instalment plan, with payments required on 30 September, 30 November, 29 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.

10.7 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 2011-12 budgeted investment earning rate of 5.5% per annum.

11. Borrowing Strategy

In developing the Strategic Resource Plan, (**Section 9**) borrowings have been identified as a funding source for the creation of income generating assets and assets servicing current and future generations.

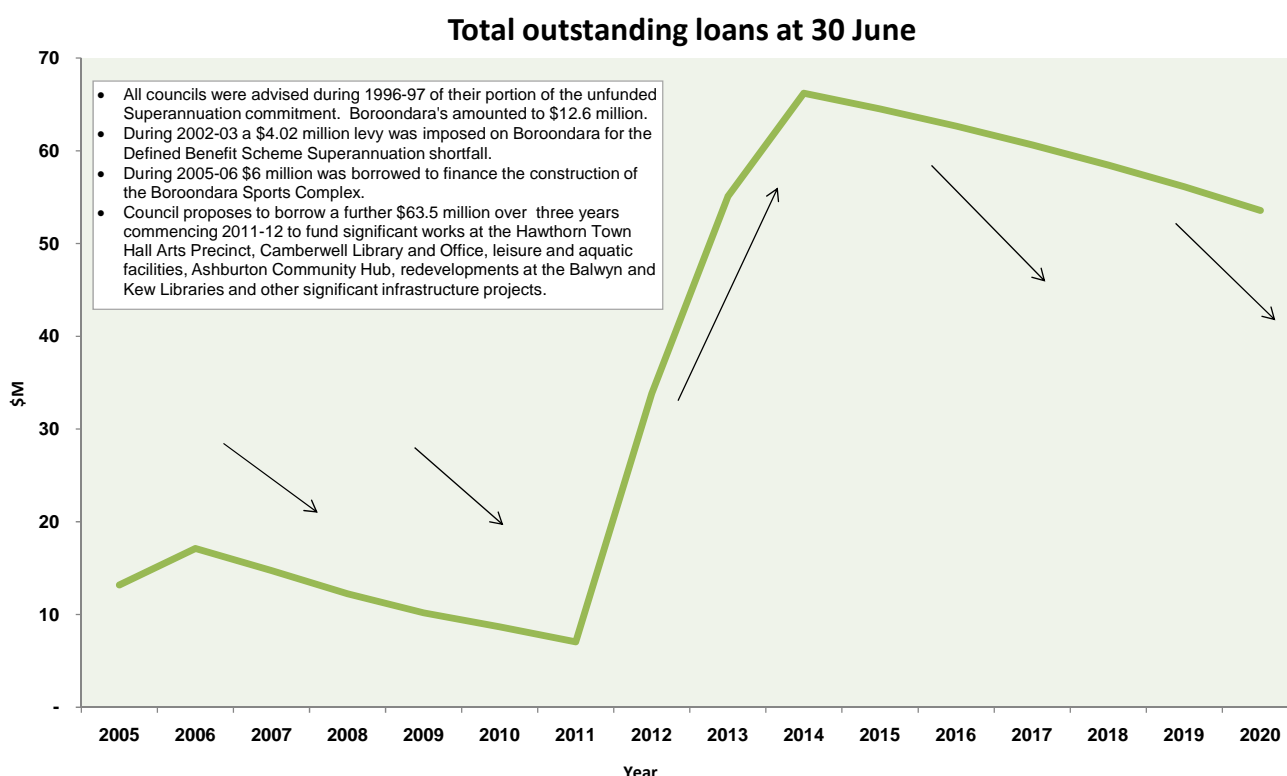
11.1 Introduction

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.

In 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.

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.



As can be seen from the graph above, Council has and proposes to continue to undertake borrowing for Capital Works projects where there is a clear community benefit to be delivered, and where that benefit can be shared by future as well as current residents. Boroondara Council will consider debt for major community assets in accordance with its financial strategy principles. As in previous years, Council will only undertake planned borrowings after careful assessment of cash flow projections.

11.2 Future Borrowing Strategy

The borrowing strategy is to retire existing debt over time to free up capacity to undertake new borrowings for significant infrastructure projects for the community. The repayment of outstanding debt competes for the same funding as Capital Works expenditure.

In 2011-12 Council proposes to borrow \$28.50 million 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.

Council proposes to borrow a further \$35 million over the 2012-13 and 2013-14 financial years to finance major building redevelopments to the Ashburton Library and Learning Centre, Ashburton Recreation Centre, Boroondara Sports Complex Gymnasium as well as other significant infrastructure projects identified in **Appendix F – Capital Works Program**.

All existing and proposed borrowings are projected to be repaid by 2034 and are at 20 year terms. 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**.

11.3 Existing borrowings

During the 2011-12 year \$1.72 million in principal repayments on existing borrowings will be made. The outstanding amount borrowed will be \$33.83 million as at 30 June 2012. The projected cost of servicing these borrowings will be \$1.57 million during 2011-12.

Approval through the Victorian Department of Treasury and Finance will be required prior to proceeding with the borrowings under Australian Loan Council arrangements.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2012. The table also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments.

Council is projected to be 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*)
2011	-	1,616	491	7,045	1.29	5.9%	0.3%	1.7%
2012	28,500	1,721	1,568	33,825	1.29	26.7%	0.9%	3.0%
2013	22,500	1,256	3,561	55,069	1.30	41.0%	2.0%	4.0%
2014	12,500	1,351	4,910	66,218	1.30	46.6%	2.6%	4.6%
2015	-	1,717	5,300	64,502	1.34	43.0%	2.7%	4.5%
2016	-	1,859	5,155	62,642	1.39	39.5%	2.5%	4.5%
2017	-	2,010	4,997	60,633	1.31	36.2%	2.3%	4.4%
2018	-	2,173	4,827	58,459	1.33	33.0%	2.1%	4.3%
2019	-	2,351	4,642	56,108	1.30	30.0%	1.9%	4.2%
2020	-	2,542	4,443	53,566	1.31	27.1%	1.8%	4.1%
2021	-	2,749	4,227	50,817	1.31	24.4%	1.6%	4.0%
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.



12. Asset Management Strategy

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

12.1 Strategy development

A high priority for Boroondara is to ensure that the \$2.40 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 tackling a backlog in asset renewal that is common with most Councils and all levels of government which has been created over time with insufficient capital renewal funding in the prior decades.

The Department of Planning and Community Development supported by the Municipal Association of Victoria has introduced financial measurements of Council's asset renewal performance. These measures demonstrate that all Councils should aim to refurbish more of its assets than are being used up each year. In Boroondara's case the rate of depreciation of assets is forecast to be \$26.63 million in 2011-12. Therefore to maintain pace with the rate of asset use Council should spend an equivalent amount on capital renewal. However, due to the backlog of renewal works as noted above, asset renewal expenditure should be maintained above the depreciation level to diminish the backlog. Council has committed through its Financial Strategy principles to remove the backlog by 2029.

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 by more than six hundred percent to more than \$59.07 million in 2011-12. In the future, asset renewal will require further high levels of expenditure with on average \$49.79 million per annum being allocated to this area 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 2011-12 Long Term Financial Strategy Council has foreshadowed a significant program of upgrade and renewal of major community facilities across the city. To facilitate this increase in asset management activity Council plans to borrow \$63.50 million over three years to bring forward these works whilst maintaining the focus on renewal of community assets. 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**.

12.2 Influences on Asset Management Strategy

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

- Reduction in the amount of cash and investment reserves held to fund 2011-12 and 2012-13 Capital Works.
- All future increases in Capital Works Programs from 2013-14 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.

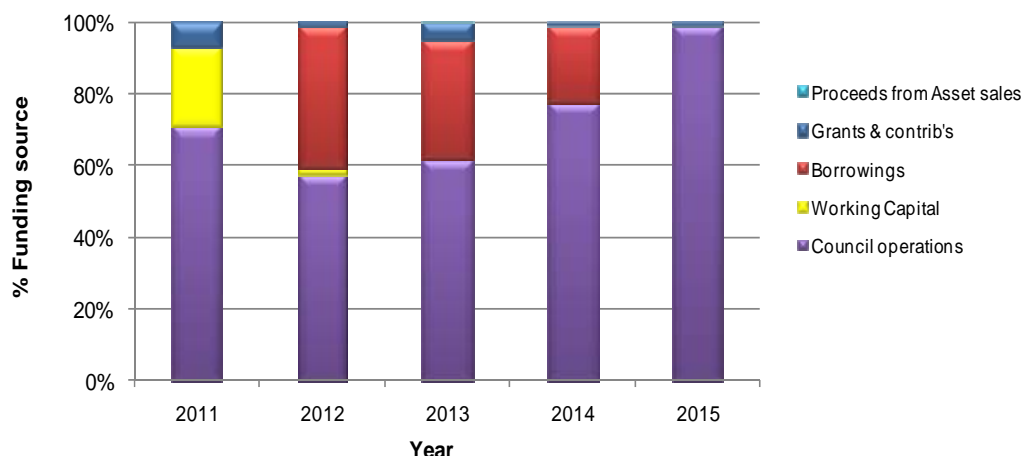
The following table summarises Council's forward outlook on new and renewal capital expenditure including funding sources for the next four years.

Year	Grants & contrib's	Borrowings	Working capital ¹	Proceeds from asset sales	Council operations	Total Capital Program
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2011	3,210	-	10,346	-	32,685	46,241
2012	861	28,500	1,397	-	41,423	72,181
2013	3,491	22,500	-	80	42,576	68,647
2014	533	12,500	-	-	44,719	57,752
2015	500	-	-	-	44,291	44,791

¹ Funding projects carried forward from previous year. Total carried forward from 2010-11 equals \$13.40 million funded by \$1.40 million working capital and \$12.00 million in borrowings budgeted in 2010-11 but not taken up. These borrowings are budgeted to be taken up in the 2011-12 budget year.

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

Capital Works funding sources





13. Service Delivery Strategy

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

13.1 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 2011-12 Budget which builds on the Council Plan Key Direction of enhancing the environment. A number of environment initiatives are included within the Budget including the continuation of the "bulk changeover" of public street lighting to more energy efficient T5 lamps and Stage 5 of the introduction of Warm Season Grass Conversion program at Willsmere Reserve, Willison Park, Dorothy Laver Reserve East and Leigh Park.

13.2 Service delivery changes

Overall service direction for 2011-12 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.

Council will contribute additional funding to the community festivals and events funding pool to meet the growing demand from organisations that deliver projects that assist community strengthening.

The introduction of Nearmap aerial photos will assist with the assessment of planning applications by Statutory Planning and Revenue and Property Services Departments by showing the current conditions of private property subject to planning applications.

Council will also independently assess the quality of customer responsiveness to inform a customer service improvement program.



13.3 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 2011-12 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 2011-12 includes projects that support all of Council's seven Strategic Objectives as outlined in **Section 3**. Some highlights include:

- Sustainable public lighting - Stage 1 bulk change project \$1.25 million partly funded by external grant funding from Sustainability Victoria \$0.10 million;
- Parking precinct plans for Balwyn and Camberwell Activity Centres \$0.05 million and the Cornell street traffic management study \$0.02 million;
- Stages 2 and 3 of the My Neighbourhood Housing Strategy \$0.10 million; and
- Boroondara Open Space Strategy \$0.06 million.



City of Boroondara Budget 2011-12

Appendices

The following appendices include voluntary and statutory disclosures of information, which provide support for the analysis contained in Sections 1-13 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	Community grants and Council facilities leases & licences
Appendix I	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 13 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	Community grants and Council facilities leases and licences
I	Glossary of terms



City of Boroondara
Budget 2011-12

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 2012

	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Income			
General rates	103,074	109,254	6,180
Special rates and charges	909	885	(24)
Waste charges	16,101	16,640	539
Fees and charges	22,393	20,954	(1,439)
Grants - Operating	11,790	13,159	1,369
Developers open space contributions	3,947	1,200	(2,747)
Other income	1,200	1,239	39
Rental income	1,812	2,107	295
Interest	2,049	2,058	9
Priority projects income	537	780	243
Grants and contributions - Capital	3,210	861	(2,349)
Share of net gain (loss) of associates and joint ventures accounted for by the equity method	(3)	1,057	1,060
Total income	167,019	170,194	3,175
Expenses			
Employee benefits	59,408	62,491	3,083
Materials and services	45,474	44,202	(1,272)
Depreciation and amortisation	25,358	26,629	1,271
Road maintenance	1,889	2,011	122
Footpaths maintenance	1,683	1,674	(9)
Facilities maintenance	4,517	4,394	(123)
MFB levy	3,514	3,604	90
Other expenses	2,531	2,760	229
Finance costs	491	1,568	1,077
LASF Defined Benefit Plan superannuation	2,701	-	(2,701)
Priority projects (including forward commitments)	4,990	3,484	(1,506)
Net loss on disposal of property, infrastructure, plant and equipment	2,665	2,670	(5)
Total expenses	155,221	155,487	256
Surplus for the year	11,798	14,707	2,909
Other comprehensive income			
Other	-	-	-
Total comprehensive income for the year	11,798	14,707	2,909

City of Boroondara
 Budgeted Standard Balance Sheet
 For the year ending 30 June 2012

	Forecast Actual 2010-11 \$'000	Budget 2011-12 \$'000	Variance \$'000
Current assets			
Cash and cash equivalents	29,724	31,616	1,892
Trade and other receivables	8,986	9,165	179
Prepayments	463	483	20
Inventories	44	44	-
Total current assets	39,217	41,308	2,091
Non-current assets			
Trade and other receivables	332	337	5
Investments in associates	4,352	4,352	-
Property, plant and equipment, infrastructure	2,366,040	2,407,722	41,682
Intangible assets	812	812	-
Investment property	9,076	9,076	-
Total non-current assets	2,380,612	2,422,299	41,687
Total assets	2,419,829	2,463,607	43,778
Current liabilities			
Trade and other payables	14,770	16,402	(1,632)
Interest-bearing loans and borrowings	1,721	1,256	465
Provisions	11,446	11,996	(550)
Trust funds and deposits	2,300	2,350	(50)
Prepaid income	110	115	(5)
Total current liabilities	30,347	32,119	(1,772)
Non-current liabilities			
Provisions	1,165	1,220	(55)
Interest-bearing loans and borrowings	5,325	32,569	(27,244)
Total non-current liabilities	6,490	33,789	(27,299)
Total liabilities	36,837	65,908	(29,071)
Net assets	2,382,992	2,397,699	14,707
Equity			
Accumulated surplus	709,550	724,257	14,707
Asset revaluation reserve	1,673,200	1,673,200	-
Drainage reserve	242	242	-
Total equity	2,382,992	2,397,699	14,707

City of Boroondara
 Budgeted Standard Cash Flow Statement
 For the year ending 30 June 2012

	Forecast Actual 2010-11 \$'000 Inflows (Outflows)	Budget 2011-12 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities			
Receipts			
Rates and waste charges	119,984	126,699	6,715
Fees and charges and other receipts from customers	25,179	24,095	(1,084)
Grants - Operating (including priority projects)	12,346	13,944	1,598
Grants and contributions - Capital	3,210	861	(2,349)
Developers open space contributions	3,947	1,200	(2,747)
Interest	2,049	2,058	9
	166,715	168,857	2,142
Payments			
Employee costs	(61,202)	(61,886)	(684)
Contractors and materials (including priority projects)	(63,018)	(60,399)	2,619
Finance costs	(491)	(385)	106
	(124,711)	(122,670)	2,041
Net cash provided by operating activities	42,004	46,187	4,183
Cash flows from investing activities			
Increase in trust funds and deposits	50	50	-
Dividend received	1,057	1,057	-
Payments for property, plant and equipment	(46,241)	(72,181)	(25,940)
Net cash used in investing activities	(45,134)	(71,074)	(25,940)
Cash flows from financing activities			
Proceeds from interest-bearing loans and borrowings	-	28,500	28,500
Repayment of interest-bearing loans and borrowings	(1,616)	(1,721)	(105)
Net cash provided by (used in) financing activities	(1,616)	26,779	28,395
Net increase (decrease) in cash and cash equivalents	(4,746)	1,892	6,638
Cash and cash equivalents at beginning of year	34,470	29,724	(4,746)
Cash and cash equivalents at end of year	29,724	31,616	1,892

City of Boroondara
 Budgeted Standard Capital Works Statement
 For the year ending 30 June 2012

	Forecast Actual 2010-11 \$'000	Budget 2011-12* \$'000	Variance \$'000
Capital works areas			
Land and buildings	26,397	51,788	25,391
Drains	3,157	3,535	378
Roads, kerb and channel	6,532	7,260	728
Plant, equipment and other	2,238	1,878	(360)
Street, parks and playgrounds	2,083	1,147	(936)
Libraries and information technology	2,215	2,551	336
Footpaths, LATMs, car parks and utilities	3,619	4,022	403
Total capital works	46,241	72,181	25,940
Represented by:			
Renewal	35,101	59,069	23,968
New	7,826	7,506	(320)
Upgrade	3,314	5,606	2,292
Total capital works	46,241	72,181	25,940

* Includes forward commitments from 2010-11.



City of Boroondara
Budget 2011-12

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
- Differential rates



Appendix B - Statutory disclosures

Section 127(2)(e), Regulation 8(a), (b);

1. Borrowings

	Budget 2010-11 \$	Budget 2011-12 \$
New borrowings (other than refinancing)	12,000,000	28,500,000
Debt redemption	1,616,000	1,721,000

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 2010-11 cents/\$CIV	Budget 2011-12 cents/\$CIV
General rate for rateable residential properties	0.1483	0.1557
General rate for rateable non residential properties	0.1483	0.1557
Rate concession - rateable cultural and recreational properties	0.07415	0.07785

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

Type of property	Budget 2010-11 \$	Budget 2011-12 \$
Rateable residential	94,323,000	99,955,000
Rateable non residential	8,334,000	8,984,000
Cultural and recreational	44,000	46,000
Total estimated amount to be raised	102,701,000	108,985,000

2.3 The estimated total amount to be raised by rates

	Budget 2010-11 \$	Budget 2011-12 \$
Total rates to be raised (incl additional rate revenue)	104,157,000	110,139,000
Additional rate revenue		
Special rate schemes	906,000	885,000
Supplementary valuations	1,000,000	900,000
Early payment of rates discount	(450,000)	(631,000)

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 2010-11 Change %	Budget 2011-12 Change %
Rateable residential	(1.3)	5.0
Rateable non residential	(1.3)	5.0
Cultural and recreational	(1.3)	5.0



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

Type of property	Budget 2010-11	Budget 2011-12
Rateable residential	64,290	64,555
Rateable non residential	5,840	5,943
Cultural and recreational	47	45
Total number of assessments	70,177	70,543

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 2010-11 \$	Budget 2011-12 \$
Rateable residential	63,603,335,000	64,197,237,000
Rateable non residential	5,619,903,200	5,770,210,200
Cultural and recreational	58,984,000	59,254,000
Total	69,282,222,200	70,026,701,200

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 2010-11 \$	Per Rateable Property, Budget 2011-12 \$
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)	630	665
(ii) 240 litre bin commercial	662	698
(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)	512	544
(iv) 120 litre bin residential and other	256	272
(v) 120 litre bin commercial	269	286
(vi) 80 litre bin residential and other	142	150
(vii) 80 litre bin commercial	149	158
(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).	142	150
(ix) Waste environmental levy residential and other	67	70
(x) Waste environmental levy commercial	67	70

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 property	Budget 2010-11 \$	Budget 2011-12 \$
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).	317,000	335,000
(ii) 240 litre bin commercial	1,008,000	1,014,000
(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).	763,000	818,000
(iv) 120 litre bin residential and other	9,609,000	10,203,000
(v) 120 litre bin commercial	330,000	350,000
(vi) 80 litre bin residential and other	3,127,000	3,351,000
(vii) 80 litre bin commercial	104,000	107,000
(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)	146,000	138,000
(ix) Waste environmental levy residential and other	149,500	171,000
(x) Waste environmental levy commercial	140,500	153,000
Total	15,694,000	16,640,000

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: \$ 120,216,000 \$ 126,779,000

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

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes 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 2011-12

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 2021

CITY OF BOROONDARA BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast 2011 '000	Budget 2012 '000	2013 '000	2014 '000	Strategic Resource Plan Projections						
					2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000
Income											
General rates	103,074	109,254	115,806	122,685	129,908	137,493	145,456	153,818	162,598	171,817	181,497
Special rates and charges	909	885	911	935	958	983	1,010	1,034	1,058	1,086	1,116
Waste charges	16,101	16,640	17,472	18,346	19,263	20,226	21,237	22,299	23,414	24,585	25,814
Fees and charges	22,393	20,954	21,920	22,625	23,383	24,169	24,982	25,788	26,588	27,451	28,367
Grants - Operating	11,790	13,159	13,549	13,908	14,245	14,622	15,021	15,381	15,730	16,152	16,595
Developers open space contributions	3,947	1,200	1,236	1,268	1,299	1,333	1,370	1,403	1,434	1,473	1,513
Other income	1,200	1,239	1,224	1,257	1,287	1,321	1,357	1,390	1,421	1,459	1,499
Rental income	1,812	2,107	2,159	2,216	2,585	2,468	2,535	2,596	2,655	2,726	2,801
Interest	2,049	2,058	2,183	2,168	2,259	2,521	2,700	2,479	2,524	2,756	2,899
Priority Projects income	537	780	212	237	-	249	180	262	-	275	198
Grants and contributions - Capital	3,210	861	3,491	533	500	-	500	-	750	500	-
Share of net profit (loss) of associates and joint ventures accounted for by the equity method	(3)	1,057	1,057	1,057	1,057	1,409	1,409	-	-	-	-
Total income	167,019	170,194	181,219	187,235	196,745	206,794	217,757	226,451	238,173	250,281	262,299



Budgeted Standard Income Statement (continued)

CITY OF BOROONDARA BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Expenses											
Employee benefits	59,408	62,491	65,981	69,271	72,721	76,508	80,226	84,125	88,164	92,349	96,273
Materials and services	45,474	44,202	46,283	48,463	50,668	52,595	54,767	57,024	59,333	61,696	64,144
Depreciation and amortisation	25,358	26,629	26,756	26,666	26,482	26,366	26,470	26,714	27,053	27,525	28,102
Road maintenance	1,889	2,011	2,112	2,217	2,328	2,444	2,567	2,695	2,830	2,971	3,120
Footpaths maintenance	1,683	1,674	1,758	1,846	1,938	2,035	2,136	2,243	2,355	2,473	2,597
Facilities maintenance	4,517	4,394	4,625	4,972	5,220	5,481	5,755	6,043	6,345	6,662	6,995
MFB levy	3,514	3,604	3,711	3,809	3,902	4,005	4,114	4,213	4,308	4,424	4,545
Other expenses	2,531	2,760	2,842	2,917	2,988	3,067	3,150	3,226	3,299	3,388	3,481
Finance costs	491	1,568	3,561	4,910	5,300	5,155	4,997	4,827	4,642	4,443	4,227
LASF Defined Benefit Plan superannuation	2,701	-	-	-	-	-	-	-	-	-	-
Priority Projects (including forward commitments)	4,990	3,484	2,942	2,719	4,440	2,694	3,083	2,710	2,608	2,725	3,155
Net loss on disposal of property, plant and equipment, infrastructure	2,665	2,670	2,745	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665
Total expenses	155,221	155,487	163,315	170,454	178,652	183,015	189,930	196,484	203,603	211,322	219,305
Suplus for the year	11,798	14,707	17,905	16,780	18,093	23,780	27,827	29,967	34,570	38,959	42,994

City of Boroondara

Budgeted Standard Balance Sheet

For the 10 years ending 30 June 2021

CITY OF BOROONDARA BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2011 '000	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000
Current assets											
Cash and cash equivalents	29,724	31,616	33,930	36,181	39,155	42,441	40,724	42,938	43,557	45,155	46,668
Trade and other receivables	8,985	9,165	10,316	10,522	10,735	10,957	11,188	11,427	11,676	11,935	12,204
Prepayments	463	483	493	503	513	523	533	543	553	563	573
Inventories	44	44	44	44	44	44	44	44	44	44	44
Total current assets	39,216	41,308	44,783	47,250	50,448	53,965	52,489	54,952	55,831	57,697	59,490
Non-current assets											
Trade and other receivables	332	337	342	347	352	357	362	367	372	377	382
Investments in associates	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352
Property, plant and equipment, infrastructure	2,366,040	2,407,722	2,446,057	2,473,522	2,488,135	2,507,848	2,536,504	2,563,203	2,595,908	2,631,822	2,671,653
Intangible assets	812	812	631	481	371	284	218	167	129	99	76
Investment property	9,076	9,076	8,912	8,752	8,594	8,439	8,287	8,138	7,992	7,848	7,706
Total non-current assets	2,380,612	2,422,299	2,460,295	2,487,453	2,501,804	2,521,280	2,549,724	2,576,227	2,608,753	2,644,498	2,684,169
Total assets	2,419,828	2,463,608	2,505,078	2,534,704	2,552,251	2,575,245	2,602,213	2,631,179	2,664,583	2,702,195	2,743,659

Budgeted Standard Balance Sheet (continued)

CITY OF BOROONDARA BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2011 '000	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000
Current liabilities											
Trade and other payables	14,770	16,403	18,071	19,274	19,953	20,533	21,191	21,871	22,562	23,264	23,990
Interest-bearing loans and borrowings	1,721	1,256	1,351	1,717	1,859	2,010	2,173	2,351	2,542	2,749	2,976
Provisions	11,446	11,996	12,446	12,896	13,346	13,796	14,246	14,696	15,146	15,596	16,046
Trust funds and deposits	2,300	2,350	2,355	2,360	2,365	2,370	2,375	2,380	2,385	2,390	2,395
Prepaid income	110	115	120	125	130	135	140	145	150	155	160
Total current liabilities	30,347	32,120	34,343	36,372	37,653	38,844	40,125	41,443	42,785	44,154	45,566
Non-current liabilities											
Provisions	1,165	1,220	1,253	1,286	1,319	1,352	1,385	1,418	1,451	1,484	1,517
Interest-bearing loans and borrowings	5,324	32,569	53,718	64,502	62,642	60,633	58,459	56,108	53,566	50,817	47,841
Total non-current liabilities	6,489	33,789	54,971	65,788	63,961	61,985	59,844	57,526	55,017	52,301	49,358
Total liabilities	36,836	65,908	89,314	102,160	101,615	100,829	99,969	98,969	97,802	96,455	94,924
Net assets	2,382,992	2,397,699	2,415,764	2,432,544	2,450,637	2,474,416	2,502,243	2,532,210	2,566,781	2,605,740	2,648,734
Equity											
Accumulated surplus	709,550	724,257	742,322	759,102	777,195	800,975	828,802	858,769	893,339	932,298	975,292
Asset revaluation reserve	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200	1,673,200
Drainage reserve	242	242	242	242	242	242	242	242	242	242	242
Total equity	2,382,992	2,397,699	2,415,764	2,432,544	2,450,637	2,474,417	2,502,244	2,532,211	2,566,781	2,605,740	2,648,734

City of Boroondara

Budgeted Standard Cash Flow Statement

For the 10 years ending 30 June 2021

CITY OF BOROONDARA BUDGETED STANDARD CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2011 '000	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000
Cash flows from operating activities											
Receipts											
Rates and waste charges	119,984	126,699	133,088	141,810	149,965	158,530	167,523	176,962	186,871	197,279	208,208
Fees & charges and other receipts from customers	25,179	24,095	25,199	25,993	27,150	27,853	28,769	29,669	30,559	31,531	32,562
Grants - Operating (including priority projects)	12,346	13,944	13,766	14,150	14,250	14,876	15,205	15,648	15,735	16,432	16,798
Grants and contributions - Capital	3,210	861	3,491	533	500	-	500	-	750	500	-
Contributions	3,947	1,200	1,236	1,268	1,299	1,333	1,370	1,403	1,434	1,473	1,513
Interest	2,049	2,058	2,183	2,168	2,259	2,521	2,700	2,479	2,524	2,756	2,899
	166,715	168,857	178,961	185,922	195,424	205,113	216,068	226,161	237,874	249,972	261,980
Payments											
Employee costs	(61,202)	(61,886)	(65,498)	(68,788)	(72,238)	(76,025)	(79,743)	(83,642)	(87,681)	(91,866)	(95,790)
Contractors and materials (including priority projects)	(63,018)	(60,399)	(62,237)	(64,903)	(69,406)	(70,300)	(73,433)	(75,953)	(78,829)	(82,034)	(85,659)
Finance costs	(491)	(385)	(2,651)	(4,437)	(5,361)	(5,221)	(5,068)	(4,904)	(4,726)	(4,534)	(4,326)
	(124,711)	(122,670)	(130,387)	(138,129)	(147,005)	(151,547)	(158,245)	(164,500)	(171,236)	(178,433)	(185,775)
Net cash provided by operating activities	42,004	46,187	48,574	47,792	48,419	53,567	57,823	61,662	66,638	71,538	76,205

Budgeted Standard Cash Flow Statement (continued)

CITY OF BOROONDARA BUDGETED STANDARD CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2011 '000	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000
Cash flows from investing activities											
Increase (decrease) in trust funds and deposits	50	50	5	5	5	5	5	5	5	5	5
Dividend received	1,057	1,057	1,057	1,057	1,057	1,409	1,409	-	-	-	-
Proceeds from sales of property, plant and equipment	-	-	80	-	-	-	-	-	-	-	-
Payments for property, plant and equipment	(46,241)	(72,181)	(68,647)	(57,752)	(44,791)	(49,836)	(58,944)	(57,280)	(63,673)	(67,404)	(71,947)
Net cash used in investing activities	(45,134)	(71,074)	(67,505)	(56,690)	(43,729)	(48,422)	(57,530)	(57,275)	(63,668)	(67,399)	(71,942)
Cash flows from financing activities											
Proceeds from interest-bearing loans and borrowings	-	28,500	22,500	12,500	-	-	-	-	-	-	-
Repayment of interest-bearing loans and borrowings	(1,616)	(1,721)	(1,256)	(1,351)	(1,717)	(1,859)	(2,010)	(2,173)	(2,351)	(2,542)	(2,749)
Net cash provided by (used in) financing activities	(1,616)	26,779	21,244	11,149	(1,717)	(1,859)	(2,010)	(2,173)	(2,351)	(2,542)	(2,749)
Net increase (decrease) in cash and cash equivalents	(4,746)	1,892	2,313	2,252	2,974	3,285	(1,716)	2,214	619	1,597	1,514
Cash and cash equivalents at beginning of year	34,470	29,724	31,616	33,929	36,181	39,155	42,440	40,724	42,937	43,557	45,154
Cash and cash equivalents at end of year	29,724	31,616	33,929	36,181	39,155	42,440	40,724	42,937	43,557	45,154	46,668

City of Boroondara

Budgeted Standard Capital Works Statement

For the 10 years ending 30 June 2021

CITY OF BOROONDARA BUDGETED STANDARD CAPITAL WORKS STATEMENT FOR THE YEAR ENDED 30 JUNE											
	Forecast*	Budget*	Strategic Resource Plan Projections								
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Land and buildings	26,397	51,788	49,477	38,401	24,134	28,112	36,113	33,284	38,452	40,893	44,078
Drains	3,157	3,535	3,813	3,870	4,307	4,525	4,753	4,993	5,245	5,510	5,789
Roads, kerb and channel	6,532	7,260	7,995	7,892	8,425	8,887	9,374	9,886	10,426	10,994	11,591
Plant, equipment and other	2,238	1,878	2,336	2,308	2,468	2,601	2,730	2,866	3,009	3,158	3,315
Street, park and playgrounds	2,083	1,147	1,228	1,382	1,465	1,546	1,624	1,706	1,792	1,883	1,978
Libraries and Information Technology	2,215	2,551	2,000	1,821	1,837	1,853	1,870	1,887	1,904	1,922	1,941
Footpaths, LATM's, car parks and utilities	3,619	4,022	1,798	2,078	2,155	2,312	2,480	2,657	2,845	3,043	3,254
<i>* Includes forward commitments</i>											
	46,241	72,181	68,647	57,752	44,791	49,836	58,944	57,280	63,673	67,404	71,947
Represented by:											
Renewal	35,101	59,069	57,850	47,804	40,518	42,578	43,837	45,968	45,474	55,898	58,890
As a % of total	76%	82%	84%	83%	90%	85%	74%	80%	71%	83%	82%
New and upgrade	11,140	13,112	10,797	9,948	4,273	7,259	15,107	11,311	18,199	11,505	13,057
As a % of total	24%	18%	16%	17%	10%	15%	26%	20%	29%	17%	18%

NON-FINANCIAL RESOURCES

City of Boroondara

Budgeted Statement of Human Resources

For the year ending 30 June 2012

CITY OF BOROONDARA BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast Actual 2011	Budget 2012
Employee costs \$'000	59,408	62,491
Employee Numbers		
Chief Executive	2	2
City Development and Amenity	177	177
Environment and Infrastructure	211	211
Community Development	421	418
Corporate Services	114	113
Governance	8	8
Executive Manager Communications & Engagement	37	37
Strategic Development	31	30
TOTAL Employee Numbers	1,001	996
EFT (equivalent full time)		
Chief Executive	2	2
City Development and Amenity	109	109
Environment and Infrastructure	207	206
Community Development	290	282
Corporate Services	104	103
Governance	8	8
Executive Manager Communications & Engagement	31	31
Strategic Development	29	28
TOTAL EFT	780	768

The table above projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2011-12 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year.



City of Boroondara
Budget 2011-12

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 areas of Council, whilst incorporating cost recovery principles and marketplace competition.*

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

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2011-12 this means that many fees and charges were increased by an average of 4.75%. This ensures that existing contributions from general rate income is maintained.

Fees that do not contain a labour component to deliver the service are proposed to generally increase on average by inflation (forecast to be 3.30% in 2011-12, Access Economics Business Outlook September 2010 release).

A key issue is where fees are set by State Government statute; Council has no ability to alter the fee. In many cases 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 increase should one be determined by the State Government over the course of the 2011-12 year.

The provision of commercial and residential waste services is proposed as full cost recovery. The costs considered in waste charges include waste to landfill, green waste service, the recycling service, annual hard-waste collection, operation of the Riversdale transfer station, increasing State Government environmental waste disposal levies, the introduction of public place 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.

In 2009-10 the State Government informed Council of significant increases in the landfill levy which had been set to progressively increase over a five year period to 2014-15. The levy increased from \$9 per tonne in 2009-10 to \$30 per tonne in the 2010-11 year (or 233%) and was foreshadowed to further increase to \$40 per tonne in 2011-12. However a decision by the State Government in May 2011 has resulted in bringing forward the 2012-13 increase of \$44 per tonne to the 2011-12 year. The State Government will invest the \$53.70 million of the \$200 million raised by the extra charges over the next four years in projects to help businesses, councils, households and communities address waste and its environmental impacts. 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.

Fees in the Building Services area that have been increased include building permits, inspection fees, extension in time requests and swimming pool inspection fee to improve cost recovery.

Under the Domestic Animal Act 1994 provision is made for the State Government to charge Council a levy on cat and dog registrations which is payable in June each year. On 1 January 2011 an increase of \$1 on the levy for each cat and dog registration was introduced, which has resulted in an increase in Council animal registration fees to cover this rise. The money

generated from this levy is allocated to a Domestic Animal Welfare fund which is primarily used for education campaigns in schools and the community on pet ownership.

The Kew Court House has undergone major works and has been converted into an arts and cultural facility and will be available for hire in 2011-12. This is a major heritage asset of Boroondara offering a court room, large meeting room and small meeting room for hire. New fees have been introduced and have been developed based on Council's Pricing Policy, community consultation through the Cultural Facilities Strategy and benchmarking with other local government cultural facilities.

Statutory Planning Fees have been listed in accordance with the Planning and Environment (Fees) Regulations 2000 which was last updated effective 3 November 2008. The level of these fees represents a subsidy to users of these specific services. The State Government sets these fees despite advocacy from local governments for a more realistic fee schedule. Fees prescribed under the Planning and Environment (Fees) Regulations 2000 are due to expire on 24 July 2011. The previous State Government was in the process of a comprehensive review of planning fees. Fees will be amended in line with any increase should one be determined by the State Government.

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

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Community Development - Family Services					
Family day care					
Family registration	Child in care	\$ 20.00	\$ 19.00	\$ 1.00	Y
Family day care Council co-ordination service fee (service user)	Per hour	\$ 0.75	\$ 0.65	\$ 0.10	N
Maternal and child health centre facilities					
Maternal and child health centre facilities (community organisation - not for profit)	Fee per term	\$ 45.00	\$ 43.00	\$ 2.00	Y
Maternal and child health centre facilities (playgroup contribution)	Per family per term	\$ 33.00	\$ 31.00	\$ 2.00	Y
Occasional care					
Kew occasional care fee - sessional program - minimum fee of 3 hours per session	Per hour	\$ 10.50	\$ 10.00	\$ 0.50	N
Kew occasional care fee - minimum 3 hour session - sibling rate (same session)	Per hour	\$ 7.30	\$ 7.00	\$ 0.30	N
Kew occasional care fee (health care card holder) - minimum 3 hour session	Per hour	\$ 5.00	\$ 4.80	\$ 0.20	N
Youth services					
Drug and alcohol free music events	Per ticket	\$ 20.00	\$ 20.00	\$ -	Y
Youth services school program facilitation	Per hour	\$ 55.00	\$ 52.00	\$ 3.00	Y
Others					
Resource library registration - available to both family day Care and children's services participants	Per application	\$ 22.00	\$ 21.00	\$ 1.00	Y
Sleep day stay program fee	Rate per day	\$ 82.00	\$ 80.00	\$ 2.00	Y
Preschool central enrolment application fee - 3 year child (indicative fee)	Per application for 3 year old	\$ 23.00	\$ 23.00	\$ -	N
Preschool central enrolment application fee - 4 year child (indicative fee)	Per application for 4 year old	\$ 23.00	\$ 23.00	\$ -	N
Preschool central enrolment application fee - 3 year child (health care card holder)	Per application for 3 year old	\$ 12.00	\$ 11.50	\$ 0.50	N
Preschool central enrolment application fee - 4 year child (health care card holder)	Per application for 4 year old	\$ 12.00	\$ 11.50	\$ 0.50	N
Anderson Park Community Centre meeting room - commercial groups	Per day	\$ 173.00	\$ 165.00	\$ 8.00	Y
Anderson Park Community Centre and family services meeting facilities - commercial groups	Per half day	\$ 89.00	\$ 85.00	\$ 4.00	Y
Anderson Park Community Centre meeting room - community groups	Per day	\$ 56.50	\$ 54.00	\$ 2.50	Y
Anderson Park Community Centre meeting room - community groups	Per half day	\$ 29.50	\$ 28.00	\$ 1.50	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Community Development - Health, Ageing and Disability Services					
Food Act registration and renewal - Part A					
Kitchen of nursing homes, childcare centres (includes food safety program fee)	Per premises	\$ 330.00	\$ 315.00	\$ 15.00	N
Non fee charging community based operations of adult day care	No charge	No charge	No charge	\$ -	N
Other fees - 'Commercial' temporary food stalls that are NOT registered with another Council (exempt from fee if registered in Boroondara)	Per application	\$ 115.00	\$ 110.00	\$ 5.00	N
Other fees - 'Commercial' temporary food stalls that are registered with another Council (exempt from fee if registered in Boroondara)	Per application	No charge	\$ 55.00	\$ -	N
Other fees - market food stalls registration (exempt from fee if registered in Boroondara)	Per application	No charge	\$ 110.00	\$ -	N
Parent run school canteen, non-profit organisations (small food preparation)	No charge	No charge	No charge	\$ -	N
Primary premises (141+ employed) (includes food safety program fee)	Per premises	\$ 3,470.00	\$ 3,310.00	\$ 160.00	N
Primary premises (110-140 employed) (includes food safety program fee)	Per premises	\$ 2,750.00	\$ 2,620.00	\$ 130.00	N
High risk premises (71-110 employed) (includes food safety program fee)	Per premises	\$ 1,800.00	\$ 1,730.00	\$ 70.00	N
High risk premises (51-70 employed) (includes food safety program fee)	Per premises	\$ 1,550.00	\$ 1,490.00	\$ 60.00	N
High risk premises (21-50 employed) (includes food safety program fee)	Per premises	\$ 985.00	\$ 940.00	\$ 45.00	N
High risk premises (11-20 employed) (includes food safety program fee)	Per premises	\$ 745.00	\$ 710.00	\$ 35.00	N
Primary premises (6-10 employed)	Per premises	\$ 650.00	\$ 620.00	\$ 30.00	N
Primary premises (5 or less employed high risk) (includes food safety program fee)	Per premises	\$ 620.00	\$ 590.00	\$ 30.00	N
Low risk premises that require an FSP (includes food safety program fee)	Per premises	\$ 350.00	\$ 335.00	\$ 15.00	N
Premises that do not require an FSP	Per premises	\$ 71.00	\$ 68.00	\$ 3.00	N
Transfer of registration and late renewal of registration. Applicable after the 1st of January each year.	50% of applicable registration fee	50% of applicable registration fee	50% of applicable registration fee	\$ -	N
Other fees - farmers market fee	Per application	\$ 46.00	\$ 44.00	\$ 2.01	Y
Food Act registration and renewal - Part B					
Food Act registration and renewal food safety program assessment	No charge to community groups	No charge	No charge	\$ -	N
Food Act registration and renewal premises suitability fee (renewal or transfer fee) - structural plan review	Per application	\$ 136.00	\$ 130.00	\$ 6.00	N
Food Act registration and renewal premises suitability fee (renewal or transfer fee) - structural plan review for low risk premises	Per application	\$ 78.00	\$ 74.00	\$ 4.00	N
Food Act registration non compliance follow up visit. This will be charged to businesses as appropriate.	Per premises	\$ 195.00	\$ -	\$ 195.00	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Health Act registration and renewal					
Ear piercing or nails only	Per premises	\$ 115.00	\$ 110.00	\$ 5.00	N
Hairdressers and like	Per premises	\$ 150.00	\$ 145.00	\$ 5.00	N
Prescribed accommodation (6 - 10 accommodation rooms)	Per premises	\$ 315.00	\$ 300.00	\$ 15.00	N
Prescribed accommodation (11 - 20 accommodation rooms)	Per premises	\$ 450.00	\$ 430.00	\$ 20.00	N
Prescribed accommodation (21 - 35 accommodation rooms)	Per premises	\$ 500.00	\$ 480.00	\$ 20.00	N
Prescribed accommodation (36 - 56 accommodation rooms)	Per premises	\$ 650.00	\$ 620.00	\$ 30.00	N
Prescribed accommodation (56+ accommodation rooms)	Per premises	\$ 770.00	\$ 735.00	\$ 35.00	N
Kew seniors centre					
Whole venue - community group	Per day	\$ 54.00	\$ -	\$ 54.00	Y
Whole venue - non community group	Per day	\$ 165.00	\$ -	\$ 165.00	Y
Main hall - community group	Per hour	\$3.40 (\$11.00 max per day)	\$ -	\$ -	Y
Main hall - non community group	4 hours	\$ 43.00	\$ -	\$ 43.00	Y
Main hall - non community group	4 to 8 hours	\$ 85.00	\$ -	\$ 85.00	Y
Billiards room - community group	Per hour	\$3.40 (\$11.00 max per day)	\$ -	\$ -	Y
Billiards room - non community group	4 hours	\$ 43.00	\$ -	\$ 43.00	Y
Billiards room - non community group	4 to 8 hours	\$ 85.00	\$ -	\$ 85.00	Y
Miscellaneous					
Enquiry fee (solicitors requests)	Per enquiry	\$ 195.00	\$ 185.00	\$ 10.00	Y
Extract of register (inspection fee) - multiple listing	Per multiple listing	\$ 84.00	\$ 80.00	\$ 4.00	Y
Extract of register (inspection fee) - single extract	Per single extract	\$ 38.00	\$ 36.00	\$ 2.00	Y
Food safety training	Per person	\$ 100.00	\$ 95.00	\$ 5.00	Y
Permit to install a waste water treatment system	Per application	\$ 350.00	\$ 335.00	\$ 15.00	Y
Product sales - rat bait, head lice	Per item sold	Total cost + 10% - 15%	Total cost + 10% - 15%	\$ -	Y
Sale and administration of vaccines not covered within National Immunisation Program schedule	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

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Sharps container sales (free to people with relevant health condition)	Per container	No charge	No charge	\$ -	N
Sharps container sales (registered business)	Per container	\$ 16.00	\$ 15.00	\$ 1.00	Y
Sharps container sales (registered business)	Per container	\$ 8.00	\$ 7.50	\$ 0.50	Y
Training sessions and other services	Per session	Cost + 10%	Cost + 10%	\$ -	Y
Adult day care / social support activity	Per session + meal if applicable	\$ 5.45	\$ 5.25	\$ 0.20	N
Adult day care / social support activity	2 - 3 hours	\$ 2.90	\$ 2.80	\$ 0.10	N
Community bus - community groups	Per day	\$ 82.00	\$ 79.00	\$ 3.00	Y
Community bus - community groups	Per half day	\$ 49.00	\$ 47.00	\$ 2.00	Y
Community bus fixed runs	One way trip	\$ 2.40	\$ 2.30	\$ 0.10	N
Community bus fixed runs	Return trip	\$ 2.40	\$ 2.30	\$ 0.10	N
Excursions	Per person	\$ 3.50	\$ 3.35	\$ 0.15	N
Travel charge	Per kilometre	\$ 1.35	\$ 1.30	\$ 0.05	N
General home care - level 1	Per couple per hour	\$ 6.75	\$ 6.50	\$ 0.25	N
General home care - level 1	Per hour	\$ 4.90	\$ 4.70	\$ 0.20	N
General home care - level 2	Per couple per hour	\$ 6.00	\$ 5.80	\$ 0.20	N
General home care - level 2	Per hour	\$ 4.05	\$ 3.90	\$ 0.15	N
General home care - low fee	Per couple per hour	\$ 7.80	\$ 7.50	\$ 0.30	N
General home care - low fee	Per hour	\$ 5.60	\$ 5.40	\$ 0.20	N
General home care - medium fee	Per couple per hour	\$ 8.65	\$ 8.30	\$ 0.35	N
General home care - medium fee	Per hour	\$ 7.30	\$ 7.00	\$ 0.30	N
General home care - medium level 1	Per couple per hour	\$ 11.55	\$ 11.10	\$ 0.45	N
General home care - medium level 1	Per hour	\$ 10.40	\$ 10.00	\$ 0.40	N
General home care - medium level 2	Per couple per hour	\$ 14.35	\$ 13.80	\$ 0.55	N
General home care - medium level 2	Per hour	\$ 13.60	\$ 13.10	\$ 0.50	N
General home care - high fee	Per couple per hour	\$ 35.00	\$ 33.50	\$ 1.50	N
General home care - high fee	Per hour	\$ 35.00	\$ 33.50	\$ 1.50	N
General home care - high fee level 1	Per hour	\$ 21.30	\$ 21.00	\$ 0.30	N
General home care - high fee full cost reduced rate	Per couple per hour	\$ 21.30	\$ 21.00	\$ 0.30	N
General home care - high fee full cost reduced rate	Per hour	\$ 21.30	\$ 21.00	\$ 0.30	N
General home care - no charge	Per hour	No charge	No charge	\$ -	N
Home maintenance - low fee	Per hour	\$ 11.45	\$ 11.00	\$ 0.45	N
Home maintenance - medium fee	Per hour + materials	\$ 17.20	\$ 16.50	\$ 0.70	N
Home maintenance - high fee	Per hour + materials	\$ 43.70	\$ 42.00	\$ 1.70	N
Personal care - level 1	Per hour	\$ 2.80	\$ 2.70	\$ 0.10	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Personal care - level 2	Per hour	\$ 1.55	\$ 1.50	\$ 0.05	N
Personal care - low fee	Per hour	\$ 4.15	\$ 4.00	\$ 0.15	N
Personal care - medium fee	Per hour	\$ 5.70	\$ 5.50	\$ 0.20	N
Personal care - medium level 1	Per hour	\$ 6.95	\$ 6.70	\$ 0.25	N
Personal care - medium level 2	Per hour	\$ 8.20	\$ 7.90	\$ 0.30	N
Personal care - high fee	Per hour	\$ 35.00	\$ 35.00	\$ -	N
Personal care - high fee level 1	Per hour	\$ 21.30	\$ 21.30	\$ -	N
Personal care - high fee full cost reduced rate	Per hour	\$ 21.30	\$ 21.30	\$ -	N
Personal care - no charge	Per hour	No charge	No charge	\$ -	N
Respite care - low fee level 1	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	N
Respite care - low fee level 2	Per hour	\$ 1.55	\$ 1.50	\$ 0.05	N
Respite care - low fee	Per hour	\$ 2.90	\$ 2.80	\$ 0.10	N
Respite care - medium fee	Per hour	\$ 3.40	\$ 3.25	\$ 0.15	N
Respite care - high fee	Per hour	\$ 35.00	\$ 35.00	\$ -	N
Respite care - high fee full cost reduced rate	Per hour	\$ 21.30	\$ 21.30	\$ -	N
Respite care - no charge	Per hour	No charge	No charge	\$ -	N
Younger persons respite families General home care - low fee	Per couple per hour	\$ 7.80	\$ 7.50	\$ 0.30	N
Younger persons respite families	Per hour	\$ 6.75	\$ 6.50	\$ 0.25	N
Younger persons respite families General home care - low fee level 2	Per hour	\$ 6.00	\$ 5.80	\$ 0.20	N
Younger persons respite families General home care - medium fee	Per couple per hour	\$ 8.65	\$ 8.30	\$ 0.35	N
Younger persons respite families General home care - medium fee level 1	Per couple per hour	\$ 11.55	\$ 11.10	\$ 0.45	N
Younger persons respite families General home care - medium fee level 2	Per couple per hour	\$ 14.35	\$ 13.80	\$ 0.55	N
Younger persons respite families General home care - high fee	Per couple per hour	\$ 35.00	\$ 33.50	\$ 1.50	N
Younger persons respite families Personal care - low fee	Per hour	\$ 4.15	\$ 4.00	\$ 0.15	N
Younger persons respite families Personal care - low fee level 1	Per hour	\$ 2.80	\$ 2.70	\$ 0.10	N
Younger persons respite families Personal care - low fee level 2	Per hour	\$ 1.55	\$ 1.50	\$ 0.05	N
Younger persons respite families Personal care - medium fee	Per hour	\$ 5.70	\$ 5.50	\$ 0.20	N
Younger persons respite families Personal care - medium fee level 1	Per hour	\$ 6.95	\$ 6.70	\$ 0.25	N
Younger persons respite families Personal care - medium fee level 2	Per hour	\$ 8.20	\$ 7.90	\$ 0.30	N
Younger persons respite families Personal care - high fee	Per hour	\$ 35.00	\$ 35.00	\$ -	N
Younger persons respite families Respite care - low fee	Per hour	\$ 2.90	\$ 2.80	\$ 0.10	N
Younger persons respite families Respite care - low fee level 1	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	N
Younger persons respite families Respite care - low fee level 2	Per hour	\$ 1.55	\$ 1.50	\$ 0.05	N
Younger persons respite families Respite care - medium fee	Per hour	\$ 3.40	\$ 3.25	\$ 0.15	N
Younger persons respite families Respite care - medium fee level 1	Per hour	\$ 3.95	\$ 3.80	\$ 0.15	N
Younger persons respite families Respite care - medium fee level 2	Per hour	\$ 4.70	\$ 4.50	\$ 0.20	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Younger persons respite families Respite care - high fee	Per hour	\$ 35.00	\$ 35.00	\$ -	N
Full cost - general home care Monday - Friday 7am - 6pm	Per hour	\$ 42.30	\$ 40.70	\$ 1.60	Y
Full cost - general home care Monday - Friday 6pm - Midnight	Per hour	\$ 54.40	\$ 52.30	\$ 2.10	Y
Full cost - general home care Weekend 7am - 12 midday	Per hour	\$ 54.40	\$ 52.30	\$ 2.10	Y
Full cost - general home care Weekend 12 midday onwards	Per hour	\$ 65.90	\$ 63.30	\$ 2.60	Y
Full cost - personal care Monday - Friday 7am - 6pm	Per hour	\$ 44.10	\$ 42.40	\$ 1.70	Y
Full cost - personal care Monday - Friday 6pm - midnight	Per hour	\$ 54.40	\$ 52.30	\$ 2.10	Y
Full cost - personal care Weekend 7am - 12 midday Saturday	Per hour	\$ 56.00	\$ 53.90	\$ 2.10	Y
Full cost - personal care Weekend 12 midday onwards	Per hour	\$ 65.90	\$ 63.30	\$ 2.60	Y
Full cost - respite care Monday - Friday 7am - 6pm	Per hour	\$ 44.10	\$ 42.40	\$ 1.70	Y
Full cost - respite care Monday - Friday 6pm - midnight	Per hour	\$ 55.80	\$ 53.60	\$ 2.20	Y
Full cost - respite care Weekend 7am - 12 midday Saturday	Per hour	\$ 55.80	\$ 53.60	\$ 2.20	Y
Full cost - respite care Weekend 12 midday onwards	Per hour	\$ 66.20	\$ 63.60	\$ 2.60	Y
Public holiday (all services)	Per hour	\$ 75.20	\$ 72.30	\$ 2.90	Y
Property Maintenance - full cost recovery	Per hour	\$ 63.00	\$ 60.50	\$ 2.50	Y
Meals on Wheels					
Dining room meal	Per meal	\$ 5.80	\$ 5.60	\$ 0.20	N
Soup - low income	Each	\$ 1.45	\$ 1.40	\$ 0.05	N
Main Meal/Veg/ Dessert/Juice - low income	Each	\$ 6.75	\$ 6.50	\$ 0.25	N
Main meal - low income	Each	\$ 4.35	\$ 4.20	\$ 0.15	N
Vegetables - low income	Each	\$ 0.85	\$ 0.80	\$ 0.05	N
Main salad - low income	Each	\$ 5.45	\$ 5.25	\$ 0.20	N
Dessert - low income	Each	\$ 1.55	\$ 1.50	\$ 0.05	N
Sandwich - low income	Each	\$ 4.35	\$ 4.40	\$ -0.05	N
Soup - medium income	Each	\$ 1.65	\$ 1.60	\$ 0.05	N
Main meal/veg/ dessert/juice - medium income	Each	\$ 7.90	\$ 7.60	\$ 0.30	N
Main meal - medium income	Each	\$ 5.20	\$ 5.00	\$ 0.20	N
Vegetables - medium income	Each	\$ 1.05	\$ 1.00	\$ 0.05	N
Main salad - medium income	Each	\$ 6.25	\$ 6.00	\$ 0.25	N
Dessert - medium income	Each	\$ 1.65	\$ 1.60	\$ 0.05	N
Sandwich - medium income	Each	\$ 5.20	\$ 5.00	\$ 0.20	N
Soup - high income	Each	\$ 1.85	\$ 1.80	\$ 0.05	N
Main meal/veg/dessert/juice - high income	Each	\$ 8.90	\$ 8.60	\$ 0.30	N
Main meal - high income	Each	\$ 5.80	\$ 5.60	\$ 0.20	N
Vegetables - high income	Each	\$ 1.15	\$ 1.10	\$ 0.05	N
Main salad - high income	Each	\$ 7.00	\$ 6.75	\$ 0.25	N
Dessert - high income	Each	\$ 1.95	\$ 1.90	\$ 0.05	N
Sandwich - high income	Each	\$ 5.80	\$ 5.60	\$ 0.20	N
Canterbury Memorial Home					
Canterbury Memorial Home Units - standard rate	Per month	\$ 472.00	\$ 457.00	\$ 15.00	Y
Canterbury Memorial Home Units - reduced rate	Per month	\$ 331.00	\$ 320.00	\$ 11.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Community Development - Leisure and Sport					
Kew traffic school					
Community group bookings	Per group booking	\$ 105.00	\$ 100.00	\$ 5.00	Y
Holiday group bookings	Per child for groups of 12 or more	\$ 8.40	\$ 8.00	\$ 0.40	Y
School holiday program	Per child	\$ 10.50	\$ 10.00	\$ 0.50	Y
School holiday program - group of six or more children	Per child	\$ 7.90	\$ 7.50	\$ 0.40	Y
Private bookings	2.5 hrs	\$ 185.00	\$ 175.00	\$ 10.00	Y
Private bookings	3.5 hrs	\$ 215.00	\$ 205.00	\$ 10.00	Y
Safety education	Per day	\$ 125.00	\$ 120.00	\$ 5.00	Y
Safety education	Per half day	\$ 105.00	\$ 100.00	\$ 5.00	Y
Junction skate park					
Facility hire for events - commercial operator, participants/spectator entry fee levied. (bond of \$1,000 payable)	Per event	\$ 3,330.00	\$ 3,180.00	\$ 150.00	Y
Facility hire for events - commercial operator, participants/spectator free of charge. (bond of \$1,000 payable)	Per event	\$ 2,400.00	\$ 2,300.00	\$ 100.00	Y
Facility hire for events - non profit / school hire, participants/spectator fee levied. (bond of \$500 payable)	Per event	\$ 1,070.00	\$ 1,020.00	\$ 50.00	Y
Facility hire for events - non profit / school hire, participants/spectator free of charge. (bond of \$500 payable)	Per event	\$ 560.00	\$ 535.00	\$ 25.00	Y
Sportsground					
Halls - booking charges for casual hire of halls. (Frog Hollow Reserve, Horrie Watson Hall, Robinson Road Pavilion)	Per 4 hours or part thereof	\$ 200.00	\$ 190.00	\$ 10.00	Y
Halls - booking charges for seasonal hall tenants	Per booking	\$ 31.00	\$ 30.00	\$ 1.00	Y
Sportsgrounds seasonal tenancy fees (formula based on quality of facility and usage of 63 grounds)	Per unit as allocated to facilities	\$ 9.30	\$ 8.90	\$ 0.40	Y
Community Development - Arts and Culture					
Eisteddfod					
Audience entry fee - full	Per person	\$ 6.50	\$ 6.30	\$ 0.20	Y
Audience entry fee - concession	Per person	\$ 4.50	\$ 4.20	\$ 0.30	Y
Audience entry fee - family (2A/2C)	Per family	\$ 15.50	\$ 15.00	\$ 0.50	Y
Category 1, 10 years and under or 12 years and under	Per entry	\$ 9.00	\$ 8.50	\$ 0.50	Y
Category 2, 14 years and under	Per entry	\$ 11.00	\$ 10.50	\$ 0.50	Y
Category 3, 15 years and under or 16 years & under	Per entry	\$ 13.00	\$ 12.50	\$ 0.50	Y
Category 4, 18 years and under	Per entry	\$ 18.00	\$ 17.00	\$ 1.00	Y
Category 5, open	Per entry	\$ 24.00	\$ 23.00	\$ 1.00	Y
Chamber groups	Per entry	\$ 27.00	\$ 26.00	\$ 1.00	Y
Ensembles and choral	Per entry	\$ 44.00	\$ 42.00	\$ 2.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Hawthorn craft market					
Stallholder insurance	Per market held	\$ 8.50	\$ 8.00	\$ 0.50	Y
Stallholder rentals - casuals	Block A Mar to June	\$ 48.00	\$ 46.00	\$ 2.00	Y
Stallholder rentals - outside	Block A Mar to June	\$ 34.00	\$ 33.00	\$ 1.00	Y
Stallholder rentals - regular committee	Block A Mar to June	\$ 34.00	\$ 33.00	\$ 1.00	Y
Stallholder rentals - regulars	Block A Mar to June	\$ 45.00	\$ 43.00	\$ 2.00	Y
Stallholder rentals - reserve fees	Block A Mar to June	\$ 22.00	\$ 21.00	\$ 1.00	Y
Stallholder rentals - casuals	Block B July to Sept	\$ 51.00	\$ 49.00	\$ 2.00	Y
Stallholder rentals - outside	Block B July to Sept	\$ 38.00	\$ 36.00	\$ 2.00	Y
Stallholder rentals - regular committee	Block B July to Sept	\$ 38.00	\$ 36.00	\$ 2.00	Y
Stallholder rentals - regulars	Block B July to Sept	\$ 48.00	\$ 46.00	\$ 2.00	Y
Stallholder rentals - reserve fees	Block B July to Sept	\$ 24.00	\$ 23.00	\$ 1.00	Y
Stallholder rentals - casuals	Block C Oct to Dec	\$ 54.00	\$ 52.00	\$ 2.00	Y
Stallholder rentals - outside	Block C Oct to Dec	\$ 44.00	\$ 42.00	\$ 2.00	Y
Stallholder rentals - regular committee	Block C Oct to Dec	\$ 44.00	\$ 42.00	\$ 2.00	Y
Stallholder rentals - regulars	Block C Oct to Dec	\$ 52.00	\$ 50.00	\$ 2.00	Y
Stallholder rentals - reserve fees	Block C Oct to Dec	\$ 27.00	\$ 26.00	\$ 1.00	Y
Summer music in the parks					
Marquee (community)	No charge	No charge	No charge	\$ -	N
Marquee (business)	Per event	\$ 190.00	\$ 180.00	\$ 10.00	Y
Site fee (business) unpowered	Per event	\$ 54.00	\$ 52.00	\$ 2.00	Y
Site fee, (business) powered	Per site	\$ 88.00	\$ 84.00	\$ 4.00	Y
Site fee, community groups	No charge	No charge	No charge	\$ -	N
Town hall gallery					
Hire of facility for art exhibitions	Per exhibition	\$ 1,545.00	\$ 1,475.00	\$ 70.00	Y
Sale of art commission (commission of 20% of the value of artwork sold)	Per artwork sold	20%	20%	\$ -	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Hawthorn Town Hall hire charges, rooms and halls					
Private functions - facility hire Monday - Thursday					
Main hall	Minimum 4 hour block	\$ 860.00	\$ 820.00	\$ 40.00	Y
Main hall	Per additional hour over 4 hour block	\$ 90.00	\$ 85.00	\$ 5.00	Y
Chandelier room	Minimum 4 hour block	\$ 600.00	\$ 570.00	\$ 30.00	Y
Chandelier room	Per additional hour over 4 hour block	\$ 70.00	\$ 68.00	\$ 2.00	Y
Main hall and Chandelier room	Minimum 4 hour block	\$ 1,150.00	\$ 1,100.00	\$ 50.00	Y
Main hall and Chandelier room	Per additional hour over 4 hour block	\$ 115.00	\$ 110.00	\$ 5.00	Y
Upper foyer	Minimum 4 hour block	\$ 515.00	\$ 490.00	\$ 25.00	Y
Upper foyer	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Mayor's room	Minimum 4 hour block	\$ 515.00	\$ 490.00	\$ 25.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Gallery	Minimum 4 hour block	\$ 515.00	\$ 490.00	\$ 25.00	Y
Gallery	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Private functions - facility hire Friday - Sunday					
Main hall	Minimum 4 hour block	\$ 1,360.00	\$ 1,300.00	\$ 60.00	Y
Main hall	Per additional hour over 4 hour block	\$ 180.00	\$ 170.00	\$ 10.00	Y
Chandelier room	Minimum 4 hour block	\$ 1,000.00	\$ 960.00	\$ 40.00	Y
Chandelier room	Per additional hour over 4 hour block	\$ 130.00	\$ 125.00	\$ 5.00	Y
Main hall and Chandelier room	Minimum 4 hour block	\$ 1,860.00	\$ 1,780.00	\$ 80.00	Y
Main hall and Chandelier room	Per additional hour over 4 hour block	\$ 186.00	\$ 178.00	\$ 8.00	Y
Upper foyer	Minimum 4 hour block	\$ 850.00	\$ 810.00	\$ 40.00	Y
Upper foyer	Per additional hour over 4 hour block	\$ 130.00	\$ 125.00	\$ 5.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Mayor's room	Minimum 4 hour block	\$ 680.00	\$ 650.00	\$ 30.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 130.00	\$ 125.00	\$ 5.00	Y
Gallery	Minimum 4 hour block	\$ 680.00	\$ 650.00	\$ 30.00	Y
Gallery	Per additional hour over 4 hour block	\$ 130.00	\$ 125.00	\$ 5.00	Y
Community functions - facility hire Monday - Thursday					
Main hall	Minimum 4 hour block	\$ 615.00	\$ 585.00	\$ 30.00	Y
Main hall	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Chandelier room	Minimum 4 hour block	\$ 430.00	\$ 410.00	\$ 20.00	Y
Chandelier room	Per additional hour over 4 hour block	\$ 50.00	\$ 47.00	\$ 3.00	Y
Main hall and Chandelier room	Minimum 4 hour block	\$ 830.00	\$ 790.00	\$ 40.00	Y
Main hall and Chandelier room	Per additional hour over 4 hour block	\$ 83.00	\$ 79.00	\$ 4.00	Y
Upper foyer	Minimum 4 hour block	\$ 370.00	\$ 355.00	\$ 15.00	Y
Upper foyer	Per additional hour over 4 hour block	\$ 50.00	\$ 47.00	\$ 3.00	Y
Mayor's room	Minimum 4 hour block	\$ 370.00	\$ 355.00	\$ 15.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 49.00	\$ 47.00	\$ 2.00	Y
Gallery	Minimum 4 hour block	\$ 370.00	\$ 355.00	\$ 15.00	Y
Gallery	Per additional hour over 4 hour block	\$ 49.00	\$ 47.00	\$ 2.00	Y
Community functions - facility hire Friday - Sunday					
Main hall	Minimum 4 hour block	\$ 985.00	\$ 940.00	\$ 45.00	Y
Main hall	Per additional hour over 4 hour block	\$ 130.00	\$ 125.00	\$ 5.00	Y
Chandelier room	Minimum 4 hour block	\$ 745.00	\$ 710.00	\$ 35.00	Y
Chandelier room	Per additional hour over 4 hour block	\$ 97.00	\$ 93.00	\$ 4.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Main hall and Chandelier room	Minimum 4 hour block	\$ 1,235.00	\$ 1,180.00	\$ 55.00	Y
Main hall and Chandelier room	Per additional hour over 4 hour block	\$ 136.00	\$ 130.00	\$ 6.00	Y
Upper foyer	Minimum 4 hour block	\$ 620.00	\$ 590.00	\$ 30.00	Y
Upper foyer	Per additional hour over 4 hour block	\$ 97.00	\$ 93.00	\$ 4.00	Y
Mayor's room	Minimum 4 hour block	\$ 495.00	\$ 470.00	\$ 25.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 97.00	\$ 93.00	\$ 4.00	Y
Gallery	Minimum 4 hour block	\$ 495.00	\$ 470.00	\$ 25.00	Y
Gallery	Per additional hour over 4 hour block	\$ 97.00	\$ 93.00	\$ 4.00	Y
<u>Hawthorn Town Hall Hire Charges, First Floor Meeting Rooms (Meetings Only)</u>					
Private meetings - meeting room hire Monday - Friday (8.00am - 5.00pm)					
Upper foyer (limited availability)	Minimum 4 hour block	\$ 370.00	\$ 355.00	\$ 15.00	Y
Upper foyer (limited availability)	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Mayor's room	Minimum 4 hour block	\$ 125.00	\$ 120.00	\$ 5.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 22.00	\$ 21.00	\$ 1.00	Y
Committee room	Minimum 4 hour block	\$ 125.00	\$ 120.00	\$ 5.00	Y
Committee room	Per additional hour over 4 hour block	\$ 22.00	\$ 21.00	\$ 1.00	Y
Gallery	Minimum 4 hour block	\$ 125.00	\$ 120.00	\$ 5.00	Y
Gallery	Per additional hour over 4 hour block	\$ 22.00	\$ 21.00	\$ 1.00	Y
Councillor's room	Minimum 4 hour block	\$ 90.00	\$ 86.00	\$ 4.00	Y
Councillor's room	Per additional hour over 4 hour block	\$ 15.00	\$ 14.50	\$ 0.50	Y
Mayoress' room	Minimum 4 hour block	\$ 90.00	\$ 86.00	\$ 4.00	Y
Mayoress' room	Per additional hour over 4 hour block	\$ 15.00	\$ 14.50	\$ 0.50	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Private meetings - meeting room hire Monday - Thursday (5.00pm - 12.00am)					
Upper foyer (limited availability)	Minimum 4 hour block	\$ 460.00	\$ 440.00	\$ 20.00	Y
Upper foyer (limited availability)	Per additional hour over 4 hour block	\$ 92.00	\$ 88.00	\$ 4.00	Y
Mayor's room	Minimum 4 hour block	\$ 320.00	\$ 305.00	\$ 15.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Committee room	Minimum 4 hour block	\$ 320.00	\$ 305.00	\$ 15.00	Y
Committee room	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Gallery	Minimum 4 hour block	\$ 320.00	\$ 305.00	\$ 15.00	Y
Gallery	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Councillor's room	Minimum 4 hour block	\$ 255.00	\$ 245.00	\$ 10.00	Y
Councillor's room	Per additional hour over 4 hour block	\$ 63.00	\$ 60.00	\$ 3.00	Y
Mayoress' room	Minimum 4 hour block	\$ 255.00	\$ 245.00	\$ 10.00	Y
Mayoress' room	Per additional hour over 4 hour block	\$ 63.00	\$ 59.71	\$ 3.29	Y
Private meetings - meeting room hire Friday evening (5.00pm - 12am) - Saturday/Sunday					
Upper foyer (limited availability)	Minimum 4 hour block	\$ 640.00	\$ 610.00	\$ 30.00	Y
Upper foyer (limited availability)	Per additional hour over 4 hour block	\$ 131.00	\$ 125.00	\$ 6.00	Y
Mayor's room	Minimum 4 hour block	\$ 510.00	\$ 485.00	\$ 25.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 131.00	\$ 125.00	\$ 6.00	Y
Committee room	Minimum 4 hour block	\$ 510.00	\$ 485.00	\$ 25.00	Y
Committee room	Per additional hour over 4 hour block	\$ 131.00	\$ 125.00	\$ 6.00	Y
Gallery	Minimum 4 hour block	\$ 510.00	\$ 485.00	\$ 25.00	Y
Gallery	Per additional hour over 4 hour block	\$ 131.00	\$ 125.00	\$ 6.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Councillor's room	Minimum 4 hour block	\$ 370.00	\$ 355.00	\$ 15.00	Y
Councillor's room	Per additional hour over 4 hour block	\$ 100.00	\$ 95.00	\$ 5.00	Y
Mayoress' room	Minimum 4 hour block	\$ 370.00	\$ 355.00	\$ 15.00	Y
Mayoress' room	Per additional hour over 4 hour block	\$ 100.00	\$ 95.00	\$ 5.00	Y
Community meetings - meeting room hire Monday - Friday (8.00am - 5.00pm)					
Upper foyer (limited availability)	Minimum 4 hour block	\$ 275.00	\$ 265.00	\$ 10.00	Y
Upper foyer (limited availability)	Per additional hour over 4 hour block	\$ 48.00	\$ 46.00	\$ 2.00	Y
Mayor's room	Minimum 4 hour block	\$ 95.00	\$ 91.00	\$ 4.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 16.00	\$ 15.50	\$ 0.50	Y
Committee room	Minimum 4 hour block	\$ 96.00	\$ 92.00	\$ 4.00	Y
Committee room	Per additional hour over 4 hour block	\$ 16.00	\$ 15.50	\$ 0.50	Y
Gallery	Minimum 4 hour block	\$ 96.00	\$ 92.00	\$ 4.00	Y
Gallery	Per additional hour over 4 hour block	\$ 16.00	\$ 15.50	\$ 0.50	Y
Councillor's room	Minimum 4 hour block	\$ 69.00	\$ 66.00	\$ 3.00	Y
Councillor's room	Monday - Friday 8 am - 6 pm	\$ 12.00	\$ 11.50	\$ 0.50	Y
Mayoress' room	Minimum 4 hour block	\$ 69.00	\$ 66.00	\$ 3.00	Y
Mayoress' room	Per additional hour over 4 hour block	\$ 12.00	\$ 11.50	\$ 0.50	Y
Community meetings - meeting room hire Monday - Thursday (5.00pm - 12.00am)					
Upper foyer (limited availability)	Minimum 4 hour block	\$ 345.00	\$ 330.00	\$ 15.00	Y
Upper foyer (limited availability)	Per additional hour over 4 hour block	\$ 70.00	\$ 67.00	\$ 3.00	Y
Mayor's room	Minimum 4 hour block	\$ 240.00	\$ 230.00	\$ 10.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 47.00	\$ 45.00	\$ 2.00	Y
Committee room	Minimum 4 hour block	\$ 240.00	\$ 230.00	\$ 10.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Committee room	Per additional hour over 4 hour block	\$ 47.00	\$ 45.00	\$ 2.00	Y
Gallery	Minimum 4 hour block	\$ 240.00	\$ 230.00	\$ 10.00	Y
Gallery	Per additional hour over 4 hour block	\$ 47.00	\$ 45.00	\$ 2.00	Y
Councillor's room	Minimum 4 hour block	\$ 195.00	\$ 185.00	\$ 10.00	Y
Councillor's room	Per additional hour over 4 hour block	\$ 47.00	\$ 45.00	\$ 2.00	Y
Mayoress' room	Minimum 4 hour block	\$ 195.00	\$ 185.00	\$ 10.00	Y
Mayoress' room	Per additional hour over 4 hour block	\$ 47.00	\$ 45.00	\$ 2.00	Y
Community meetings - meeting room hire Friday evening (5.00pm - 12am) - Saturday/Sunday					
Upper foyer (limited availability)	Minimum 4 hour block	\$ 480.00	\$ 460.00	\$ 20.00	Y
Upper foyer (limited availability)	Per additional hour over 4 hour block	\$ 100.00	\$ 95.00	\$ 5.00	Y
Mayor's room	Minimum 4 hour block	\$ 385.00	\$ 365.00	\$ 20.00	Y
Mayor's room	Per additional hour over 4 hour block	\$ 100.00	\$ 95.00	\$ 5.00	Y
Committee room	Minimum 4 hour block	\$ 385.00	\$ 365.00	\$ 20.00	Y
Committee room	Per additional hour over 4 hour block	\$ 100.00	\$ 95.00	\$ 5.00	Y
Gallery	Minimum 4 hour block	\$ 385.00	\$ 365.00	\$ 20.00	Y
Gallery	Per additional hour over 4 hour block	\$ 100.00	\$ 95.00	\$ 5.00	Y
Councillor's room	Minimum 4 hour block	\$ 280.00	\$ 265.00	\$ 15.00	Y
Councillor's room	Per additional hour over 4 hour block	\$ 74.00	\$ 70.00	\$ 4.00	Y
Mayoress' room	Minimum 4 hour block	\$ 280.00	\$ 265.00	\$ 15.00	Y
Mayoress' room	Per additional hour over 4 hour block	\$ 74.00	\$ 70.00	\$ 4.00	Y
Kew Court House hire fees					
Court room including dressing rooms - Commercial	Per hour	\$ 37.00	\$ 37.00	\$ -	Y
Court room including dressing rooms - Community	Per hour	\$ 27.00	\$ 27.00	\$ -	Y
Court room including dressing rooms - Tenant	Per hour	\$ 13.00	\$ 13.00	\$ -	Y
Court room including dressing rooms - Commercial	Per day	\$ 280.00	\$ 280.00	\$ -	Y
Court room including dressing rooms - Community	Per day	\$ 210.00	\$ 210.00	\$ -	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Court room including dressing rooms - Tenant	Per day	\$ 105.00	\$ 105.00	\$ -	Y
Court room including dressing rooms - Commercial	Per week	\$ 910.00	\$ 910.00	\$ -	Y
Court room including dressing rooms - Community	Per week	\$ 680.00	\$ 680.00	\$ -	Y
Court room including dressing rooms - Tenant	Per week	\$ 340.00	\$ 340.00	\$ -	Y
Community workshop/meeting room - Commercial	Per hour	\$ 24.00	\$ 24.00	\$ -	Y
Community workshop/meeting room - Community	Per hour	\$ 18.00	\$ 18.00	\$ -	Y
Community workshop/meeting room - Tenant	Per hour	\$ 9.00	\$ 9.00	\$ -	Y
Community workshop/meeting room - Commercial	Per day	\$ 76.00	\$ 76.00	\$ -	Y
Community workshop/meeting room - Community	Per day	\$ 56.00	\$ 56.00	\$ -	Y
Community workshop/meeting room - Tenant	Per day	\$ 28.00	\$ 28.00	\$ -	Y
Small meeting room - Commercial	Per hour	\$ 19.00	\$ 19.00	\$ -	Y
Small meeting room - Community	Per hour	\$ 14.00	\$ 14.00	\$ -	Y
Small meeting room - Tenant	Per hour	\$ 7.00	\$ 7.00	\$ -	Y
Small meeting room - Commercial	Per day	\$ 65.00	\$ 65.00	\$ -	Y
Small meeting room - Community	Per day	\$ 48.00	\$ 48.00	\$ -	Y
Small meeting room - Tenant	Per day	\$ 24.00	\$ 24.00	\$ -	Y
Parkview Room hire fees					
Parkview room private functions - Monday to Thursday	Minimum 4 hour block	\$ 595.00	\$ 570.00	\$ 25.00	Y
Parkview room private functions - Monday to Thursday	Per additional hour over 4 hour block	\$ 71.00	\$ 68.00	\$ 3.00	Y
Parkview room private functions - Friday to Sunday	Minimum 4 hour block	\$ 1,000.00	\$ 960.00	\$ 40.00	Y
Parkview room private functions - Friday to Sunday	Per additional hour over 4 hour block	\$ 130.00	\$ 125.00	\$ 5.00	Y
Parkview room community functions - Monday to Thursday	Minimum 4 hour block	\$ 430.00	\$ 410.00	\$ 20.00	Y
Parkview room community functions - Monday to Thursday	Per additional hour over 4 hour block	\$ 49.00	\$ 47.00	\$ 2.00	Y
Parkview room community functions - Friday to Sunday	Minimum 4 hour block	\$ 745.00	\$ 710.00	\$ 35.00	Y
Parkview room community functions - Friday to Sunday	Per additional hour over 4 hour block	\$ 97.00	\$ 93.00	\$ 4.00	Y
Community Development - Libraries and Volunteer Development					
Equipment hire for use in meeting rooms					
Ashburton - commercial groups	Per item - per half day	\$ 40.00	\$ 38.00	\$ 2.00	Y
Ashburton - community groups	No charge	No charge	No charge	\$ -	N
Balwyn - commercial groups	Per item - per half day	\$ 40.00	\$ 38.00	\$ 2.00	Y
Balwyn - community groups	No charge	No charge	No charge	\$ -	N
Camberwell - commercial groups	Per item - per half day	\$ 40.00	\$ -	\$ 40.00	Y
Camberwell - community groups	No charge	No charge	\$ -	\$ -	N
Hawthorn - commercial groups	Per item - per half day	\$ 40.00	\$ 38.00	\$ 2.00	Y
Hawthorn - community groups	No charge	No charge	No charge	\$ -	N
Kew Phyllis Hore - commercial groups	Per item - per half day	\$ 40.00	\$ 38.00	\$ 2.00	Y
Kew - community groups only	No charge	No charge	No charge	\$ -	N
Meeting rooms hire					
Ashburton - (large room) commercial groups	Per day	\$ 168.00	\$ 160.00	\$ 8.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Ashburton - (large room) commercial groups	Per half day	\$ 84.00	\$ 80.00	\$ 4.00	Y
Ashburton - (large room) community groups	Per day	\$ 54.00	\$ 52.00	\$ 2.00	Y
Ashburton - (large room) community groups	Per half day	\$ 27.00	\$ 26.00	\$ 1.00	Y
Balwyn - (large room) commercial groups	Per day	\$ 168.00	\$ 160.00	\$ 8.00	Y
Balwyn - (large room) commercial groups	Per half day	\$ 84.00	\$ 80.00	\$ 4.00	Y
Balwyn - (large room) community groups	Per day	\$ 54.00	\$ 52.00	\$ 2.00	Y
Balwyn - (large room) community groups	Per half day	\$ 27.00	\$ 26.00	\$ 1.00	Y
Camberwell commercial groups - full room	Per day	\$ 168.00	\$ -	\$ 168.00	Y
Camberwell commercial groups - full room	Per half day	\$ 84.00	\$ -	\$ 84.00	Y
Camberwell commercial groups - half room	Per day	\$ 84.00	\$ -	\$ 84.00	Y
Camberwell commercial groups - half room	Per half day	\$ 42.00	\$ -	\$ 42.00	Y
Camberwell community groups - full room	Per day	\$ 54.00	\$ -	\$ 54.00	Y
Camberwell community groups - full room	Per half day	\$ 27.00	\$ -	\$ 27.00	Y
Camberwell community groups - half room	Per day	\$ 27.00	\$ -	\$ 27.00	Y
Camberwell community groups - half room	Per half day	\$ 13.50	\$ -	\$ 13.50	Y
Hawthorn commercial groups	Per day	\$ 168.00	\$ 160.00	\$ 8.00	Y
Hawthorn commercial groups	Per half day	\$ 84.00	\$ 80.00	\$ 4.00	Y
Hawthorn community groups	Per day	\$ 54.00	\$ 52.00	\$ 2.00	Y
Hawthorn community groups	Per half day	\$ 27.00	\$ 26.00	\$ 1.00	Y
Kew Phyllis Hore, commercial groups	Per day	\$ 168.00	\$ 160.00	\$ 8.00	Y
Kew Phyllis Hore, commercial groups	Per half day	\$ 84.00	\$ 80.00	\$ 4.00	Y
Kew Phyllis Hore, community groups	Per day	\$ 54.00	\$ 52.00	\$ 2.00	Y
Kew Phyllis Hore, community groups	Per half day	\$ 27.00	\$ 26.00	\$ 1.00	Y
Other					
Overdue library fines	Charge per day	\$ 0.35	\$ 0.30	\$ 0.05	N
Debt collection charge	Per borrower submission	\$ 15.00	\$ 15.00	\$ -	Y
Photocopy fee - A3 black and white	Per copy	\$ 0.45	\$ 0.40	\$ 0.05	Y
Photocopy fee - A4 black and white	Per copy	\$ 0.30	\$ 0.25	\$ 0.05	Y
Photocopy fee - A3 colour	Per copy	\$ 3.00	\$ 4.20	-\$ 1.20	Y
Photocopy fee - A4 colour	Per copy	\$ 2.00	\$ 3.00	-\$ 1.00	Y
Inter library loan fee plus any charges from lending libraries	Per loan	\$ 4.80	\$ 4.60	\$ 0.20	Y
Library materials replacement processing charge	Per item processed	\$ 15.70	\$ 15.00	\$ 0.70	Y
Local history publication	Per publication	Various + 10%	Various + 10%	\$ -	Y
Lost membership card	Per membership card replaced	\$ 4.80	\$ 4.60	\$ 0.20	Y
Purchase of USB sticks	Per item	\$ 15.00	\$ 10.00	\$ 5.00	Y
Purchase of headphones	Per item	\$ 6.00	\$ -	\$ 6.00	Y
Replacement of single disc	Per item	\$ 10.00	\$ -	\$ 10.00	Y
Replacement of covers/cases	Per item	\$ 4.80	\$ 4.60	\$ 0.20	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Corporate Services - Financial Services					
Dishonoured cheque fee	Per dishonoured cheque	\$ 47.00	\$ 46.00	\$ 1.00	Y
Sale of tender documents - minimum charge \$60 including GST for hard copy tender documents. For larger more detailed documents with more complex drawings a fee of \$100 may apply.	Per tender document	\$ 63.00	\$ 60.00	\$ 3.00	Y
Land information certificate	Per certificate issued	\$ 20.00	\$ 20.00	\$ -	N
Right of way closures and sales	Per right of way	Market Value + 10%	Market Value + 10%	\$ -	Y
Corporate Services - Information Technology					
Additional AO facilities map	Per map	\$ 48.00	\$ 46.00	\$ 2.00	Y
Map sales - hourly labour rate	Hourly labour rate	\$ 62.00	\$ 59.00	\$ 3.00	Y
Material costs - A1 thematic maps	Per map	\$ 31.50	\$ 30.00	\$ 1.50	Y
A3 - Aerial map	Per map	\$ 31.50	\$ 30.00	\$ 1.50	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
City Development and Amenity - Building Services					
Building permit fees					
Minor alterations to pool barrier	Per permit	\$ 345.00	\$ 330.00	\$ 15.00	Y
Timber and steel fences (not incorporating retaining walls), and above ground swimming pools <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$520 or POA	\$ 495.00	\$ 25.00	Y
Dwellings class 1 and outbuildings class 10, demolitions, reblocks, heaters, brick fences, retaining walls or similar minor structures <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$600 or POA	\$ 572.00	\$ 28.00	Y
Dwellings class 1 and outbuildings class 10, garages, carports, sheds, minor alterations and in ground swimming pools (up to an estimated cost of \$15,000) <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$750 or POA	\$ 715.00	\$ 35.00	Y
Dwellings class 1 and outbuildings class 10, minor additions and alterations (with an estimated cost of between \$15,000 - \$50,000) <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$920 or POA	\$ 880.00	\$ 40.00	Y
Dwellings class 1 and outbuildings class 10, additions and alterations (with an estimated cost of between \$50,000 - \$100,000) <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$1250 or POA	\$ 1,210.00	\$ 40.00	Y
Dwellings class 1 and outbuildings class 10, major additions and alterations (with an estimated cost over \$100,000) <i>(works within the City of Boroondara)</i>	Per permit	Value / 120 + GST minimum \$1200	Value / 120 + GST minimum \$1200	\$ -	Y
Dwellings class 1 and outbuildings class 10, new single dwelling / multiple dwellings calculation <i>(works within the City of Boroondara)</i>	Per permit	Value / 120 + GST (\$2,200 min per dwelling - multi unit developments POA)	Value / 120 + GST (\$2,200 min per dwelling - multi unit developments POA)	\$ -	Y
Minor variations to building permits and building permit applications	Per permit	\$ 165.00	\$ 121.00	\$ 44.00	Y
Variations to building permits and building permit applications	Per permit	POA	POA	\$ -	Y
Additional fee: Residential works incur a State Government Building Levy - calculation - (cost of works x 0.00128 where estimated cost of works exceeds \$10,000) fee collected and forwarded to the Building Commission.					
Additional fee: Residential works incur a HIH Levy - calculation - (cost of works x 0.00032 where estimated cost exceeds \$10,000) fee collected and forwarded to the Building Commission.					
Additional fee: Statutory building permit lodgement fee for residential works where estimated cost of works exceeds \$5,000	Per lodgement	\$ 33.30	\$ 33.30	\$ -	N
Non-residential works class 2 to 9, minor alterations, signs, verandas up to estimated cost of \$15,000 <i>(works within the City of Boroondara)</i>	Per permit	\$ 720.00	\$ 690.00	\$ 30.00	Y
<i>Note: The Building Amendment (Fees) Regulations 2010 amend the Building Regulations 2006 to increase the fees payable under the Building Act 1993 (the Act) other than Part 12A and are effective from 1 July 2010. Fees will be amended in line with any increase should one be determined by the State Government over the course of the 2011-12 year.</i>					

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Non-residential works class 2 to 9, works with estimated cost between \$15,000 - \$100,000 <i>(works within the City of Boroondara)</i>	Per permit	(Value of Works / 92 + 950) + GST	(Value of Works / 92 + 950) + GST	\$ -	Y
Non-residential works class 2 to 9, works with estimated cost between \$100,000 - \$500,000 <i>(works within the City of Boroondara)</i>	Per permit	(Value of Works / 250 + 1700) + GST	(Value of Works / 250 + 1700) + GST	\$ -	Y
Non-residential works class 2 to 9, works with estimated cost over \$500,000 <i>(works within the City of Boroondara)</i>	Per permit	(Value / 425 + 3000) + GST over	(Value / 425 + 3000) + GST over	\$ -	Y
Additional fee: <i>Non-residential 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: Statutory building permit lodgement fee for non-residential works where estimated cost of works exceeds \$5,000	Per lodgement	\$ 33.30	\$ 33.30	\$ -	N
Building permit fees <i>(works outside the City of Boroondara)</i>	Per permit	Various as listed above	Various as listed above	\$ -	N
Note: Competitive quotes for works over \$500,000 and for major users of the service by approval of the Manager Building Services.					
Additional inspection fees - Boroondara house to be relocated to another municipality	Per inspection	\$ -	\$ 575.00	-\$ 575.00	Y
Additional inspection fees - Council perform on behalf of another entity	Per inspection	\$ -	\$ 125.00	-\$ 125.00	Y
Consent and report for siting - statutory fee per <u>each regulation</u> sought	Per application	\$ 222.30	\$ 222.30	\$ -	N
Report and consent advertising fee	Per application	\$130 for first 2 properties to be advertised to + \$65 per additional property	\$110 for first 2 properties to be advertised to + \$55 per additional property	\$ 20.00	Y
Minor variations to report and consents	Per application	\$ 120.00	\$ 115.00	\$ 5.00	Y
Places of public entertainment applications for minor event (less than 10,000 people)	Per application	\$ 687.50	\$ 660.00	\$ 27.50	Y
Places of public entertainment applications for major event (over 100,000 people)	Per application	POA	POA	\$ -	Y
Building inspection fees - Permit expired, and no extension granted	Per inspection	\$ 330.00	\$ 290.00	\$ 40.00	Y
Building inspection fees - Permit expired, and no extension granted certificate of final inspection required	Per inspection	\$ 187.00	\$ 170.00	\$ 17.00	Y
Consent and report for demolition - statutory fee	Per application	\$ 55.55	\$ 55.55	\$ -	N
Consultant fee reports - Professional reports, fire protection etc	Per request	POA	POA	\$ -	Y
Copy of occupancy permits and inspection dates etc	Per request	\$ 81.00	\$ 78.00	\$ 3.00	N
Retrieval and copying of domestic building plans					
House plan requests (residential class 1 and 10) Max up to 5 X A3 pages. POA thereafter.	Per request	\$ 110.00	\$ -	\$ -	N
Copies large	Per request	POA	POA	\$ -	N
Note: The Building Amendment (Fees) Regulations 2010 amend the Building Regulations 2006 to increase the fees payable under the Building Act 1993 (the Act) other than Part 12A and are effective from 1 July 2010. Fees will be amended in line with any increase should one be determined by the State Government over the course of the 2011-12 year.					

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
<u>Retrieval and copying of commercial building plans</u>					
House plan requests (commercial class 2 to 9) Max up to 4 X A2 pages. POA thereafter.	Per request	\$ 165.00	\$ -	\$ -	
Copies small	Per request	\$ 6.00	\$ 5.75	\$ 0.25	N
Copies large	Per request	POA	POA	\$ -	N
Extension in time request - up to 12 months	Per request	\$ 220.00	\$ 175.00	\$ 45.00	N
Hoarding consents and reports	Per request	\$ 222.30	\$ 222.30	\$ -	N
Hoarding inspections	Per inspection	\$ 132.00	\$ 110.00	\$ 22.00	Y
Statutory property information request	Per request	\$ 44.40	\$ 88.80	-\$ 44.40	N
Priority fee - property information request (24hr turnaround time)	Per request	\$ 88.80	\$ 86.90	\$ 1.90	Y
Solicitors request letters - Statutory fee charged for provision of information	Per request	\$ 44.40	\$ 44.40	\$ -	N
Priority fee - solicitors request letters - Fee charged for provision of information (24hr turnaround time)	Per request	\$ 88.80	\$ 88.80	\$ -	Y
Swimming pool inspection fee - residential	Charge per house	\$ 264.00	\$ 230.00	\$ 34.00	Y
City Development and Amenity - Statutory Planning					
Preparation of section 173 agreements	Per agreement	\$ 630.00	\$ 600.00	\$ 30.00	Y
General planning enquiries requiring written response	Per enquiry	\$ 70.00	\$ 67.00	\$ 3.00	Y
Developer open space levy (charge dependent on land value)	Sliding scale applies	Statutory fee	Statutory fee	\$ -	N
Notification / advertising fee 1 sign and up to 5 notices	Per application	\$ 63.00	\$ 60.00	\$ 3.00	Y
Notification / advertising fee 1 sign and up to 10 notices	Per application	\$ 115.00	\$ 110.00	\$ 5.00	Y
Notification / advertising fee 1 sign and up to 15 notices	Per application	\$ 168.00	\$ 160.00	\$ 8.00	Y
\$5 for each notice over 15 notices	Per application	\$ 5.25	\$ 5.00	\$ 0.25	Y
\$10 for any additional sign	Per application	\$ 10.50	\$ 10.00	\$ 0.50	Y
Planning voluntary and extension of time amendments (proposed)	Per amendment	\$ 425.00	\$ 405.00	\$ 20.00	N
Planning voluntary amendments (retrospective)	Per amendment	\$ 480.00	\$ 460.00	\$ 20.00	N
Request for planning information (building surveyor enquiry)	Per enquiry	\$ 70.00	\$ 67.00	\$ 3.00	Y
Change of use planning fee, statutory fee applies	Per application	\$ 513.00	\$ 513.00	\$ -	N
Commercial planning fee - statutory fee applies (<\$10,000)	Per application	\$ 104.00	\$ 104.00	\$ -	N
Commercial planning fee - statutory fee applies (\$10,001 - \$250,000)	Per application	\$ 617.00	\$ 617.00	\$ -	N
Commercial planning fee - statutory fee applies (\$250,001 - \$500,000)	Per application	\$ 722.00	\$ 722.00	\$ -	N
Commercial planning fee - statutory fee applies (\$500,001 - \$1,000,000)	Per application	\$ 832.00	\$ 832.00	\$ -	N
<i>The fees prescribed under the Planning and Environment (Fees) Regulations 2000 are due to expire on 24 July 2011. Fees will be amended in line with any increase should one be determined by the State Government over the course of the 2011-12 year.</i>					

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Commercial planning fee - statutory fee applies (>\$1,000,001 - \$7,000,000)	Per application	\$ 1,177.00	\$ 1,177.00	\$ -	N
Commercial planning fee - statutory fee applies (\$7,000,001 - \$10,000,000)	Per application	\$ 4,939.00	\$ 4,939.00	\$ -	N
Commercial planning fee - statutory fee applies (\$10,000,001 - \$50,000,000)	Per application	\$ 8,233.00	\$ 8,233.00	\$ -	N
Commercial planning fee - statutory fee applies (> \$50,000,001)	Per application	\$ 16,469.00	\$ 16,469.00	\$ -	N
Subdivide an existing building	Per application	\$ 394.00	\$ 394.00	\$ -	N
Subdivide land into two lots	Per application	\$ 394.00	\$ 394.00	\$ -	N
Effect a realignment of a common boundary between lots or to consolidate two or more lots	Per application	\$ 394.00	\$ 394.00	\$ -	N
To subdivide land	Per application	\$ 797.00	\$ 797.00	\$ -	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 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act	Per application	\$ 254.00	\$ 254.00	\$ -	N
Create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or Create or remove a right-of-way.	Per application	\$ 552.36	\$ 552.36	\$ -	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 than a right-of-way in a Crown grant.	Per application	\$ 412.00	\$ 412.00	\$ -	N
Photocopy fee - A1	Per copy	\$ 10.50	\$ 10.50	\$ -	Y
Photocopy fee - A2	Per copy	\$ 6.60	\$ 6.60	\$ -	Y
Photocopy fee - A3	Per copy	\$ 2.70	\$ 2.60	\$ 0.10	Y
Photocopy fee - A4	Per copy	\$ 1.50	\$ 1.40	\$ 0.10	Y
Planning search fee (considered as information request)	Per request	\$ 117.50	\$ 117.50	\$ -	Y
Property information	Per application	\$ 150.09	\$ 150.09	\$ -	Y
Certification of plan, statutory fee applies	Per request	\$100 + \$20 per lot	\$100 + \$20 per lot	\$ -	N
Re-certification of plan, statutory fee applies	Per request	\$ 102.00	\$ 102.00	\$ -	N
Residential planning fee, statutory fee applies \$10,000 - \$100,000	Per request	\$ 239.00	\$ 239.00	\$ -	N
Residential planning fee, statutory fee applies >\$100,000	Per request	\$ 500.29	\$ 500.29	\$ -	N
<i>The fees prescribed under the Planning and Environment (Fees) Regulations 2000 are due to expire on 24 July 2011. Fees will be amended in line with any increase should one be determined by the State Government over the course of the 2011-12 year.</i>					
City Development and Amenity - Local Laws					
* Animal registration fees have been increased. Fees for pensioners have also been increased to the nearest dollar and are below the level which is prescribed by the Domestic Feral and Nuisance Animal Act 1996, (50% of full rate).					
Animal registration					
Registration of animal business	Per registration	\$ 260.00	\$ 250.00	\$ 10.00	Y
Pet registration register	Per inspection	\$ 29.00	\$ 27.50	\$ 1.50	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Animal registration (cat)					
Cat aged over 10 years - for non pensioner	Per animal	\$ 39.00	\$ 38.00	\$ 1.00	N
Cat aged over 10 years - for pensioner	Per animal	\$ 18.00	\$ 14.50	\$ 3.50	N
Cat Feline Control Council / The Governing Council of the Cat Fancy Australia and Victoria Inc / The Democratic Cat Council Inc - for non pensioner	Per animal	\$ 39.00	\$ 38.00	\$ 1.00	N
Cat Feline Control Council / The Governing Council of the Cat Fancy Australia and Victoria Inc / The Democratic Cat Council Inc - for pensioner	Per animal	\$ 18.00	\$ 14.50	\$ 3.50	N
Cat (microchipped) - for non pensioner	Per animal	\$ 40.00	\$ 38.00	\$ 2.00	N
Cat (microchipped) - for pensioner	Per animal	\$ 18.00	\$ 14.50	\$ 3.50	N
Sterilised cat - proof required for all sterilised animals) - for non pensioner	Per animal	\$ 28.50	\$ 28.50	\$ -	N
Sterilised cat - proof required for all sterilised animals) - for pensioner	Per animal	\$ 14.50	\$ 14.50	\$ -	N
Unsterilised cat - for non pensioner	Per animal	\$ 120.00	\$ 114.00	\$ 6.00	N
Unsterilised cat - for pensioner	Per animal	\$ 55.00	\$ 53.00	\$ 2.00	N
Cat release fee charged for cats held up to statutory holding period	Per animal	\$ 58.00	\$ 55.00	\$ 3.00	Y
Animal registration (dog)					
Dangerous dog / menacing dog	Per animal	\$ 260.00	\$ 260.00	\$ -	N
Restricted breed	Per animal	\$ 260.00	\$ 260.00	\$ -	N
Dog aged over 10 years - for non pensioner	Per animal	\$ 52.00	\$ 50.00	\$ 2.00	N
Dog aged over 10 years - for pensioner	Per animal	\$ 25.00	\$ 22.00	\$ 3.00	N
Dog (microchipped) - for non pensioner	Per animal	\$ 52.00	\$ 50.00	\$ 2.00	N
Dog (microchipped) - for pensioner	Per animal	\$ 25.00	\$ 22.00	\$ 3.00	N
Dog obedience training - for non pensioner	Per animal	\$ 52.00	\$ 50.00	\$ 2.00	N
Dog obedience training - for pensioner	Per animal	\$ 25.00	\$ 22.00	\$ 3.00	N
Dog - Victorian Canine Association registered - for non pensioner	Per animal	\$ 52.00	\$ 50.00	\$ 2.00	N
Dog - Victorian Canine Association registered - for pensioner	Per animal	\$ 25.00	\$ 22.00	\$ 3.00	N
Sterilised dog - for non pensioner	Per animal	\$ 43.00	\$ 43.00	\$ -	N
Sterilised dog - for pensioner	Per animal	\$ 22.00	\$ 22.00	\$ -	N
Unsterilised dog - for non pensioner	Per animal	\$ 156.00	\$ 150.00	\$ 6.00	N
Unsterilised dog - for pensioner	Per animal	\$ 76.00	\$ 74.00	\$ 2.00	N
Dog release fee charged for dog held up to statutory holding period	Per animal	\$ 110.00	\$ 105.00	\$ 5.00	Y
Footpath occupation					
Portable signs, display of goods, cafes, barbeques and food sampling-Burke Road, Camberwell	Per square metre	\$ 240.00	\$ 230.00	\$ 10.00	N
Portable signs, display of goods, cafes, barbeques and food sampling- all other areas	Per square metre	\$ 110.00	\$ 105.00	\$ 5.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - Glenferrie Road, Hawthorn	Per square metre	\$ 183.00	\$ 175.00	\$ 8.00	N
Promotional permits	Per application	\$ 64.00	\$ 61.00	\$ 3.00	N
Directory boards	One-off fee per permit	\$ 320.00	\$ 305.00	\$ 15.00	N
Finger boards	One-off fee per permit	\$ 320.00	\$ 305.00	\$ 15.00	N
First time application	One-off fee per inspection	\$ 64.00	\$ 61.00	\$ 3.00	N
Real estate agents (portable signs)	Per year per company	\$ 250.00	\$ 240.00	\$ 10.00	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Parking					
Butler Street car park permit	Per quarter	\$ 430.00	\$ 410.00	\$ 20.00	Y
Junction West and Fenton Way stage 2 car parks permit	Per quarter	\$ 430.00	\$ 410.00	\$ 20.00	Y
Hawthorn Town Hall West offstreet car park permit	Per quarter	\$ 430.00	\$ 410.00	\$ 20.00	Y
Hilda Crescent off street car park permit	Per quarter	\$ 270.00	\$ 260.00	\$ 10.00	Y
Auburn Road off street car park permit	Per quarter	\$ 270.00	\$ 260.00	\$ 10.00	Y
Rose Street off street car park permit	Per quarter	\$ 270.00	\$ 260.00	\$ 10.00	Y
Fenton Way car park permit fees applied as per planning application requirements	Per quarter	\$ 420.00	\$ 400.00	\$ 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 Road rule 168(1)(a) - stopped in a no parking area Road rule 201 - stopped on a bicycle parking area Road rule 202 - stopped on a motor cycle	Per fine	\$ 60.00	\$ 60.00	\$ -	N
Ticket machine - Kent Street and Fenton Way	Per day	\$ 5.00	\$ 4.80	\$ 0.20	Y
Ticket machine - Kent Street and Fenton Way	Per hour	\$ 2.20	\$ 2.10	\$ 0.11	Y
4 hour parking meter	Per 4 hours	\$ 4.00	\$ 3.80	\$ 0.20	Y
4 hour parking meter	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	Y
3 hour parking meter	Per 3 hours	\$ 3.30	\$ 3.10	\$ 0.20	Y
3 hour parking meter	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	Y
2 hour parking meter	Per 2 hours	\$ 2.90	\$ 2.80	\$ 0.10	Y
2 hour parking meter	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	Y
Parking meters (other areas)	Per day	\$ 5.00	\$ 4.80	\$ 0.20	Y
Parking meters	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	Y
Ticket machine - Junction West	Per 4 hours	\$ 5.00	\$ 4.80	\$ 0.20	Y
Ticket machine - Junction West	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	Y
Ticket machine parking	Per 4 hours - where applicable	\$ 5.00	\$ 4.80	\$ 0.20	Y
Ticket machine parking	Per hour	\$ 2.20	\$ 2.10	\$ 0.10	Y
Ticket machine parking (Glenferrie car parks - Park Street, Wakefield Street & Linda Crescent)	Per hour after 1st hour	\$ 1.40	\$ 1.30	\$ 0.10	Y
Trader parking permits - non designated car park bay	Per year	\$ 21.00	\$ 20.00	\$ 1.00	Y
Release of towed vehicle	Per release	\$ 330.00	\$ 315.00	\$ 15.00	Y
Abandoned vehicles	Per release	\$ 370.00	\$ 355.00	\$ 15.00	Y
Abandoned vehicles (heavy vehicle)	Per release	\$ 700.00	\$ -	\$ -	Y
Abandoned vehicles	Per month after 30 days storage	\$ 110.00	\$ 105.00	\$ 5.00	Y
Permits					
Permits - to place large item on Council controlled land	Per application	\$ 125.00	\$ 120.00	\$ 5.00	Y
Tradesperson permits (in commercial shopping centres)	Per day	\$ 41.00	\$ 39.00	\$ 2.00	Y
Lost, stolen, trader and 4th permits	Per permit	\$ 24.00	\$ 23.00	\$ 1.00	Y
Permits - skip bins	Cost per 1-3 days	\$ 51.00	\$ 49.00	\$ 2.00	N
Permits - skip bins	Cost per 4-7 days	\$ 76.00	\$ 73.00	\$ 3.00	N
Permits - skip bins	Cost more than 7 days	\$76.00 plus \$5.00 per day	\$68.00 plus \$5.00 per day	\$ -	N
Permits for charity / commercial recycling bins	No charge	No charge	No charge	\$ -	N
Filming permit - occupation of Council controlled land for filming purposes	Per application	\$ 1,150.00	\$ 1,100.00	\$ 50.00	N
Filming permit - car parking spaces - residential	Per space	\$ 25.00	\$ 24.00	\$ 1.00	N
Filming permit - car parking spaces - commercial	Per space	\$ 69.00	\$ 66.00	\$ 3.00	N
Busking permit fee	Per week	\$ 13.00	\$ 12.50	\$ 0.50	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Excess animals permit (more than 2 dogs or 2 cats)	Per application	\$ 88.00	\$ 84.00	\$ 4.00	N
Standard local laws permit	Per permit	\$ 64.00	\$ 61.00	\$ 3.00	N
Impounded goods	Per release	\$ 270.00	\$ 260.00	\$ 10.00	Y
Miscellaneous					
Cat cages	Cage deposit	\$ 125.00	\$ 120.00	\$ 5.00	Y
Cat cages	For two weeks	\$ 46.00	\$ 44.00	\$ 2.00	Y
Cat cages	Per day there after	\$ 23.00	\$ 22.00	\$ 1.00	Y
Carnivals on Council land	Per carnival	\$ 690.00	\$ 660.00	\$ 30.00	N
Door to door collecting - specified dates (free - issued only to registered charities and community based organisations)	Per permit	No charge	No charge	\$ -	N
Fire hazards, overhanging shrubs, noxious weeds - clearance administration fee	Per clearance	\$ 168.00	\$ 160.00	\$ 8.00	Y
Roadside vending (annual or pro-rata for specific dates with minimum fee \$100)	Annual fee	\$ 11,000.00	\$ 10,500.00	\$ 500.00	N
Shopping trolleys	Each release fee	\$ 125.00	\$ 120.00	\$ 5.00	Y
Street collecting (free - issued only to registered charities)	Per permit	No charge	No charge	\$ -	N
Street trading stalls (free - issued only to registered charities and community based organisations)	Per permit	No charge	No charge	\$ -	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Environment and Infrastructure - Infrastructure Services					
Bins that are reported stolen, broken or missing are replaced at no charge.					
Chipped tree garden / garden mulch - self load	Per trailer up to 1 cubic metre	\$ 38.00	\$ 36.00	\$ 2.00	Y
Green waste - bin (service fee)	Per bin	\$ 105.00	\$ 100.00	\$ 5.00	Y
Green waste - bin (pre-loved 2nd bin)	Per bin	\$ 58.00	\$ 55.00	\$ 3.00	Y
Green waste - disposal tipping	Car boot/st/wagon seat up or down	\$ 16.50	\$ 16.00	\$ 0.50	Y
Green waste - disposal tipping, trailer	Greater than 6X4	\$ 45.50	\$ 44.00	\$ 1.50	Y
Green waste - disposal tipping, trailer	Tandem with high sides	\$ 108.00	\$ 105.00	\$ 3.00	Y
Green waste - disposal tipping, trailer	Tandem	\$ 60.00	\$ 58.00	\$ 2.00	Y
Green waste - disposal tipping, trailer	Single axle greater than 6X4 high sides	\$ 78.00	\$ 76.00	\$ 2.00	Y
Green waste - disposal tipping	Utility/small van/small trailer with high sides	\$ 50.50	\$ 49.00	\$ 1.50	Y
Green waste - disposal tipping	Utility/small van/small trailer	\$ 25.50	\$ 25.00	\$ 0.50	Y
Transfer station / tipping fees - electronic waste - large TV's	Per TV 51cm or above	\$ 18.50	\$ 18.00	\$ 0.50	Y
Transfer station / tipping fees - electronic waste - small TV's	Per TV below 51cm	\$ 10.30	\$ 10.00	\$ 0.30	Y
Transfer station / tipping fees - electronic waste - DVD and VCR players	Per Item	\$ 7.20	\$ 7.00	\$ 0.20	Y
Transfer station / tipping fees - electronic waste - sound systems	Per Item	\$ 7.20	\$ 7.00	\$ 0.20	Y
Transfer station / tipping fees - domestic refuse	Car boot/station wagon seat up or down	\$ 22.00	\$ 21.00	\$ 1.00	Y
Transfer station / tipping fees - domestic refuse, car tyre	Per tyre with rim attached	\$ 17.50	\$ 17.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse, car tyre	Per tyre no rim	\$ 15.00	\$ 14.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	Per fridge	\$ 15.50	\$ 15.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	Per mattress	\$ 19.50	\$ 19.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse, trailer	Single axle greater than 6X4 high sides	\$ 110.00	\$ 105.00	\$ 5.00	Y
Transfer station / tipping fees - domestic refuse, trailer	Single axle greater than 6X4	\$ 64.00	\$ 61.00	\$ 3.00	Y
Transfer station / tipping fees - domestic refuse, trailer	Tandem with high sides	\$ 135.00	\$ 130.00	\$ 5.00	Y
Transfer station / tipping fees - domestic refuse, trailer	Tandem	\$ 79.00	\$ 75.00	\$ 4.00	Y
Transfer station / tipping fees - domestic refuse, trailer	Utility/small van/small trailer with high sides	\$ 79.00	\$ 75.00	\$ 4.00	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Transfer station / tipping fees - domestic refuse (spoil, bricks, concrete & dirt)	Utility/small van/small trailer with high sides	\$ 69.00	\$ 66.00	\$ 3.00	Y
Transfer station / tipping fees - domestic refuse	Utility/small van/small trailer	\$ 42.00	\$ 40.00	\$ 2.00	Y
Reinstatement charges - nature strip (light top soil and seed)	Per (m ²) 0-10m ²	\$ 42.00	\$ 40.00	\$ 2.00	N
Reinstatement charges - nature strip (light top soil and seed)	Per (m ²) 10-50m ²	\$ 31.50	\$ 30.00	\$ 1.50	N
Reinstatement charges - nature strip (light top soil and seed)	Per (m ²) >50m ²	\$ 26.00	\$ 25.00	\$ 1.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	Per (m ²) 0-10m ²	\$ 84.00	\$ 80.00	\$ 4.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	Per (m ²) 10-50m ²	\$ 52.50	\$ 50.00	\$ 2.50	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	Per (m ²) >50m ²	\$ 42.00	\$ 40.00	\$ 2.00	N
Road reinstatement charges - channel / kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	Per lineal metre	\$ 190.00	\$ 180.00	\$ 10.00	N
Road reinstatement charges - channel / kerb (concrete)	Per lineal metre	\$ 152.00	\$ 145.00	\$ 7.00	N
Road reinstatement charges - residential crossovers / footpaths 125mm thick concrete	Per (m ²)	\$ 147.00	\$ 140.00	\$ 7.00	N
Road reinstatement charges - commercial crossovers / footpaths 200mm thick concrete	Per (m ²)	\$ 190.00	\$ 180.00	\$ 10.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with existing sawn bluestone)	Per lineal metre	\$ 210.00	\$ 200.00	\$ 10.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with new sawn bluestone)	Per lineal metre	\$ 450.00	\$ 430.00	\$ 20.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (0 - 2m ²)	\$ 168.00	\$ 160.00	\$ 8.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (2.01 - 5m ²)	\$ 168.00	\$ 160.00	\$ 8.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (5.01 - 20m ²)	\$ 168.00	\$ 160.00	\$ 8.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (20.01 - 50m ²)	\$ 152.00	\$ 145.00	\$ 7.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (over 50m ²)	\$ 152.00	\$ 145.00	\$ 7.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (0 - 2m ²)	\$ 140.00	\$ 135.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (2.01 - 5m ²)	\$ 140.00	\$ 135.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (5.01 - 20m ²)	\$ 110.00	\$ 105.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (20.01 - 50m ²)	\$ 94.00	\$ 90.00	\$ 4.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (over 50m ²)	\$ 91.00	\$ 87.00	\$ 4.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (0 - 5m ²)	\$ 147.00	\$ 140.00	\$ 7.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (2.01 - 5m ²)	\$ 141.00	\$ 135.00	\$ 6.00	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (5.01 - 20m ²)	\$ 113.00	\$ 108.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (20.01 - 50m ²)	\$ 108.00	\$ 103.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (over 50m ²)	\$ 102.00	\$ 97.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	Per (m ²) (0 - 2m ²)	\$ 165.00	\$ 157.00	\$ 8.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	Per (m ²) (2.01 - 5m ²)	\$ 145.00	\$ 140.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	Per (m ²) (over 5m ²)	\$ 140.00	\$ 133.00	\$ 7.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	Per (m ²) (0 - 2m ²)	\$ 230.00	\$ 217.00	\$ 13.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	Per (m ²) (2.01 - 5m ²)	\$ 195.00	\$ 185.00	\$ 10.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	Per (m ²) (over 5m ²)	\$ 168.00	\$ 160.00	\$ 8.00	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)	Per property	\$ 150.00	\$ 142.00	\$ 8.00	N
Waste environment levy as per exception stated above	Per property	\$ 70.00	\$ 67.00	\$ 3.00	N
Waste environment levy (commercial properties) as per exception stated above	Per property	\$ 70.00	\$ 67.00	\$ 3.00	N
Waste collection - property garbage charge: 80 litre bin	Per bin	\$ 150.00	\$ 142.00	\$ 8.00	N
Waste collection - property garbage charge: 80 litre bin (commercial properties)	Per bin	\$ 158.00	\$ 149.00	\$ 9.00	N
Waste collection - property garbage charge: 120 litre bin	Per bin	\$ 272.00	\$ 256.00	\$ 16.00	N
Waste collection - property garbage charge: 120 litre bin (commercial properties)	Per bin	\$ 286.00	\$ 269.00	\$ 17.00	N
Waste collection - property garbage charge: 240 litre bin	Per bin	\$ 665.00	\$ 630.00	\$ 35.00	N
Only for residential properties with 4 people					
Waste collection - property garbage charge: 240 litre bin (commercial properties)	Per bin	\$ 698.00	\$ 662.00	\$ 36.00	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)*	Per bin	\$ 544.00	\$ 512.00	\$ 32.00	N
* Tenants leasing Council owned facilities under the conditions of Council's Community Facility Leasing Policy will have waste charges levied as listed on page 30 of Appendix D Fees and Charges - Waste charges for Council tenanted properties. Note additional recycling and green waste bins are available on request to these properties.					

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Environment and Infrastructure - Parks and Gardens					
Freeway golf course - (unlimited golf weekday after 2.00 pm.)	Daylight savings rate/per round	\$ 16.00	\$ 16.00	\$ -	Y
Freeway golf course - 2nd 9 holes (after having played first 9 holes)	2nd 9 holes	\$ 9.00	\$ 8.50	\$ 0.50	Y
Freeway golf course - Concessions (pensioners and children 17 and under) 18 holes	18 holes	\$ 17.00	\$ 16.50	\$ 0.50	Y
Freeway golf course - Concessions (pensioners and children 17 and under) 9 holes	9 holes	\$ 14.50	\$ 14.00	\$ 0.50	Y
Freeway golf course - Weekend / public holidays - 18 holes - children 17 and under	18 holes	\$ 17.00	\$ 16.50	\$ 0.50	Y
Freeway golf course - Weekend / public holidays - 9 holes - children 17 and under	9 holes	\$ 14.00	\$ 14.00	\$ -	Y
Freeway golf course - Members concessions weekend / public holidays - 18 holes	18 holes	\$ 23.50	\$ 22.50	\$ 1.00	Y
Freeway golf course - Members concessions weekdays - 18 holes	18 holes	\$ 22.50	\$ 21.50	\$ 1.00	Y
Freeway golf course - Members concessions weekdays - 9 holes	9 holes	\$ 16.00	\$ 15.00	\$ 1.00	Y
Freeway golf course - Weekdays - 18 holes	18 holes	\$ 24.50	\$ 23.50	\$ 1.00	Y
Freeway golf course - Weekdays - 9 holes	9 holes	\$ 16.50	\$ 16.00	\$ 0.50	Y
Freeway golf course - Weekend / public holidays - 18 holes	18 holes	\$ 26.00	\$ 25.00	\$ 1.00	Y
Freeway golf course - Weekend / public holidays - 9 holes	9 holes	\$ 18.00	\$ 17.00	\$ 1.00	Y
Parks - booking charges for weddings, functions and animal farms - park, sportsgrounds, garden areas	Per hour	\$ 110.00	\$ 105.00	\$ 5.00	Y
Parks - permit to erect a marquee in a park (large 100 square metres + or multiple structures)	Per request	\$ 600.00	\$ 575.00	\$ 25.00	Y
Parks - permit to erect a marquee in a park (medium 51 - 100 square metres)	Per request	\$ 420.00	\$ 400.00	\$ 20.00	Y
Parks - permit to erect a marquee in a park (small 50 square metres)	Per request	\$ 240.00	\$ 230.00	\$ 10.00	Y
Permit to conduct a private fireworks display in a park	Per request	\$ 600.00	\$ 575.00	\$ 25.00	Y
Sportsgrounds casual use (booking charges for functions, casual sports games)	Per booking	\$ 200.00	\$ 190.00	\$ 10.00	Y
Sportsgrounds services fees/charges	Per ground/ wicket prepared	\$ 20,750.00	\$ 19,800.00	\$ 950.00	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)	Per piece	\$ 6.00	\$ 5.75	\$ 0.25	Y
Sale of bluestone pitchers to public - low quality (price variation will depend on the quality and quantity offered for sale)	Per piece	\$ 4.90	\$ 4.70	\$ 0.20	Y

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
Environment and Infrastructure - Engineering and Traffic					
Lane / footpath Closure	Per permit	\$ 215.00	\$ 205.00	\$ 10.00	N
Parking bay occupation	Per day	\$ 42.00	\$ 40.00	\$ 2.00	N
No Stopping signs	Deposit per sign - if refundable	\$ 75.00	\$ 71.00	\$ 4.00	Y
No Stopping signs (per day applies if in commercial shopping centre)	Per sign per day	\$ 27.00	\$ 26.00	\$ 1.00	Y
No Stopping signs	Per sign per day	\$ 13.50	\$ 13.00	\$ 0.50	Y
Asset protection - application fee	Per application	\$ 235.00	\$ 225.00	\$ 10.00	N
Building over easement - application fee	Per application	\$ 290.00	\$ 275.00	\$ 15.00	N
Compliance - stormwater inspection	Per application	\$ 95.00	\$ 90.00	\$ 5.00	Y
Compliance -vehicle crossing permit fee	Per application	\$ 145.00	\$ 140.00	\$ 5.00	N
On site detention system assessment fee	Per application	\$ 115.00	\$ 110.00	\$ 5.00	Y
Drainage contribution / levy from private developers (estimated value)	Per application	\$8/sqm + 10% administration fee	\$5/sqm + 10% administration fee	\$ 3.00	N
Legal points of discharge	Per application	\$ 58.00	\$ 55.00	\$ 3.00	N
Road opening permits - administrative charge	Per application	\$ 115.00	\$ 110.00	\$ 5.00	N
Street functions - temporary closure of streets	Per application	\$ 115.00	\$ 110.00	\$ 5.00	Y
Construction of stormwater drainage supervision fee	Per application	\$300 or 2.5% of total cost of drainage works	\$200 or 2.5% of total cost of drainage works	\$ 100.00	N

City of Boroondara

2011-12 Fees and Charges

Type of Fees and Charges	UNIT	GST Inclusive 2011-12 Fee \$	GST Inclusive 2010-11 Fee \$	Fee Change \$	GST Applied at 10%
CEO's Office - Governance					
Fines for failure to vote in Council elections - applicable during Council election year	Per infringement	\$ 57.00	\$ 57.00	\$ -	Y
Freedom of information and inspection of prescribed documents under section 222 of the Local Government Act.					
Freedom of information application fee	Per application	\$ 24.40	\$ 23.90	\$ 0.50	N
Photocopy - A4 black and white	Per copy	\$ 0.20	\$ 0.20	\$ -	Y
Photocopy - A3 black and white	Per copy	\$ 2.50	\$ 2.40	\$ 0.10	Y
Photocopy - A2 black and white	Per copy	\$ 3.70	\$ 3.55	\$ 0.15	Y
Photocopy - A1 black and white	Per copy	\$ 5.05	\$ 4.80	\$ 0.25	Y
Photocopy - A0 black and white	Per copy	\$ 6.00	\$ 5.75	\$ 0.25	Y

City of Boroondara

2011-12 Fees and Charges

Waste charges for Council Tenanted Properties		
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 \$544 120 litre \$272 80 litre \$150
Boat Shed	1 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	1 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 2011-12

Appendix E

Priority Projects Program

- Priority Projects Program (including proposed forward commitments to 2011-12)

Priority Projects

Project	Proposed expenditure 2011-12	Foreshadowed expenditure * 2012-13	Foreshadowed expenditure * 2013-14	Total 3 year expenditure
Administration				
Right of Way identification program	\$20,000	\$0	\$0	\$20,000
<i>Right of Way identification program - income</i>	<i>-\$300,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$300,000</i>
Camcare service and funding agreement review	\$10,000	\$0	\$0	\$10,000
Project management expertise for delivery of major projects	\$327,447	\$341,821	\$0	\$669,268
Administration of Contracts and Purchasing	\$76,514	\$0	\$0	\$76,514
Legal fees associated with planning applications	\$50,000	\$0	\$0	\$50,000
<i>Legal costs reimbursement associated with planning applications</i>	<i>-\$50,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$50,000</i>
Michael Tuck Stand feasibility study	\$30,000	\$0	\$0	\$30,000
Rebuild of Profile .id based on 2011 Census data	\$0	\$22,500	\$0	\$22,500
Major Projects preliminary investigations	\$185,000	\$0	\$0	\$185,000
Bulletin distribution review and trial	\$80,000	\$180,000	\$100,000	\$360,000
Living democracy displays	\$0	\$50,000	\$0	\$50,000
Audit of constructed lanes vested in Council	\$0	\$37,079	\$0	\$37,079
Archive Referencing Project	\$70,000	\$0	\$0	\$70,000
Enterprise Content Management (ECM) Development	\$50,000	\$0	\$0	\$50,000
Development of new Domestic Animal Management Plan	\$10,000	\$0	\$0	\$10,000
Emergency response works - February 2011 Storm/flood damage	\$0	\$0	\$0	\$0
<i>Emergency response works - February 2011 Storm/flood damage - insurance reimbursement</i>	<i>-\$50,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$50,000</i>
Total Administration	\$508,961	\$631,400	\$100,000	\$1,240,361
Community Focus				
* Subject to Council review and funding				
Note: Italic lines are revenue offset				

Priority Projects

Project	Proposed expenditure 2011-12	Foreshadowed expenditure * 2012-13	Foreshadowed expenditure * 2013-14	Total 3 year expenditure
Kew Seniors Club – Senior's Stepping Out Program	\$50,000	\$50,000	\$0	\$100,000
<i>Grants and contributions for Kew Seniors Club – Senior's Stepping Out Program</i>	<i>-\$50,000</i>	<i>-\$50,000</i>	<i>\$0</i>	<i>-\$100,000</i>
A guide to Council services publication	\$0	\$0	\$48,000	\$48,000
Total Community Focus	\$0	\$0	\$48,000	\$48,000
Compliance				
General revaluation - biennial as at 1 January	\$290,909	\$187,000	\$287,545	\$765,454
<i>Sale of Council revaluation data to the State Revenue Office</i>	<i>-\$230,454</i>	<i>\$0</i>	<i>-\$237,273</i>	<i>-\$467,727</i>
Conduct of 2012 General Election and Councillor induction	\$0	\$437,000	\$0	\$437,000
<i>Conduct of 2012 General Election and Councillor induction</i>	<i>\$0</i>	<i>-\$162,000</i>	<i>\$0</i>	<i>-\$162,000</i>
Total Compliance	\$60,455	\$462,000	\$50,272	\$572,727
Environment				
Sustainability Expo	\$30,000	\$0	\$0	\$30,000
Energy and water saving technologies at leisure centres - feasibility study	\$35,000	\$0	\$0	\$35,000
Sustainable public lighting - Stage 2 bulk change project	\$1,247,000	\$1,219,000	\$0	\$2,466,000
<i>Grants and contributions for Sustainable public lighting - Stage 2 bulk change project</i>	<i>-\$100,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$100,000</i>
Backyard Biodiversity community project	\$29,000	\$33,000	\$34,500	\$96,500
Maranoa Gardens Water Management Plan	\$0	\$20,000	\$0	\$20,000
Update A - Z Guide to Waste and Recycling	\$0	\$60,000	\$0	\$60,000
Total Environment	\$1,241,000	\$1,332,000	\$34,500	\$2,607,500
Information Technology				
Business database upgrade	\$20,000	\$0	\$0	\$20,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2011-12	Foreshadowed expenditure * 2012-13	Foreshadowed expenditure * 2013-14	Total 3 year expenditure
Online Booking System Cultural Facilities	\$40,000	\$0	\$0	\$40,000
Asset Management System upgrade to Conquest III	\$85,000	\$10,000	\$0	\$95,000
Database Analyst for Asset Management System	\$100,000	\$0	\$0	\$100,000
Total Information Technology	\$245,000	\$10,000	\$0	\$255,000
Shopping Centre Development				
Buy Boroondara marketing campaign	\$20,000	\$0	\$0	\$20,000
Tourism promotion – Shopping Centres	\$0	\$100,000	\$200,000	\$300,000
Strategic review of nine Trader Associations	\$45,000	\$45,000	\$0	\$90,000
Total Shopping Centre Development	\$65,000	\$145,000	\$200,000	\$410,000
Strategic Planning				
Boroondara Open Space Strategy	\$60,000	\$0	\$0	\$60,000
Planning Scheme Review	\$50,000	\$0	\$0	\$50,000
My Neighbourhood Stages 2 and 3	\$100,000	\$50,000	\$0	\$150,000
Heritage in Activity Centres	\$0	\$100,000	\$0	\$100,000
Activity Centres Strategy	\$50,000	\$0	\$0	\$50,000
Total Strategic Planning	\$260,000	\$150,000	\$0	\$410,000
Traffic & Parking				
Parking precinct plan and traffic mitigation for Balwyn and Camberwell Activity Centres	\$50,000	\$0	\$0	\$50,000
Cornell Street traffic management study	\$20,000	\$0	\$0	\$20,000
Total Traffic & Parking	\$70,000	\$0	\$0	\$70,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2011-12	Foreshadowed expenditure * 2012-13	Foreshadowed expenditure * 2013-14	Total 3 year expenditure
Forward commitments from 2010-11 (net)				
Implementation of actions Stage 2 review U3A (80661)	\$43,764	\$0	\$0	\$43,764
Planning Scheme Review (80479)	\$50,000	\$0	\$0	\$50,000
My Neighbourhood Stages 2 and 3 (80388)	\$50,000	\$0	\$0	\$50,000
Glenferrie Structure Plan (80389)	\$40,000	\$0	\$0	\$40,000
Parking Precinct Plan and traffic mitigation (80634)	\$70,000	\$0	\$0	\$70,000
Total forward commitments from 2010-11 (net)	\$253,764	\$0	\$0	\$253,764

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2011-12	Foreshadowed expenditure * 2012-13	Foreshadowed expenditure * 2013-14	Total 3 year expenditure
Total Priority Projects gross expenditure	\$3,484,634	\$2,942,400	\$670,045	\$7,097,079
Total Unallocated expenditure	\$0	\$0	\$2,048,955	\$2,048,955
Total Priority Projects program	\$3,484,634	\$2,942,400	\$2,719,000	\$9,146,034
Total Priority Projects grants, contributions and other income	\$780,454	\$212,000	\$237,273	\$1,229,727
Total Priority Projects net expenditure	\$2,704,180	\$2,730,400	\$2,481,727	\$7,916,307

* Subject to Council review and funding

Note: Italic lines are revenue offset



City of Boroondara
Budget 2011-12

Appendix F

Capital Works Program

This appendix presents a listing of the Capital Works projects that will be undertaken for the 2011-12 year.

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

- Capital Works Program (including proposed forward commitments to 2011-12)
- Major Projects foreshadowed 2011-21

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Major Projects							
Glenferrie	Hawthorn Community Precinct	\$1,033,000	\$0	\$0	\$0	\$0	\$1,033,000
Glenferrie	Hawthorn Aquatic and Leisure Centre	\$3,000,000	\$14,700,000	\$7,878,465	\$0	\$0	\$25,578,465
	<i>Hawthorn Aquatic and Leisure Centre grants and contributions**</i>	\$0	-\$2,500,000	\$0	\$0	\$0	-\$2,500,000
Glenferrie	Hawthorn Town Hall Arts Precinct	\$4,410,000	\$9,770,000	\$977,000	\$0	\$0	\$15,157,000
	<i>Hawthorn Town Hall Arts Precinct grants and contributions **</i>	\$0	-\$500,000	\$0	\$0	\$0	-\$500,000
CoB	Camberwell Library and Office Project	\$9,810,000	\$0	\$0	\$0	\$0	\$9,810,000
	<i>Camberwell Library and Office grants and contributions**</i>	\$0	-\$35,000	\$0	\$0	\$0	-\$35,000
Studley	Kew Recreation Centre Stage 1	\$770,200	\$0	\$0	\$0	\$0	\$770,200
Maling	Balwyn Leisure Centre Stage 1	\$0	\$0	\$0	\$536,549	\$2,535,193	\$3,071,742
Solway	Ashburton Library and Learning Centre	\$0	\$1,738,091	\$1,733,746	\$0	\$0	\$3,471,837
	<i>Ashburton Library and Learning Centre grants and contributions **</i>	\$0	\$0	-\$250,000	\$0	\$0	-\$250,000
Solway	Ashburton Recreation Centre	\$0	\$0	\$4,477,323	\$6,719,635	\$0	\$11,196,958
	<i>Ashburton Recreation Centre grants and contributions **</i>	\$0	\$0	\$0	-\$500,000	\$0	-\$500,000
Maling	Library Redevelopment Balwyn	\$0	\$0	\$0	\$510,999	\$2,682,744	\$3,193,743
Total Major Projects		\$19,023,200	\$23,173,091	\$14,816,534	\$7,267,183	\$5,217,937	\$69,497,945
Buildings							
Major refurbishment							
Glenferrie	Hawthorn Library internal refurbishment	\$860,000	\$0	\$0	\$0	\$0	\$860,000
Lynden	Highfield Park Pavilion	\$650,000	\$0	\$0	\$0	\$0	\$650,000
Gardiner	Camberwell Bowls Club Pavilion	\$0	\$420,000	\$0	\$0	\$0	\$420,000
Maling	Balwyn Park Bowls Club Pavilion	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Gardiner	South Camberwell MCHC main building	\$0	\$240,000	\$0	\$0	\$0	\$240,000
Glenferrie	St James Park Bowls Club main building	\$0	\$0	\$780,000	\$800,000	\$0	\$1,580,000
Junction	Community Arts House Main Building Inglesby Road	\$0	\$0	\$260,000	\$0	\$0	\$260,000
Junction	Auburn MCHC main building	\$0	\$0	\$220,000	\$0	\$0	\$220,000
Maling	Canterbury Memorial Home Units 5-10	\$0	\$0	\$260,000	\$0	\$0	\$260,000
Maling	Canterbury Memorial Home Units 15-19	\$0	\$0	\$145,000	\$0	\$0	\$145,000
Maling	Canterbury Memorial Home Units 20-23	\$0	\$0	\$125,000	\$0	\$0	\$125,000
Maling	Canterbury Memorial Home Units 1-4	\$0	\$0	\$125,000	\$0	\$0	\$125,000
Maling	Canterbury Memorial Home Units 11-14	\$0	\$0	\$125,000	\$0	\$0	\$125,000
Glenferrie	607 Glenferrie Rd Restaurant/Café	\$0	\$0	\$0	\$790,000	\$0	\$790,000
Glenferrie	609 Glenferrie Rd Opportunity Shop	\$0	\$0	\$0	\$395,000	\$0	\$395,000
Lynden	Fordham Gardens Kindergarten	\$0	\$800,000	\$0	\$0	\$0	\$800,000

* Subject to council review and funding

** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Solway	Dorothy Laver West Pavilion	\$0	\$600,000	\$0	\$0	\$0	\$600,000
Studley	Belford Oaks Childcare Centre	\$0	\$600,000	\$0	\$0	\$0	\$600,000
Gardiner	Howard Dawson Pavilion	\$480,000	\$0	\$0	\$0	\$0	\$480,000
Solway	Ashburton Senior Citizens Centre	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Lynden	Burwood Pre School	\$0	\$0	\$750,000	\$0	\$0	\$750,000
Maling	Balwyn Library	\$0	\$0	\$0	\$1,700,000	\$0	\$1,700,000
Cotham	Merrell Kindergarten	\$0	\$0	\$0	\$1,200,000	\$0	\$1,200,000
Lynden	Camberwell Early Childhood Centre	\$0	\$0	\$0	\$750,000	\$0	\$750,000
Cotham	Deepdene Kindergarten	\$0	\$0	\$0	\$120,000	\$0	\$120,000
Glenferrie	Ferguson Stand	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
Total major refurbishment		\$1,990,000	\$2,660,000	\$4,790,000	\$5,755,000	\$1,000,000	\$16,195,000
Minor refurbishment							
CoB	Sportsground - ground staff accommodation upgrades	\$80,000	\$120,000	\$120,000	\$80,000	\$80,000	\$480,000
Lynden	Through Road Child Care Centre main building	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Cotham	North Balwyn MCHC main building	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Bellevue	Kew East MCHC main building	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Junction	Camberwell Youth Centre main building	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Junction	Cara Armstrong - replace timber pergola over sandpit and storage shed	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Maling	Canterbury play station - supply and install rubber rock at rear yard	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Glenferrie	Ferguson Stand - waterproof concrete steps on grandstand	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Cotham	Kew Tennis Club - replace timber floor with concrete slab and re-tile disabled toilet	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Solway	Ashburton Pool and Recreation Centre - resurface concourse around pool deck	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Lynden	Camberwell Early Child Hood Centre - new kitchen with commercial cook top, oven and exhaust system	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Gardiner	410 Camberwell Road House	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Gardiner	412 Camberwell Road House	\$0	\$90,000	\$0	\$0	\$0	\$90,000
Lynden	Camberwell Depot - upgrade male toilets	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Lynden	Riversdale Depot Weighbridge office	\$0	\$0	\$96,000	\$0	\$0	\$96,000
Lynden	650 Riversdale Road refurbishment	\$0	\$0	\$118,000	\$0	\$0	\$118,000
Lynden	652 Riversdale Road refurbishment	\$0	\$0	\$118,000	\$0	\$0	\$118,000
Lynden	1 Shalless Drive	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Lynden	Willison Park former bowls club	\$0	\$600,000	\$0	\$0	\$0	\$600,000
Lynden	Burwood Bowls Club	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Solway	Ashburton Opportunity Shop	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Cotham	Deepdene Horrie Watson Pavilion	\$0	\$300,000	\$0	\$0	\$0	\$300,000

* Subject to council review and funding

** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Junction	Camberwell Community Centre	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Junction	Camberwell Youth Centre	\$0	\$0	\$850,000	\$0	\$0	\$850,000
Gardiner	Camberwell Sports Ground: Minor Pavilion	\$0	\$0	\$500,000	\$0	\$0	\$500,000
Solway	Ashburton Bowls Club	\$0	\$0	\$400,000	\$0	\$0	\$400,000
Glenferrie	Hawthorn Tennis Club	\$0	\$0	\$250,000	\$0	\$0	\$250,000
Cotham	Davis Street Kindergarten	\$0	\$0	\$180,000	\$0	\$0	\$180,000
Lynden	East Camberwell Tennis	\$0	\$0	\$0	\$400,000	\$0	\$400,000
Cotham	Kew Tennis	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Bellevue	Glass Street Kindergarten	\$0	\$0	\$0	\$250,000	\$0	\$250,000
Studley	Jack O'Toole Reserve Scout and Tennis	\$0	\$0	\$0	\$0	\$320,000	\$320,000
Junction	Auburn Youth Club	\$0	\$0	\$0	\$0	\$250,000	\$250,000
CoB	Unscheduled minor building works	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$3,000,000
Total minor refurbishment		\$2,155,000	\$2,780,000	\$3,332,000	\$1,630,000	\$1,250,000	\$11,147,000
Pavilion reconstruction							
Bellevue	Hays Paddock Main Pavilion	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000
Solway	Eric Raven Reserve Pavilion	\$345,000	\$0	\$0	\$0	\$0	\$345,000
CoB	Future building renewal design	\$120,000	\$120,000	\$120,000	\$0	\$0	\$360,000
Lynden	Burwood Reserve Pavilion	\$800,000	\$1,305,000	\$0	\$0	\$0	\$2,105,000
Cotham	Victoria Park North Pavilion	\$600,000	\$1,110,000	\$0	\$0	\$0	\$1,710,000
Gardiner	H.A. Smith Reserve Pavilion	\$270,000	\$1,830,000	\$0	\$0	\$0	\$2,100,000
Gardiner	Hawthorn South Tennis Club	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Maranoa	Greythorn Tennis Club	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Maranoa	North Balwyn Tennis	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
Junction	Camberwell United Tennis Club	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
Total Pavilion reconstruction		\$3,235,000	\$4,365,000	\$2,120,000	\$1,000,000	\$1,000,000	\$11,720,000
Roof replacements							
Lynden	Fordham Avenue roof replacement	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Junction	Camberwell Municipal Office - replace slate tiles and timber louvers	\$50,000	\$500,000	\$0	\$0	\$0	\$550,000
Total roof replacements		\$150,000	\$500,000	\$0	\$0	\$0	\$650,000
Safety and statutory							
CoB	Roof Access Project	\$65,000	\$70,000	\$20,000	\$0	\$0	\$155,000
CoB	Fire Service replacement	\$115,000	\$120,000	\$50,000	\$120,000	\$120,000	\$525,000
CoB	Lock Replacement Program - electronic locks	\$85,000	\$90,000	\$95,000	\$95,000	\$95,000	\$460,000
CoB	Compliance audit projects	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000
Glenferrie	Tuck Stand preservation works	\$942,000	\$0	\$0	\$0	\$0	\$942,000
Cotham	North Balwyn Senior Citizens Club main building	\$240,000	\$0	\$0	\$0	\$0	\$240,000

* Subject to council review and funding

** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Cotham	Deepdene Park South Pavilion	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Lynden	Camberwell Early Childhood Centre main building	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Lynden	Fordham Avenue Kindergarten main building	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Lynden	Frog Hollow Reserve Hall	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Maling	Canterbury Memorial Home Unit Function Hall	\$0	\$105,000	\$0	\$0	\$0	\$105,000
Lynden	Riversdale Depot office/administration building	\$0	\$240,000	\$0	\$0	\$0	\$240,000
Total safety and statutory		\$1,863,000	\$875,000	\$415,000	\$465,000	\$465,000	\$4,083,000
Public toilet							
Glenferrie	Yarra Bank Reserve public toilet/maintenance shed	\$270,000	\$0	\$0	\$0	\$0	\$270,000
Maling	Balwyn toilet	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Maranoa	Beckett Park toilet	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Maranoa	Maranoa Gardens toilet	\$0	\$0	\$172,500	\$0	\$0	\$172,500
Cotham	Kew Traffic School/ Reservoir reserve toilet	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Studley	Walpole Street baby change	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Total public toilet		\$440,000	\$250,000	\$172,500	\$300,000	\$200,000	\$1,362,500
CoB	Future building expenditure	\$0	\$377,000	\$1,860,500	\$2,256,000	\$11,024,000	\$15,517,500
Total Buildings		\$9,833,000	\$11,807,000	\$12,690,000	\$11,406,000	\$14,939,000	\$60,675,000
Footpaths							
Bicycle & pedestrian trails							
CoB	Bicycle & pedestrian trails - implementation of Safety Audit Action Plan	\$320,000	\$325,000	\$330,000	\$0	\$0	\$975,000
Total bicycle & pedestrian trails		\$320,000	\$325,000	\$330,000	\$0	\$0	\$975,000
Park paths - (Locations specified are subject to review prior to works being undertaken)							
CoB	Park Gravel Path Renewal Program	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Total park paths		\$80,000	\$0	\$0	\$0	\$0	\$80,000
Road paths							
CoB	Condition 4 footpaths	\$155,000	\$160,000	\$165,000	\$0	\$0	\$480,000
CoB	Unscheduled footpath works	\$205,000	\$210,000	\$215,000	\$0	\$0	\$630,000
Total road paths		\$360,000	\$370,000	\$380,000	\$0	\$0	\$1,110,000
CoB	Future footpath expenditure	\$0	\$126,000	\$332,000	\$1,142,000	\$1,248,000	\$2,848,000
Total Footpaths		\$760,000	\$821,000	\$1,042,000	\$1,142,000	\$1,248,000	\$5,013,000
Fixed Plant & Equipment							
Mechanical equipment							
CoB	Parking Meter Replacement Program	\$110,000	\$115,000	\$115,000	\$0	\$0	\$340,000
CoB	Bin Renewal Program	\$167,000	\$167,000	\$167,000	\$0	\$0	\$501,000
Studley	Replace gas boiler at Kew Library	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Glenferrie	Hawthorn Municipal Office - replace lift controller and valve block in lift	\$45,000	\$0	\$0	\$0	\$0	\$45,000

* Subject to council review and funding

** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Lynden	Through Rd Child Care Centre - supply and install new ducted heating system	\$18,000	\$0	\$0	\$0	\$0	\$18,000
Lynden	Riversdale Depot Transfer Station - replace rusted water plates under the transfer station compactor and sandpit	\$36,300	\$0	\$0	\$0	\$0	\$36,300
Studley	Alexandra Gardens pond pump replacement	\$15,000	\$0	\$0	\$0	\$0	\$15,000
CoB	Sportsgrounds - replacement of existing turf wicket rollers	\$52,000	\$54,000	\$0	\$115,000	\$60,000	\$281,000
CoB	Future fixed plant & equipment expenditure	\$0	\$82,000	\$59,000	\$205,000	\$291,000	\$637,000
Total mechanical equipment		\$488,300	\$418,000	\$341,000	\$320,000	\$351,000	\$1,918,300
Leisure & Aquatic Centre equipment replacement							
CoB	Leisure and Aquatic Centre equipment replacement	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
CoB	Leisure Centres – Pool Plant Equipment Replacement Program	\$176,000	\$150,000	\$150,000	\$200,000	\$200,000	\$876,000
Studley	Ashburton Pool and Recreation Centre - refurbish spa jets, wiring and pumps	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Total Leisure & Aquatic Centre equipment replacement		\$361,000	\$225,000	\$225,000	\$275,000	\$275,000	\$1,361,000
Furniture							
CoB	Office furniture renewal	\$141,000	\$150,000	\$150,000	\$150,000	\$150,000	\$741,000
CoB	Library and office furniture	\$59,000	\$62,000	\$62,000	\$63,000	\$63,000	\$309,000
Total furniture		\$200,000	\$212,000	\$212,000	\$213,000	\$213,000	\$1,050,000
Total fixed plant & equipment		\$1,049,300	\$855,000	\$778,000	\$808,000	\$839,000	\$4,329,300
Drains							
Brick drain							
Gardiner	Burke Rd Glen Iris brick drain replacement	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Gardiner	Cochran Ave Camberwell diversion	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Gardiner	Cochran Ave Camberwell relining	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Lynden	Through Rd to Warrigal Rd Camberwell relining	\$430,000	\$0	\$0	\$0	\$0	\$430,000
Maling	Scheele to Union Rd Surrey Hills relining	\$95,000	\$0	\$0	\$0	\$0	\$95,000
Solway	Trent St to Barbara St Glen Iris relining	\$470,000	\$0	\$0	\$0	\$0	\$470,000
Total Brick drain		\$1,395,000	\$300,000	\$0	\$0	\$0	\$1,695,000
Drainage replacement							
Junction	Barkers Rd Hawthorn East	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Cotham	3 Wolseley St, Deepdene	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Studley	3 Eglington St, Kew	\$145,000	\$0	\$0	\$0	\$0	\$145,000
Glenferrie	505 Burwood Road, Hawthorn	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Solway	Montague Avenue Glen Iris	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Maling	Rose Street Surrey Hills	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Gardiner	Trumper Street Camberwell	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Bellevue	Riverside/Cascade/Kyora Kew East	\$115,000	\$0	\$0	\$0	\$0	\$115,000
Maling	Guilford Ave Surrey Hills	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Maling	Empress Road Surrey Hills	\$105,000	\$0	\$0	\$0	\$0	\$105,000

* Subject to council review and funding

** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Lynden	Wiringa Avenue Camberwell	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Solway	Crete Avenue Ashburton	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Studley	Raheen Drive Kew	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Studley	Peel Street Kew	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Bellevue	Fortuna/Riverview Roads Balwyn North	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Bellevue	Corby Street, Balwyn North	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Studley	Nolan/Hodgson Streets Kew	\$70,000	\$130,000	\$0	\$0	\$0	\$200,000
Studley	Young Street Kew	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Studley	Wellington/College Kew	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Junction	Kildare Street Hawthorn East	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Maling	Como Street Surrey Hills	\$20,000	\$0	\$0	\$0	\$0	\$20,000
	Future drainage expenditure	\$0	\$3,383,000	\$3,870,000	\$4,307,000	\$4,525,000	\$16,085,000
Total drainage replacement		\$2,140,000	\$3,513,000	\$3,870,000	\$4,307,000	\$4,525,000	\$18,355,000
Total Drains		\$3,535,000	\$3,813,000	\$3,870,000	\$4,307,000	\$4,525,000	\$20,050,000
Traffic management devices							
CoB	Refurbishment of category 4 condition, traffic management devices	\$183,000	\$0	\$0	\$0	\$0	\$183,000
CoB	Traffic management devices - maintenance OH&S issue works	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$170,000
CoB	Future traffic management devices expenditure	\$0	\$172,000	\$182,000	\$228,000	\$240,000	\$822,000
Total traffic management devices		\$215,000	\$205,000	\$216,000	\$263,000	\$276,000	\$1,175,000
Bridges							
Solway	Dunlop Street bridge over Gardiners Creek (50% Stonington)	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Bellevue	Hays Paddock Access Road bridge over Glass Creek	\$20,000	\$0	\$0	\$0	\$0	\$20,000
CoB	Future bridge expenditure	\$0	\$149,000	\$157,000	\$164,000	\$173,000	\$643,000
Total bridges		\$140,000	\$149,000	\$157,000	\$164,000	\$173,000	\$783,000
Resurfacing of Council car parks							
CoB	Resurfacing of condition 4 car parks	\$337,000	\$371,000	\$390,000	\$409,000	\$430,000	\$1,937,000
Total resurfacing of Council car parks		\$337,000	\$371,000	\$390,000	\$409,000	\$430,000	\$1,937,000
Other structures and land improvements							
Retaining walls							
CoB	Unscheduled works - retaining walls	\$50,000	\$50,000	\$50,000	\$51,000	\$51,000	\$252,000
CoB	Park Feature/Retaining Wall Renewal Program	\$54,000	\$56,000	\$58,250	\$50,000	\$50,000	\$268,250
CoB	Camberwell Depot - Stage 2 retaining wall works on eastern side of depot	\$120,000	\$0	\$0	\$0	\$0	\$120,000
CoB	Future retaining wall rehabilitation	\$0	\$50,000	\$50,000	\$51,000	\$51,000	\$202,000
Total retaining walls		\$224,000	\$156,000	\$158,250	\$152,000	\$152,000	\$842,250
Freeway Golf Course improvements							
Bellevue	Golf Course Green, Tee and Bunker renewal	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Total Golf Course improvements		\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

* Subject to council review and funding

** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Leisure renewal projects							
Bellevue	Boroondara Tennis Centre court resurfacing	\$525,000	\$0	\$0	\$0	\$0	\$525,000
Total leisure renewal projects		\$525,000	\$0	\$0	\$0	\$0	\$525,000
Park renewal projects							
CoB	Shopping Centre Landscape Renewal Program	\$50,000	\$21,000	\$22,000	\$23,000	\$24,000	\$140,000
CoB	Garden Bed Edging Renewal Program	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Junction	Skate park refurbishment	\$90,000	\$0	\$0	\$0	\$0	\$90,000
CoB	Hard Surface Play Area Renewal Program	\$20,000	\$21,000	\$22,000	\$23,000	\$24,000	\$110,000
Total park renewal projects		\$170,000	\$52,000	\$54,000	\$56,000	\$58,000	\$390,000
Sportsground improvements							
Gardiner	H.A. Smith Reserve sportsgrounds renewal	\$850,000	\$0	\$0	\$0	\$0	\$850,000
	<i>H.A. Smith Reserve contributions</i>	<i>-\$375,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$375,000</i>
CoB	Warm Season Grass Program	\$310,000	\$0	\$0	\$0	\$0	\$310,000
CoB	Cricket Practice Nets Renewal Program	\$170,000	\$170,000	\$190,000	\$180,000	\$180,000	\$890,000
CoB	Minor sportsground improvements	\$156,000	\$162,000	\$168,500	\$175,000	\$182,000	\$843,500
Total sportsground improvements		\$1,111,000	\$332,000	\$358,500	\$355,000	\$362,000	\$2,518,500
Total Other structures and land improvements		\$2,155,000	\$665,000	\$695,750	\$688,000	\$697,000	\$4,900,750
Street / park / playground furniture							
Park bins, BBQ's, drinking fountains							
CoB	Park BBQ's - unscheduled works	\$25,000	\$16,000	\$16,500	\$17,000	\$18,000	\$92,500
CoB	Park drinking fountains - unscheduled works	\$10,000	\$10,500	\$11,000	\$11,500	\$12,000	\$55,000
CoB	Park furniture renewal	\$156,000	\$162,000	\$168,000	\$175,000	\$182,000	\$843,000
Total park bins, BBQ's, drinking fountains		\$191,000	\$188,500	\$195,500	\$203,500	\$212,000	\$990,500
Playground Replacement Program							
CoB	Playground non-compliance	\$43,000	\$45,000	\$46,500	\$48,500	\$50,500	\$233,500
CoB	Park playground Replacement Program	\$322,500	\$335,500	\$349,000	\$363,000	\$377,500	\$1,747,500
Total Playground Replacement Program		\$365,500	\$380,500	\$395,500	\$411,500	\$428,000	\$1,981,000
Child care playgrounds							
CoB	Playground Renewal Program - Council properties (child care)	\$100,000	\$60,500	\$63,000	\$65,500	\$68,000	\$357,000
CoB	Compliance works on play equipment and infrastructure	\$100,000	\$75,000	\$15,000	\$15,000	\$15,000	\$220,000
Total child care playgrounds		\$200,000	\$135,500	\$78,000	\$80,500	\$83,000	\$577,000
CoB	Future street / park / playground furniture expenditure	\$0	\$221,500	\$309,750	\$346,500	\$379,000	\$1,256,750
Total street / park / playground furniture		\$756,500	\$926,000	\$978,750	\$1,042,000	\$1,102,000	\$4,805,250

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Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Irrigation / fencing / signs							
Park fences							
CoB	Park fences - unscheduled works	\$21,500	\$22,500	\$23,500	\$24,500	\$25,500	\$117,500
CoB	Park Fences Renewal Program	\$212,000	\$155,000	\$150,000	\$150,000	\$150,000	\$817,000
CoB	Oval Fences Renewal Program	\$100,000	\$110,000	\$150,000	\$100,000	\$100,000	\$560,000
Total park fences		\$333,500	\$287,500	\$323,500	\$274,500	\$275,500	\$1,494,500
Park signs							
CoB	Park Signage Renewal Program	\$120,000	\$100,000	\$80,000	\$60,000	\$50,000	\$410,000
Total park signs		\$120,000	\$100,000	\$80,000	\$60,000	\$50,000	\$410,000
Sportsground irrigation							
CoB	Sportsground Irrigation Program	\$0	\$100,000	\$104,000	\$108,000	\$112,000	\$424,000
Total Sportsground irrigation		\$0	\$100,000	\$104,000	\$108,000	\$112,000	\$424,000
Park irrigation							
CoB	Park irrigation upgrades	\$120,000	\$50,000	\$50,000	\$50,000	\$50,000	\$320,000
Total Park irrigation		\$120,000	\$50,000	\$50,000	\$50,000	\$50,000	\$320,000
CoB	Future irrigation / fencing / signs expenditure	\$0	\$943,500	\$972,996	\$1,167,500	\$1,274,500	\$4,358,496
Total irrigation / fencing / signs		\$573,500	\$1,481,000	\$1,530,496	\$1,660,000	\$1,762,000	\$7,006,996
Trees							
CoB	Park and Street Tree Renewal Program	\$275,500	\$302,000	\$403,000	\$423,000	\$444,000	\$1,847,500
Total trees		\$275,500	\$302,000	\$403,000	\$423,000	\$444,000	\$1,847,500
Utilities							
Sportsground training lights renewal							
CoB	Sportsground Training Lights Renewal Program	\$170,000	\$171,000	\$172,000	\$120,000	\$130,000	\$763,000
Total sportsground training lights renewal		\$170,000	\$171,000	\$172,000	\$120,000	\$130,000	\$763,000
Park lighting							
CoB	Park Lighting - Renewal Program	\$120,000	\$50,000	\$50,000	\$47,000	\$45,000	\$312,000
CoB	Park lighting - unscheduled works	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Total park lighting		\$130,000	\$60,000	\$60,000	\$57,000	\$55,000	\$362,000
Traffic treatment - lighting replacement							
CoB	Traffic treatments lighting upgrade	\$10,000	\$21,000	\$42,000	\$0	\$0	\$73,000
Total park lighting		\$10,000	\$21,000	\$42,000	\$0	\$0	\$73,000
Total Utilities		\$310,000	\$252,000	\$274,000	\$177,000	\$185,000	\$1,198,000
Roads							
CoB	Resheeting	\$3,010,000	\$0	\$0	\$0	\$0	\$3,010,000
CoB	Full road reconstruction & kerb replacements	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000
CoB	Future roads expenditure	\$0	\$7,995,000	\$7,892,000	\$8,425,000	\$8,887,000	\$33,199,000
CoB	Roads to Recovery funding	-\$425,875	-\$425,875	-\$282,755	\$0	\$0	-\$1,134,505
Total roads		\$6,584,125	\$7,569,125	\$7,609,245	\$8,425,000	\$8,887,000	\$39,074,495

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Capital Works - Renewal

Ward	Project	Proposed Expenditure 2011-12	Foreshadowed Expenditure 2012-13*	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Total 5 year expenditure
Information Technology							
CoB	Future information technology expenditure	\$950,000	\$700,000	\$521,000	\$537,000	\$553,000	\$3,261,000
Total Information Technology		\$950,000	\$700,000	\$521,000	\$537,000	\$553,000	\$3,261,000
Libraries							
CoB	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
Forward commitments from 2010-11 (net)							
Maranoa	Minifie Park Child Care Centre (71698)	\$2,005,500	\$0	\$0	\$0	\$0	\$2,005,500
Bellevue	Hays Paddock Main Pavilion (71516)	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Bellevue	Freeway Golf Clubhouse (71952)	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Solway	Redevelop-Eric Raven Reserve Pavilion (71262)	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Lynden	Camberwell District Ladies Bowls Club (72031)	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Maling	Canterbury Sports ground Pavilion (71817)	\$200,000	\$0	\$0	\$0	\$0	\$200,000
CoB	Camberwell Library and Office Project (71944)	\$3,254,659	\$0	\$0	\$0	\$0	\$3,254,659
Studley	Kew Recreation Centre Stage 1 (Renewal) (72030)	\$367,500	\$0	\$0	\$0	\$0	\$367,500
Glenferrie	Hawthorn Town Hall Arts Precinct (71925)	\$210,000	\$0	\$0	\$0	\$0	\$210,000
Glenferrie	Hawthorn Community Precinct (71924)	\$3,433,500	\$0	\$0	\$0	\$0	\$3,433,500
Total forward commitments (net)		\$10,471,159	\$0	\$0	\$0	\$0	\$10,471,159
Total renewal capital works gross expenditure		\$59,069,159	\$57,850,091	\$47,804,530	\$40,518,183	\$42,577,937	\$247,819,900
Total renewal capital works grants and contributions		-\$800,875	-\$3,460,875	-\$532,755	-\$500,000	\$0	-\$5,294,505
Total renewal capital works program net expenditure		\$58,268,284	\$54,389,216	\$47,271,775	\$40,018,183	\$42,577,937	\$242,525,395

* Subject to council review and funding

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Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
Carparks							
Solway Ward	Markham Victory Reserve regional playground car parking	\$0	\$0	\$0	\$530,000	\$0	\$530,000
Gardiner Ward	Linda Crescent car park and Grace Street design and implementation.	\$148,000	\$0	\$1,483,000	\$0	\$0	\$1,631,000
Studley Ward	Kew Recreation Centre car park extension	\$0	\$0	\$0	\$485,000	\$0	\$485,000
Carparks		\$148,000	\$0	\$1,483,000	\$1,015,000	\$0	\$2,646,000
Drainage							
Bellevue Ward	Frater Street, Kew East drainage extension	\$0	\$0	\$99,000	\$0	\$0	\$99,000
Drainage		\$0	\$0	\$99,000	\$0	\$0	\$99,000
Footpaths							
Glenferrie Ward	Glenferrie Oval pedestrian underpass - safety improvements	\$0	\$0	\$0	\$75,000	\$0	\$75,000
Glenferrie Ward	Glenferrie Oval Grace Park Masterplan - improving street and footpaths	\$0	\$0	\$150,000	\$456,000	\$314,000	\$920,000
Solway Ward	Gardiners Creek Trail – Stages 2-5	\$1,033,000	\$0	\$0	\$0	\$0	\$1,033,000
CoB	Bicycle Strategy implementation	\$155,000	\$100,000	\$155,000	\$210,000	\$155,000	\$775,000
Glenferrie Ward	Footpath Improvement Glenferrie Road - Burwood Road to Wakefield Street east side	\$0	\$150,000	\$50,000	\$190,000	\$0	\$390,000
CoB	Integrated Transport Strategy implementation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Studley Ward/ Glenferrie Ward	Kew Junction/Glenferrie Precinct walkability improvements	\$80,000	\$70,000	\$75,000	\$100,000	\$75,000	\$400,000
CoB	Separation of users on shared path network	\$0	\$40,000	\$20,000	\$60,000	\$40,000	\$160,000
Footpaths		\$1,318,000	\$410,000	\$500,000	\$1,141,000	\$634,000	\$4,003,000

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

Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
Land and buildings							
CoB	Eco-living Centre - construction	\$0	\$880,000	\$0	\$0	\$0	\$880,000
	<i>Grants and contributions for Eco-living Centre - construction</i>	<i>\$0</i>	<i>-\$30,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$30,000</i>
Glenferrie Ward	Installation of Exceloo at Central Gardens	\$0	\$0	\$0	\$197,000	\$0	\$197,000
Mailing Ward	Surrey Hills Shopping Centre public toilet design and implementation	\$0	\$0	\$0	\$23,000	\$197,000	\$220,000
Glenferrie Ward	Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Weightlifting Centre	\$0	\$0	\$24,000	\$186,000	\$0	\$210,000
Bellevue Ward	Boroondara Tennis Centre - external equipment store	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Studley Ward	Kew Neighbourhood Learning Centre - Stage 1 alterations and refurbishment	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Maranoa Ward	Public toilet at Balwyn East Shopping Centre	\$15,000	\$0	\$0	\$176,000	\$0	\$191,000
CoB	Shopping Centre Improvement Plan - design and implementation	\$160,000	\$275,000	\$176,000	\$185,000	\$300,000	\$1,096,000
Maranoa Ward	Minifie Park Childcare Centre redevelopment	\$0	\$1,680,000	\$0	\$0	\$0	\$1,680,000
Lynden Ward	Riversdale Park public toilet	\$20,000	\$170,000	\$0	\$0	\$0	\$190,000
Land and buildings		\$235,000	\$2,975,000	\$200,000	\$767,000	\$497,000	\$4,674,000
Libraries & information technology							
CoB	Online community directory	\$0	\$50,000	\$0	\$0	\$0	\$50,000
CoB	Wireless networking implementation	\$40,000	\$20,000	\$15,000	\$10,000	\$10,000	\$95,000
CoB	Web content management system - Stage 2	\$100,000	\$0	\$0	\$0	\$0	\$100,000
CoB	Upgrade Boroondara's Emergency Relief Centre capabilities	\$130,700	\$0	\$0	\$0	\$0	\$130,700

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Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
CoB	IT Service Desk System Replacement	\$0	\$0	\$0	\$93,000	\$0	\$93,000
CoB	Mobile computing	\$30,000	\$20,000	\$20,000	\$20,000	\$20,000	\$110,000
Libraries & information technology		\$300,700	\$90,000	\$35,000	\$123,000	\$30,000	\$578,700
Major Projects							
Glenferrie Ward	Hawthorn Town Hall Arts Precinct	\$0	\$1,212,750	\$0	\$0	\$0	\$1,212,750
Glenferrie Ward	Hawthorn Community Precinct	\$1,355,000	\$1,050,000	\$0	\$0	\$0	\$2,405,000
Maranoa Ward	BSC Gymnasium	\$220,710	\$1,738,091	\$3,881,158	\$0	\$0	\$5,839,959
Glenferrie Ward	Hawthorn Town Hall Arts Precinct - Stage 2 (Purpose built performance space)	\$0	\$0	\$0	\$0	\$3,646,519	\$3,646,519
Solway Ward	Ashburton Recreation Centre	\$0	\$602,538	\$0	\$0	\$0	\$602,538
Solway Ward	Ashburton Library and Learning Centre	\$220,710	\$1,738,091	\$1,733,746	\$0	\$0	\$3,692,547
Junction Ward	Camberwell Library and Office	\$5,080,000	\$0	\$0	\$0	\$0	\$5,080,000
Major Projects		\$6,876,420	\$6,341,470	\$5,614,904	\$0	\$3,646,519	\$22,479,313
Other Structures & Land Improvements							
Studley Ward	Basketball half courts at Eglinton Reserve	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Bellevue Ward	Golf course/Sportsgrounds equipment shelter shed	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Gardiner Ward	HA Smith Reserve sports field upgrade and associated works	\$0	\$0	\$400,000	\$0	\$0	\$400,000
Bellevue Ward	Koonung Creek Wetland redevelopment (non WSUD works)	\$0	\$0	\$0	\$137,000	\$0	\$137,000
Cotham Ward	Victoria Park Concept Masterplan implementation - Stage 3 construction	\$0	\$0	\$0	\$316,000	\$327,000	\$643,000

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Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
CoB	Additional bus stop seating	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Glenferrie Ward	Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation	\$0	\$0	\$33,000	\$255,000	\$0	\$288,000
Glenferrie Ward	Glenferrie Oval, Grace Park & LE Bray Reserve Water Management Plan Stage 1 design and implementation	\$80,000	\$450,000	\$525,000	\$0	\$0	\$1,055,000
Bellevue Ward	Implementation of Hays Paddock Plan	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Maling Ward	Surrey Gardens rotunda	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Maranoa Ward	Beckett Park – implementation of stone conservation works – Centenary Tower, War Memorial and Gilpin Memorial Drinking Fountain	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Lynden Ward	Fordham Gardens pond redevelopment	\$0	\$0	\$0	\$0	\$109,000	\$109,000
Maranoa Ward	Gordon Barnard Reserve East - oval reconstruction	\$0	\$0	\$0	\$0	\$585,000	\$585,000
Gardiner Ward	Howard Dawson Reserve new practice cricket nets	\$0	\$0	\$0	\$0	\$109,000	\$109,000
Other Structures & Land Improvements		\$275,000	\$480,000	\$998,000	\$808,000	\$1,130,000	\$3,691,000
Plant, equipment and other							
CoB	Replacement of Infringement issuing machines	\$25,000	\$0	\$0	\$0	\$0	\$25,000
CoB	Town Hall Gallery collection acquisitions	\$60,000	\$62,500	\$65,000	\$67,500	\$70,000	\$325,000
Glenferrie Ward	Hawthorn Aquatic and Leisure Centre minor equipment purchase	\$0	\$0	\$600,000	\$0	\$0	\$600,000
Studley Ward	Installation of security cameras at Alexandra Gardens	\$0	\$0	\$0	\$58,000	\$0	\$58,000
CoB	Implementation of changes to Meals on Wheels distribution centres following Stage 2 of Home Delivered Meals Review 2009	\$150,000	\$0	\$0	\$0	\$0	\$150,000
CoB	Vehicle Parking Detection ('POD')Technology Trial	\$20,000	\$0	\$0	\$0	\$0	\$20,000

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Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
Junction Ward	Commissioning Public Art for Camberwell Civic site	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Plant, equipment and other		\$255,000	\$162,500	\$665,000	\$125,500	\$70,000	\$1,278,000
Roads, kerb and channel							
Maling Ward	Delta Street and York Lane construction	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Roads, kerb and channel		\$250,000	\$0	\$0	\$0	\$0	\$250,000
Street, parks and playgrounds							
Gardiner Ward	Construction of new shade structure over Anderson Park playground	\$0	\$0	\$0	\$0	\$79,000	\$79,000
Maranoa Ward	Winfield Road Reserve playground	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Studley Ward	Alexandra Gardens fence	\$0	\$75,000	\$0	\$0	\$0	\$75,000
CoB	New external sign/s installation at Leisure and Aquatic Centres	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Street, parks and playgrounds		\$115,000	\$75,000	\$0	\$0	\$79,000	\$269,000
Traffic Management Devices							
CoB	Crossing facilities	\$120,000	\$60,000	\$180,000	\$120,000	\$120,000	\$600,000
CoB	Road Safety Strategy implementation - School crossing improvements	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$115,000
CoB	Additional traffic management devices	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Traffic Management Devices		\$293,000	\$233,000	\$353,000	\$293,000	\$293,000	\$1,465,000
Utilities							
Solway Ward	Gardiners Creek trail - Solar lighting	\$120,000	\$0	\$0	\$0	\$0	\$120,000
	<i>Grants and contributions for Gardiners Creek trail - Solar lighting</i>	<i>-\$60,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$60,000</i>

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

Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
Utilities		\$60,000	\$0	\$0	\$0	\$0	\$60,000
Forward commitments from 2010-11 (net)							
Glenferrie Ward	Hawthorn Community Precinct (71457)	\$2,194,500	\$0	\$0	\$0	\$0	\$2,194,500
Solway Ward	Gardiners Creek Trail - Stages 2 - 5 (71932)	\$381,657	\$0	\$0	\$0	\$0	\$381,657
Solway Ward	Ashburton Community Precinct Cogeneration (71909)	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Cotham Ward	Extension of Boroondara Netball Centre pavilion (71886)	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Glenferrie Ward	Glenferrie Oval Water Management Plan design (72037)	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Solway Ward	Ashburton Library and Learning Centre (72029)	\$50,100	\$0	\$0	\$0	\$0	\$50,100
Forward commitments from 2010-11 (net)		\$2,926,257	\$0	\$0	\$0	\$0	\$2,926,257

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

Capital Works - New and Upgrade

Ward	Project	Proposed expenditure 2011-12	Foreshadowed expenditure* 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Total 5 year expenditure
Total New and Upgrade Capital Works gross expenditure		\$13,112,377	\$10,796,970	\$9,947,904	\$4,272,500	\$6,379,519	\$44,509,270
Total New and Upgrade Capital Works unallocated expenditure		\$0	\$0	\$0	\$0	\$879,000	\$879,000
Total New and Upgrade Capital Works Program expenditure		\$13,112,377	\$10,796,970	\$9,947,904	\$4,272,500	\$7,258,519	\$45,388,270
Total New and Upgrade Capital Works grants and contributions		\$60,000	\$30,000	\$0	\$0	\$0	\$90,000
Total New and Upgrade Capital Works net expenditure		\$13,052,377	\$10,766,970	\$9,947,904	\$4,272,500	\$7,258,519	\$45,298,270
Total Capital Works Program							
Total Renewal Capital Works Program expenditure		\$59,069,159	\$57,850,091	\$47,804,530	\$40,518,183	\$42,577,937	\$247,819,900
Total New and Upgrade Capital Works Program expenditure		\$13,112,377	\$10,796,970	\$9,947,904	\$4,272,500	\$7,258,519	\$45,388,270
Total Capital Works Program expenditure		\$72,181,536	\$68,647,061	\$57,752,434	\$44,790,683	\$49,836,456	\$293,208,170
Funding statement							
Funding from asset sales		\$0	\$80,000	\$0	\$0	\$0	\$80,000
Funding from borrowings *		\$28,500,000	\$22,500,000	\$12,500,000	\$0	\$0	\$63,500,000
Funding from grants and contributions *		\$860,875	\$3,490,875	\$532,755	\$500,000	\$0	\$5,384,505
Funding from operations		\$42,820,661	\$42,576,186	\$44,719,679	\$44,290,683	\$49,836,456	\$224,243,665
Total funding		\$72,181,536	\$68,647,061	\$57,752,434	\$44,790,683	\$49,836,456	\$293,208,170

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

Major Projects - Combined Renewal/New and Upgrade

Net expenditure 2011-12 to - 2020-21

Ward	Major project	Proposed expenditure 2011-12*	Foreshadowed expenditure 2012-13**	Foreshadowed expenditure 2013-14**	Foreshadowed expenditure 2014-15**	Foreshadowed expenditure 2015-16 to 2020-21**	Total expenditure 2011-12 to 2020-21
Glenferrie	Hawthorn Community Precinct (Development of a Community Hub to house existing services and the Manresa Kindergarten)	\$8,016,000	\$1,050,000	\$0	\$0	\$0	\$9,066,000
Glenferrie	Hawthorn Town Hall Arts Precinct (Refurbish Hawthorn Town Hall as a cultural centre)	\$4,620,000	\$10,982,750	\$977,000	\$0	\$0	\$16,579,750
	Hawthorn Town Hall Arts Precinct grants and contributions***	\$0	-\$500,000	\$0	\$0	\$0	-\$500,000
Glenferrie	Hawthorn Town Hall Arts Precinct - Stage 2 (Purpose built performance space)	\$0	\$0	\$0	\$0	\$10,027,927	\$10,027,927
Studley	Kew Recreation Centre - Stage 1 (Expanded gym, main program room and refurbished change rooms)	\$1,137,700	\$0	\$0	\$0	\$0	\$1,137,700
Glenferrie	Hawthorn Aquatic and Leisure Centre (Fully redevelop two storey leisure centre, including new indoor warm water/hydrotherapy pool, gym, program rooms, health suites, creche, change rooms, amenities, café. Refurbished outdoor 50 metre pool)	\$3,000,000	\$14,700,000	\$7,878,465	\$0	\$0	\$25,578,465
	Hawthorn Aquatic and Leisure Centre grants and contributions***	\$0	-\$2,500,000	\$0	\$0	\$0	-\$2,500,000
Maroon	Boroondara Sports Complex Gymnasium - Stage 1 (Construct health club/gym facilities)	\$220,710	\$1,738,091	\$3,881,158	\$0	\$0	\$5,839,959
Solway	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)	\$270,810	\$3,476,182	\$3,467,492	\$0	\$0	\$7,214,484
	Ashburton Library and Learning Centre grants and contributions***	\$0	\$0	-\$250,000	\$0	\$0	-\$250,000
Junction	Camberwell Library and Office (Incorporate Camberwell Library within shell of former Camberwell Centre)	\$18,144,659	\$0	\$0	\$0	\$0	\$18,144,659
	Camberwell Library and Office grants and contributions***	\$0	-\$35,000	\$0	\$0	\$0	-\$35,000
Solway	Ashburton Recreation Centre (New gym and change rooms, refurbishment program room, café and child care facilities)	\$0	\$602,538	\$4,477,323	\$6,719,635	\$0	\$11,799,496
	Ashburton Recreation Centre grants and contributions***	\$0	\$0	\$0	-\$500,000	\$0	-\$500,000
Maling	Library redevelopment Balwyn (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$0	\$0	\$510,999	\$5,499,625	\$6,010,624
Maranoa	Balwyn Leisure Centre - Stage 1 (New entrance & foyer, administration areas, reception, crèche outdoor play area. Refurbished program spaces, change rooms and amenities)	\$0	\$0	\$0	\$536,549	\$5,197,146	\$5,733,695
	Balwyn Leisure Centre - Stage 1 grants and contributions***	\$0	\$0	\$0	\$0	-\$500,000	-\$500,000

* Proposed expenditure 2011-12 includes forward commitments from 2010-11.

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

*** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.

Major Projects - Combined Renewal/New and Upgrade

Net expenditure 2011-12 to - 2020-21

Ward	Major project	Proposed expenditure 2011-12*	Foreshadowed expenditure 2012-13**	Foreshadowed expenditure 2013-14**	Foreshadowed expenditure 2014-15**	Foreshadowed expenditure 2015-16 to 2020-21**	Total expenditure 2011-12 to 2020-21
Studley	Library redevelopment Kew (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$0	\$0	\$0	\$6,626,712	\$6,626,712
Glenferrie	Tuck Stand refurbishment (Part of the Glenferrie Oval and Grace Park Masterplan. Building refurbished for community use)	\$0	\$0	\$0	\$0	\$6,824,655	\$6,824,655
	Tuck Stand refurbishment grants and contributions***	\$0	\$0	\$0	\$0	-\$500,000	-\$500,000
CoB	North East Precinct Hub Land & Building (Land acquisition and construction of community facility in the North Eastern catchment of Boroondara)	\$0	\$0	\$0	\$0	\$13,394,270	\$13,394,270
	North East Precinct Hub Land & Building grants and contributions***	\$0	\$0	\$0	\$0	-\$250,000	-\$250,000
Maling	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	\$0	\$7,727,057	\$7,727,057
Solway	Craig Community Centre redevelopment (Redevelop ageing infrastructure)	\$0	\$0	\$0	\$0	\$6,063,336	\$6,063,336
	Craig Community Centre redevelopment grants and contributions***	\$0	\$0	\$0	\$0	-\$500,000	-\$500,000
Grand total major projects (net)		\$35,409,879	\$29,514,561	\$20,431,438	\$7,267,183	\$59,610,728	\$152,233,789

* Proposed expenditure 2011-12 includes forward commitments from 2010-11.

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

*** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.



City of Boroondara
Budget 2011-12

Appendix G

Key Strategic Activities



Appendix G – Key Strategic Activities


This section sets out the Key Strategic Activities to be undertaken during the 2011-12 year and the related performance measures and targets. These Key Strategic Activities directly contribute to the achievement of the Council Plan June 2011. The Key Directions set by Council have influenced the identification of the Key Strategic Activities. The Council Plan identifies seven strategic objectives, for which strategic activities have been identified to support. Each of these strategic activities is listed below, including a relevant performance measure 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* the performance. 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 2012

Key Strategic Activity	Performance measure	Context	Target	Department
Key Direction				
Strengthening communities				
Community inclusion	Number of referrals by the Boroondara Volunteer Resource Centre.	The 2009-10 actual was 1,168 referrals. This significant increase in referrals may be attributed to the Global Financial Crisis and the Victorian government's volunteering program. Historical data has trended towards 800 referrals per annum prior to 2008-09.	820	Library Services and Volunteer Development
Local business	Number of events, seminars and workshops implemented to support local business.	This is a new measure in 2011-12. The 2009-10 actual was 22 training seminars provided to local business.	30	Economic Development
Health and ageing	Proportion of infants born that receive primary immunisations.	The 2009-10 actual was 91% immunised.	92%	Health, Ageing and Disability Services






Key Strategic Activity	Performance measure	Context	Target	Department
Health and ageing	Proportion of registered food premises that receive at least one full compliance assessment annually.	The 2009-10 actual was 97%. The target for 2011-12 has been set following a series of process changes, and will be reviewed in the future.	95%	Health, Ageing and Disability Services
Library services	Number of loans per active borrower.	This is a new measure in 2011-12. The 2009-10 actual was 59 loans.	60	Library Services and Volunteer Development
Enhancing the environment 				
Living sustainably	Council mains and carted recycled water consumption.	The total water consumption for 2009-10 was 196,617kl due to drought based water restrictions. Under Stage 2 water restrictions 250,000kl is an appropriate target.	Less than 250,000kl	Environment and Sustainable Living
Living sustainably	Waste diversion from landfill, calculated as the proportion of the overall kerbside waste stream that is recycled (includes paper, bottles and green waste) instead of being disposed to landfill.	The 2009-10 actual was 52%. The Victorian metropolitan average for 2008-09 was 43%. Sustainability Victoria have not yet released the results of the 2009-10 Victorian Local Government Annual Survey.	52%	Infrastructure Services
Living sustainably	Number of households involved in the Backyard Biodiversity Community Project.	This is a new measure for 2011-12. It is estimated that there will be 40 households participating in the pilot Backyard Biodiversity Community Project during 2010-11.	60	Environment and Sustainable Living
Parks, gardens and natural environment	Integrated Open Space Services' (IOSS) Face to Face Customer Satisfaction Survey, measure user's satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	The 2009-10 actual was 81%. As the Melbourne Region Mean Score was 76%, a target of 80% represents Boroondara's continuing high performance.	80%	Parks and Gardens
Parks, gardens and natural environment	Indigenous trees, shrubs, grasses and groundcovers planted during the year.	This was a new measure for the Council Plan in 2010-11.	30,000	Parks and Gardens



Key Strategic Activity	Performance measure	Context	Target	Department
Ensuring liveability and amenity 				
Land use, planning and building	Percentage of planning applications processed within 60 days .	The 2009-10 actual was 90% due to a decrease in the number of planning applications being processed as a direct result of the Global Financial Crisis. The target for 2011-12 has been set at 80% based on historical trends.	80%	Statutory Planning
Parking, traffic and transport	Number of proactive neighbourhood street and park patrols.	The 2009-10 actual was 11,425 patrols. The target for 2011-12 is a result of the refinement of the definition of a proactive patrol.	11,000	Local Laws
Providing facilities and assets 				
Managing assets	Percentage of adopted capital works, including new and renewal, projects completed at the conclusion of the financial year (based on the number of projects).	The 2009-10 actual was 92%. A target of 90% allows for latent conditions and planning issues that commonly arise.	90%	Projects and Strategy
Managing assets	Number of proactive strip shopping centre maintenance inspections completed.	This is a new service in 2010-11. The estimated number of inspections to be conducted in 2010-11 is 85.	98	Infrastructure Services
Sporting facilities	Total number of attendances at Boroondara leisure and aquatic centres.	The 2009-10 actual was 2,722,971 attendances. The decrease in the target for 2011-12 is due to the planned six month closure of the Hawthorn Aquatic and Leisure Centre during its redevelopment.	2,400,000	Leisure and Sport



Key Strategic Activity	Performance measure	Context	Target	Department
Enabler				
Effective governance 				
Governance	Percentage of Freedom of Information Requests responded to within prescribed timeframes.	The 2009-10 actual was 100%.	100%	Governance
Community engagement 				
Engaging with the community	Organisational percentage awareness and take-up of community engagement guidelines and toolkit for significant community projects.	This is a new measure in 2011-12. No result is available as the guidelines and toolkit are new.	100%	Communications and Engagement
Customer service and research	Satisfaction with customer service responsiveness.	This is a new measure for the Council Plan. The first quarter of 2010 actual was 76%.	80%	Communications and Engagement
Responsible resource management 				
Business and people support	Percentage of employees continuing employment with Council annually.	The 2009-10 actual was 89%. A target of 85% reflects the upturn in the economy and the low levels of unemployment generally.	85%	People, Culture and Development
Financial management	Percentage completion of Audit Committee annual plan.	The 2009-10 actual was 100%. A target of 95% allows a minor amount of non-completion of the annual plan due to changed priorities.	95%	Financial Services
Financial management	Working capital ratio.	The 2009-10 actual ratio was 1.52:1.	1.29:1	Business Development



City of Boroondara
Budget 2011-12

Appendix H

Community grants and Council facilities leases and licenses

Appendix H – Community Grants

	2011-12 GST Exclusive	2010-11 GST Exclusive *	\$ Increase	% Increase
Senior Citizens Centres				
Ashburton & District Senior Citizens Club (Golden Friendship Club)	\$ 11,214	\$ 10,856	\$ 358	3.30%
Ashburton Legacy Widows Club	\$ 7,718	\$ 7,472	\$ 247	3.30%
Associazione Amica Pensionati Italiani di Hawthorn	\$ 11,214	\$ 10,856	\$ 358	3.30%
AVA Boroondara Vietnamese Group	\$ 7,718	\$ 7,472	\$ 247	3.30%
Basscare Canterbury Seniors Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
Boroondara Chinese Senior Citizens Association	\$ 11,214	\$ 10,856	\$ 358	3.30%
Boroondara Greek Senior Citizens Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
Boroondara (Canterbury) Life Activities Club	\$ 7,718	\$ 7,472	\$ 247	3.30%
Camberwell Morning Garden Club	\$ 7,718	\$ 7,472	\$ 247	3.30%
Camberwell Senior Citizens Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
Camberwell, Hawthorn Legacy Club	\$ 7,718	\$ 7,472	\$ 247	3.30%
Evergreen Senior Citizens Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
German Senior Citizens Club	\$ 7,718	\$ 7,472	\$ 247	3.30%
Greek Senior Citizens Club - Glen Iris	\$ 7,718	\$ 7,472	\$ 247	3.30%
Greek ex-service Elderly Group	\$ 7,718	\$ 7,472	\$ 247	3.30%
Hawthorn Greek Elderly Citizens Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
Italian Circolo Pensionati Kew, Hawthorn, Camberwell	\$ 11,214	\$ 10,856	\$ 358	3.30%
North Balwyn Life Activities Club	\$ 7,718	\$ 7,472	\$ 247	3.30%
North Balwyn Greek Orthodox Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
Nth Balwyn & District Elderly Greek Group	\$ 11,214	\$ 10,856	\$ 358	3.30%
Nth Balwyn Senior Citizens Club	\$ 11,214	\$ 10,856	\$ 358	3.30%
U3A	\$ 7,718	\$ 7,472	\$ 247	3.30%
Total Senior Citizens Centres	\$ 211,752	\$ 204,987	\$ 6,765	3.30%
State Contributions to Senior Citizens	(\$ 181,445)	(\$ 159,193)	(\$ 22,252)	13.98%
TOTAL Council Contribution Senior Citizens	\$ 30,307	\$ 45,794	(\$ 15,487)	-33.82%
Aged Support Services - Food Services				
Ashburton Social Support	\$ 44,299	\$ 42,884	\$ 1,415	3.30%
Basscare	\$ 119,771	\$ 115,945	\$ 3,825	3.30%
TOTAL Aged Support Services	\$ 164,070	\$ 158,829	\$ 5,240	3.30%
Municipal Performing Groups, Community Festivals and Events				
Kew Music Centre	\$ 6,500	\$ 6,500	\$ -	0.00%
Municipal performing groups, community festivals and events ¹	\$ 230,684	\$ 194,273	\$ 36,411	18.74%
TOTAL Municipal Performing Groups, Community Festivals and Events	\$ 237,184	\$ 200,773	\$ 36,411	18.14%
Individual grants				
Individual Grants	\$ 7,142	\$ 6,914	\$ 228	3.30%
State Emergency	\$ 12,000	\$ 12,000	\$ -	0.00%
TOTAL individual grants	\$ 19,142	\$ 18,914	\$ 228	1.21%
School Focussed Youth Services				
State Contributions to SFYS	\$ 56,000	\$ 56,000	\$ -	0.00%
TOTAL Youth Services	(\$ 56,000)	(\$ 56,000)	\$ -	0.00%
Neighbourhood Houses				
Surrey Hills Neighbourhood Centre	\$ 47,783	\$ 46,258	\$ 1,525	3.30%
Kew Community House	\$ 65,266	\$ 63,181	\$ 2,085	3.30%
Alamein Neighbourhood and Learning Centre	\$ 53,612	\$ 51,899	\$ 1,713	3.30%
Balwyn Community Centre	\$ 88,725	\$ 85,891	\$ 2,834	3.30%
Hawthorn Community House	\$ 69,106	\$ 66,899	\$ 2,207	3.30%
Ashburton Community Centre ²	\$ 80,299	\$ 78,013	\$ 2,286	2.93%
Camberwell Community Centre	\$ 74,006	\$ 71,643	\$ 2,363	3.30%
Canterbury Neighbourhood Centre	\$ 59,439	\$ 57,540	\$ 1,899	3.30%
Total Neighbourhood Houses	\$ 538,236	\$ 521,324	\$ 16,912	3.24%
Family Centres				
Bowen Street Family Centre	\$ 59,439	\$ 57,540	\$ 1,899	3.30%
Craig Family Centre	\$ 73,019	\$ 70,686	\$ 2,333	3.30%
Total Family Centres	\$ 132,458	\$ 128,226	\$ 4,232	3.30%
TOTAL Neighbourhood Houses & Family Centres	\$ 670,694	\$ 649,550	\$ 21,144	3.26%

Appendix H – Community Grants

	2011-12 GST Exclusive	2010-11 GST Exclusive *	\$ Increase	% Increase
Social support				
Community Recreation Outreach Program ³	\$ -	\$ 67,775	(\$ 67,775)	-100.00%
Camcare	\$ 567,142	\$ 549,024	\$ 18,118	3.30%
Registered rooming house subsidy	\$ 19,227	\$ 18,613	\$ 614	3.30%
Foundation Boroondara ⁴	\$ -	\$ 123,612	(\$ 123,612)	-100.00%
Neighbourhood renewal ⁵	\$ -	\$ 15,000	(\$ 15,000)	-100.00%
Neighbourhood watch	\$ 8,000	\$ 8,000	\$ -	0.00%
Community wellbeing operational grants	\$ 87,802	\$ 84,998	\$ 2,804	3.30%
Friends of Same	\$ 12,793	\$ 12,384	\$ 409	3.30%
Total Social support	\$ 694,964	\$ 879,406	(\$ 184,442)	-20.97%
Community grants (small grants)	\$ 310,000	\$ 290,000	\$ 20,000	6.90%
Rotary Club of Balwyn - Sunday market trust	(\$ 170,000)	(\$ 150,000)	(\$ 20,000)	13.33%
Total Council contribution - community grants (small grants)	\$ 140,000	\$ 140,000	\$ -	0.00%
TOTAL Social support & community grants (small grants)	\$ 834,964	\$ 1,019,406	(\$ 184,442)	-18.09%
TOTAL GRANTS	\$ 1,956,361	\$ 2,093,267	(\$ 136,906)	-6.54%

* Reflects February 2011 Amended Budget

Footnotes

¹ Municipal performing groups, community festival and events includes increased funding of \$0.03 million in 2011-12.

² Ashburton Community Centre has been adjusted to align with the Neighbourhood House Funding Policy Agreement.

³ Community Recreation Outreach Program now forms part of the new contract arrangement for Council's Leisure and Aquatic facilities.

⁴ 2010-11 final year of triennial funding agreement with Foundation Boroondara.

⁵ 2010-11 final year of triennial funding agreement with Neighbourhood Renewal.

Appendix H - Council Facilities Leases and Licences

Tenant	Property Address	Present Use	2011-12 GST Exclusive Amount Charged
19th Camberwell Scout Group	909 Riversdale Road SURREY HILLS VIC 3127	Scout Hall	\$124
1st Ashburton Scout Group	337 High Street ASHBURTON VIC 3147	Scout Hall	\$124
1st Balwyn Scout Group - Balwyn Park	7 Prowse Avenue BALWYN VIC 3103	Scout Hall	\$124
1st Camberwell South Scout Group - Ferndale Park	101 Glen Iris Road GLEN IRIS VIC 3146	Scout Hall	\$124
1st Greythorn Park Scout Group	18 Frank Street BALWYN NORTH VIC 3104	Scout Hall	\$124
1st Hartwell Scout Group	2 Trent Street GLEN IRIS VIC 3146	Scout Hall	\$124
1st Kew Scout Group	177-179 Willsmere Road KEW VIC 3101	Scout Hall	\$431
1st North Balwyn Scout Group - Macleay Park	101-151 Belmore Road BALWYN NORTH VIC 3104	Scout Hall	\$124
2nd Camberwell South Scout Group - Lynden Park	11 Stornoway Road CAMBERWELL VIC 3124	Scout Hall	\$124
3rd Hawthorn Scout Group	13 Victoria Road HAWTHORN EAST VIC 3123	Scout Hall	\$124
4th Camberwell Central Scout Group	13A Fordham Avenue CAMBERWELL VIC 3124	Scout Hall	\$124
4th Kew Scout Group	13 Glass Street KEW EAST VIC 3102	Scout Hall	\$124
8th Camberwell South Scout Group	9 Saxby Road ASHBURTON VIC 3147	Scout Hall	\$124
Able Australia	8B Culliton Road, CAMBERWELL VIC 3123	Disability Service	\$1,023
Girl Guides Association	8B Culliton Road, CAMBERWELL VIC 3123	Scout Hall	\$123
Alamein Neighbourhood and Learning Centre Inc	49 Ashburn Grove ASHBURTON VIC 3147	Community Centre	\$1
Alfred Road Pre-School Inc	48A Alfred Road GLEN IRIS VIC 3146	Kinder	\$1
Amica Pensionati Italiani Inc.	360 Burwood Road HAWTHORN VIC 3122	Senior Citizens	\$1
Anxiety Group	533 High Street KEW VIC 3101	Senior Citizens	\$529
Ashburton and District Senior Citizens Welfare Association	296 High Street ASHBURTON VIC 3147	Senior Citizens	\$0
Ashburton Bowls Club Incorporated	1 Samarinda Avenue ASHBURTON VIC 3147	Lawn Bowls	\$437
Ashburton Community Centre Inc	154-158 High Street ASHBURTON VIC 3147	Community Centre	\$1
Ashburton Community Garden	80 Victory Boulevard ASHBURTON VIC 3147	Community Garden	\$119
Ashburton Support Services - Opportunity Shop	285B High Street ASHBURTON VIC 3147	Shop	\$421
Auburn Kindergarten and Child Care Centre	27 Station Street HAWTHORN EAST VIC 3123	Kinder	\$1
Auburn South Pre-School Inc	5 Anderson Road Hawthorn East	Kinder	\$1
Ava Boroondara Senior Citizens Group	533 High Street KEW VIC 3101	Senior Citizens	\$120
Balwyn Football Club	206A Whitehorse Road BALWYN VIC 3103	Football club rooms	\$626
Balwyn Community Centre Inc.	408-418 Whitehorse Road SURREY HILLS VIC 3127	Community Centre	\$1
Balwyn Cricket Club	206A Whitehorse Road BALWYN VIC 3103	Club Room	\$605
Balwyn East Kindergarten Inc	2A Caravan Street BALWYN VIC 3127	Kinder	\$1
Balwyn Rotary Club - Trailer Storage	35 Fairholm Grove CAMBERWELL VIC 3124	Storage	\$1
Balwyn Welfare Association	41 Talbot Avenue BALWYN VIC 3103	Senior Citizens	\$0
Balwyn Park Tennis Club Inc	2 Cherry Road BALWYN VIC 3103	Tennis	\$495
Basscare Limited	9 Marwal Avenue BALWYN NORTH VIC 3104	Senior Citizens	\$1
Kew Full Day Care Inc.	3 Belford Road KEW EAST VIC 3102	Child Care	\$1
Bellevue Kindergarten Ass Inc	49 Bulleen Road BALWYN NORTH VIC 3104	Kinder	\$1
Boroondara Brass	34E Linda Crescent HAWTHORN VIC 3122	Band Room	\$360
Boroondara Pre-School Inc	24 Midvale Avenue BALWYN NORTH VIC 3104	Kinder	\$1
Bowen Street Community Centre Association Inc.	102 Bowen Street CAMBERWELL VIC 3124	Family Centre	\$1
Burke and Beyond	2 Kendall Street CANTERBURY VIC 3126	Disability Service	\$750
Interchange (Inner East) Association Incorporated	2 Kendall Street CANTERBURY VIC 3126	Disability Service	\$750
Burwood District Bowls Club Inc.	Rear 51-57 Bath Road GLEN IRIS VIC 3146	Lawn Bowls	\$775
Burwood Tennis Club	282A Warrigal Road GLEN IRIS VIC 3146	Tennis	\$825
Camberwell Central Bowls Club Inc	9 Trumper Street CAMBERWELL VIC 3124	Lawn Bowls	\$756
Camberwell Community Centre Inc	33 Fairholm Grove CAMBERWELL VIC 3124	Community Centre	\$1
Camberwell Community Centre Inc	405 Camberwell Road CAMBERWELL VIC 3124	Community Centre	\$1
Camberwell Early Childhood Centre	25 Trafalgar Road CAMBERWELL VIC 3124	Child Care	\$1
Camberwell Golf Club (t/a Freeway Golf Club)	49 Columba Street BALWYN NORTH VIC 3104	Golf Course	\$12
Camberwell Hockey Club Incorporated	15 Carinda Road CANTERBURY VIC 3126	Hockey	\$295
Camberwell Junction Tennis Club Inc	550 Burke Road CAMBERWELL VIC 3124	Tennis	\$305
Camberwell Petanque Club	1 Wood Street HAWTHORN VIC 3122	Petanque	\$295
Camberwell Primary School	550 Burke Road CAMBERWELL VIC 3124	Tennis	\$308
Camberwell Senior Citizens	405 Camberwell Road CAMBERWELL VIC 3124	Senior Citizens	\$0
Camberwell United Tennis Club	5 Sefton Place CAMBERWELL VIC 3124	Tennis	\$495
Camcare Ashburton	4 Y Street ASHBURTON VIC 3147	Family Centre	\$1
Camcare Camberwell	19 Fairholm Grove CAMBERWELL VIC 3124	Family Centre	\$1
Canterbury and District Pre-School Inc	26 Guildford Road SURREY HILLS VIC 3127	Kinder	\$1
Canterbury Area Toy Library Inc	190A Canterbury Road CANTERBURY VIC 3126	Toy Library	\$1
Canterbury Tennis Club	25A Croydon Road SURREY HILLS VIC 3127	Tennis	\$660
Cara Armstrong Kindergarten Inc	169 Rathmines Road HAWTHORN EAST VIC 3123	Kinder	\$1
Cheyenne on Queue Line Dancing	533 High Street KEW VIC 3101	Senior Citizens	\$520
City of Camberwell Tennis Club	10 Trumper Street CAMBERWELL VIC 3124	Tennis	\$825
Craig Family Centre Inc	7 Samarinda Avenue ASHBURTON VIC 3147	Family Centre	\$1
Davis Street Kindergarten Association Inc	40 Davis Street KEW VIC 3101	Kinder	\$1
Deepdene Pre-School Centre Inc	7 Terry Street BALWYN VIC 3103	Kinder	\$1
Deepdene Tennis Club	126 Whitehorse Road Balwyn 3103	Tennis	\$660
Deepdene Tennis Club	28 Naroo street Avenue BALWYN VIC 3103	Tennis	\$300

Appendix H - Council Facilities Leases and Licences

Tenant	Property Address	Present Use	2011-12 GST Exclusive Amount Charged
East Camberwell Tennis Club Inc.	2A Spencer Road CAMBERWELL VIC 3124	Tennis	\$990
Eastern Senior Chinese Association Inc	533 High Street KEW VIC 3101	Senior Citizens	\$1,386
EDAR	51 Naroo Street BALWYN VIC 3103	Disability Service	\$2,000
Estrella Pre-School Inc	32 Chamberlain Street ASHBURTON VIC 3147	Kinder	\$1
Fordham Avenue Kindergarten Ass Inc	24 Fordham Avenue CAMBERWELL VIC 3124	Kinder	\$1
Genazzano FCJ College	2A Burwood Road HAWTHORN VIC 3122	Boat Cage	\$3,900
Glass Street Kindergarten Association Inc	16 Glass Street KEW EAST VIC 3102	Kinder	\$1
Glenferrie Early Childhood Centre Inc	584-586 Glenferrie Road HAWTHORN VIC 3122	Child Care	\$1
Grace Park Lawn Tennis Club Inc	2 Hilda Crescent HAWTHORN VIC 3122	Tennis	\$1
Greythorn Early Childhood Centre Inc	4 Trentwood Avenue BALWYN NORTH VIC 3104	Child Care	\$1
Greythorn Park Tennis Club	20 Frank Street BALWYN NORTH VIC 3104	Tennis	\$12
Hawthorn Band	34E Linda Crescent HAWTHORN VIC 3122	Band Room	\$321
Hawthorn Bowling Club Inc	1 Wood Street HAWTHORN VIC 3122	Lawn Bowls	\$155
Hawthorn Citizens Youth Club Inc	241 Auburn Road HAWTHORN VIC 3122	Youth Club	\$115
Hawthorn Community Education Centre Inc.	360 Burwood Road HAWTHORN VIC 3122	Community Centre	\$1
Hawthorn Community Gardens Inc	381 Riversdale Road CAMBERWELL VIC 3124	Community Garden	\$115
Hawthorn Community Gardens Inc	Linda Crescent HAWTHORN VIC 3122	Community Garden	\$119
Hawthorn Community House Inc	32 Henry Street HAWTHORN VIC 3122	Community Centre	\$1
Hawthorn Community House Inc	39 William Street HAWTHORN VIC 3122	Community Centre	\$1
Hawthorn Malvern Hockey Club Pty Ltd	484 Glenferrie Road Auburn Road HAWTHORN VIC 3122	Hockey	\$295
Hawthorn Malvern Hockey Club Pty Ltd	484B Glenferrie Road Auburn Road HAWTHORN VIC 3122	Hockey	\$295
Hawthorn Peppercorn Club	360 Burwood Road HAWTHORN VIC 3122	Senior Citizens	\$1
Hawthorn Rowing Club - Boat Cage	2A Burwood Road HAWTHORN VIC 3122	Boat Cage	\$463
Hawthorn RSL	605 Glenferrie Road HAWTHORN VIC 3122	Community Centre	\$1
Hawthorn Small Bore Rifle Club	32 Linda Crescent HAWTHORN VIC 3122	Rifle Range	\$295
Hawthorn Tennis Club Inc	13 Swinburne Avenue HAWTHORN VIC 3122	Tennis	\$1,271
Highgate Early Childhood Centre Inc	3 Highgate Grove ASHBURTON VIC 3147	Child Care	\$1
Inner East Community Health Service	7 Samarinda Avenue ASHBURTON VIC 3147	Family Centre	\$2,650
JJ McMahon Memorial Kindergarten Inc	16A Argyle Road KEW VIC 3101	Kinder	\$1
Greek Senior Citizens Club	533 High Street KEW VIC 3101	Senior Citizens	\$529
Kew Croquet Club	500 High Street KEW VIC 3101	Croquet	\$650
Kew Neighbourhood House	4-12 Derby Street KEW VIC 3101	Community Centre	\$1
Kew Senior Citizens Club	533 High Street KEW VIC 3101	Senior Citizens	\$1,370
Kew Senior Citizens Op Shop	533 High Street KEW VIC 3101	Shop	\$410
Kew Tennis Club Inc	45 Adeney Avenue KEW VIC 3101	Tennis	\$726
Kew Toy Library Inc	152-154 Pakington Street KEW VIC 3101	Toy Library	\$1
Manningham Foot Clinic	533 High Street KEW VIC 3101	Senior Citizens	\$240
Melbourne Cricket Club Foundation Ltd	19-23 Swinburne Avenue HAWTHORN VIC 3122	Lawn Bowls	\$9,075
Minifie Park Child Care Ass Inc	290 Belmore Road BALWYN VIC 3103	Child Care	\$1
Minister of Education - Lower Reserve	2 Reserve Road CAMBERWELL VIC 3124	School	\$114
North Balwyn Bowls Club Inc	60 Buchanan Avenue BALWYN NORTH VIC 3104	Lawn Bowls	\$925
North Balwyn Tennis Club Inc	57A Buchanan Avenue BALWYN NORTH VIC 3104	Tennis	\$1,200
North Kew Kindergarten	152-154 Pakington Street KEW VIC 3101	Kinder	\$1
North Kew Tennis Club Inc.	177-179 Willsmere Road KEW VIC 3101	Tennis	\$799
Piper Toy Library - Craig Family Centre	7 Samarinda Avenue ASHBURTON VIC 3147	Community Centre	\$1
Play Station Inc - Canterbury Gardens	190A Canterbury Road CANTERBURY VIC 3126	Child Care	\$1
Robert Cochrane Kindergarten Inc	2A Minona Street HAWTHORN VIC 3122	Kinder	\$1
Rowen Street Kindergarten Inc	27 Rowen Street GLEN IRIS VIC 3146	Kinder	\$1
South Camberwell Tennis Club	330 Burke Road GLEN IRIS VIC 3146	Tennis	\$660
South Hawthorn Tennis Club Inc	11 Anderson Road HAWTHORN EAST VIC 3123	Tennis	\$900
Studley Park Kindergarten Parents Association Inc.	31 Stawell Street KEW VIC 3101	Kinder	\$1
Summerhill Park Kindergarten Inc	46 Audrey Crescent GLEN IRIS VIC 3146	Kinder	\$1
Surrey Hills Neighbourhood Centre - Union Road	155-157 Union Road SURREY HILLS VIC 3127	Community Centre	\$1
Surrey Hills Pre-School Centre Inc	18 Verdun Street SURREY HILLS VIC 3127	Kinder	\$1
Surrey Hills Neighbourhood Centre - Bedford Avenue	1 Bedford Avenue SURREY HILLS VIC 3127	Community Centre	\$1
The Australian Guild of Realist Artists Ltd	1 Inglesby Road CAMBERWELL VIC 3124	Art Gallery	\$1,345
The Merrell Kindergarten Inc	92 Maud Street BALWYN NORTH VIC 3104	Kinder	\$1
Through Road Child Care Centre Inc	171 Through Road CAMBERWELL VIC 3124	Child Care	\$1
Third Age Learning	28 Sinclair Avenue GLEN IRIS VIC 3146	Senior Centre	\$1
Victoria Park Tennis Club	47 Adeney Avenue KEW VIC 3101	Tennis	\$363
Victoria Weightlifting Association	34C Linda Crescent HAWTHORN VIC 3122	Weightlifting	\$0
West Hawthorn Early Childhood Centre Inc	63 Church Street BALWYN VIC 3122	Child Care	\$1
West Hawthorn Pre-School Centre Inc	39 Brook Street HAWTHORN VIC 3122	Kinder	\$1
Willison Park Tennis Club Inc	8A Culliton Road CAMBERWELL VIC 3124	Tennis	\$990
Yongala Pre-School Kindergarten	27 Nott Street BALWYN VIC 3103	Kinder	\$1
The Society of Jesus (Xavier College)	2A Burwood Road HAWTHORN VIC 3122	Boat Cage	\$28,049
TOTAL			\$78,092



City of Boroondara
Budget 2011-12

Appendix I

Glossary of terms



Appendix I – Glossary of terms

Term	Definition
Act	Local Government Act 1989
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> <p>AASB 2007 – 9 Amendments to Australian Accounting Standards arising from the revision of AASs 27, 29, and 31 are applicable to all general purpose financial reports prepared by councils.</p>
Activities and initiatives	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.
Annual budget	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.
Annual operating budget (<i>Budgeted income statement</i>)	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.
Annual Report	The Annual Report prepared by a Council under section 131 of the Act.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset renewal	<p>Capital renewal expenditure is 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.</p> <p>As capital renewal expenditure 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	<p>Capital upgrade expenditure 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.</p> <p>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 Council's asset base.</p>
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet	<p>The budgeted balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.</p> <p>The budgeted balance sheet should be prepared in accordance with the requirements of AASB 101 – Presentation of Financial Statements</p>
Budgeted cash position (<i>Budgeted cash flow statement</i>)	<p>The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows.</p> <p>The budgeted statement of cash flows should be prepared in accordance with the requirements of AASB 107 Cash Flow Statements.</p>
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 expenditure	Capital expenditure is relatively large expenditure which produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' is used which indicates the level of expenditure in accordance with Council's adopted Fixed Asset Accounting Policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works 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 2011-12 year.

Term	Definition
Council Plan	This document sets out the medium term goals and objectives as part of the overall planning framework and Strategic Resource Plan 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 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.
Infrastructure strategy	<p>An infrastructure strategy is the process by which the Council’s current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored.</p> <p>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.</p> <p>The purpose of the infrastructure strategy section of an annual budget is to provide the reader with a longer term view of the capital requirements of the Council and the level of capital works that is</p>

Term	Definition
Infrastructure strategy (continued)	sustainable. Reference to the infrastructure strategy in an annual budget should include as a minimum, comments on strategy development, key influences for the current year, future capital works and funding sources for capital works (cash and investments).
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 non monetary assets from developers or any 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. It should be noted that 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. The Department of Planning and Community Development (DPCD) has established a prudential maximum of 5% in this indicator.</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 & charges income. Falling percentages will indicate that fees & 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. This debt indicator is one of the three debt measures used by the Department of Planning and Community Development when considering applications for loan borrowings. The prudential limit is 80%.</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>

Term	Definition
Key financial indicators (continued)	<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> <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>

Term	Definition
Key Strategic Activities	<p>Section 127 of the Act requires the budget to separately identify the Key Strategic Activities (KSA's) to be undertaken during the financial year and performance targets and measures in relation to each KSAs. 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 initiatives 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>
Legislative framework	The Act, Regulations and other laws and statutes under which set a Council's governance and reporting requirements are set.
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.
Local government (Long Service Leave Regulations) 2002	These Regulations require sufficient cash and investments to be maintained to meet the total liability for long service leave calculated in accordance with these Regulations.
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>

Term	Definition
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.
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 2011-12 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"> • The key strategic activities and performance measures specified in the budget under section 127 for that financial year. • The actual results achieved for that financial year having regard to those performance targets and measures.
Prudential ratios and thresholds (Borrowing strategy)	Used by the Department of Planning and Community Development in assessing a Council's borrowing capacity as part of the annual Australian Loan Council borrowing allocation.
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.

Term	Definition
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the quantum of rate change has been determined, taking into consideration longer term philosophy issues and framework.
Regulations	Local Government (Finance and Reporting) Regulations 2004.
Restricted funds and discretionary reserves	Monies set aside for statutory and discretionary purposes.
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>Whilst 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 for Victorian Communities 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.

Term	Definition
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.
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. 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"> • Standard statements describing the required financial resources. • Statements describing the required non-financial resources – including human resources. • 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.
Sustainability index (Infrastructure strategy)	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.
Three way budgeting methodology (Strategic Resource Plan)	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.
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 & contributions, non monetary contributions and other once off adjustments.</p> <p>The definition differs from the underlying surplus as determined by the Victorian Auditor General in his report ‘Local Government: Results of the 2009-10 Audits’ issued in February 2011 which includes capital contributions in the calculation. In this budget document, capital grants & contributions 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>

Term	Definition
Unrestricted cash and investments	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.
Valuations of Land Act 1960	The Valuations of Land Act 1960 requires a Council to revalue all rateable properties every two years.