

BUDGET 2012-13

Adopted by Council
25 June 2012
City of Boroondara



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Mayor and Chief Executive Officer's message

This is the final Budget for this four year Council term which concludes in October 2012. Council's Budget is guided by a long-term financial strategy and Key Directions 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 as part of our ongoing commitment to building a better 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
- Ashburton Library and Learning Centre

A core part of this Budget is Council's commitment to maintaining our City's assets, from drains and footpaths, to local roads and community buildings.

In 2012–13, 28 community buildings will receive major or minor work at a cost of more than \$43.9 million. A further \$3.2 million will be spent on drainage renewal and \$8.0 million spent on road renewal.

Our City is more than infrastructure alone with the many services provided by Council supporting the needs of our residents. In 2012–13, more than \$12.4 million will be spent on health aged and disability services across the municipality including immunisation, meals on wheels and aged and disability care for vulnerable members of the community.

We have five public libraries open seven days a week at all corners of the City, at a net cost of \$6.4 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.

Cultural pursuits will benefit from a strengthened arts scene in 2012–13. 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, the civic art collection and many other programs. These programs will receive \$1.4 million in 2012–13.

We also support a range of local community organisations – such as Camcare and various community centres – by providing more than \$1.8 million in direct grants and providing buildings at heavily subsidised or peppercorn rents.

Environmental initiatives funded in 2012–13 include continued works to install low power lighting across the City at a cost of nearly \$3.0 million. We will also plan for the implementation of cogeneration power delivery at two of Council's leisure centres, following the success of the system already implemented in Ashburton.



This year's budget has not been without its challenges.

Firstly, the Carbon Price which will be introduced from 1 July 2012 has been a cost impost impacting electricity and gas prices and most significantly on the cost of disposing of residential waste to landfill. Estimated costs to Council will be in the range of \$1.5 - \$1.8 million.

Another challenge has been the revision of income streams associated with the Clayton Landfill operation of which Council is a joint owner. This has had an impact of over \$1.0 million in reduced income to Council in the 2012-13 budget.

Looking ahead there will be continued challenges in future years including an expected funding call relating to the Local Government Sector's Defined Benefit Superannuation Scheme to make up a shortfall caused by poor fund earnings.

The majority of these budget items are funded through property rates, and despite the financial impacts of the Carbon Price and other budget challenges, we have worked hard to limit the 2012-13 rate rise for property owners to 5%. We again expect that our rate rise will be below the average for other Victorian councils.

This Council will continue to deliver high-quality services and facilities that help shape the liveability of our City, whilst ensuring ratepayers funds are used prudently and efficiently on behalf of the community.



Cr Heinz Kreutz
Mayor



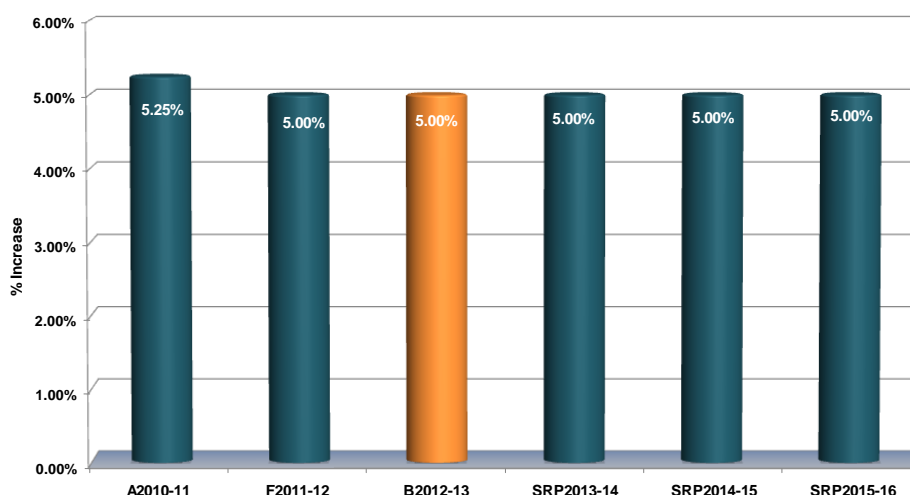
Phil Storer
Chief Executive Officer



Executive summary

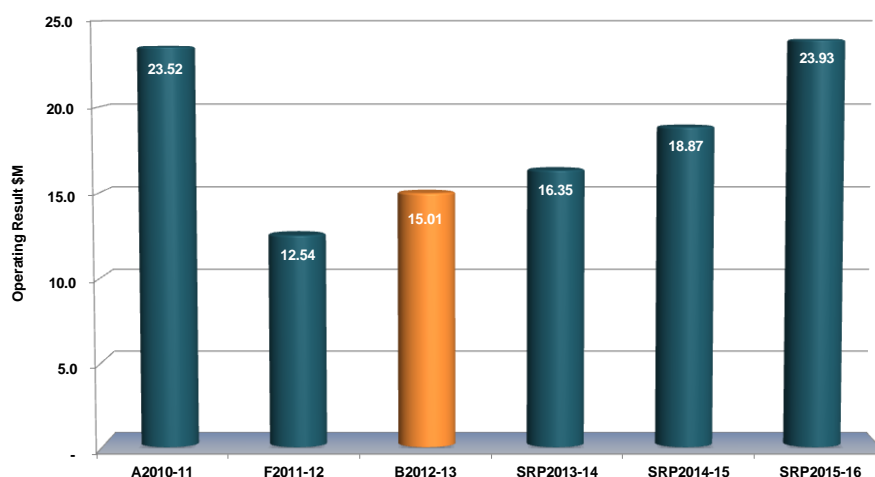
The executive summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works and financial sustainability of Council. The following graphs includes 2010-11 Actual (A), 2011-12 forecast actual (F), 2012-13 Budget (B) and the next three years as set out in the Strategic Resource Plan (SRP). Further detail is found within the body of the Budget report.

1. Rates



Total rates revenue, including special rates and supplementary valuations is budgeted to increase by \$6.43 million for the 2012-13 year against the 2011-12 forecast, raising total rates of \$117.05 million. This includes a 5% increase in the average property general rate in 2012-13. **Refer Section 9, Council's Rating Strategy.**

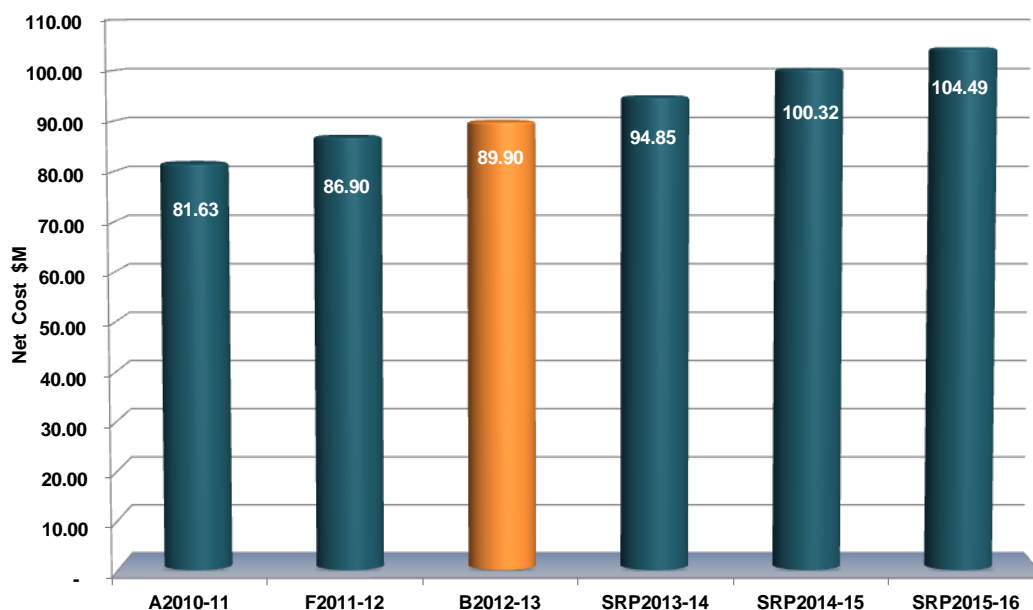
2. Operating result



The operating result for the 2012-13 year is budgeted to be a \$15.01 million surplus which is a \$2.47 million increase from the forecast result of \$12.54 million for 2011-12. The operating result includes items of a non operating or once off nature including capital works funding (\$3.11 million), net loss on disposal of property, infrastructure, plant and equipment (\$2.69 million) and net priority projects expenditure (\$3.32 million). The underlying result which excludes non operating items or once off items, is budgeted to be a \$14.59 million and \$15.90 million surplus for 2012-13 and 2011-12 respectively.

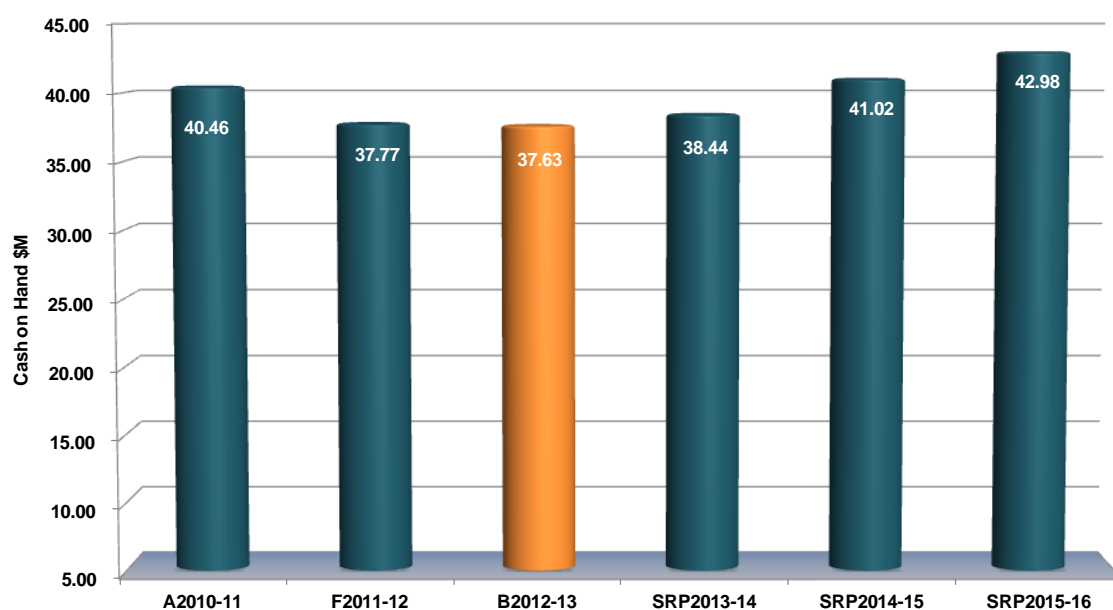


3. Services



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 2012-13 year, the net cost of services delivered is expected to be \$89.90 million, an increase of \$3.00 million over 2011-12. During the development of each budget, service levels are discussed with Council providing direction on the increase or amendment of Council services. For the 2012-13 year a number of new activities and initiatives have been proposed.

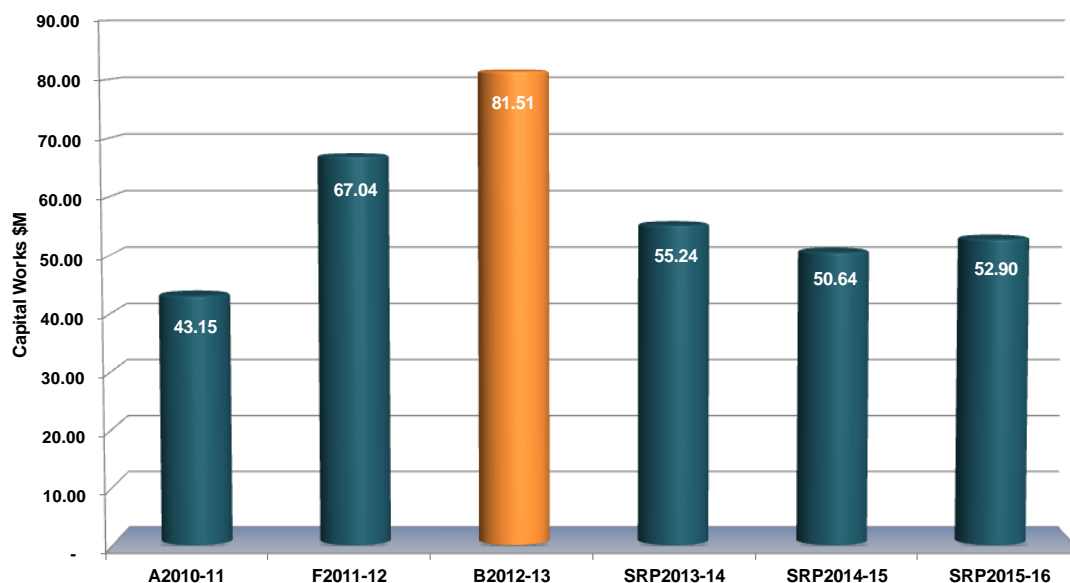
4. Cash and investments



Cash and investments are budgeted to decrease by \$0.10 million during the year to \$37.63 million for the year ending 30 June 2013. The total cash and investment is forecast to be \$37.77 million at 30 June 2012.



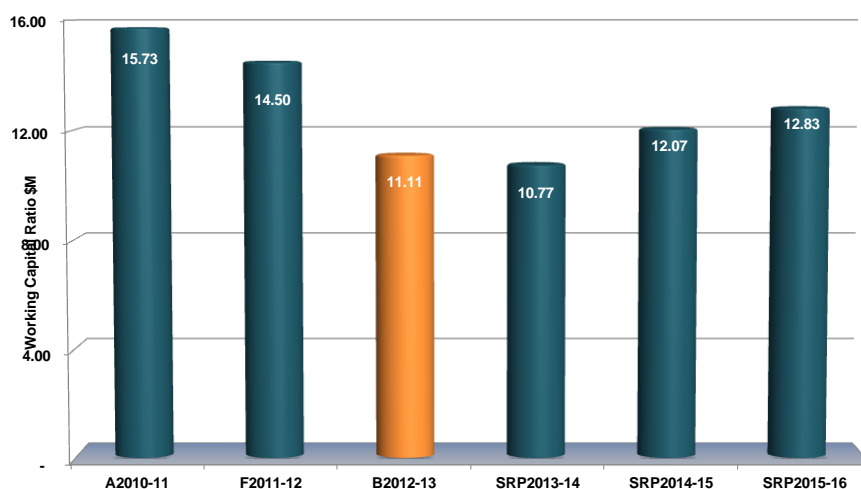
5. Capital Works Program (gross expenditure)



Council's commitment to capital works will reach \$81.51 million for the 2012-13 financial year. \$10.64 million relates to forward commitments from the 2011-12 year. Forward commitments are part funded from the 2011-12 forecast surplus and the deferment of \$7.90 million budgeted borrowings in 2011-12 which will be taken up in the 2012-13 budget year. Further capital funding of \$3.11 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 \$68.32 million and new and upgrade expenditure of \$13.19 million inclusive of forward commitments. This year's program continues with substantial investment in major building projects including the Hawthorn Town Hall Arts Precinct, Hawthorn Aquatic and Leisure Centre redevelopment, Ashburton Library and Learning Centre and the Hawthorn Community Precinct.

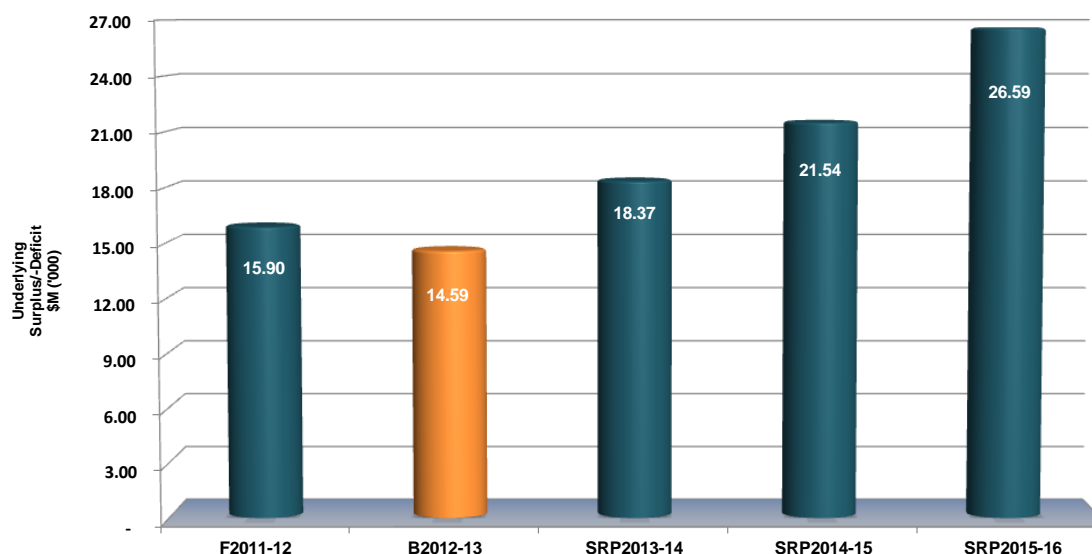
6. Financial position



Net current assets (working capital) will decrease by \$3.39 million to \$11.11 million as at 30 June 2013. This planned reduction is consistent with Council's financial strategy principles.

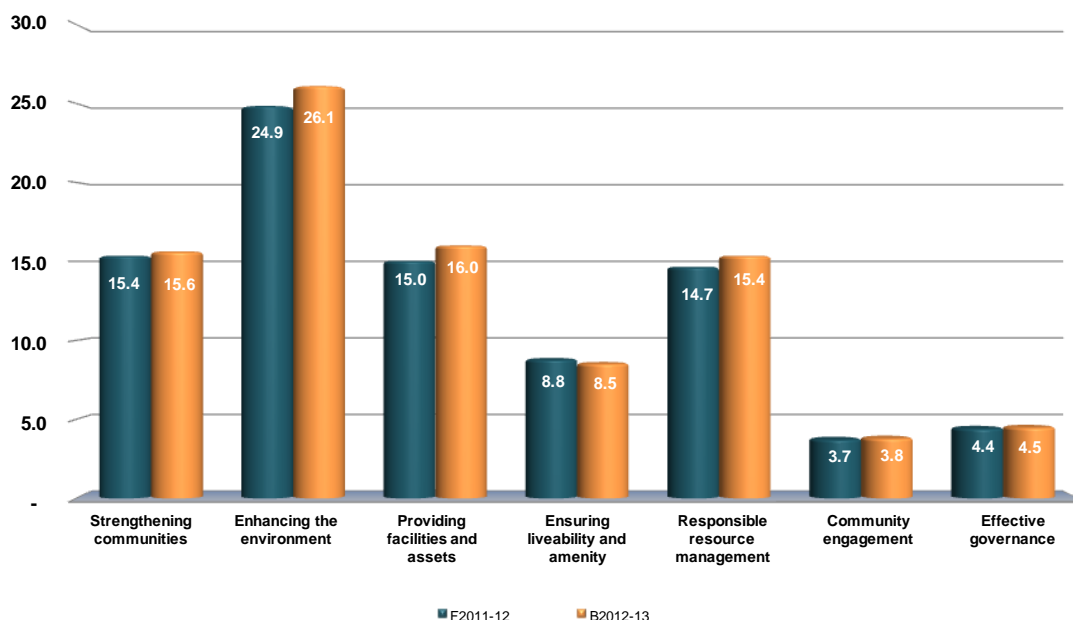


7. Financial sustainability



A high level Strategic Resource Plan for the years 2012-13 to 2015-16 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)

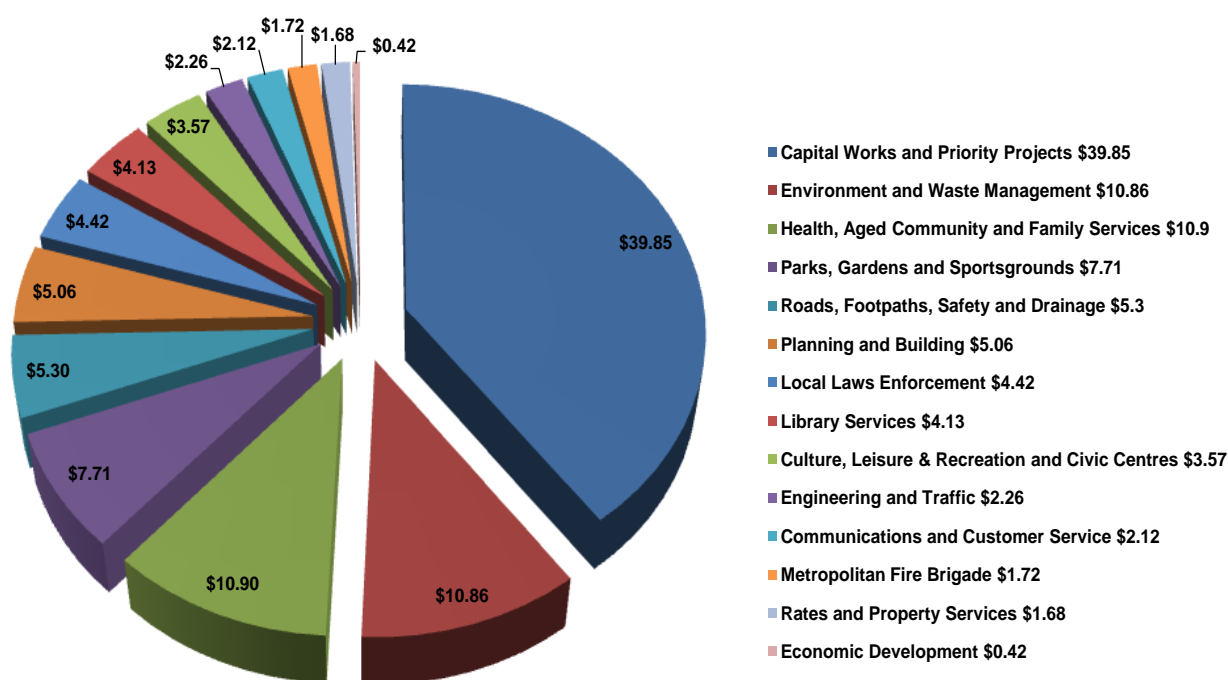


The Annual Budget includes a range of activities and commitments to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the net level of funding allocated in the budget to achieve strategic objectives as set out in the Council Plan for the 2012-13 year. The funding is allocated against the strategic objectives on a 'best fit' basis.



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.



Includes an allocation of corporate services, governance, risk management, building maintenance and public lighting across these service areas.



Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and Local Government (Finance and Reporting) Regulations 2004 (the Regulations).

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

The 2012-13 Budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 and is prepared in accordance with the Act and Regulations. The Budget includes Standard Statements being a Budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2013 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Accounting Standards. The Budget also includes detailed information about the rates and charges to be levied, the Capital Works Program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

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

The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. The Budget is required to be adopted and a copy submitted to the Minister by 31 August each year.

The key dates for the Budget process are summarised below:

Budget process	Timing
Proposed Budget submitted to Council for approval	7 May
Public notice advising the intention to adopt Budget	9 May
Budget available for public inspection and comment	9 May – 6 June
Submissions period closes (28 days)	6 June
Submissions considered by Council/Committee	18 June
Final Budget presented to Council for adoption	25 June
Copy of adopted Budget submitted to the Minister no later than	31 August



City of Boroondara
Budget 2012-13

Budget overview

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



1. Linkage to Council Plan

1.1 Integrated Planning Framework

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

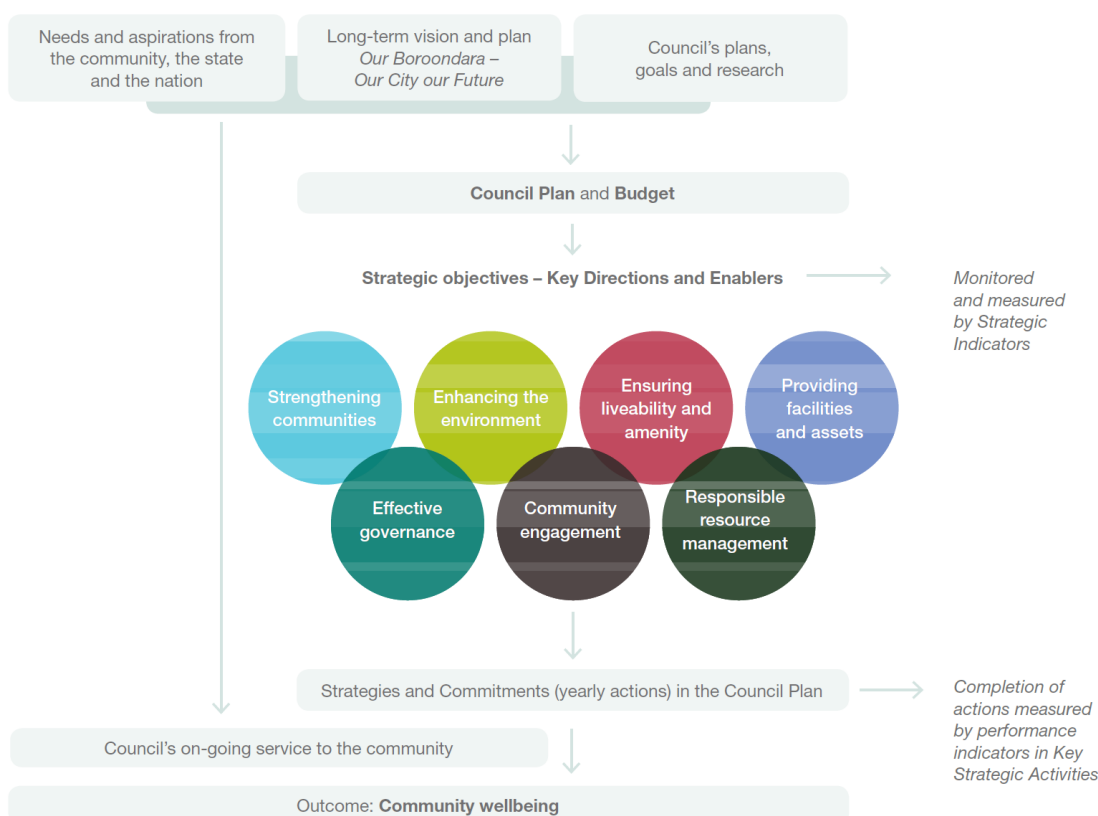
The Borooondara Council outlined its strategic plan for their term of office in the Council Plan 2009-14. The current Council Plan June 2012 presents an annual update, outlining Council's long term vision and strategies as well as specific actions to be taken for the 2012-13 financial year.

Borooondara'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 2 – 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 Borooondara community of the long-term viability and financial health of the City.

Planning framework diagram





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








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



1.3 Strategic objectives

The Council Plan June 2012 sets out seven strategic objectives that will be pursued by Council. The Plan documents a number of Commitments that will occur over the 2012-13 financial year. The 2012-13 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.



2. Activities, Commitments and Key Strategic Activities

This section provides a description of the activities and initiatives (commitments) to be funded in the Budget for the 2012-13 financial years. Details are provided on how these activities contribute to achieving the strategic objectives specified in the Council Plan June 2012 as set out in Section 1. 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 and services: in libraries, online and via a home library service provides family, children and adult library programs promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre 	\$6,729 <u>(\$1,409)</u> \$5,320
Community Planning	<ul style="list-style-type: none"> develops policies and strategies that address community priorities monitors, forecasts and analyses community change and wellbeing undertakes extensive community research on behalf of council departments and the community advocates to Australian, Victorian or regional bodies on social issues impacting on the community prepares council submissions in response to Australian and Victorian government enquiries facilitates community connectedness and strengthens community capacity through the delivery of a range of skill development programs, partnership and networking opportunities for Boroondara's community sector manages the Community Development Program of annual and operational triennial grants. 	\$1,790 <u>(\$181)</u> \$1,609



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 and Kew occasional child care facilitates long day care, occasional care and kindergarten and supports the inclusion of children with additional needs provides support and information and a range of activities and programs to young people and their families conducts advocacy and policy development on behalf of young people and families facilitates training and support for service providers and voluntary committees of management of early years and youth services facilitates the provision of community support services (Camcare) collects and analyses data and provides information and referral to families. 	\$4,779 <u>(\$1,773)</u> \$3,006
Health, Ageing and Disability Services	<ul style="list-style-type: none"> coordinates Health Services including immunisation and environmental health provides Home Support Services including home, personal and respite care, food services and property maintenance provides Volunteer and Community Transport, and Social Support (including events and planned activity groups) coordinates Emergency Management (Recovery) across the municipality manages Canterbury Memorial Home Units (23 independent living units) undertakes strategy and development with a focus on positive ageing and disability (including Metroaccess). 	\$12,462 <u>(\$8,312)</u> \$4,150
Sport and Leisure Services	<ul style="list-style-type: none"> undertakes strategic planning and policy development to ensure that the Boroondara community has access to active participation opportunities manages Council's five leisure and aquatic centres, Boroondara Tennis Centre, Kew Traffic School, Junction Skate and BMX Park and Hill'n'Dale BMX Park and casual bookings of sportsgrounds, pavilions and halls manages 75 leased sporting and community facilities and works with tenant groups to ensure they are resourced to run club activities works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds assists Councils 10 Neighbourhood Houses/ Community Centres by administering service and funding agreements and providing operational and strategic support. 	\$2,283 <u>(\$1,867)</u> \$416



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 and programs at the Town Hall Gallery, Kew Court House and Hawthorn Town Hall • nurtures relationships and partnerships through the provision of funding, support, strategic advice and provides a point of contact for arts and culture in Boroondara • continuously investigates, adapts and improves policies, programs and services to achieve the objectives of the Arts and Cultural Strategy 2008-13. 	\$1,476 <u>(\$179)</u> \$1,297
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. 	\$1,934 <u>(\$2,277)</u> (\$343)



Commitments (Capital, Priority Projects or New Operating Expenditure)

1 Community inclusion



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

Community outcome

A cohesive, healthy and connected community.

Our commitments	Responsible department	Expenditure \$
1.1 Commitment: Respond to violence against women in the community by building the capacity of staff to recognise gender violence and incorporate strategies for the benefit of the community.	Community Planning	Works performed using existing resources
1.2 Commitment: Improve pedestrian safety for older residents by developing a Walk Rest Talk circuit walking program in Balwyn and evaluating its impact.	Community Planning	Works performed using existing resources
1.3 Commitment: Reflect developments in public policy, regulatory changes and community perspectives by redeveloping the Gaming Policy.	Community Planning	Works performed using existing resources
1.4 Commitment: Enable vulnerable residents to have increased participation in their own care by developing tools for volunteers who work with them.	Library Services and Volunteer Development	Works performed using existing resources
1.5 Commitment: Define the opportunities that exist for the Trentwood Avenue property for use as a community facility in accordance with the North East Precinct Project Report adopted by Council in July 2010.	Projects and Strategy	\$100,000



2 Local business



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

Community outcome

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

Our commitments	Responsible department	Expenditure \$
2.1 Commitment: Support and promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive program accessible via Council's website.	Economic Development	Works performed using existing resources
2.2 Commitment: Continue the ongoing program of progressive streetscape improvements to revitalise our local strip shopping centres by implementing streetscape improvement works at Ashburton Shopping Centre.	Environment and Sustainable Living	\$275,000

3 Families and young people



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

Community outcome

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

Our commitments	Responsible department	Expenditure \$
3.1 Commitment: Facilitate access to early childhood services that respond to a range of needs of families through the delivery of an integrated education and care service model at the Hawthorn Community Precinct early years facility and Minifie Park Childcare Centre.	Family, Youth and Leisure Services	\$50,000
3.2 Commitment: Facilitate the provision of family and community support services by Camcare through a new funding deed arrangement.	Family, Youth and Leisure Services	Works performed using existing resources
3.3 Commitment: Ensure ongoing quality and responsive service delivery in line with Children's Services Legislation by reviewing first year implementation of Kew Occasional Care new Service Model.	Family, Youth and Leisure Services	Works performed using existing resources



4 Health, ageing and disability



We will plan and implement programs to enhance the health, wellbeing and independence of Boroondara's community members, particularly older people and those with disabilities.

Community outcome

Our community members, especially older people, are supported to be independent and feel safe.

Our commitments	Responsible department	Expenditure \$
4.1 Commitment: Promote access and inclusion in community life for people with disabilities, according to the Metroaccess Community Building Plan (Year 3 actions) by developing and implementing community education programs.	Health, Ageing and Disability Services	Works performed using existing resources
4.2 Commitment: Improve communications with the community and access to services through the introduction of mobile computing and technology.	Health, Ageing and Disability Services	Works performed using existing resources
4.3 Commitment: Establish mechanisms to consult with a diverse range of older people, in keeping with the World Health Organisation's Global Age Friendly Cities network.	Health, Ageing and Disability Services	\$16,600
4.4 Commitment: Increase opportunities for recharging scooters by installing scooter recharge points in Council's facilities as part of capital renewal projects.	Projects and Strategy	Works performed using existing resources



5 Library services



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

Community outcome

Innovative library services for everyone.

Our commitments	Responsible department	Expenditure \$
5.1 Commitment: Develop community capability and skills to thrive in the digital environment by developing a Library Services Digital Strategy.	Library Services and Volunteer Development	Works performed using existing resources
5.2 Commitment: Enable the community to have increased flexibility in their library usage through the opening of the new Camberwell Library with enhanced services, programs and opening hours.	Library Services and Volunteer Development	\$220,000

6 Arts and culture



We will provide services, programs and facilities for the community to participate in a broad range of arts and cultural activities.

Community outcome

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

Our commitments	Responsible department	Expenditure \$
6.1 Commitment: Foster creative development in the local arts sector and increase attendance at the Kew Court House community cultural centre by delivering a program of performances, exhibitions, workshops and events.	Arts and Culture	Works performed using existing resources
6.2 Commitment: Meet contemporary arts and cultural community needs by progressing the redevelopment of the Hawthorn Town Hall, enhancing its heritage character and improving its technical infrastructure and venue services.	Arts and Culture	\$15,048,000



Key Strategic Activities - Strengthening Communities

Related commitment number	Key Strategic Activity	Performance measure	Performance target
1.1	Respond to violence against women in the community by building the capacity of staff to recognise gender violence and incorporate strategies for the benefit of the community.	Number of staff members participating in gender violence awareness activities.	50
		Number of educational and awareness activities held regarding gender violence.	4
2.1	Support and promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive program accessible via Council's website.	Number of participants in Council's training activities.	900
		Percentage of users satisfied with training and support initiatives for local business.	80%
3.3	Facilitate children's health and wellbeing through provision of services including occasional care and Maternal and Child Health.	Service utilisation of Council-managed Kew Occasional Care (measured as the proportion of available child care hours that are actually used).	85%
		Number of families participating in Maternal and Child Health lactation support program.	236
		Percentage participation of children in the optional 3.5 year old Maternal and Child Health check.	65%
		Participant satisfaction with Boroondara Maternal and Child Health service.	95%
4.4	Provide health, ageing and disability services to the Boroondara community.	Number of support hours provided.	180,000
		Percentage of clients satisfied with Home and Community Care (HACC) services.	95%
5.2	Enable the community to have increased flexibility in their library usage through the opening of the new Camberwell Library with enhanced services, programs and opening hours.	Camberwell Library opening hours per week after the official opening and excluding weeks containing public holidays.	54 hours
		New Camberwell Library opens to the public.	30 September 2012



Related commitment number	Key Strategic Activity	Performance measure	Performance target
6.1	Foster creative development in the local arts sector and increase attendance at the Kew Court House community cultural centre by delivering a program of performances, exhibitions, workshops and events.	Attendances as a percentage of seating capacity of the Kew Court House at Council facilitated events.	60%
		Percentage satisfaction of hire facilities for events at the Kew Court House.	75%



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 the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes. 	\$1,353 (\$0) \$1,353
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green & recycling collections and hard waste collection service operates the Boroondara Recycling and Waste Centre. 	\$16,483 (\$1,322) \$15,161
Horticultural & arbor services and formal gardens	<ul style="list-style-type: none"> manages and maintains parks, gardens, bushland and indigenous re-vegetation sites, sportsgrounds and garden beds associated with traffic control devices provides arboricultural management and maintenance services for street and park trees. 	\$9,339 (\$63) \$9,276
Tree Protection	<ul style="list-style-type: none"> administers Council's Tree Protection Local Law 1F and assesses applications for tree removal. 	\$212 (\$16) \$196



Commitments (Capital, Priority Projects or New Operating Expenditure)

7 Living sustainably



We will promote sustainability through sound environmental practice.

Community outcome

A sustainable future for our community.

Our commitments	Responsible department	Expenditure \$
7.1 Commitment: In order to better protect and enhance local biodiversity, develop a new Urban Biodiversity Strategy for adoption and progressive implementation.	Environment and Sustainable Living	Works performed using existing resources
7.2 Commitment: In considering general community feedback and results from the 2011 recycling and waste community survey, explore a range of options for the delivery of hard waste collection services.	Infrastructure Services	Works performed using existing resources
7.3 Commitment: Continue implementing the Our Low Carbon Future Strategy by working with CitiPower to complete the public street lighting 'bulk change over' of inefficient Mercury Vapour lamps to energy efficient T5 lamps.	Projects and Strategy	\$1,699,000

8 Parks, gardens and natural environment



We will manage our parks, gardens and sportsgrounds to ensure sustainable practices.

Community outcome

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

Our commitments	Responsible department	Expenditure \$
8.1 Commitment: Support community expectations of each of our parks and gardens services by developing service charters including documented maintenance standards for open space services and assets.	Parks and Gardens	Works performed using existing resources
8.2 Commitment: Continue to offer high quality park and recreational facilities and opportunities for users and visitors, by providing additional seats, tables and drinking fountains across the open space network.	Parks and Gardens	Works performed using existing resources



Key Strategic Activities - Enhancing the environment



Related commitment number	Key Strategic Activity	Performance measure	Performance target
7.3	Continue implementing the Our Low Carbon Future Strategy by working with CitiPower to undertake the public street lighting 'bulk change over' of inefficient Mercury Vapour lamps to energy efficient T5 lamps.	Number of lamps changed to energy efficient street lighting in Stage 2 of the bulk change project.	5,000 over 2011-12 and 2012-13
		Tonnes of CO2 equivalent (tCO2e) emissions saved (full year annualised impact).	1,695 tCO2e
8.1	Support community expectations of each of our parks and gardens services by developing service charters, including documented maintenance standards for open space services and assets.	Number of service charters developed for parks and gardens services.	7
		Integrated Open Space Services' (IOSS) Face to Face Customer Satisfaction Survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	80%



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. 	\$3,927 (\$692) \$3,235
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 and maintains the Freeway Golf Course. 	\$3,578 (\$1,435) \$2,143
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. 	\$1,774 (\$0) \$1,774



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. 	\$1,501 <u>(\$953)</u> \$548
Statutory Planning	<ul style="list-style-type: none"> processes and assesses planning applications in accordance with the <i>Planning and Environment Act 1987</i>, the Boroondara Planning Scheme and Council policies provides advice about development and land use proposals as well as providing information to assist the community in its understanding of these proposals investigates non-compliances with planning permits and the Boroondara Planning Scheme and takes appropriate enforcement action when necessary defends Council planning decisions at the Victorian Civil and Administrative Tribunal assesses applications to subdivide land or buildings under the <i>Subdivision Act 1988</i>. 	\$4,728 <u>(\$1,064)</u> \$3,664
Local Laws	<ul style="list-style-type: none"> delivers proactive patrol programs to maintain and promote safety and harmony within the community delivers administrative and field services in parking, amenity and animal management processes and issues permits relating to traders, street furniture, animal registrations, excess animals, commercial waste bins, 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. 	\$7,508 <u>(\$11,936)</u> (\$4,428)



Commitments (Capital, Priority Projects or New Operating Expenditure)

9 Land use, planning and building



We will engage with our community in striving for protection and enhancement of the natural and built environment

Community outcome

Strategic and sound planning to protect and enhance our community's liveability and environment.

Our commitments	Responsible department	Expenditure \$
9.1 Commitment: Provide Neighbourhood Precinct Profiles and a suite of design guidelines for Boroondara's residential areas in a report to Council considering the exhibition of the My Neighbourhood Character Study.	Strategic Planning	\$50,000
9.2 Commitment: Enable Council to plan for current and future residents' open space needs by presenting a report to Council considering submissions to the Open Space Strategy.	Strategic Planning	Works performed using existing resources
9.3 Commitment: Prepare a revised version of the Municipal Strategic Statement of the Boroondara Planning Scheme for Council's consideration.	Strategic Planning	\$43,000



10 Parking, traffic and transport



We will respond effectively and efficiently to community needs on parking, traffic and appropriate transport issues.

Community outcome

Appropriate traffic controls, parking rotation and availability, and transportation solutions.

Our commitments	Responsible department	Expenditure \$
10.1 Commitment: Continue to promote safe and secure alternative forms of travel by developing sustainable travel plans with Ashburton and Glen Iris Primary Schools.	Engineering and Traffic	Works performed using existing resources
10.2 Commitment: Provide an effective framework for issuing Council car parking permits by developing a policy for traders and their employees.	Local Laws	Works performed using existing resources
10.3 Commitment: Enhance transport choice and improve liveability by completing both the Balwyn and Camberwell Parking and Access Plans.	Strategic Planning	Works performed using existing resources
10.4 Commitment: Improve the amenity and safety for cyclists by expanding solar lighting along our off-road cycling network.	Engineering and Traffic	Works performed using existing resources
10.5 Commitment: In partnership with cycling bodies, including Bicycle Victoria, advocate for State Government funding to improve and extend the on and off-road bicycle path network.	Engineering and Traffic	Works performed using existing resources



11 Safety and amenity



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

Community outcome

High standards of community safety, health and amenity.

Our commitments	Responsible department	Expenditure \$
11.1 Commitment: Raise community awareness of the negative health impacts of active and passive smoking by implementing the 'Smoke Free Areas' local law, supported by a community education program.	Local Laws	Works performed using existing resources
11.2 Commitment: Promote responsible pet ownership and management of risks and maintain safety within the community by developing a new Domestic Animal Management Plan and implement first year actions.	Local Laws	Works performed using existing resources

Key Strategic Activities - Ensuring liveability and amenity



Related commitment number	Key Strategic Activity	Performance measure	Performance target
9.2	Enable Council to plan for current and future residents' open space needs by presenting a report to Council considering submissions to the Open Space Strategy.	Report to Council on submissions received for consideration by 30 September 2012.	30 September 2012
10.3	Enhance transport choice and improve liveability by completing both the Balwyn and Camberwell Parking and Access Plans.	Plans completed and reported to Council for consideration by 30 June 2013.	30 June 2013
11.1	Raise community awareness of the negative health impacts of active and passive smoking by implementing the 'Smoke Free Areas' local law, supported by a community education program.	Prepare and implement the communications plan to promote the 'Smoke Free Areas' local law.	100%
		Present local law to Council for consideration by 31 December 2012.	31 December 2012



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 monitored and renewed for Council assets develops and administers Council's asset management system integrates the financial aspects of asset management plans with Council's Long Term Financial Strategy develops and updates the ongoing five year renewal program for assets facilitates and promotes occupational health and safety compliance on all Environment and Infrastructure worksites. 	\$1,247 (\$0) \$1,247
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. 	\$4,514 (\$18) \$4,196
Asset maintenance	<ul style="list-style-type: none"> maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs. 	\$10,168 (\$353) \$9,815



Commitments (Capital, Priority Projects or New Operating Expenditure)

12 Managing assets



We will implement strategies for the development and ongoing renewal of Council's physical assets.

Community outcome

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

Our commitments	Responsible department	Expenditure \$
12.1 Commitment: Review the program for the defect inspection of footpaths and roads to improve safety and amenity in areas of high usage such as at shopping centres and adjacent to schools and aged care facilities.	Asset Management	Works performed using existing resources
12.2 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 drain renewal building renewal park asset renewal footpath renewal. 	Projects and Strategy	\$34,276,000
12.3 Commitment: Continue to work with Melbourne Water to develop flood mitigation plans and strategies for Boroondara.	Projects and Strategy	Works performed using existing resources

13 Leisure and sporting facilities



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

Community outcome

High quality sports facilities for everybody to enjoy.

Our commitments	Responsible department	Expenditure \$
13.1 Commitment: Meet the current and future health/wellbeing needs of the local community by progressing the redevelopment of the Hawthorn Aquatic and Leisure Centre.	Family, Youth and Leisure Services	\$15,866,247



Key Strategic Activities – Providing facilities and assets



Related commitment number	Key Strategic Activity	Performance measure	Performance target
12.2	<p>In support of services delivered to our community, undertake our annual asset renewal program, including:</p> <ul style="list-style-type: none"> • road refurbishment and road re-sheeting • drain renewal • building renewal • park asset renewal • footpath renewal. 	Percentage of adopted capital renewal projects completed at the conclusion of the financial year (based on number of projects).	90%
13.1	Meet the current and future health/wellbeing needs of the local community by progressing the redevelopment of the Hawthorn Aquatic and Leisure Centre.	Completion of the project to the stage where structural steel for ground and first floors of main building and installation of metal deck roofing are in place.	30 June 2013



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.	\$2,285 (\$0) \$2,285
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. 	\$1,776 (\$2) \$1,774
Reporting and Planning	<ul style="list-style-type: none"> Councils award-winning Annual Report and Best Value Report Development of departmental business plans and production of the Council Plan. 	\$137 (\$0) \$137



Commitments (Capital, Priority Projects or New Operating Expenditure)

14 Governance



We will provide open and transparent processes and strong accountability to the community.

Community outcome

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

Our commitments	Responsible department	Expenditure \$
14.1 Commitment: Encourage a diverse and representative group of candidates to contest the 2012 Council election.	Governance	Works performed using existing resources
14.2 Commitment: Develop and implement the Councillor induction program to familiarise the newly elected Council with their colleagues, roles and responsibilities, and the key issues, tasks and decisions before Council at the outset of their term.	Governance	Works performed using existing resources

*Victoria Electorate Commission charges to conduct the election is \$485,000.

Key Strategic Activities - Effective Governance



Related commitment number	Key Strategic Activity	Performance measure	Performance target
14.1	Encourage a diverse and representative group of candidates to contest the 2012 Council election.	Number of communication activities undertaken to encourage diversity of participation in the 2012 Council election.	8



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"> leads the enhancement of a customer responsiveness culture across Council to ensure high level communications, engagement and customer service standards for our community enhances and protects the City of Boroondara's reputation develops strategic integrated communications plans for key initiatives linked to the Council Plan develops, manages and delivers advocacy campaigns develops and undertakes a corporate research program to inform improved service outcomes monitors media writes, publishes, edits and designs communications material delivers telephony, reception and cashiering services identifies and develops online opportunities to better serve the community lead community engagement practice and delivery coordinates translation service and supports multilingual communications. 	<p>\$3,768</p> <p><u>(\$5)</u></p> <p>\$3,763</p>



Commitments (Capital, Priority Projects or New Operating Expenditure)

15 Communications and engagement



We will develop and offer a range of communications and engagement opportunities to meet differing and emerging community needs.

Community outcome

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

Our commitments	Responsible department	Expenditure \$
15.1 Commitment: Provide snapshots of community views on emerging issues by establishing a community 'pulse' email panel of 1,000-2,000 people with an interest in Boroondara.	Communications and Engagement	Works performed using existing resources
15.2 Commitment: Identify community issues requiring other levels of government support by developing an advocacy communications framework.	Communications and Engagement	Works performed using existing resources
15.3 Commitment: Encourage higher levels of young people's engagement in Council's activities through enhanced targeted communication via social media.	Communications and Engagement	Works performed using existing resources
15.4 Commitment: Create educational videos informing the community about the Planning Application process, Planning Enforcement process and Tree Protection Local Law that can be viewed online.	Statutory Planning	Works performed using existing resources



16 Customer service and research



We will seek feedback on community satisfaction to inform improvement initiatives so that we continue to offer a relevant, responsive and friendly service to the community.

Community outcome

Council information and services meet community expectations.

Our commitments	Responsible department	Expenditure \$
16.1 Commitment: Ensure that we are meeting community needs by assessing the after-hours call service and practice.	Communications and Engagement	Works performed using existing resources
16.2 Commitment: Enable our engagement with the community to continuously improve by developing and piloting an evaluation framework for community engagement projects.	Communications and Engagement	Works performed using existing resources

Key Strategic Activities - Community Engagement



Related commitment number	Key Strategic Activity	Performance measure	Performance target
15.1	Provide snapshots of community views on emerging issues by establishing a community 'pulse' email panel of 1,000-2,000 people with an interest in Boroondara.	Number of members on the community 'pulse' email panel.	≥ 1,000
		Number of issues discussed.	12
16.1	Ensure that we are meeting community needs by assessing the after-hours call service and practice.	Average time after-hours callers wait before their call is answered.	≤ 25 seconds
		Percentage satisfaction of after-hours callers with the quality of information and service received.	70%



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"> develops and implements the annual planning cycle for the Budget produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report and Monthly Performance Report coordinates financial analysis for projects and provides advice on the pricing of services as well as National Competition Policy compliance provides external grant application support for significant project funding opportunities undertakes internal services related to audit, process improvement and benchmarking. 	\$1,149 <u>(\$0)</u> \$1,149
People, Culture and Development	<ul style="list-style-type: none"> delivers high quality service to staff through key functions of occupational health and safety, risk management, human resources and learning and organisation development provides specialist advice, service and policy development related to human resources and organisation development coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation manages enterprise business risk including occupational health and safety, WorkCover, risk management and insurance including Council's Disaster Recovery and Business Continuity Plans facilitates and coordinates staff members' professional, leadership and cultural development programs and the health and wellbeing program coordinates Council's performance management system. 	\$4,005 <u>(\$30)</u> \$3,975



Service category	Description	Expenditure (Revenue) Net cost \$'000
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. 	\$213 <u>(\$0)</u> \$213
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 & receivable and payroll services manages rates and property services, including Council databases and communication of the rate payment options available to residents administers the purchasing system and purchasing card systems including training coordinates fleet management. 	\$4,104 <u>(\$1,590)</u> \$2,514
Information Technology	<ul style="list-style-type: none"> coordinates improvement to service delivery to the community and within Council through the use of technology ensures effectiveness and reliability of computing and communication systems manages Council's corporate information and archival services. 	\$7,228 <u>(\$1)</u> \$7,227



Commitments (Capital, Priority Projects or New Operating Expenditure)

17 Business and people support



We will continuously improve and implement processes for business planning, risk and records management and information technology.

Community outcome

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

Our commitments	Responsible department	Expenditure \$
17.1 Commitment: Increase efficiency and effectiveness for the community by advocating for the electronic lodgement of Private Building Surveyor issued building permits and documents (Section 30s).	Building Services	Works performed using existing resources
17.2 Commitment: To better respond to community concerns implement a mobile solution for Building Services and Local Laws outdoor staff to access real-time data in the field.	Information Technology	\$20,000
17.3 Commitment: Enhance the management of our electronic records, in line with Public Records Office requirements, by revising archiving procedures and provide ongoing user training and system improvements.	Information Technology	\$25,000
17.4 Commitment: Provide more informed responses to the community by electronically storing and cataloguing all planning policies, VCAT (Victorian Civil and Administrative Tribunal) submissions and decisions, and submission on policy initiatives.	Statutory Planning	Works performed using existing resources
17.5 Commitment: Continue to deliver quality services to the community by developing a comprehensive three year People Strategy focusing on the importance of attracting, recruiting, retaining and developing the best people.	People, Culture and Development	Works performed using existing resources
17.6 Commitment: Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.	People, Culture and Development	Works performed using existing resources
17.7 Commitment: Ensure strategic and operational risks are appropriately managed to protect Council and the community by updating and implementing Council's Risk Management Strategy.	People, Culture and Development	Works performed using existing resources



18 Financial management



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

Community outcome

Sound financial records and budget systems are maintained.

Our commitments	Responsible department	Expenditure \$
18.1 Commitment: Prepare Council's Annual Report 2011-12 as an accurate and transparent record of the year and submit to the Minister for Local Government by 30 September 2012.	Business Development	Works performed using existing resources
18.2 Commitment: Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council by 30 June 2013.	Business Development	Works performed using existing resources
18.3 Commitment: Complete the Annual Financial Statements for the year ended 30 June 2012 and receive full audit clearance by the legislated time frame.	Financial Services	Works performed using existing resources

Key Strategic Activities – Responsible resource management



Related commitment number	Key Strategic Activity	Performance measure	Performance target
17.6	Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.	Total number of OHS policies, procedures and guidelines developed as part of revised OHS Management System.	10
		Number of workplace OHS inspections undertaken.	40
		WorkCover Employer performance rating	< 1 (better than industry average)
18.2	Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council.	Budget presented to Council for consideration by 30 June 2013.	30 June 2013
		The result of the most recently published financial sustainability assessment undertaken by the Victorian Auditor General's Office.	Low risk
		Budgeted adjusted working capital ratio or as per the 2012-13 adopted Budget.	> 1.20 to 1



2.1 Performance statement

The Key Strategic Activities detailed in the proceeding pages, are summarised in **Appendix G – Key Strategic Activities**. At the end of each financial year, the Key Strategic Activities, performance measures and targets are externally audited. The results of this audit are included in the Annual Report document for the corresponding financial year as Council's Performance Statement. The audited Performance Statement for these Key Strategic Activities will be published in the 2012-13 Annual Report, which is presented to the Boroondara community and the Minister for Local Government.

2.2 Reconciliation with budgeted operating result

Strategic Objective	Net cost
	\$'000
Strengthening communities	15,630
Enhancing the environment	26,131
Providing facilities and assets	16,010
Ensuring liveability and amenity	8,543
Responsible resource management	15,363
Community engagement	3,813
Effective governance	4,506
Total net cost of activities and initiatives (incl priority projects)	89,996
Non attributable expenditure	
Depreciation	27,068
MFB levy	3,709
Other expenditure	1,734
Finance costs	3,197
Carrying amount of assets sold/written off	2,694
Total non-attributable expenditure	38,402
Operating deficit before funding sources	128,398
Funding sources	
General rates and waste charges (excludes special rates of \$889K included above)	134,710
Victoria Grants Commission (VGC)	2,168
Developer open space contributions	1,236
Interest	2,183
Capital works income (non-recurrent)	3,107
Total funding sources	143,404
Net surplus	15,006



3. Budget influences

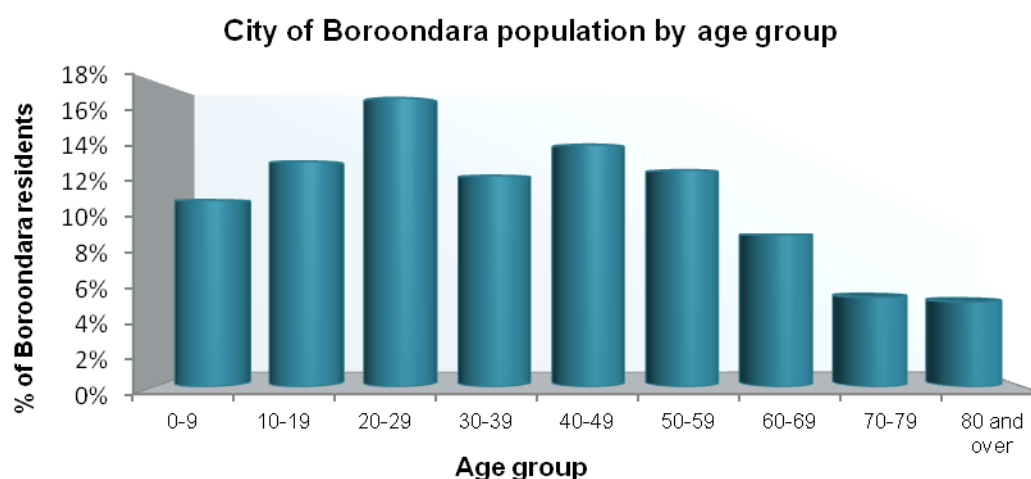
This section sets out the key budget influences arising from the internal and external environment within which Council operates.

3.1 Boroondara - A snapshot

The 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.

Population

Boroondara has an estimated 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, 24% of the population are aged between 0 and 19 years, and 19% are aged 60 years and over. We have the second largest population of people aged 85 years and over, with 3.5% of the population needing assistance with daily living tasks.



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

Where do we come from?

While nearly seven out of 10 Boroondara residents were born in Australia, we are becoming more culturally and linguistically diverse. Residents were born in 158 countries and speak more than 120 languages. In the last Census, just 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. In 2011, the majority of migrant settlers to Boroondara arrived via the skilled migration stream and were mainly 25 to 44 year olds from China and India.

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 two Universities of the Third Age. We also have nine neighbourhood and community houses where residents can complete a short course or obtain certified or pre-accredited training in a variety of subjects.

**Where do we work?**

A quarter of Boroondara's residents work within the City of Boroondara and another quarter work in the City of Melbourne. Income levels for individuals, families and households are higher than the metropolitan Melbourne average, and 42% of Boroondara households have an income in the top 25% of Melbourne. However, 13% of all Boroondara households 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 centres.

How do we live?

At the 2006 Census, there were 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 with lower income earners 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 1.5% of Boroondara's housing is social housing (provided for non-profit purposes), which includes community-based and public housing.

Transport

Even though we have train, tram and bus transport routes, there are still areas within the City that do not have easy access to public transport and are reliant on private vehicles. Our sustainable transport pathways continue to expand, with over 56km of on-road cycling paths located on both arterial and local roads. The City also has 32km of shared paths across major trails, including the Gardiners Creek, Anniversary, Main Yarra and Koonung trails.

Our open spaces

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

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

For more information see

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



3.2 External influences

In preparing the 2012-13 Budget a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Council has applied an inflation rate of 3.60% for 2012-13 which has been derived from Access Economics Business Outlook September 2011 which is aligned with the commencement of budget preparation. This rate is applied to open space contributions, rental income and the majority of materials and services, road, footpath and building maintenance expenditure in Council's Long Term Financial Strategy. Future years apply the underlying inflation rate published in Access Economics Business Outlook September Quarter 2011.
- Australian Average Weekly Earnings (AWE) growth for public sector full time adult ordinary time earnings in the 12 months to November 2011 was 4.1% (ABS release February 2012). An increase of 3.8% has been applied to the 2012-13 Budget. A 4.3% increase has been applied for years 2013-14 to 2016-17 and reflects Council's industrial relations commitments. The above assumptions cater for trend increases in tied revenue grants from other levels of government that require employment of staff to deliver funded services. These costs are being impacted by the shortage of skilled workers and the ageing population.

Future years thereafter are based on Average Weekly Ordinary Time Earnings (AWOTE) published in the Access Economics Business Outlook September Quarter 2011 release plus an element of 0.25% for minor new Equivalent Full Time (EFT) growth.

- Council's Long Term Financial Strategy applies Average Weekly Ordinary Time Earnings (AWOTE) derived from Access Economics Business Outlook September Quarter 2011 to some elements of materials and services, roads, footpaths and facilities maintenance. This is largely due to a 'basket' of council services being affected by the growth in construction, material and wage costs, rather than changes in common household goods and services as measured by CPI. The majority of council expenditure is staff and contractors to deliver human-based services and staff and materials to construct, maintain and upgrade community assets.
- In 2009-10 the State Government raised the landfill levy with significant impacts on Council's waste management costs. In 2012-13 an increase of \$4.40 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill, has resulted in additional waste tipping costs of \$0.17 million. This follows increases of \$35 per tonne (almost 400%) over the last two years. The objective of the levy is to achieve higher rates of recycling and keep valuable materials out of landfill. Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.
- The carbon price introduced by the Federal Government will commence in Australia on 1 July 2012. The price will be set at a fixed amount for the first three years of its operation and will be a floating rate set by the market thereafter. The carbon price is part of the government's 'Clean Energy Future' climate change plan which aims to reduce Australian CO₂e emissions by at least 5 per cent from 2000 levels by 2020 and by 80 per cent by 2050.

Council will be significantly impacted indirectly by the carbon price as suppliers to Council pass through costs relating to the carbon price that they will incur. The key areas in which Boroondara Council can expect to face increased costs are the disposal of general domestic waste to landfill, electricity and gas purchases, and a general inflationary impact on supplier prices.

In 2012-13, additional costs for Council are estimated to be in the range of \$1.5 - \$1.8 million and include the estimated impact of the carbon price associated with the disposal of domestic waste. Budgeted costs associated with the disposal of domestic waste have been included within the waste management service charge in line with Council's policy of full cost recovery of waste related costs.



- 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 2012-13 Budget and is assumed to increase by \$0.13 million or 3.6% from \$3.58 million in the 2011-12 forecast to \$3.71 million in 2012-13.
- Council's existing borrowings are fixed for the life of these loans. Further loans of \$29 million are proposed in 2012-13 to fund significant building works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct and Hawthorn Town Hall.
- During the 2011-12 financial year an expense of \$3.50 million was recognised, being Council's estimated apportioned share of the LASF Defined Benefit Plan liability. The amount is based on broad scale estimates and at the time of the development of the 2012-13 Budget the actual level of contribution was not confirmed.
- During 2011-12, a cash distribution of \$1.06 million was received, relating to Council's share of the distribution of profits from the joint venture in the Clayton Landfill site. Further distributions of this quantum were foreshadowed in Council's Long Term Financial Strategy until 2016-17. However, future cash distributions are considered to be uncertain and have therefore been removed from Council's Long Term Financial Strategy.

3.3 Internal influences

As well as external influences, there were also a number of internal influences which are expected to have a significant impact on the preparation of the 2012-13 Budget. These matters have arisen from events occurring in the 2011-12 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2012-13 year. These matters and their financial impacts include:

- At the end of each financial year there are projects which are either incomplete or not commenced due to circumstances including planning issues, weather delays and extended consultation. A total of \$10.64 million in 2011-12 Capital Works forward commitments have been identified to be undertaken in 2012-13 and as a result, budgeted borrowings of \$7.90 million will not be taken up during the 2011-12 financial year and have been deferred to 2012-13.
- New borrowings of \$29 million for the continuation of significant works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct and the Hawthorn Town Hall Arts Precinct are planned for 2012-13. These borrowings are consistent with those foreshadowed in Council's long term financial strategy.

3.4 Budget principles

Through Council's Business Planning process, all departments actively participated in an ongoing review of their business operations, with the overall aim of improving the efficiency and effectiveness of their operations. This process was adopted for the 2012-13 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 were reviewed by Council initially in October 2011 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 within the context of these parameters.

3.5 Long term strategies

Council is required to prepare and adopt an Annual Budget for each financial year under the provisions of the *Local Government Act 1989* ("the Act"). The Budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other financial information required by the *Local Government (Finance and Reporting) Regulations 2004* ("the Regulations").

The 2012-13 Budget which is included in this report, is for the year 1 July 2012 to 30 June 2013 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 2013 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the Capital Works Program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

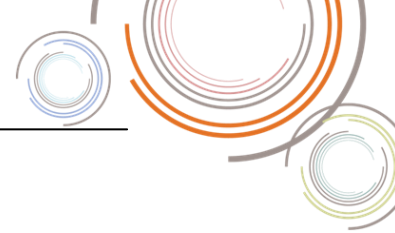
The Budget includes consideration of a number of long-term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan (**Section 8**) Rating Strategy (**Section 9**), Borrowing Strategy (**Section 10**), Asset Management Strategy (**Section 11**) and Service Delivery Strategy (**Section 12**) and a detailed Long Term Financial Strategy covering the 10 years from 2012-13 to 2021-22 (included in **Appendix C – Strategic Resource Plan**).



City of Boroondara
Budget 2012-13

Budget analysis

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



4. Analysis of operating budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2012-13 year.

4.1 Budgeted income statement

	Ref	Forecast Actual 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Total income	4.2	173,655	179,869	6,214
Total expenses	4.3	(161,117)	(164,863)	(3,746)
Surplus for the year		12,538	15,006	2,468
Grants and contributions - Capital (non-recurrent)	4.2.4	(1,756)	(3,107)	(1,351)
Share of net gain of associates and joint ventures accounted for by the equity method	4.2.11	(1,057)	-	1,057
LASF Defined Benefit Plan superannuation estimate	4.3.12	3,500	-	(3,500)
Net loss on disposal of property, infrastructure, plant and equipment	4.3.13	2,670	2,694	24
Underlying surplus	4.1.1	15,895	14,593	(1,302)

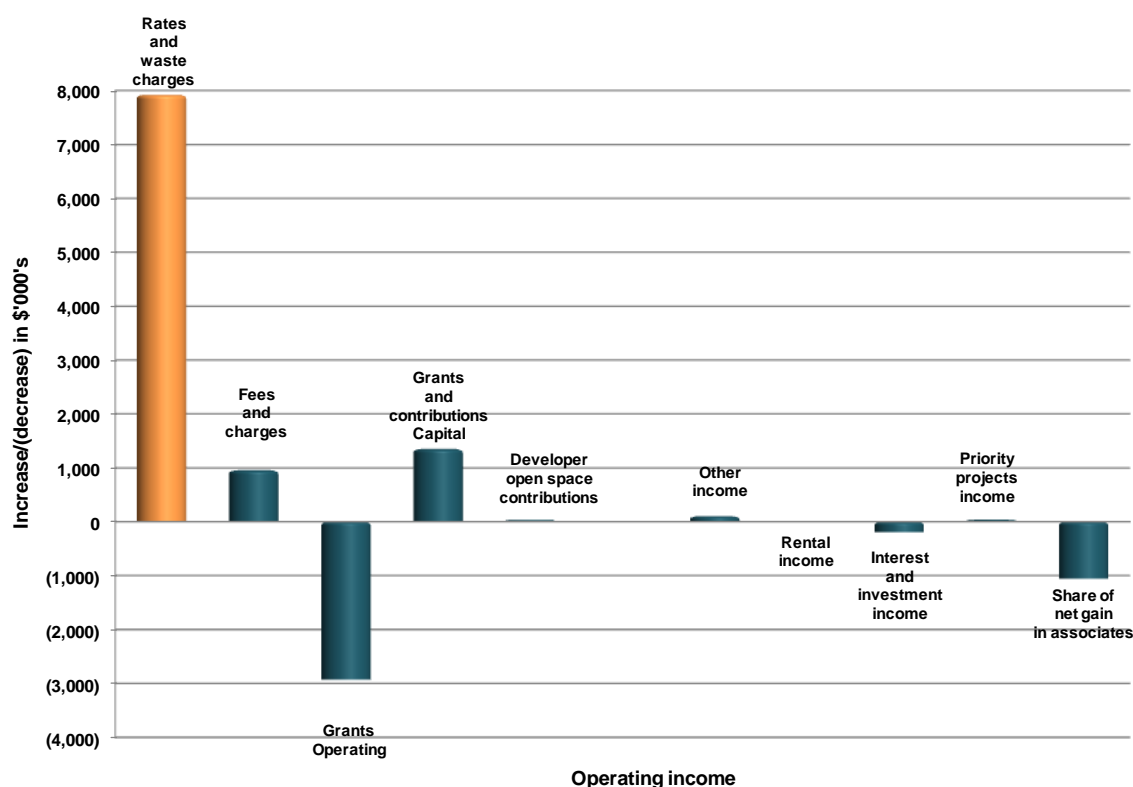
4.1.1 Underlying surplus (\$1.30 million decrease)

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 better 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 2012-13 year is a surplus of \$14.59 million which is a decrease of \$1.30 million over the 2011-12 year. The surplus generated is a funding source for capital works.

4.2 Income

Income Types	Ref	Forecast Actual 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Rates and waste charges	4.2.1	127,679	135,599	7,920
Fees and charges	4.2.2	21,025	21,966	941
Grants - operating (recurrent)	4.2.3	14,213	11,284	(2,929)
Grants and contributions - Capital (non-recurrent)	4.2.4	1,756	3,107	1,351
Developers open space contributions	4.2.5	1,200	1,236	36
Granted assets	4.2.6	26	-	(26)
Other income	4.2.7	1,337	1,464	127
Rental income	4.2.8	2,204	2,212	8
Interest	4.2.9	2,377	2,183	(194)
Priority projects income (non-recurrent)	4.2.10	781	818	37
Share of net gain of associates and joint ventures	4.2.11	1,057	-	(1,057)
Total income		173,655	179,869	6,214

Source: Appendix A-Budgeted Standard Statements



4.2.1 Rates and waste charges (\$7.92 million increase)

Rates income is comprised of general rates of \$116.11 million (including supplementary rates of \$1.00 million), special rate schemes of \$0.89 million, cultural and recreation land rates of \$0.05 million, and waste charges of \$18.55 million. Total general rates income represents an increase of \$6.18 million which is based on a 5% increase in the average property general rate in 2012-13.

Section 9 - Rating Strategy includes a more detailed analysis of the rates to be levied for the 2012-13 financial year.

4.2.2 Fees and charges (\$0.94 million increase)

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

Fees and charges are budgeted to increase by 4.5% or \$0.94 million compared to 2011-12 forecast.

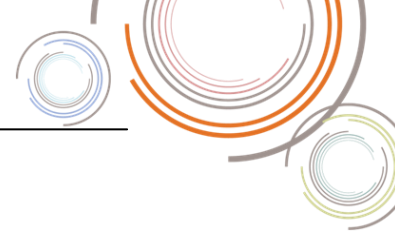
The main areas contributing to this increase are:

- Local laws revenue up 2.6% or \$0.29 million;
- Health, Ageing and Disability revenue up 5.1% or \$0.10 million;
- Infrastructure Services - transfer station tipping fees up \$0.19 million primarily relating to the estimated impact of the carbon price and increased landfill levy, which is offset in materials and services;
- Council's Leisure Centres up \$0.18 million based on current contract arrangements.

Partially offset by lower fees and charges:

- Freeway Golf Course income - \$0.10 million decrease due to unseasonal wet weather conditions in recent years;
- Hawthorn Town Hall hire income - \$0.08 million decrease - closure of the Town Hall due to major building redevelopment works.

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



4.2.3 Grants - operating (recurrent) (\$2.93 million decrease)

Grants include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Operational grants are further classified in the Standard Statements in **Appendix A** according to whether they are received each year (recurrent) or received on a once off or short term basis (non recurrent). Overall the level of grant funding is budgeted to decrease by 20.6% or \$2.93 million compared to the 2011-12 forecast primarily due:

- Victoria Grants Commission first quarter payment for 2011-12 of \$1.05 million being received in the 2010-11 year; and
- Victoria Grants Commission - 50% or \$2.17 million of the 2012-13 allocation brought forward to the 2011-12 financial year.

After adjusting for the Victoria Grants Commission noted above, grant funding is expected to increase by 2.7%. 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 as a result there is an increasing financial burden on Council and its ratepayers, i.e. cost shift to local government from State and Commonwealth governments.

Significant movements in grants funding are summarised in the following table.

Grant funding types	Forecast Actual 2011-12	Budget 2012-13	Variance
	\$'000	\$'000	\$'000
Family day care*	194	180	(14)
Health, ageing & disability	5,873	6,023	175
Library services	872	894	22
Maternal and child health	638	661	23
School crossing	361	371	10
Victoria Grants Commission**	5,323	2,169	(3,154)
Other grants	952	986	34
Grand total	14,213	11,284	(2,929)

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

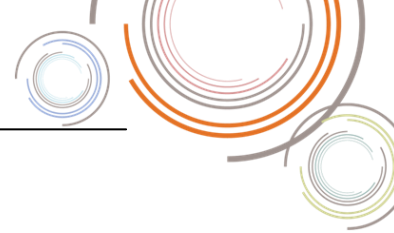
** Victoria Grants Commission decrease due to first quarter payment for the 2011-12 year of \$1.05 million being received in the 2010-11 financial year and 50% or \$2.17 million of the 2012-13 allocation brought forward to the 2011-12 financial year.

4.2.4 Grants and contributions - Capital (non-recurrent) (\$1.35 million increase)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. The amount of capital grants received each year can vary significantly depending on the types of works included in the capital works program each year. Capital grants are further classified in the Standard Statements in **Appendix A** according to whether they are received each year (recurrent) or received on a once off or short term basis (non recurrent). Overall, the level of capital grants and contributions is forecast to increase by 76.9% or \$1.35 million compared to 2011-12.

Capital works income of \$3.11 million is budgeted in 2012-13, including:

- \$1.62 million relating to the Gardiner's Creek Trail bicycle and pedestrian bridge (*State Government funding*);
- \$0.45 million for the Hawthorn Town Hall Arts Precinct Project;
- \$0.43 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.38 million for the Camberwell pedestrian network (*Liveable Cities Program Department of Transport and Infrastructure funding*);
- \$0.15 million for roundabout modification works Albion Road (*National Building Projects Vic Roads funding*);
- \$0.04 million for the Camberwell Library and Office project (*balance of Living Libraries funding*).



4.2.5 Developers open space contributions (\$0.04 million increase)

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. Revenue from open space contributions may increase in the future if the Boroondara Open Space Strategy is included in the planning scheme.

4.2.6 Granted assets (\$0.03 million decrease)

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

4.2.7 Other income (\$0.13 million increase)

Other income totals \$1.46 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 9.5% or \$0.13 million compared to 2011-12 reflecting the introduction of a credit card surcharge to recover merchant service fees charged by financial institutions (\$0.17 million).

4.2.8 Rental income (\$0.01 million increase)

Rental income includes commercial lease and other rental income from Council owned properties and a minor increase of \$0.01 million is forecast in 2012-13.

4.2.9 Interest (\$0.19 million decrease)

Interest receivable totals \$2.18 million, which is \$0.19 million lower than the 2011-12 forecast and is based on the current interest rate environment and projected cash holdings.

4.2.10 Priority Project income (non-recurrent) (\$0.04 million increase)

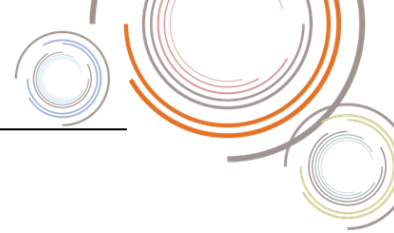
Project income is made up of external funding by way of grants, contributions and other income for Priority Projects, which are generally non-recurrent in nature.

Priority Projects income of \$0.82 million is expected to be received including:

- \$0.48 million relating to the Sustainable Public Lighting Bulk Change Project;
- \$0.17 million from the 2012 General Council election - anticipated non voting fines income; and
- \$0.05 million - Kew Senior Citizens Events Program (*Department of Human Services funding*)

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

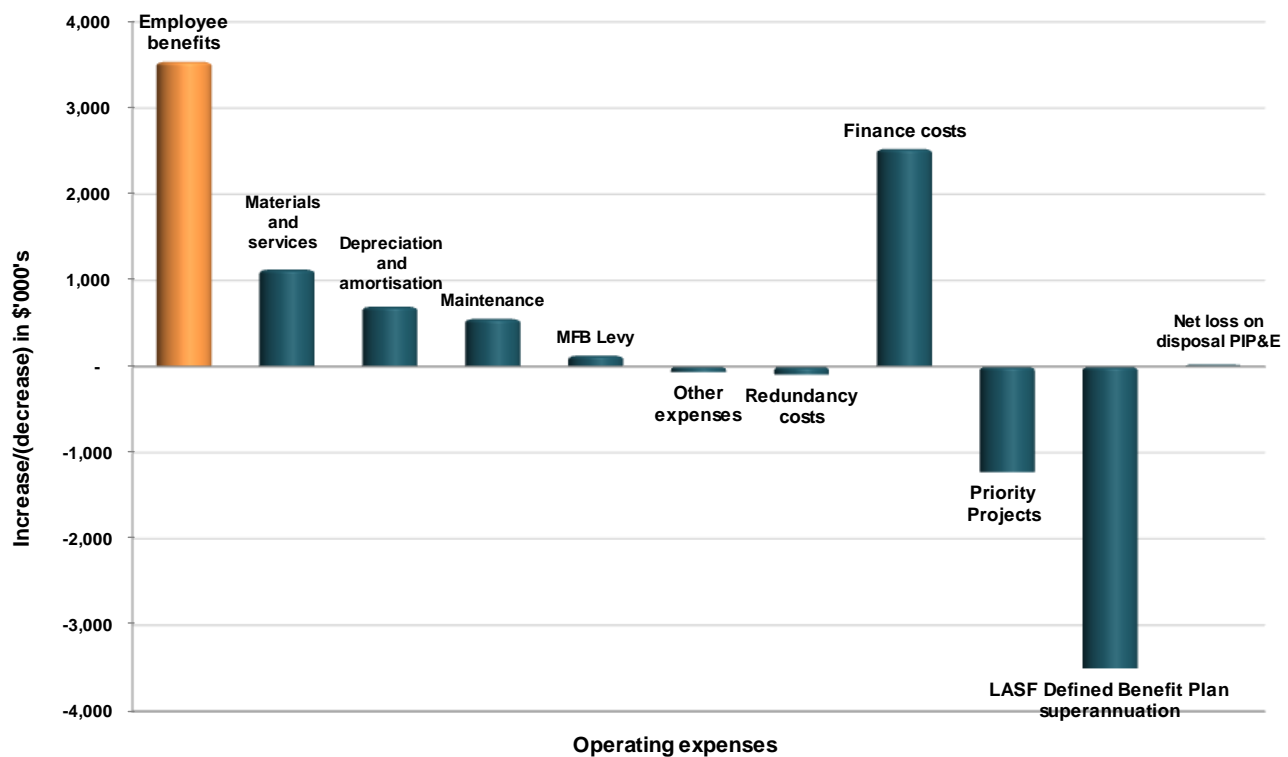
Share of net gain of Associates and Joint Ventures accounted for by the equity method relates to Council's share of the Joint Venture in the Clayton Landfill site. Due to the difficulty and historic limitations in budgeting Council's share of net assets in the Clayton Landfill site, this item has not been budgeted for in 2012-13. This is an accounting entry only.



4.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2011-12 \$'000	2012-13 \$'000	
Employee benefits	4.3.1	62,072	65,610	3,538
Materials and services	4.3.2	46,221	47,348	1,127
Depreciation and amortisation	4.3.3	26,372	27,068	696
Roads maintenance	4.3.4	1,787	1,962	175
Footpaths maintenance	4.3.5	1,798	1,787	(11)
Facilities maintenance	4.3.6	4,110	4,500	390
MFB levy	4.3.7	3,581	3,709	128
Other expenses	4.3.8	2,912	2,848	(64)
Redundancy costs	4.3.9	92	-	(92)
Finance costs	4.3.10	670	3,197	2,527
Priority projects expenditure	4.3.11	5,332	4,140	(1,192)
LASF Defined Benefit Plan superannuation	4.3.12	3,500	-	(3,500)
Net loss on disposal of property, infrastructure, plant and equipment	4.3.13	2,670	2,694	24
Total expenses		161,117	164,863	3,746

Source: Appendix A-Budgeted Standard Statements





4.3.1 Employee benefits (\$3.54 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 5.7% or \$3.54 million compared to the 2011-12 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:

- \$2.34 million or 3.8% relating to
 - industrial agreements including Local Area Workplace Agreements (LAWA), banding and contract staff increments;
 - additional resource requirements to increase organisational responsiveness and services including the opening of Camberwell Library which has been partially offset by utilisation of existing Ashburton Library staff;
- \$1.13 million or 1.8% relating to savings achieved in the 2011-12 forecast (offset by a forecast increase in materials and services in 2011-12);
- \$0.07 million or 0.1% work cover estimated premium increase.

The increase in employee benefits in 2012-13 compared to the 2011-12 February Amended Budget is 3.8%.

4.3.2 Materials and services (\$1.13 million increase)

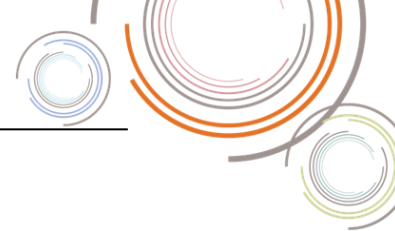
Materials and Services are budgeted to increase by 2.4% or \$1.13 million compared to the 2011-12 forecast, primarily due to the following significant variances:

- \$0.51 million decrease in legal fees which are mainly due to a \$0.10 million decrease in Statutory Planning legal costs associated with VCAT planning appeals and higher 2011-12 forecast legal costs across the organisation;
- \$0.06 million decrease in Building Services consultant's expenditure;
- \$0.12 million decrease in Parks and Gardens - block tree pruning and power line clearance (cyclical contract changes).

Offset by increases in budgeted expenditure in:

- Waste management and operations up 10.4% or \$0.95 million primarily relating to increases in the landfill levy collected by the State Government and the estimated impact of carbon price on Council's costs associated with the disposal of domestic waste.
- \$0.06 million increase in electricity costs across the organisation due to an increase in the 2011-12 forecast of \$0.09 million. This is mainly due to the timing of savings resulting from the implementation of the sustainable public lighting bulk change over project. Overall, the 2012-13 Budget has allowed for an average increase of 10% in electricity costs across the organisation;
- \$0.25 million increase in Parks and Gardens - mowing contract which was retendered during the 2011-12 financial year; and
- \$0.15 million increase in Strategic Planning relating to panel costs for expert advice to support amendments to the Boroondara Planning Scheme.

A number of new initiatives have been included in the 2012-13 Budget including an ongoing independent assessment of Council's customer service delivery, funding to the Camberwell Market promotional fund, electronic system for school crossing supervisors and additional funding to increase delivery of programs and events at the Kew Court House.



4.3.3 Depreciation and amortisation (\$0.70 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 \$0.70 million for 2012-13 is due to the impact of the capital works program and the full year effect of depreciation on new assets acquired in the 2011-12 year. Refer to **Section 7 "Analysis of Capital Budget"** for a more detailed analysis of Council's capital works program for the 2012-13 year.

4.3.4 Roads maintenance (\$0.18 million increase)

Roads maintenance operating expenditure has increased by 9.8% or \$0.18 million primarily due to the 2011-12 forecast reflecting savings of \$0.22 million.

4.3.5 Footpath maintenance (\$0.01 million decrease)

Footpath maintenance operating expenditure is budgeted for a minor decrease due to the 2011-12 forecast reflecting an increase of \$0.12 million resulting from higher make safe activities required during the 2011-12 financial year.

4.3.6 Facilities maintenance (\$0.39 million increase)

Facilities maintenance relates to Council's need to maintain asset infrastructure in accordance with the five year rolling Facilities Maintenance Program and is forecast to increase by \$0.39 million. This is due to the 2011-12 forecast reflecting maintenance expenditure savings \$0.28 million and an increase in cleaning services of \$0.04 million in 2012-13.

4.3.7 MFB levy (\$0.13 million increase)

Council's final proportional share of the total Metropolitan Fire and Emergency Services Board (MFESB) levy is budgeted to increase by \$0.13 million or 3.6% over the 2011-12 forecast.

4.3.8 Other expenses (\$0.06 million decrease)

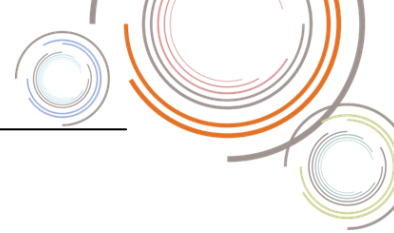
Other expenses relates to a range of non-departmental expenditure, including bank charges and audit fees and is expected to decrease due to timing of special rates expenditure.

4.3.9 Redundancy costs (\$0.09 million decrease)

No provision has been budgeted for 2012-13. The 2011-12 forecast represents \$0.09 million in redundancy costs resulting from an organisational realignment during the year.

4.3.10 Finance costs (\$2.53 million increase)

Finance costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to increase by \$2.53 million compared to 2011-12 reflecting new borrowing arrangements in 2012-13 to fund the major refurbishment of key community buildings. Refer **Section 10 - Borrowing Strategy** for more detail.



4.3.11 Priority Projects (\$1.19 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 \$4.14 million which includes \$0.02 million in proposed forward commitments from the 2011-12 year.

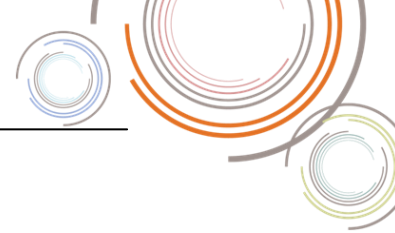
Refer to **Appendix E – Priority Projects Program** for a detailed listing of the Priority Projects Program and proposed forward commitments from 2011-12.

4.3.12 LASF Defined Benefit Plan superannuation (\$3.50 million decrease)

The decrease of \$3.50 million is due to the bringing to account an estimated \$3.50 million as a non current liability in 2011-12 to address the high probability of an unfunded gap in the Defined Benefits Superannuation scheme. The amount is based on broad scale estimates and at the time of the development of the 2012-13 Budget the actual level of contribution was not confirmed.

4.3.13 Net loss on disposal of property, infrastructure, plant and equipment (\$0.02 million increase)

Proceeds from the sale of Council assets are forecast to be \$5.08 million. The written down value of assets sold is budgeted to be \$5.11 million and a further \$2.66 million has been allowed for the disposal of the carrying amounts of various infrastructure asset classes, including footpath, drains and road replacement works completed and capitalised during the financial year.



5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2012-13 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:

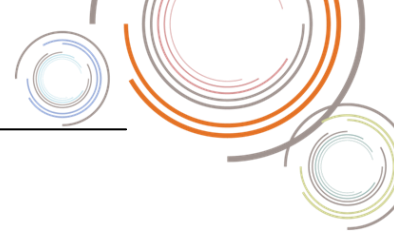
- **Operating activities** – Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works or repayment of debt.
- **Investing activities** - Refers 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.

5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2011-12 \$'000 Inflows (Outflows)	Budget 2012-13 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities	5.1.1			
Receipts				
Rates and waste charges		127,599	135,519	7,920
Fees and charges and other receipts from customers		24,361	25,437	1,076
Grants - Operating (including priority projects)		14,999	12,107	(2,892)
Grants and contributions - Capital		1,756	3,107	1,351
Developers open space contributions		1,200	1,236	36
Interest		2,377	2,183	(194)
		172,292	179,589	7,297
Payments				
Employee costs		(61,393)	(65,022)	(3,629)
Contractors and materials (including priority projects)		(65,963)	(64,241)	1,722
Finance costs		(569)	(1,999)	(1,430)
		(127,925)	(131,262)	(3,337)
Net cash provided by operating activities		44,367	48,327	3,960
Cash flows from investing activities	5.1.2			
Increase in trust funds and deposits		50	50	-
Dividend received*		1,057	-	(1,057)
Proceeds from sale of property, plant and equipment		-	5,080	5,080
Payments for property, plant and equipment		(67,040)	(81,509)	(14,469)
Net cash used in investing activities		(65,933)	(76,379)	(10,446)
Cash flows from financing activities	5.1.3			
Proceeds from interest-bearing loans and borrowings		20,600	29,000	8,400
Repayment of interest-bearing loans and borrowings		(1,721)	(1,092)	629
Net cash provided by (used in) financing activities		18,879	27,908	9,029
Net decrease in cash and cash equivalents		(2,687)	(144)	2,543
Cash and cash equivalents at beginning of year		40,458	37,771	(2,687)
Cash and cash equivalents at end of year	5.1.4	37,771	37,627	(144)

Source: Appendix A – Budgeted Standard Statements

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



5.1.1 Operating activities (\$3.96 million increase)

The increase in net cash inflows from operating activities is due mainly to a \$7.92 million increase in rates and charges which is in line with the average increase in general property rates of 5.0%.

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 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Surplus for the year	12,538	15,006	2,468
Depreciation	26,372	27,068	696
Provision for doubtful debts	31	92	61
Loss on disposal of assets	2,670	2,694	24
Works in progress written off	1,200	1,232	32
(Increase) decrease in investments in joint ventures	(1,057)	-	1,057
Granted assets	(26)	-	26
Net movement in assets and liabilities	2,639	2,235	(404)
Cash flows available from operating activities	44,367	48,327	3,960

5.1.2 Investing activities (\$10.45 million increase)

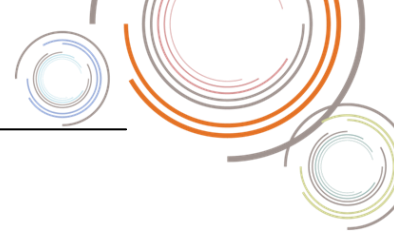
The increase in net cash outflows from investing activities of \$10.45 million is due to the planned increase in capital works expenditure (including forward commitments from 2011-12). Proceeds from the sale of assets are allocated to partly fund Council's capital works program and to increase Council's Strategic Acquisition Fund.

5.1.3 Financing activities (\$9.03 million increase)

There is a \$9.03 million increase in net cash inflows from financing activities due to additional borrowings of \$8.40 million to fund significant works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office as identified in **Appendix F – Capital Works Program**. The borrowings are in line with Council's long term financial strategy.

5.1.4 Cash and cash equivalents at the end of the year (\$0.14 million decrease)

Overall, total cash and investments are forecast to decrease by \$0.10 million to \$37.63 million as at 30 June 2013.



5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2013, it will have cash and investments of \$37.67 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Total cash and investments		37,771	37,627	(144)
Restricted cash and investments				
- Strategic acquisition fund	5.2.1	-	(1,544)	(1,544)
- Cash contingency - emergency response works	5.2.2	(457)	(581)	(124)
- Drainage reserve	5.2.3	(242)	(242)	-
Unrestricted cash and investments	5.2.4	37,072	35,260	(1,812)

5.2.1 Strategic acquisition fund (\$1.54 million)

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

Due to the nature of this fund, and potential for immediate use, the cash will not be considered as part of Council's internal budgeting and management reporting processes. It will be treated as a source of funds only available for the stated purpose. Refer **Section 8.4 Financial Strategy Principles**.

5.2.2 Cash contingency - emergency response works (\$0.58 million)

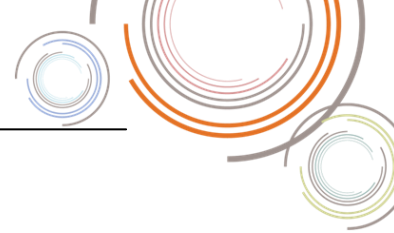
The provision of this cash contingency represents 0.5% of general rate revenue for works in response to emergency situations eg storm event. Refer **Section 8.4 Financial Strategy Principles**.

5.2.3 Drainage reserve (\$0.24 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.

5.2.4 Unrestricted cash and investments (\$35.26 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.



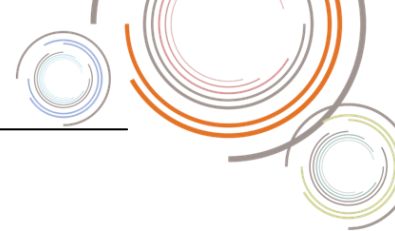
6. Analysis of budgeted financial position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2011-12 forecast and the 2012-13 Budget.

6.1 Budgeted balance sheet

	Ref	Forecast Actual 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Current assets	6.1.1			
Cash and cash equivalents		37,771	37,627	(144)
Trade and other receivables		8,506	8,694	188
Prepayments		576	586	10
Inventories		36	36	-
Total current assets		46,889	46,943	54
Non-current assets	6.1.2			
Trade and other receivables		276	281	5
Investments in associates		5,134	5,134	-
Property, plant and equipment, infrastructure		2,628,624	2,674,059	45,435
Intangible assets		441	441	-
Investment property		8,996	8,996	-
Total non-current assets		2,643,471	2,688,911	45,440
Total assets		2,690,360	2,735,854	45,494
Current liabilities	6.1.3			
Trade and other payables		16,627	18,564	(1,937)
Interest-bearing loans and borrowings		1,092	1,308	(216)
Provisions		11,947	12,481	(534)
Trust funds and deposits		2,633	2,683	(50)
Prepaid income		88	93	(5)
Unfunded superannuation		-	700	(700)
Total current liabilities		32,387	35,828	(3,441)
Non-current liabilities	6.1.4			
Provisions		1,186	1,240	(54)
Unfunded superannuation		3,500	2,800	700
Interest-bearing loans and borrowings		24,832	52,525	(27,693)
Total non-current liabilities		29,518	56,565	(27,047)
Total liabilities		61,905	92,393	(30,488)
Net assets		2,628,455	2,643,461	15,006
Equity	6.1.5			
Accumulated surplus		734,192	749,198	15,006
Asset revaluation reserve		1,894,021	1,894,021	-
Drainage reserve		242	242	-
Total equity		2,628,455	2,643,461	15,006

Source: Appendix A – Budgeted Standard Statements



6.1.1 Current assets (\$0.05 million increase)

The \$0.05 million increase in current assets is primarily due to decreases in cash and cash equivalent balances of \$0.14 million coupled with an increase in trade and other receivables \$0.19 million. Refer to **Section 5 - Analysis of Budgeted Cash Position** for further analysis.

6.1.2 Non-current assets (\$45.44 million increase)

The increase in non-current assets is primarily due to a \$45.44 million increase in property, infrastructure, plant and equipment caused by \$81.51 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 \$27.07 million in depreciation expenditure, \$1.23 million capital works in progress written off (expenditure that does not meet the asset capitalisation criteria) and \$7.77 million relating to the carrying value of proposed property sales and the disposal relating to replacement of infrastructure and library resource assets completed and capitalised during the year.

6.1.3 Current liabilities (\$3.44 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.

During the 2011-12 financial year an estimated \$3.50 million was brought to account as a non current liability to address the high probability of an unfunded gap in the LASF Defined Benefits Superannuation Scheme. The estimate is based on broad scale estimates and at the time of the development of the 2012-13 Budget the actual level of contribution was not confirmed. An estimate of \$0.70 million has been provided as a current liability at 30 June 2013 representing Council's estimated obligation in the next 12 months.

6.1.4 Non-current liabilities (\$27.05 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 \$27.69 million in non-current borrowings and the balance of the LASF Defined Benefits Superannuation Scheme shortfall (refer to note above under "Current Liabilities").

6.1.5 Equity (\$15.01 million increase)

The net increase in equity or net assets of \$15.01 million results directly from the 2012-13 financial year budgeted net operating surplus.

6.1.6 Working capital (\$3.39 million decrease)

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

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

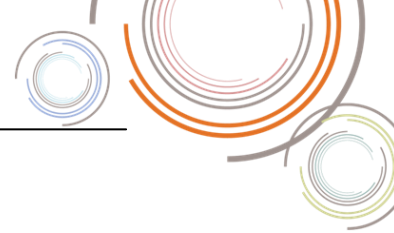


		Forecast		
		Actual	Budget	Variance
		2011-12	2012-13	
		\$'000	\$'000	\$'000
Current assets		46,889	46,943	54
Current liabilities		32,387	35,828	(3,441)
Working capital	6.1.6	14,502	11,115	(3,387)
Restricted cash and investment current asset				
- Strategic acquisition fund		-	(1,544)	(1,544)
- Cash contingency - emergency response works		(457)	(581)	(124)
- Drainage reserve		(242)	(242)	-
Unrestricted working capital		13,803	8,748	(5,055)

6.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2013 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 2012-13 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 2011-12 levels.
- Capital Works expenditure of \$81.51 million including \$10.64 million in proposed forward commitments from 2011-12.
- Trade and other payables include accrued interest on borrowings of \$1.48 million and are based on loan repayment schedules and payment terms.
- Repayment of loan principal to be \$1.09 million.



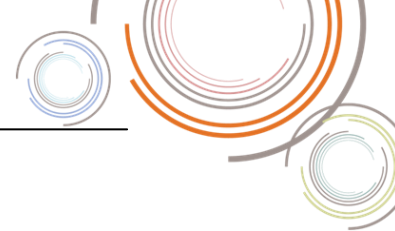
7. Analysis of capital works budget

This section of the Annual Budget report analyses the planned capital works expenditure budget for the 2012-13 financial year and the sources of funding for the budget.

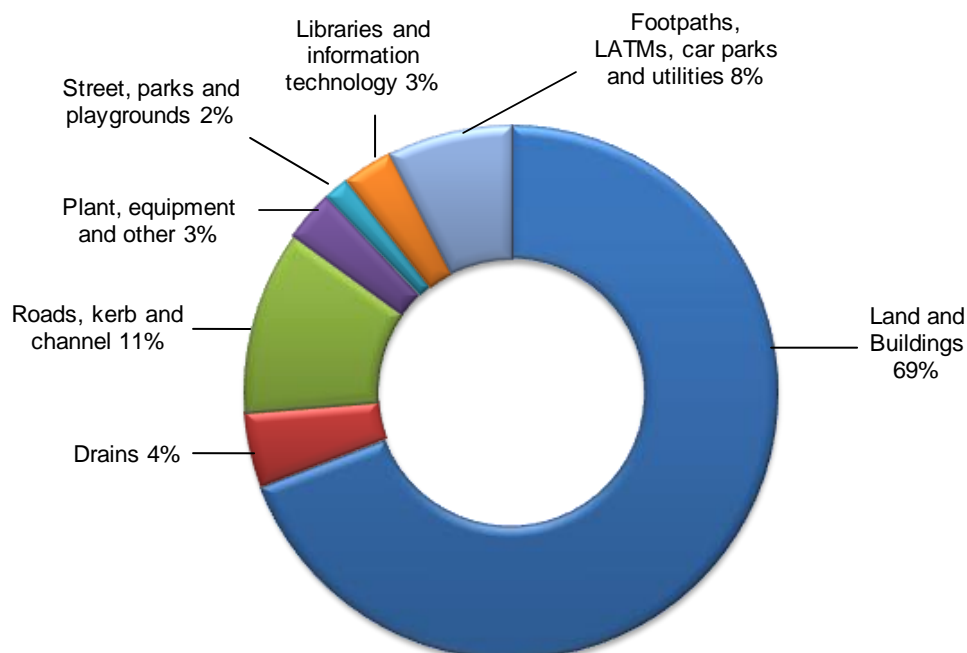
7.1 Capital works expenditure budget

		Forecast		
Capital Works by Program	Ref	Actual	Budget	Variance
		2011-12	2012-13	
		\$'000	\$'000	
Works carried forward				
Land and buildings	7.1.1	14,858	10,560	(4,298)
Drains	7.1.1	230	-	(230)
Roads, kerb and channel	7.1.1	-	80	80
Plant, equipment and other	7.1.1	34	-	(34)
Street, parks and playgrounds	7.1.1	81	-	(81)
Footpaths, LATMs, car parks and utilities	7.1.1	455	-	(455)
Total works carried forward		15,658	10,640	(5,018)
New works				
Land and buildings	7.1.2	31,032	49,047	18,015
Drains	7.1.3	3,405	3,193	(212)
Roads, kerb and channel	7.1.4	7,260	7,915	655
Plant, equipment and other	7.1.5	2,073	2,194	121
Street, parks and playgrounds	7.1.6	1,243	1,079	(164)
Libraries and information technology	7.1.7	2,551	2,140	(411)
Footpaths, LATMs, car parks and utilities	7.1.8	3,818	5,301	1,483
Total new works		51,382	70,869	19,487
Total capital works		67,040	81,509	14,469
Represented by:				
Renewal		50,739	68,317	17,578
New		11,175	5,020	(6,155)
Upgrade		5,126	8,172	3,046
Total capital works		67,040	81,509	14,469

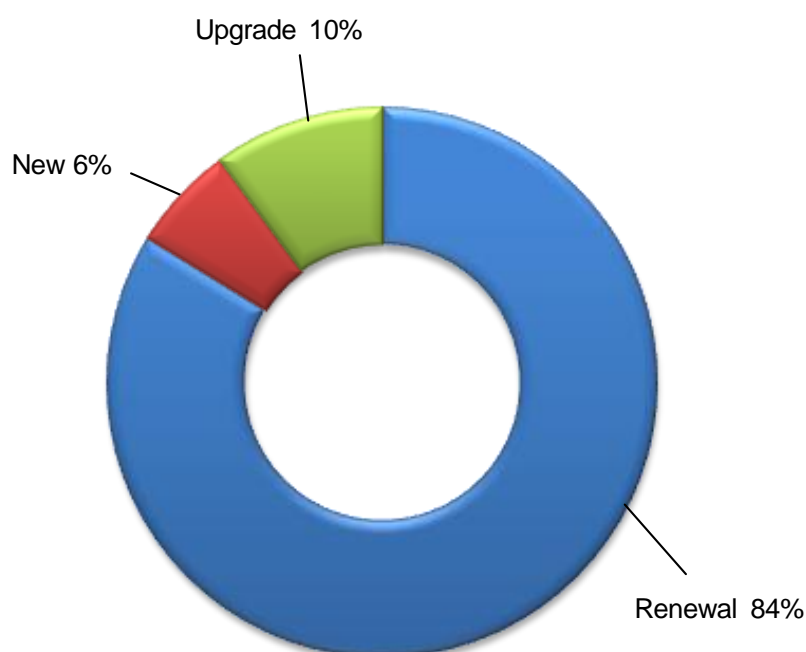
A detailed listing of the individual projects included in the 2012-13 Capital Works Program as well as summary information for the following three years is included in **Appendix F - Capital Works Program**.



Budgeted New Capital Works 2012-13



Budgeted Total Capital Works 2012-13



7.1.1 Forward commitments (\$10.64 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 2011-12 financial year, a total of \$10.64 million in forward commitments is forecast to be carried forward into the 2012-13 year for completion. A listing of 2011-12 forecast forward commitments is included in **Appendix F - Capital Works Program**.



7.1.2 Land and buildings (\$49.05 million)

For the 2012-13 year, \$49.05 million will be expended on land and building projects. The more significant projects include:

• Hawthorn Town Hall Arts Precinct	\$ 15.28M
• Hawthorn Aquatic and Leisure Centre	\$ 14.35M
• Ashburton Library & Learning Centre	\$ 3.48M
• Hawthorn Community Precinct	\$ 2.13M
• H.A Smith Reserve Pavilion	\$ 2.10M
• Burwood Reserve Pavilion	\$ 1.41M
• Minifie Park Childcare Centre redevelopment	\$ 1.69M

7.1.3 Drains (\$3.19 million)

For the 2012-13 year, \$3.19 million will be expended on drainage projects. The more significant projects include:

• Drainage capital renewal and replacement works	\$ 1.59M
• Brick drain renewal	\$ 1.60M

7.1.4 Roads, kerb and channel (\$7.92 million)

For the 2012-13 year, \$7.92 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.

7.1.5 Plant, equipment and other (\$2.19 million)

For the 2012-13 year, \$2.19 million will be expended on plant and equipment and other projects. The more significant projects include:

• Mechanical equipment upgrade/replacement	\$ 0.19M
• Leisure & Aquatic Centre equipment replacement	\$ 0.23M
• Park fences and signs	\$ 0.63M
• Bin renewal program	\$ 0.20M
• Furniture upgrade/renewal	\$ 0.21M

7.1.6 Street, parks and playgrounds (\$1.08 million)

For the 2012-13 year, \$1.08 million will be expended on streetscapes, parks and playgrounds. The more significant projects include:

• Playground replacement program (renewal)	\$ 0.38M
• Park bins, BBQ's and drinking fountains	\$ 0.26M
• Childcare playgrounds	\$ 0.15M

7.1.7 Libraries and information technology (\$2.14 million)

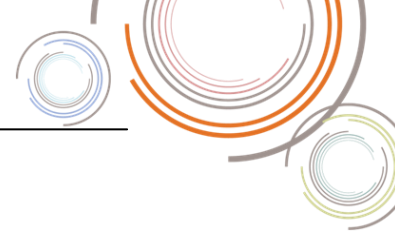
For the 2012-13 year, \$2.14 million will be expended on libraries and information technology. The more significant projects include:

• Library resources	\$ 1.30M
• Information technology	\$ 0.84M

7.1.8 Footpaths, traffic management devices, car parks and utilities (\$5.30 million)

For the 2012-13 year, \$5.30 million will be expended on footpaths, traffic management devices, carparks and utilities. The more significant projects include:

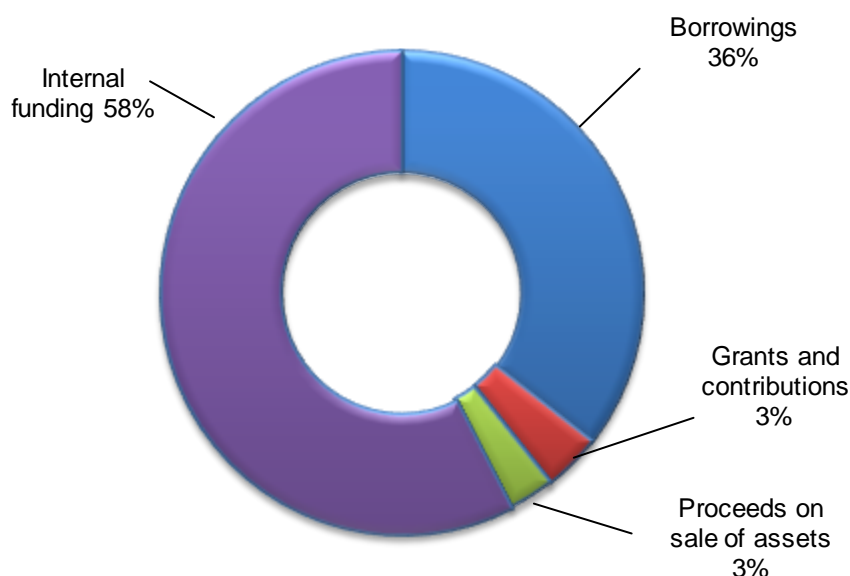
• Gardiner's Creek Trail - bicycle and pedestrian bridge	\$ 1.62M
• Utilities	\$ 0.25M
• Bicycle and pedestrian trails renewal	\$ 0.33M
• Camberwell Junction - pedestrian network upgrade	\$ 0.63M
• Car park improvements	\$ 0.67M
• Traffic management devices	\$ 0.59M
• Park paths	\$ 0.08M



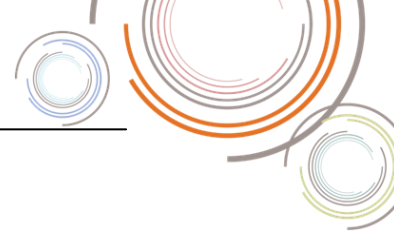
7.2 Funding Sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual	2012-13	
		2011-12	2012-13	
		\$'000	\$'000	\$'000
Works carried forward				
Borrowings	7.2.1	10,719	7,900	(2,819)
Grants and contributions	7.2.2	95	-	(95)
Proceeds on sale of assets	7.2.3	-	-	-
Internal funding	7.2.4	4,844	2,740	(2,104)
Total works carried forward		15,658	10,640	(5,018)
New works				
Borrowings	7.2.1	9,881	21,100	11,219
Grants and contributions	7.2.2	1,661	3,107	1,446
Proceeds on sale of assets	7.2.3	-	2,480	2,480
Internal funding	7.2.4	39,840	44,182	4,342
Total new works		51,382	70,869	19,487
Total funding sources		67,040	81,509	14,469

Budgeted funding sources 2012-13



Source: Appendix A – Budgeted Standard Statements



7.2.1 Borrowings (\$29.00 million)

Proceeds from borrowings of \$29.00 million have been budgeted in the 2012-13 financial year to fund significant works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office.

Sufficient financial capability has been included in the 2012-13 Budget and the associated Long Term Financial Strategy to fund repayments associated with these borrowings.

7.2.2 Grants and contributions (\$3.11 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:

- \$1.62 million relating to the Gardiner's Creek Trail bicycle and pedestrian bridge (*State Government funding*);
- \$0.45 million in external funding for the Hawthorn Town Hall Arts Precinct Project;
- \$0.43 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works;
- \$0.38 million for the Camberwell pedestrian network (*Liveable Cities Program Department of Transport and Infrastructure funding*);
- \$0.15 million for roundabout modification works Albion Road (*National Building Projects Vic Roads funding*).

7.2.3 Proceeds on sale of assets (\$2.48 million)

Proceeds on sale of assets are budgeted to be \$5.08 million in 2012-13. Asset sales of \$2.48 million have been included as a funding source for the capital works program. A further amount of \$2.60 million has been allocated to Council's Strategic Acquisition Fund.

7.2.4 Internal funding (\$46.92 million)

Internal funding includes cash generated from 2012-13 operations and existing working capital. Capital works carried forward from 2011-12 are funded from the prior year operating surplus and deferment of \$7.90 million in borrowings in 2011-12 which will be taken up in 2012-13.



City of Boroondara
Budget 2012-13

Long term strategies

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



8. 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.

8.1 Strategic Resource Plan development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2012-13 to 2015-16 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

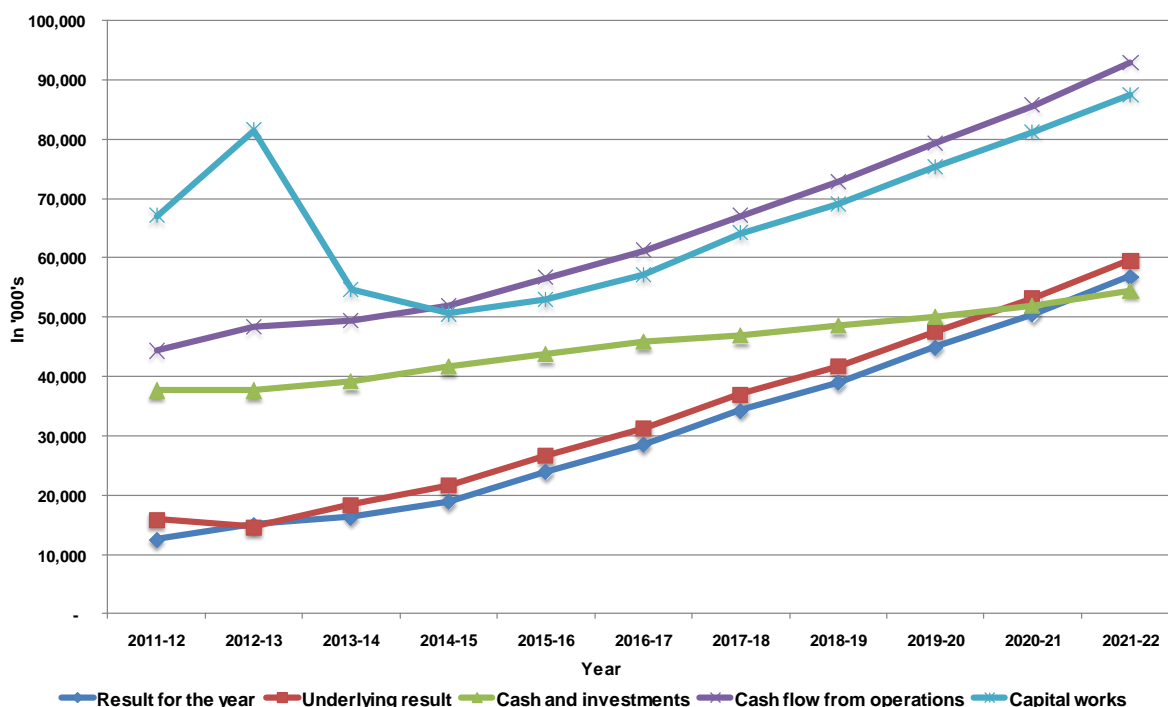
- Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information.

8.2 Financial resources

The following table summarises the anticipated key financial results for the next four years as set out in the Strategic Resource Plan for the years 2012-13 to 2015-16. **Appendix C – Strategic Resource Plan** includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Strategic Resource Plan				
	Forecast	Budget	Projections		
	2011-12 \$'000	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000
Result for the year	12,538	15,006	16,349	18,872	23,928
Underlying result	15,895	14,593	18,375	21,537	26,593
Cash and investments	37,771	37,627	38,444	41,023	42,977
Cash flow from operations	44,367	48,327	49,418	51,840	56,568
Capital works	67,040	81,509	55,243	50,636	52,899

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



The key outcomes of the Long Term Financial Strategy are:

- Financial sustainability (Section 4 - 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 1.31:1 in 2012-13 (1.25:1 after adjusting for a cash contingency and the Strategic Acquisition Fund) and continues to be above the minimum requirement for the life of the Long Term Financial Strategy.
- Capital Works (Section 7 - Analysis of Capital Works budget)**
 Council continues its commitment to maintaining existing and developing new assets for the Boroondara community.

 Council has completed extensive work to develop Asset Management plans for all assets in the city. These plans have enabled the identification of the desired Capital Works renewal expenditure over the next 10 years.
- Rating Strategy (Section 9)**
 Average property general rates are budgeted to increase in 2012-13 by 5% and forecast to be 5% thereafter over the next 10 years.
- Borrowing Strategy (Section 10)**
 New borrowings of \$29.0 million are budgeted in 2012-13 to fund significant works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and Camberwell Library and Office. A further \$10.8 million in planned borrowings is proposed over the 2013-14 and 2014-15 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 11)**
 Capital Works capacity over the 10 years is \$674.65 million at an average of \$67.47 million. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans.



8.3 Long Term Financial Strategy

A key component of the Strategic Resource Plan is the Long Term Financial Strategy. Council has prepared a Long Term Financial Strategy for the 10-year period 2012-13 to 2021-22 as part of Council's ongoing financial planning to assist Council in adopting a budget within a longer term framework. The Strategy takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms.

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

8.4 Financial Strategy Principles

8.4.1 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.

8.4.2 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.



8.4.3 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.

8.4.4 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.

8.4.5 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.

8.4.6 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.

8.4.7 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.

8.4.8 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.

8.4.9 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.

8.4.10 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.

8.4.11 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.

8.4.12 Concept Master Plan Principle

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

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

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



8.4.13 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.

8.4.14 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.

8.4.15 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 resource will be considered to ensure deliverability prior to endorsement of additional expenditure.

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

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

The Strategic Acquisition Fund will be held as an asset in Council's balance sheet. The cash within the fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space. The only other potential use for these funds is the retirement of existing Council debt.

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

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



8.5 Key financial indicators

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

Indicator	Ref	Strategic Resource Plan				
		Forecast 2011-12	Budget 2012-13	Projections		
				2013-14	2014-15	2015-16
Financial performance						
Underlying result/Underlying revenue	1	9.3%	8.3%	9.8%	10.9%	12.8%
Expenses/Assessment		\$ 2,250	\$ 2,283	\$ 2,362	\$ 2,432	\$ 2,485
Rate revenue/Underlying revenue	2	74.7%	76.7%	76.5%	77.0%	77.3%
Rate revenue/Assessment		\$ 1,783	\$ 1,878	\$ 1,972	\$ 2,070	\$ 2,172
Debt servicing/Total revenue		0.4%	1.8%	2.5%	2.5%	2.4%
Debt servicing & redemption/Rate revenue		1.9%	3.2%	4.1%	4.2%	4.2%
Grants/Total revenue		8.2%	6.3%	7.4%	7.2%	7.0%
Fees and charges/Total revenue		12.1%	12.2%	12.1%	11.9%	11.6%
Financial position						
Indebtedness/Rate revenue	3	20.3%	39.7%	42.1%	40.6%	37.3%
Indebtedness/Realisable assets		1.1%	2.2%	2.5%	2.5%	2.4%
Underlying result/Total assets		0.6%	0.5%	0.7%	0.8%	0.9%
Net realisable assets/Assessment		\$ 32,672	\$ 33,192	\$ 33,227	\$ 33,186	\$ 33,167
Current assets/Current liabilities	4	145%	131%	128%	131%	132%
Total liabilities/Assessment		\$ 864	\$ 1,279	\$ 1,374	\$ 1,390	\$ 1,363
Capital expenditure						
Capital works		\$ 67,040	\$ 81,509	\$ 55,243	\$ 50,636	\$ 52,899
- Asset renewal		\$ 50,739	\$ 68,317	\$ 47,014	\$ 39,982	\$ 40,043
- New and upgrade		\$ 16,301	\$ 13,192	\$ 8,229	\$ 10,654	\$ 12,856
Cash op act/net capital expenditure		68.0%	61.6%	90.5%	102.4%	106.9%
Capital works/Rate revenue		52.5%	60.1%	38.5%	33.3%	32.9%
Asset renewal/Total depreciation	5	192.4%	252.4%	162.4%	139.8%	141.5%

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 2014-15 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.



8.6 Non financial resources

Human Resources

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

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

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

The table below projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2012-13 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year.

Indicator	Forecast	
	Actual 2012	Budget 2013
Employee costs \$'000	62,072	65,610
Total employee numbers	984	996
Total EFT	761	771

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

Risk management

Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community by updating and implementing Council's Risk Management Strategy in 2012-13. Council continues to ensure a safe work place for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.

Maintaining Boroondara's assets

Boroondara continues to be committed to deal with the challenge of maintaining more than \$2.67 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 \$236 million over the next five years, with an additional \$61 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 2017.

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

Information technology

Consistent with international trends technology is essential to the efficiency, responsiveness and accessibility of the City of Boroondara's services to all groups of the community. In order to continue to provide services to achieve community responsiveness, reliable and secure information technology systems are essential. The Boroondara Information Technology Strategy articulates the strategies used to meet technological demands now and into the future.



9. Rating 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.

9.1 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 more dependent on rate revenue than many other local governments. This dependency is 76% of total income in 2012-13.

Whilst government grants total \$11.28 million in 2012-13, all but \$1.77 million are tied grants which require Boroondara to perform a service on behalf of the State or Federal government. In most cases the tied grants do not adequately fund the service provided and additional rate revenue is required to subsidise these services. This is known as cost shifting to local government and is widely recognised across the sector as a major issue.

Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by State and Federal Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to \$186 per rate assessment (includes the 50% of the 2012-13 Victoria Grants Commission allocation paid in the 2011-12 financial year).

9.2 Current year rate increase

The 2012-13 operating position is predicted to be impacted by a number of external and internal influences, including wage rises, general inflation increases, and new service initiatives as noted in **Section 3 - Budget Influences**. Boroondara has maintained its rate rise in line with the long term planned increase. General rates will therefore be increased by an average of 5% in 2012-13 raising general rate revenue of \$116.16 million.

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

The following table sets out future proposed general rate increases and total rates and charges to be raised, based on the forecast position of Council as at 30 June 2013. 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 and charges raised \$'000's
2012	5.00%	126,779
2013	5.00%	135,599
2014	5.00%	143,570
2015	5.00%	151,936
2016	5.00%	160,718
2017	5.00%	169,942

Future proposed general 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.



9.3 Rate in the dollar

The City of Boroondara's 2012-13 Budget provides for an increase in the rate in the dollar paid by ratepayers, an increase from 0.1557 cents in the dollar to 0.1617 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$910,000 would now expect to pay a general rate of \$1,471.47, an increase in 2012-13 of \$54.60 per year or \$1.05 per week.

9.4 Rating structure

In accordance with the *Local Government Act 1989*, the method by which local governments are able to raise rate revenue is through use of valuations on properties within their municipalities. The City of Boroondara elected to apply the 'Capital Improved Value' (CIV) method of valuation in 1997-98, as this is considered to be the most equitable way to distribute the rate burden amongst the community.

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

There are 45 properties which are eligible for rate concessions under the *Cultural and Recreational Lands Act 1963*. Properties declared Cultural and Recreational Lands are granted a 100% concession on rates with the exception of six properties which are granted a 50% concession.

The following table summarises the rates to be levied for the 2012-13 year. A more detailed analysis of the rates to be raised is contained in **Appendix B - Statutory Disclosures**.

Type of property	Budget 2011-12 cents/\$CIV	Budget 2012-13 cents/\$CIV
General rate for rateable residential properties	0.1557	0.1617
General rate for rateable non residential properties	0.1557	0.1617
Rate concession - rateable cultural and recreational properties	0.07785	0.08085

9.5 General revaluation of properties

A revaluation of all properties within the municipality was undertaken during 2011-12. The revaluation date was 1 January 2012 and the value assessed will be applied to all rateable properties for the financial years 2012-13 and 2013-14. Overall, property valuations or Capital Improved Value (CIV) across the municipal district have increased by 1.20% to \$71,805,208,000.

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



Analysis by Property Type

Property Type	No. Properties	2010 CIV	2012 CIV	CIV % change
Residential Vacant Land	764	\$876,476,000	\$866,605,000	-1.13%
Houses	41,139	\$51,887,426,000	\$52,125,281,000	0.46%
Flats	2,284	\$881,921,000	\$907,280,000	2.88%
Units	21,274	\$11,253,180,000	\$11,584,311,000	2.94%
Commercial Vacant Land	28	\$82,967,000	\$87,066,000	4.94%
Retail	2,759	\$2,686,925,000	\$2,856,757,000	6.32%
Industrial	473	\$405,928,000	\$449,383,000	10.71%
Office	2,196	\$1,914,708,000	\$1,936,006,000	1.11%
Specialised	649	\$760,542,000	\$794,450,000	4.46%
Total general rateable properties	71,566	70,750,073,000	\$71,607,139,000	1.21%
Cultural & Rec.	45	\$200,294,000	\$198,069,000	-1.11%
Total	71,611	70,950,367,000	\$71,805,208,000	1.20%

Analysis by Suburb

Suburb	No. Properties	2010 CIV	2012 CIV	CIV % change
Kew	10,652	\$11,623,934,000	\$11,597,133,000	-0.23%
Kew East	2,802	\$2,454,517,000	\$2,473,207,000	0.76%
Balwyn	5,647	\$5,990,007,000	\$5,855,418,000	-2.25%
Deepdene	926	\$1,188,136,000	\$1,173,288,000	-1.25%
Balwyn North	7,886	\$7,596,727,000	\$7,589,555,000	-0.09%
Hawthorn	11,769	\$10,261,023,000	\$10,624,399,000	3.54%
Hawthorn East	6,597	\$5,975,068,000	\$6,070,082,000	1.59%
Camberwell	9,286	\$9,895,651,000	\$10,150,601,000	2.58%
Canterbury	3,231	\$4,527,563,000	\$4,457,371,000	-1.55%
Mont Albert	59	\$81,685,000	\$76,100,000	-6.84%
Surrey Hills	3,493	\$3,144,998,000	\$3,338,669,000	6.16%
Glen Iris	6,127	\$5,910,750,000	\$5,897,498,000	-0.22%
Ashburton	3,136	\$2,300,308,000	\$2,501,887,000	8.76%
Total	71,611	\$70,950,367,000	\$71,805,208,000	1.20%

Increased property values do not increase the total amount of money Council collects in rates - it redistributes the amount of rates paid between individual properties. Some ratepayers will pay more and some will pay less, depending on the new value of their property relative to other properties in their municipality. Council's budget determines how much rates are collected – not property valuations.



9.6 Waste Management Strategy

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

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

The following waste bin charges will apply in 2012-13:

Waste bin size	2011-12 charge	2012-13 charge
Waste environment levy residential & other	\$70.00	\$76.00
Waste environment levy commercial	\$70.00	\$76.00
80 litre & minimum waste charge residential & other	\$150.00	\$163.00
80 litre commercial	\$158.00	\$171.00
120 litre residential and other	\$272.00	\$295.00
120 litre commercial	\$286.00	\$310.00
240 litre	\$665.00	\$722.00
240 litre commercial	\$698.00	\$758.00
240 litre concession	\$544.00	\$590.00

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 2012-13. The waste bin charge for those properties qualifying for the concession has been increased to \$590.

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.

Landfill Levy and Carbon Price

In 2009-10 the State Government raised the landfill levy with significant impacts on Council's waste management costs. In 2012-13 an increase of \$4.40 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill, has resulted in additional waste tipping costs of \$0.17 million. This follows increases of \$35 per tonne (almost 400%) over the last two years. The objective of the levy is to achieve higher rates of recycling and keep valuable materials out of landfill. Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.

The carbon price introduced by the Federal Government will commence in Australia on 1 July 2012. The price will be set at a fixed amount for the first three years of its operation and will be a floating rate set by the market thereafter. The carbon price is part of the government's 'Clean Energy Future' climate change plan which aims to reduce Australian CO₂e emissions by at least 5 per cent from 2000 levels by 2020 and by 80 per cent by 2050.



Council will be significantly impacted indirectly by the carbon price as suppliers to Council pass through costs relating to the carbon price that they will incur. The key areas in which Boroondara Council can expect to face increased costs are the disposal of general domestic waste to landfill, electricity and gas purchases, and a general inflationary impact on supplier prices.

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

9.7 Rate payment options

In 2012-13, 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 2012.
- One lump sum payment, in full, by 15 February 2013 (note, direct debit will be available for this option).
- Four instalments, with payments required on 30 September, 30 November, 28 February, and 31 May.
- A direct debit (interest free) payment plan. This plan provides for payment to be made by 10 monthly direct debits from your nominated bank.

Full details of all payment options will be provided when rate notices are issued.

9.8 Rates deferment and financial hardship

Where a ratepayer incurs late payment penalty interest and is eligible for the State Government Pensioner Rate Rebate, the penalty interest rate to apply shall be equal to Council's 2012-13 budgeted investment earning rate of 4.7% per annum.



10. Borrowing Strategy

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

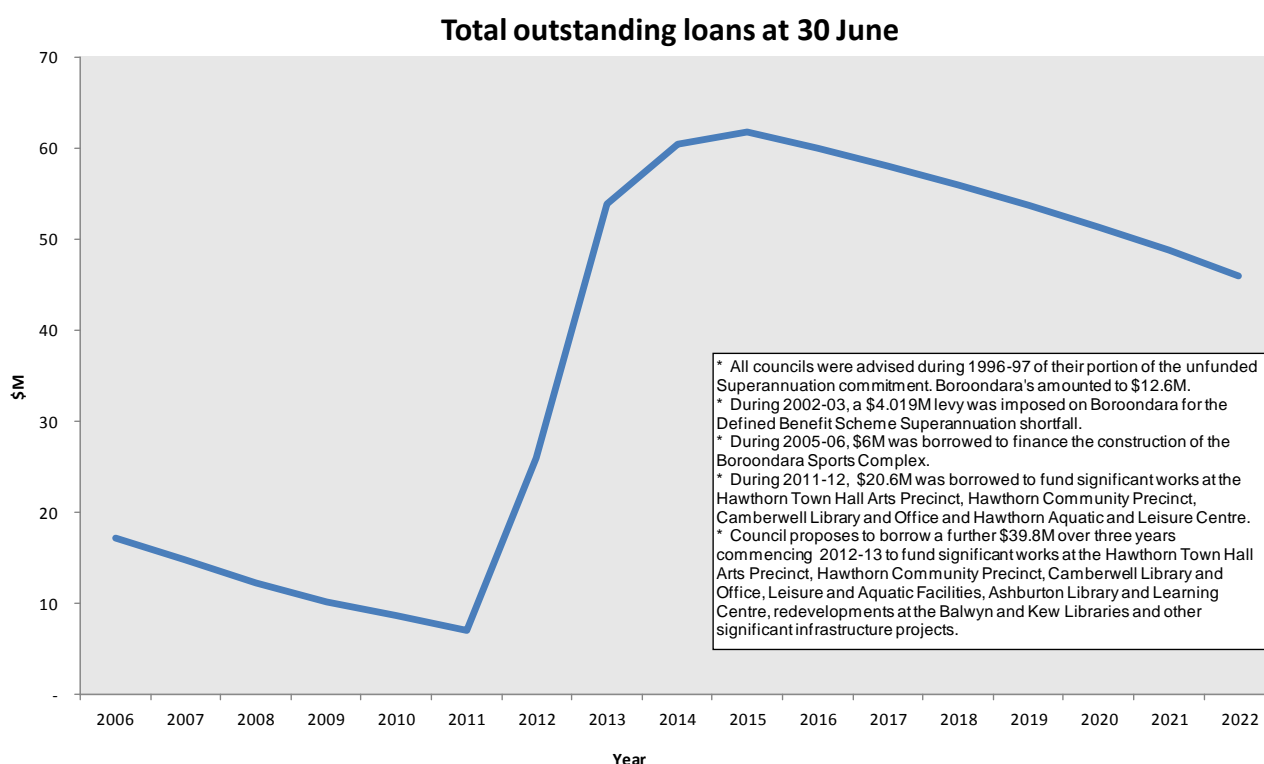
10.1 Introduction

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

During the 2002-03 year, a \$4.02 million levy was imposed on Boroondara for the Defined Benefit Scheme Superannuation Shortfall.

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.



10.2 Future Borrowing Strategy

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

In 2012-13 Council proposes to borrow \$29 million to fund significant building works at the Hawthorn Aquatic and Leisure Centre, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office.

Council proposes to borrow a further \$10.8 million over the 2013-14 and 2014-15 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**.

10.3 Existing borrowings

During the 2012-13 year \$1.09 million in principal repayments on existing borrowings will be made. The outstanding amount borrowed will be \$52.74 million as at 30 June 2013. The projected cost of servicing these borrowings will be \$3.20 million during 2012-13.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2013. 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	\$'000's				Ratios (%)			
	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*)
2012	20,600	1,721	670	25,924	1.45	20.3%	0.4%	2.6%
2013	29,000	1,092	3,197	53,832	1.31	39.7%	1.8%	3.9%
2014	7,900	1,308	4,632	60,425	1.28	42.1%	2.5%	4.1%
2015	2,900	1,575	4,842	61,750	1.31	40.6%	2.5%	4.2%
2016	-	1,766	4,950	59,985	1.32	37.3%	2.4%	4.1%
2017	-	1,908	4,801	58,077	1.33	34.2%	2.2%	4.0%
2018	-	2,063	4,642	56,014	1.33	31.2%	2.0%	3.9%
2019	-	2,231	4,469	53,783	1.33	28.3%	1.9%	3.8%
2020	-	2,413	4,282	51,370	1.33	25.6%	1.7%	3.7%
2021	-	2,608	4,080	48,762	1.32	23.0%	1.5%	3.6%
2022	-	2,823	3,860	45,939	1.33	20.6%	1.4%	3.5%
Victorian State Government Prudential Ratio Limits:						Not greater than 80%	Not greater than 5%	Not greater than 150%

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



11. Asset Management Strategy

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

11.1 Strategy development

A high priority for Boroondara is to ensure that the \$2.67 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 \$27.07 million in 2012-13. 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 and plans to expend \$68.32 million in 2012-13. In the future, asset renewal will require further high levels of expenditure with on average \$52.36 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 2012-13 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 \$39.8 million over three years (commencing in 2012-13) 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**.



11.2 Influences on Asset Management Strategy

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

- Increases in the 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.

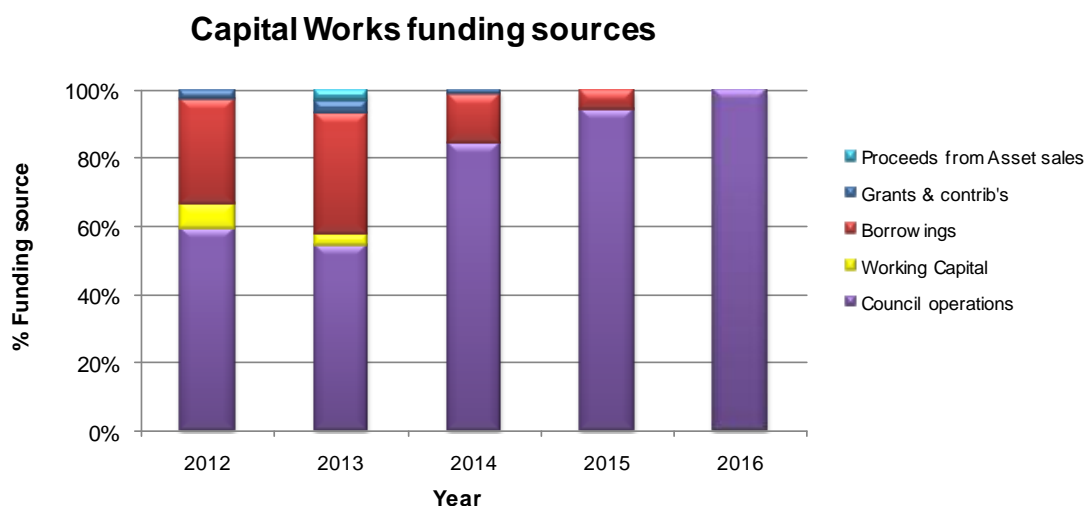
Council has a program for the ongoing review of Council's Asset Management Strategies.

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
2012	1,756	20,600	4,844	-	39,840	67,040
2013	3,107	29,000	2,740	2,480	44,182	81,509
2014	639	7,900	-	-	46,704	55,243
2015	-	2,900	-	-	47,736	50,636
2016	-	-	-	-	52,899	52,899

¹ Funding projects carried forward from previous year. Total carried forward from 2011-12 equals \$10.64 million funded by \$2.74 million working capital and \$7.90 million in borrowings budgeted in 2011-12 but not taken up. These borrowings are budgeted to be taken up in the 2012-13 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.





12. Service Delivery Strategy

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

12.1 Strategy development

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

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

Council's focus on environmentally sustainable service delivery is evidenced in the 2012-13 Budget which builds on the Council Plan Key Direction of enhancing the environment. A number of environmental initiatives are included within the Budget including the continuation of the "bulk changeover" of public street lighting to more energy efficient T5 lamps and sustainable water supply from the Bolin Bolin Billabong for the Freeway Golf Course from stormwater harvesting.

12.2 Service delivery changes

Overall service direction for 2012-13 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 support a diverse program of arts and cultural events and activities at the Kew Court House from performances, exhibitions and workshops that showcase local and visiting artists and cultural organisations.

Council will increase funding to the Camberwell Fresh Food Market promotional fund to support publicity activities of the market.

12.3 Priority Projects

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

In 2012-13 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 2012-13 includes projects that support all of Council's seven Strategic Objectives as outlined in **Section 2**. Some highlights include:

- Sustainable public lighting - Stage 2 bulk change project \$1.70 million partly funded by external grant funding from Department of Climate Change and Energy Efficiency;
- Balwyn and Balwyn North Heritage Study \$0.10 million;
- Bolin Bolin Billabong Sustainable Water Supply for the Freeway Golf Course \$0.30 million;
- Stages 2 and 3 of the My Neighbourhood Housing Strategy \$0.05 million; and
- Freeway Noise Campaign - effects on health from noise near freeways \$0.06 million.



City of Boroondara Budget 2012-13

Appendices

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

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



Overview to appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Budgeted Standard Statements
B	Statutory disclosures
C	Strategic Resource Plan
D	Fees and charges
E	Priority Projects Program
F	Capital Works Program
G	Key Strategic Activities
H	Glossary of terms



City of Boroondara
Budget 2012-13

Appendix A

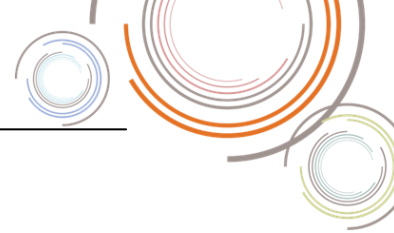
Budgeted Standard Statements

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

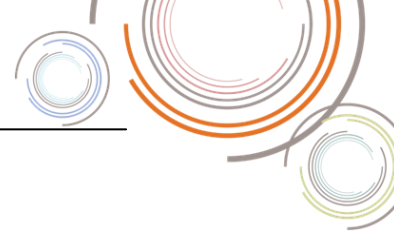
City of Boroondara
 Budgeted Standard Income Statement
 For the year ending 30 June 2013

	Forecast Actual 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Income			
General rates	109,514	116,163	6,649
Special rates and charges	1,105	889	(216)
Waste charges	17,060	18,547	1,487
Fees and charges	21,025	21,966	941
Grants - operating (recurrent)	14,213	11,284	(2,929)
Developers open space contributions	1,200	1,236	36
Granted assets	26	-	(26)
Other income	1,337	1,464	127
Rental income	2,204	2,212	8
Interest	2,377	2,183	(194)
Priority projects income (non-recurrent)	781	818	37
Grants and contributions - Capital (non-recurrent)	1,756	3,107	1,351
Share of net gain of associates and joint ventures accounted for by the equity method	1,057	-	(1,057)
Total income	173,655	179,869	6,214
Expenses			
Employee benefits	62,072	65,610	3,538
Materials and services	46,221	47,348	1,127
Depreciation and amortisation	26,372	27,068	696
Road maintenance	1,787	1,962	175
Footpaths maintenance	1,798	1,787	(11)
Facilities maintenance	4,110	4,500	390
MFB levy	3,581	3,709	128
Other expenses	2,912	2,848	(64)
Redundancy costs	92	-	(92)
Finance costs	670	3,197	2,527
Priority projects (including forward commitments)	5,332	4,140	(1,192)
LASF Defined Benefit Plan superannuation	3,500	-	(3,500)
Net loss on disposal of property, infrastructure, plant and equipment	2,670	2,694	24
Total expenses	161,117	164,863	3,746
Surplus for the year	12,538	15,006	2,468
Other comprehensive income			
Other	-	-	-
Total comprehensive income for the year	12,538	15,006	2,468



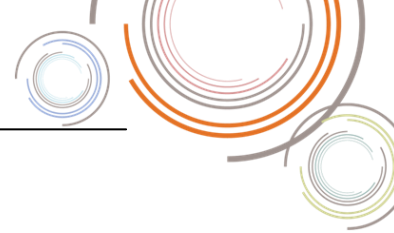
City of Boroondara
 Budgeted Standard Balance Sheet
 For the year ending 30 June 2013

	Forecast Actual 2011-12 \$'000	Budget 2012-13 \$'000	Variance \$'000
Current assets			
Cash and cash equivalents	37,771	37,627	(144)
Trade and other receivables	8,506	8,694	188
Prepayments	576	586	10
Inventories	36	36	-
Total current assets	46,889	46,943	54
Non-current assets			
Trade and other receivables	276	281	5
Investments in associates	5,134	5,134	-
Property, plant and equipment, infrastructure	2,628,624	2,674,059	45,435
Intangible assets	441	441	-
Investment property	8,996	8,996	-
Total non-current assets	2,643,471	2,688,911	45,440
Total assets	2,690,360	2,735,854	45,494
Current liabilities			
Trade and other payables	16,627	18,564	(1,937)
Interest-bearing loans and borrowings	1,092	1,308	(216)
Provisions	11,947	12,481	(534)
Trust funds and deposits	2,633	2,683	(50)
Prepaid income	88	93	(5)
Unfunded superannuation	-	700	(700)
Total current liabilities	32,387	35,828	(3,441)
Non-current liabilities			
Provisions	1,186	1,240	(54)
Unfunded superannuation	3,500	2,800	700
Interest-bearing loans and borrowings	24,832	52,525	(27,693)
Total non-current liabilities	29,518	56,565	(27,047)
Total liabilities	61,905	92,393	(30,488)
Net assets	2,628,455	2,643,461	15,006
Equity			
Accumulated surplus	734,192	749,198	15,006
Asset revaluation reserve	1,894,021	1,894,021	-
Drainage reserve	242	242	-
Total equity	2,628,455	2,643,461	15,006



City of Boroondara
 Budgeted Standard Cash Flow Statement
 For the year ending 30 June 2013

	Forecast Actual 2011-12 \$'000 Inflows (Outflows)	Budget 2012-13 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities			
<i>Receipts</i>			
Rates and waste charges	127,599	135,519	7,920
Fees and charges and other receipts from customers	24,361	25,437	1,076
Grants - Operating (including priority projects)	14,999	12,107	(2,892)
Grants and contributions - Capital	1,756	3,107	1,351
Developers open space contributions	1,200	1,236	36
Interest	2,377	2,183	(194)
	172,292	179,589	7,297
<i>Payments</i>			
Employee costs	(61,393)	(65,022)	(3,629)
Contractors and materials (including priority projects)	(65,963)	(64,241)	1,722
Finance costs	(569)	(1,999)	(1,430)
	(127,925)	(131,262)	(3,337)
Net cash provided by operating activities	44,367	48,327	3,960
Cash flows from investing activities			
Increase in trust funds and deposits	50	50	-
Dividend received	1,057	-	(1,057)
Proceeds from sale of property, plant and equipment	-	5,080	5,080
Payments for property, plant and equipment	(67,040)	(81,509)	(14,469)
Net cash used in investing activities	(65,933)	(76,379)	(10,446)
Cash flows from financing activities			
Proceeds from interest-bearing loans and borrowings	20,600	29,000	8,400
Repayment of interest-bearing loans and borrowings	(1,721)	(1,092)	629
Net cash provided by (used in) financing activities	18,879	27,908	9,029
Net decrease in cash and cash equivalents	(2,687)	(144)	2,543
Cash and cash equivalents at beginning of year	40,458	37,771	(2,687)
Cash and cash equivalents at end of year	37,771	37,627	(144)



City of Boroondara
 Budgeted Standard Capital Works Statement
 For the year ending 30 June 2013

	Forecast Actual 2011-12 \$'000	Budget 2012-13* \$'000	Variance \$'000
Capital works areas			
Land and buildings	45,890	59,607	13,717
Drains	3,635	3,193	(442)
Roads, kerb and channel	7,260	7,995	735
Plant, equipment and other	2,107	2,194	87
Street, parks and playgrounds	1,324	1,079	(245)
Libraries and information technology	2,551	2,140	(411)
Footpaths, LATMs, car parks and utilities	4,273	5,301	1,028
Total capital works	67,040	81,509	14,469
Represented by:			
Renewal	50,739	68,317	17,578
New	11,175	5,020	(6,155)
Upgrade	5,126	8,172	3,046
Total capital works	67,040	81,509	14,469

* Includes forward commitments from 2011-12.



City of Boroondara
Budget 2012-13

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 2011-12 \$	Budget 2012-13 \$
New borrowings (other than refinancing)	28,500,000	29,000,000
Debt redemption	1,721,000	1,092,000

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 2011-12 cents/\$CIV	Budget 2012-13 cents/\$CIV
General rate for rateable residential properties	0.1557	0.1617
General rate for rateable non residential properties	0.1557	0.1617
Rate concession - rateable cultural and recreational properties	0.07785	0.08085

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

Type of property	Budget 2011-12 \$	Budget 2012-13 \$
Rateable residential	99,955,000	105,887,000
Rateable non residential	8,984,000	9,902,000
Cultural and recreational	46,000	50,000
Total estimated amount to be raised	108,985,000	115,839,000

2.3 The estimated total amount to be raised by rates

	Budget 2011-12 \$	Budget 2012-13 \$
Total rates to be raised (incl additional rate revenue)	110,139,000	117,052,000
Additional rate revenue		
Special rate schemes	885,000	889,000
Supplementary valuations	900,000	1,000,000
Early payment of rates discount	(631,000)	(676,000)

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 2011-12 Change %	Budget 2012-13 Change %
Rateable residential	5.0	3.9
Rateable non residential	5.0	3.9
Cultural and recreational	5.0	3.9



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

Type of property	Budget 2011-12	Budget 2012-13
Rateable residential	64,555	65,461
Rateable non residential	5,943	6,105
Cultural and recreational	45	45
Total number of assessments	70,543	71,611

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 2011-12 \$	Budget 2012-13 \$
Rateable residential	64,197,237,000	65,483,477,000
Rateable non residential	5,770,210,200	6,123,662,000
Cultural and recreational	59,254,000	61,849,000
Total	70,026,701,200	71,668,988,000

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

Type of charge	Per Rateable Property, Budget 2011-12 \$	Per Rateable Property, Budget 2012-13 \$
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)	665	722
(ii) 240 litre bin commercial	698	758
(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)	544	590
(iv) 120 litre bin residential and other	272	295
(v) 120 litre bin commercial	286	310
(vi) 80 litre bin residential and other	150	163
(vii) 80 litre bin commercial	158	171
(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).	150	163
(ix) Waste environmental levy residential and other	70	76
(x) Waste environmental levy commercial	70	76



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 2011-12 \$	Budget 2012-13 \$
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).	335,000	1,047,000
(ii) 240 litre bin commercial	1,014,000	1,098,000
(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).	818,000	891,000
(iv) 120 litre bin residential and other	10,203,000	10,779,000
(v) 120 litre bin commercial	350,000	380,000
(vi) 80 litre bin residential and other	3,351,000	3,652,500
(vii) 80 litre bin commercial	107,000	113,000
(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)	138,000	152,500
(ix) Waste environmental levy residential and other	171,000	250,000
(x) Waste environmental levy commercial	153,000	184,000
Total	16,640,000	18,547,000

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 \$ 135,599,000

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 2012-13

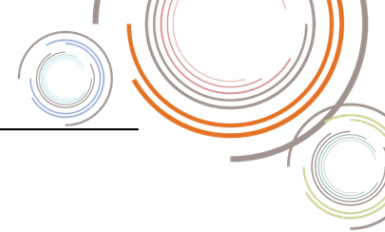
Appendix C

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:

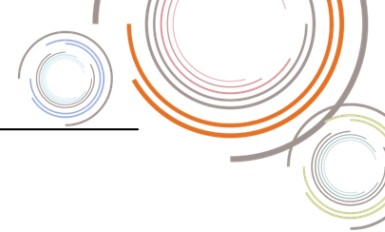
- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Human Resources



Appendix C – Strategic Resource Plan

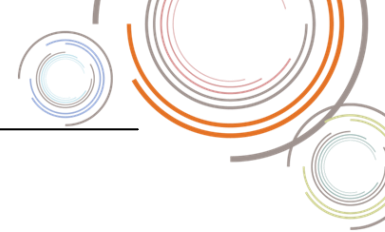
City of Boroondara Budgeted Standard Income Statement For the 10 years ending 30 June 2022

CITY OF BOROONDARA BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000
Income											
General rates	109,514	116,163	123,181	130,550	138,288	146,412	154,943	163,900	173,305	183,180	193,549
Special rates and charges	1,105	889	915	937	960	986	1,012	1,036	1,060	1,089	1,119
Waste charges	17,060	18,547	19,474	20,448	21,470	22,544	23,671	24,855	26,097	27,402	28,772
Fees and charges	21,025	21,966	22,696	23,428	24,160	24,939	25,696	26,456	27,191	28,055	28,964
Grants - Operating	14,213	11,284	13,842	14,184	14,530	14,921	15,321	15,676	16,044	16,484	16,937
Developers open space contributions	1,200	1,236	1,272	1,303	1,335	1,371	1,408	1,440	1,474	1,514	1,556
Granted assets	26	-	-	-	-	-	-	-	-	-	-
Other income	1,337	1,464	1,506	1,544	1,581	1,624	1,667	1,706	1,746	1,794	1,843
Rental income	2,204	2,212	2,276	2,647	2,712	2,785	2,859	2,926	2,994	3,076	3,161
Interest	2,377	2,183	2,228	2,346	2,550	2,853	2,885	2,665	2,873	3,180	3,278
Priority Projects income	781	818	267	-	249	194	263	-	275	214	290
Grants and contributions - Capital	1,756	3,107	639	-	-	-	-	-	-	-	-
Share of net profit of associates and joint ventures accounted for by the equity method	1,057	-	-	-	-	-	-	-	-	-	-
Total income	173,655	179,869	188,296	197,388	207,835	218,629	229,725	240,659	253,059	265,991	279,470



Budgeted Standard Income Statement (continued)

CITY OF BOROONDARA BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000
Expenses											
Employee benefits	62,072	65,610	68,754	72,044	75,661	79,464	82,903	86,672	90,328	94,135	98,103
Materials and services	46,221	47,348	49,552	51,441	53,153	54,863	56,658	58,626	60,464	62,660	64,956
Depreciation and amortisation	26,372	27,068	28,941	28,607	28,291	28,235	28,351	28,664	29,129	29,748	30,507
Road maintenance	1,787	1,962	2,059	2,138	2,209	2,281	2,356	2,438	2,515	2,607	2,702
Footpaths maintenance	1,798	1,787	1,875	1,947	2,012	2,077	2,145	2,220	2,290	2,374	2,461
Facilities maintenance	4,110	4,500	4,837	5,022	5,190	5,358	5,534	5,728	5,908	6,125	6,349
MFB levy	3,581	3,709	3,816	3,910	4,006	4,114	4,224	4,322	4,423	4,545	4,670
Other expenses	2,912	2,848	2,930	3,003	3,076	3,159	3,243	3,319	3,396	3,490	3,586
Finance costs	670	3,197	4,632	4,842	4,950	4,801	4,642	4,469	4,282	4,080	3,860
Redundancy costs	92	-	-	-	-	-	-	-	-	-	-
LASF Defined Benefit Plan superannuation	3,500	-	-	-	-	-	-	-	-	-	-
Priority Projects (including forward commitments)	5,332	4,140	1,886	2,897	2,693	3,083	2,709	2,609	2,724	3,156	2,743
Net loss on disposal of property, plant and equipment, infrastructure	2,670	2,694	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665	2,665
Total expenses	161,117	164,863	171,948	178,516	183,907	190,099	195,431	201,732	208,125	215,585	222,602
Suplus for the year	12,538	15,006	16,349	18,872	23,928	28,530	34,294	38,927	44,934	50,406	56,868
Other comprehensive income											
Other	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive income	12,538	15,006	16,349	18,872	23,928	28,530	34,294	38,927	44,934	50,406	56,868

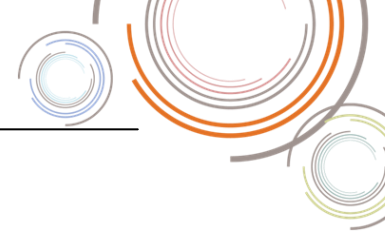


City of Boroondara

Budgeted Standard Balance Sheet

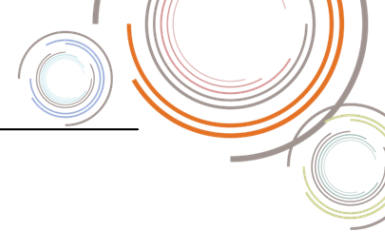
For the 10 years ending 30 June 2022

CITY OF BOROONDARA BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000
Current assets											
Cash and cash equivalents	37,771	37,627	38,444	41,023	42,977	45,141	46,008	47,637	49,172	50,942	53,527
Trade and other receivables	8,506	8,694	9,524	9,691	9,866	10,051	10,245	10,448	10,661	10,886	11,121
Prepayments	576	586	596	606	616	626	636	646	656	666	676
Inventories	36	36	36	36	36	36	36	36	36	36	36
Total current assets	46,889	46,943	48,600	51,356	53,495	55,854	56,925	58,767	60,525	62,530	65,360
Non-current assets											
Trade and other receivables	276	281	286	291	296	301	306	311	316	321	326
Investments in associates accounted for using the equity method	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134	5,134
Property, plant and equipment, infrastructure	2,628,624	2,674,059	2,696,630	2,714,975	2,735,797	2,760,886	2,792,790	2,829,197	2,871,418	2,918,903	2,971,858
Intangible assets	441	441	401	281	227	169	132	101	78	59	46
Investment property	8,996	8,996	8,834	8,675	8,519	8,365	8,215	8,067	7,922	7,779	7,639
Total non-current assets	2,643,471	2,688,911	2,711,285	2,729,356	2,749,973	2,774,855	2,806,577	2,842,809	2,884,867	2,932,196	2,985,003
Total assets	2,690,360	2,735,854	2,759,885	2,780,712	2,803,468	2,830,709	2,863,502	2,901,576	2,945,392	2,994,726	3,050,363



Budgeted Standard Balance Sheet (continued)

CITY OF BOROONDARA BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000
Current liabilities											
Trade and other payables	16,627	18,564	19,685	20,317	20,883	21,445	22,033	22,679	23,273	23,993	24,736
Interest-bearing loans and borrowings	1,092	1,308	1,575	1,766	1,908	2,063	2,231	2,413	2,608	2,823	3,054
Provisions	11,947	12,481	13,039	13,622	14,232	14,870	15,432	16,048	16,634	17,326	18,047
Unfunded superannuation call up	-	700	700	700	700	700	-	-	-	-	-
Trust funds and deposits	2,633	2,683	2,733	2,783	2,833	2,883	2,933	2,983	3,033	3,083	3,133
Prepaid income	88	93	98	103	108	113	118	123	128	133	138
Total current liabilities	32,387	35,828	37,830	39,291	40,664	42,074	42,747	44,245	45,677	47,358	49,108
Non-current liabilities											
Provisions	1,186	1,240	1,296	1,355	1,417	1,481	1,538	1,600	1,659	1,729	1,802
Unfunded superannuation call up	3,500	2,800	2,100	1,400	700	-	-	-	-	-	-
Interest-bearing loans and borrowings	24,832	52,525	58,850	59,985	58,077	56,014	53,783	51,370	48,762	45,939	42,885
Total non-current liabilities	29,518	56,565	62,246	62,740	60,194	57,495	55,321	52,970	50,421	47,668	44,687
Total liabilities	61,905	92,393	100,076	102,030	100,858	99,569	98,068	97,216	96,097	95,026	93,795
Net assets	2,628,455	2,643,461	2,659,809	2,678,682	2,702,610	2,731,140	2,765,434	2,804,361	2,849,294	2,899,700	2,956,568
Equity											
Accumulated surplus	734,192	749,198	765,546	784,419	808,347	836,877	871,171	910,098	955,031	1,005,437	1,062,305
Asset revaluation reserve	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021	1,894,021
Drainage reserve	242	242	242	242	242	242	242	242	242	242	242
Total equity	2,628,455	2,643,461	2,659,809	2,678,682	2,702,610	2,731,140	2,765,434	2,804,361	2,849,294	2,899,700	2,956,568

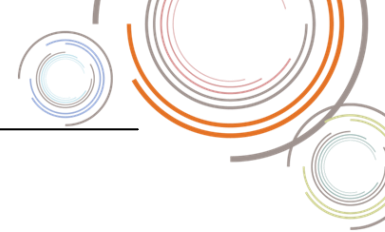


City of Boroondara

Budgeted Standard Cash Flow Statement

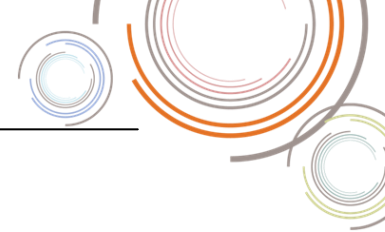
For the 10 years ending 30 June 2022

CITY OF BOROONDARA BUDGETED STANDARD CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast	Budget	Strategic Resource Plan Projections								
	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000
Cash flows from operating activities											
Receipts											
Rates and waste charges	127,599	135,519	142,741	151,768	160,543	169,758	179,433	189,587	200,249	211,448	223,205
Fees & charges and other receipts from customers	24,361	25,437	26,373	27,514	28,348	29,243	30,117	30,982	31,826	32,821	33,863
Grants - Operating (including priority projects)	14,999	12,107	14,114	14,189	14,784	15,120	15,589	15,681	16,324	16,704	17,232
Grants and contributions - Capital	1,756	3,107	639	-	-	-	-	-	-	-	-
Contributions	1,200	1,236	1,272	1,303	1,335	1,371	1,408	1,440	1,474	1,514	1,556
Interest	2,377	2,183	2,228	2,346	2,550	2,853	2,885	2,665	2,873	3,180	3,278
	172,292	179,589	187,367	197,121	207,560	218,345	229,431	240,355	252,745	265,667	279,135
Payments											
Employee costs	(61,393)	(65,022)	(68,840)	(72,102)	(75,689)	(79,462)	(82,984)	(85,994)	(89,683)	(93,373)	(97,309)
Contractors and materials (including priority projects)	(65,963)	(64,241)	(64,773)	(68,296)	(70,308)	(72,868)	(74,737)	(77,034)	(79,506)	(82,570)	(85,011)
Finance costs	(569)	(1,999)	(4,336)	(4,883)	(4,995)	(4,849)	(4,694)	(4,526)	(4,344)	(4,147)	(3,932)
	(127,925)	(131,262)	(137,948)	(145,281)	(150,992)	(157,180)	(162,415)	(167,553)	(173,533)	(180,090)	(186,252)
Net cash provided by operating activities	44,367	48,327	49,418	51,840	56,568	61,165	67,017	72,802	79,213	85,577	92,882



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								
	2012 '000	2013 '000	2014 '000	2015 '000	2016 '000	2017 '000	2018 '000	2019 '000	2020 '000	2021 '000	2022 '000
Cash flows from investing activities											
Trust funds and deposits	50	50	50	50	50	50	50	50	50	50	50
Dividend received	1,057	-	-	-	-	-	-	-	-	-	-
Proceeds from sales of property, plant and equipment	-	5,080	-	-	-	-	-	-	-	-	-
Payments for property, plant and equipment	(67,040)	(81,509)	(55,243)	(50,636)	(52,899)	(57,144)	(64,136)	(68,992)	(75,316)	(81,247)	(87,524)
Net cash used in investing activities	(65,933)	(76,379)	(55,193)	(50,586)	(52,849)	(57,094)	(64,086)	(68,942)	(75,266)	(81,197)	(87,474)
Cash flows from financing activities											
Proceeds from interest-bearing loans and borrowings	20,600	29,000	7,900	2,900	-	-	-	-	-	-	-
Repayment of interest-bearing loans and borrowings	(1,721)	(1,092)	(1,308)	(1,575)	(1,766)	(1,908)	(2,063)	(2,231)	(2,413)	(2,608)	(2,823)
Net cash provided by (used in) financing activities	18,879	27,908	6,592	1,325	(1,766)	(1,908)	(2,063)	(2,231)	(2,413)	(2,608)	(2,823)
Net increase (decrease) in cash and cash equivalents	(2,687)	(144)	817	2,579	1,953	2,164	868	1,629	1,534	1,771	2,585
Cash and cash equivalents at beginning of year	40,458	37,771	37,627	38,444	41,023	42,977	45,141	46,008	47,637	49,171	50,942
Cash and cash equivalents at end of year	37,771	37,627	38,444	41,023	42,977	45,141	46,008	47,637	49,171	50,942	53,527

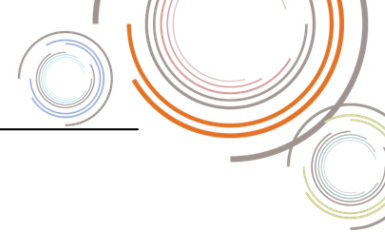


City of Boroondara

Budgeted Standard Capital Works Statement

For the 10 years ending 30 June 2022

CITY OF BOROONDARA BUDGETED STANDARD CAPITAL WORKS STATEMENT FOR THE YEAR ENDED 30 JUNE	Forecast*	Budget*	Strategic Resource Plan Projections								
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Land and buildings	45,890	59,607	36,311	30,043	31,246	34,687	40,843	44,833	50,256	55,248	60,548
Drains	3,635	3,193	3,870	4,307	4,525	4,706	4,894	5,090	5,294	5,505	5,726
Roads, kerb and channel	7,260	7,995	7,892	8,425	8,887	9,242	9,612	9,997	10,397	10,812	11,245
Plant, equipment and other	2,107	2,194	2,064	2,468	2,601	2,702	2,807	2,916	3,029	3,147	3,270
Street, park and playgrounds	1,324	1,079	1,206	1,401	1,475	1,534	1,595	1,659	1,726	1,795	1,866
Libraries and Information Technology	2,551	2,140	1,821	1,837	1,853	1,868	1,883	1,897	1,911	1,927	1,945
Footpaths, LATM's, car parks and utilities	4,273	5,301	2,079	2,155	2,312	2,404	2,501	2,601	2,705	2,813	2,925
<i>* Includes forward commitments</i>											
	67,040	81,509	55,243	50,636	52,899	57,144	64,136	68,992	75,316	81,247	87,524
Represented by:											
Renewal	50,739	68,317	47,014	39,982	40,043	40,867	49,556	50,793	56,857	63,630	66,568
As a % of total	76%	84%	85%	79%	76%	72%	77%	74%	75%	78%	76%
New and upgrade	16,301	13,192	8,229	10,654	12,856	16,277	14,581	18,198	18,459	17,617	20,956
As a % of total	24%	16%	15%	21%	24%	28%	23%	26%	25%	22%	24%



NON-FINANCIAL RESOURCES

City of Boroondara

Budgeted Statement of Human Resources

For the year ending 30 June 2013

CITY OF BOROONDARA BUDGETED STATEMENT OF HUMAN RESOURCES FOR THE YEAR ENDED 30 JUNE	Forecast Actual 2012	Budget 2013
Employee costs \$'000	62,072	65,610
Employee Numbers		
Chief Executive	2	2
City Planning	186	193
Environment and Infrastructure	205	208
Community Development	433	434
Corporate Services	112	113
Governance	8	8
Communications and Engagement	38	38
TOTAL Employee Numbers	984	996
EFT (equivalent full time)		
Chief Executive	2	2
City Planning	124	129
Environment and Infrastructure	202	205
Community Development	295	296
Corporate Services	99	100
Governance	8	8
Communications and Engagement	31	31
TOTAL EFT	761	771

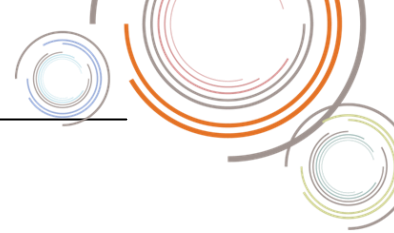
The table above projects Council's total employee costs and total equivalent full time (EFT) staffing requirements for the 2012-13 year and includes limited tenure positions budgeted under Priority Projects. As a result resource requirements will vary from year to year.



City of Boroondara
Budget 2012-13

Appendix D

Fees and charges



Appendix D - Fees and charges index

Introduction

Community Development

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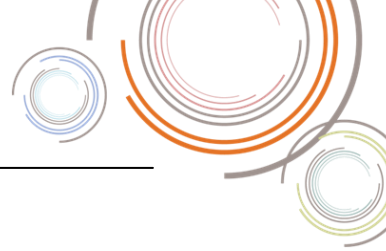
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Appendix D - Fees and Charges

Introduction

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

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

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

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2012-13 this means that many fees and charges were increased by an average of 4.30%. 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 3.60% in 2012-13, Access Economics Business Outlook September 2011 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.

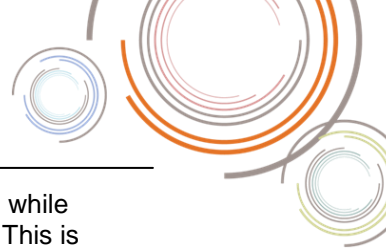
The provision of commercial and residential waste services is proposed as full cost recovery. The costs considered in waste charges are waste to landfill (inclusive of taxes and levies), green waste service, the recycling service, annual hard-waste collection, operation of the Riversdale transfer station, 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.

Landfill levy and carbon price

In 2009-10 the State Government raised the landfill levy with significant impacts on Council's waste management costs. In 2012-13 an increase of \$4.40 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill, has resulted in additional waste tipping costs of \$0.17 million. This follows increases of \$35 per tonne (almost 400%) over the last two years. The objective of the levy is to achieve higher rates of recycling and keep valuable materials out of landfill. Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.

The carbon price introduced by the Federal Government will commence in Australia on 1 July 2012. The price will be set at a fixed amount for the first three years of its operation and will be a floating rate set by the market thereafter. The carbon price is part of the government's 'Clean Energy Future' climate change plan which aims to reduce Australian CO₂e emissions by at least 5 per cent from 2000 levels by 2020 and by 80 per cent by 2050.

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



In 2012-13 the Hawthorn Town Hall and the Town Hall Gallery will be closing down while undergoing works to be converted into a heritage inspired arts and cultural space. This is expected to be opened in early 2014, therefore the fees and charges relating to this space have been removed from the fees and charges schedule.

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.

Changes to GST Status

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

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

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

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

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

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Community Development - Family Services					
Family day care					
Family registration	Child in care	\$ 21.00	\$ 20.00	\$ 1.00	Y
Family day care Council co-ordination service fee (service user)	Per hour	\$ 0.80	\$ 0.75	\$ 0.05	N
Maternal and child health centre facilities					
Maternal and child health centre facilities (community organisation - not for profit)	Per term	\$ 47.00	\$ 45.00	\$ 2.00	Y
Maternal and child health centre facilities (playgroup contribution)	Per family per term	\$ 34.50	\$ 33.00	\$ 1.50	Y
Occasional care					
Kew occasional care fee - sessional program - minimum fee of three hours per session	Per hour	\$ 11.00	\$ 10.50	\$ 0.50	N
Kew occasional care fee - minimum three hour session - sibling rate (same session)	Per hour	\$ 7.60	\$ 7.30	\$ 0.30	N
Kew occasional care fee (health care card holder) - minimum three hour session	Per hour	\$ 5.20	\$ 5.00	\$ 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	\$ 57.00	\$ 55.00	\$ 2.00	Y
Others					
Resource library registration - available to both family day care and children's services participants	Per application	\$ 23.00	\$ 22.00	\$ 1.00	Y
Sleep day stay program fee	Rate per day	\$ 86.00	\$ 82.00	\$ 4.00	Y
Preschool central enrolment application fee - three year child (indicative fee)	Per application for three year old	\$ 24.00	\$ 22.00	\$ 2.00	N
Preschool central enrolment application fee - four year child (indicative fee)	Per application for four year old	\$ 24.00	\$ 22.00	\$ 2.00	N
Preschool central enrolment application fee - three year child (health care card holder)	Per application for three year old	\$ 12.00	\$ 11.00	\$ 1.00	N
Preschool central enrolment application fee - four year child (health care card holder)	Per application for four year old	\$ 12.00	\$ 11.00	\$ 1.00	N
Anderson Park Community Centre meeting room - commercial groups	Per day	\$ 180.00	\$ 173.00	\$ 7.00	Y
Anderson Park Community Centre and family services meeting facilities - commercial groups	Per half day	\$ 93.00	\$ 89.00	\$ 4.00	Y
Anderson Park Community Centre meeting room - community groups	Per day	\$ 59.00	\$ 56.50	\$ 2.50	Y
Anderson Park Community Centre meeting room - community groups	Per half day	\$ 31.00	\$ 29.50	\$ 1.50	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Community Development - Health, Ageing and Disability Services					
Food Act registration and renewal - Part A					
Kitchen of nursing homes, childcare centres - class one (includes food safety program fee)	Per premises	\$ 345.00	\$ 330.00	\$ 15.00	N
Non fee charging community based operations of adult day care	No charge	No charge	No charge	\$ -	N
Parent run school canteen, non-profit organisations (small food preparation)	No charge	No charge	No charge	\$ -	N
Primary premises - class two (141+ employed) (includes food safety program fee)	Per premises	\$ 3,620.00	\$ 3,470.00	\$ 150.00	N
Primary premises - class two (110-140 employed) (includes food safety program fee)	Per premises	\$ 2,870.00	\$ 2,750.00	\$ 120.00	N
High risk premises - class two (71-110 employed) (includes food safety program fee)	Per premises	\$ 1,880.00	\$ 1,800.00	\$ 80.00	N
High risk premises - class two (51-70 employed) (includes food safety program fee)	Per premises	\$ 1,620.00	\$ 1,550.00	\$ 70.00	N
High risk premises - class two (21-50 employed) (includes food safety program fee)	Per premises	\$ 1,030.00	\$ 985.00	\$ 45.00	N
High risk premises - class two (11-20 employed) (includes food safety program fee)	Per premises	\$ 775.00	\$ 745.00	\$ 30.00	N
Primary premises - class two (six - ten employed)	Per premises	\$ 680.00	\$ 650.00	\$ 30.00	N
Primary premises - class two (five or less employed high risk) (includes food safety program fee)	Per premises	\$ 645.00	\$ 620.00	\$ 25.00	N
Class three premises	Per premises	\$ 365.00	\$ 350.00	\$ 15.00	N
Class four premises	No charge	No charge	\$ 71.00	-\$ 71.00	N
Transfer of registration and late renewal of registration (applicable after the 1st January each year)	50% of applicable registration fee	50% of applicable registration fee	50% of applicable registration fee	\$ -	N
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	\$ 142.00	\$ 136.00	\$ 6.00	N
Food Act registration and renewal premises suitability fee (renewal or transfer fee) - structural plan review for low risk premises	Per application	\$ 81.00	\$ 78.00	\$ 3.00	N
Food Act registration non compliance follow up visit (this will be charged to businesses as appropriate)	Per premises	\$ 205.00	\$ 195.00	\$ 10.00	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Health Act registration and renewal					
Ear piercing or nails only	Per premises	\$ 120.00	\$ 115.00	\$ 5.00	N
Hairdressers and like	Per premises	\$ 155.00	\$ 150.00	\$ 5.00	N
Prescribed accommodation (six - ten accommodation rooms)	Per premises	\$ 330.00	\$ 315.00	\$ 15.00	N
Prescribed accommodation (11 - 20 accommodation rooms)	Per premises	\$ 470.00	\$ 450.00	\$ 20.00	N
Prescribed accommodation (21 - 35 accommodation rooms)	Per premises	\$ 520.00	\$ 500.00	\$ 20.00	N
Prescribed accommodation (36 - 56 accommodation rooms)	Per premises	\$ 680.00	\$ 650.00	\$ 30.00	N
Prescribed accommodation (56+ accommodation rooms)	Per premises	\$ 805.00	\$ 770.00	\$ 35.00	N
Seniors centre hire fees					
Community group	Per hour	\$3.50 (\$10.75 max per day)	\$3.40 (\$10 max per day)	\$ 0.10	Y
Casual event	Per hour	\$ 56.00	\$ 54.00	\$ 2.00	Y
Miscellaneous					
Enquiry fee (solicitors requests)	Per enquiry	\$ 205.00	\$ 195.00	\$ 10.00	Y
Extract of register (inspection fee) - multiple listing	Per multiple listing	\$ 88.00	\$ 84.00	\$ 4.00	Y
Extract of register (inspection fee) - single extract	Per single extract	\$ 39.50	\$ 38.00	\$ 1.50	Y
Food safety training	Per person	\$ 105.00	\$ 100.00	\$ 5.00	Y
Septic tank permit fee	Per application	\$ 365.00	\$ 350.00	\$ 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
Sharps container sales (free to people with relevant health condition)	Per container	No charge	No charge	\$ -	N
Sharps container sales (registered business)	Per container	\$ 16.50	\$ 16.00	\$ 0.50	Y
Sharps container sales (registered business)	Per container	\$ 8.30	\$ 8.00	\$ 0.30	Y
Training sessions and other services	Per session	Cost + 10%	Cost + 10%	\$ -	Y
Adult day care / social support activity	Per session + meal if applicable	\$ 6.00	\$ 5.45	\$ 0.55	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Adult day care / social support activity	Two - three hours	\$ 3.20	\$ 2.90	\$ 0.30	N
Community bus hire - community groups	Per day	\$ 85.00	\$ 82.00	\$ 3.00	Y
Community bus hire - community groups	Per half day	\$ 51.00	\$ 49.00	\$ 2.00	Y
Community bus fixed runs	One way trip	\$ 2.50	\$ 2.40	\$ 0.10	N
Young persons social group bus	Return trip	\$ 2.50	\$ 2.40	\$ 0.10	N
Young person social group excursion	Per hour	\$ 3.10	\$ 3.00	\$ 0.10	N
Excursions - older person	Per person	\$ 3.65	\$ 3.50	\$ 0.15	N
Travel charge	Per kilometre	\$ 1.40	\$ 1.35	\$ 0.05	N
Home care - couple - old fee	Per hour	\$ 7.00	\$ 6.75	\$ 0.25	N
Home care - single - old fee	Per hour	\$ 5.10	\$ 4.90	\$ 0.20	N
Home care - couple - low income discretionary fee	Per hour	\$ 6.25	\$ 6.00	\$ 0.25	N
Home care - single - low income discretionary fee	Per hour	\$ 4.20	\$ 4.05	\$ 0.15	N
Home care - couple - low income	Per hour	\$ 8.10	\$ 7.80	\$ 0.30	N
Home care - single - low income	Per hour	\$ 5.80	\$ 5.60	\$ 0.20	N
Home care - couple - medium income discretionary fee	Per hour	\$ 9.00	\$ 8.65	\$ 0.35	N
Home care - single - medium income discretionary fee	Per hour	\$ 7.60	\$ 7.30	\$ 0.30	N
Home care - couple - medium income old fee	Per hour	\$ 12.00	\$ 11.55	\$ 0.45	N
Home care - single - medium income old fee	Per hour	\$ 10.80	\$ 10.40	\$ 0.40	N
Home care - couple - medium income	Per hour	\$ 14.80	\$ 14.35	\$ 0.45	N
Home care - single - medium income	Per hour	\$ 14.20	\$ 13.60	\$ 0.60	N
Home care - couple - high income	Per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Home care - single - high income	Per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Home care - couple - high income discretionary fee	Per hour	\$ 22.20	\$ 21.30	\$ 0.90	N
Home care - single - high income discretionary fee	Per hour	\$ 22.20	\$ 21.30	\$ 0.90	N
Home care - no charge	No charge	No charge	No charge	\$ -	N
Property maintenance - low income	Per hour + materials	\$ 12.00	\$ 11.45	\$ 0.55	N
Property maintenance - medium income	Per hour + materials	\$ 18.00	\$ 17.20	\$ 0.80	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Property maintenance - high income	Per hour + materials	\$ 45.50	\$ 43.70	\$ 1.80	N
Personal care - old fee	Per hour	\$ 2.90	\$ 2.80	\$ 0.10	N
Personal care - low income discretionary fee	Per hour	\$ 1.60	\$ 1.55	\$ 0.05	N
Personal care - low income	Per hour	\$ 4.35	\$ 4.15	\$ 0.20	N
Personal care - medium income discretionary fee	Per hour	\$ 5.90	\$ 5.70	\$ 0.20	N
Personal care - medium income old fee	Per hour	\$ 7.25	\$ 6.95	\$ 0.30	N
Personal care - medium income	Per hour	\$ 8.60	\$ 8.20	\$ 0.40	N
Personal care - high income	Per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Personal care - high income discretionary fee	Per hour	\$ 22.20	\$ 21.30	\$ 0.90	N
Personal care - no charge	No charge	No charge	No charge	\$ -	N
Respite care - old fee	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	N
Respite care - low income discretionary fee	Per hour	\$ 1.60	\$ 1.55	\$ 0.05	N
Respite care - low income	Per hour	\$ 3.00	\$ 2.90	\$ 0.10	N
Respite care - medium income discretionary fee	Per hour	\$ 3.55	\$ 3.40	\$ 0.15	N
Respite care - high income	Per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Respite care - high income discretionary fee	Per hour	\$ 22.20	\$ 21.30	\$ 0.90	N
Respite care - no charge	No charge	No charge	No charge	\$ -	N
Younger persons respite families Home care - low income	Per couple per hour	\$ 8.10	\$ 7.80	\$ 0.30	N
Younger persons respite families Home care - low income discretionary fee	Per hour	\$ 7.00	\$ 6.75	\$ 0.25	N
Younger persons respite families Home care - low income old fee	Per hour	\$ 6.25	\$ 6.00	\$ 0.25	N
Younger persons respite families Home care - medium income old fee	Per couple per hour	\$ 9.00	\$ 8.65	\$ 0.35	N
Younger persons respite families Home care - medium income discretionary fee	Per couple per hour	\$ 12.10	\$ 11.55	\$ 0.55	N
Younger persons respite families Home care - medium income	Per couple per hour	\$ 14.80	\$ 14.35	\$ 0.45	N
Younger persons respite families Home care - high income	Per couple per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Younger persons respite families Personal care - low income	Per hour	\$ 4.35	\$ 4.15	\$ 0.20	N
Younger persons respite families Personal care - low income discretionary fee	Per hour	\$ 2.90	\$ 2.80	\$ 0.10	N
Younger persons respite families Personal care - low income old fee	Per hour	\$ 1.60	\$ 1.55	\$ 0.05	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Younger persons respite families Personal care - medium income old fee	Per hour	\$ 5.90	\$ 5.70	\$ 0.20	N
Younger persons respite families Personal care - medium income discretionary fee	Per hour	\$ 7.25	\$ 6.95	\$ 0.30	N
Younger persons respite families Personal care - medium income	Per hour	\$ 8.50	\$ 8.20	\$ 0.30	N
Younger persons respite families Personal care - high income	Per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Younger persons respite families Respite care - low income	Per hour	\$ 3.00	\$ 2.90	\$ 0.10	N
Younger persons respite families Respite care - low income discretionary fee	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	N
Younger persons respite families Respite care - low income old fee	Per hour	\$ 1.60	\$ 1.55	\$ 0.05	N
Younger persons respite families Respite care - medium income old fee	Per hour	\$ 3.55	\$ 3.40	\$ 0.15	N
Younger persons respite families Respite care - medium income discretionary fee	Per hour	\$ 4.10	\$ 3.95	\$ 0.15	N
Younger persons respite families Respite care - medium income	Per hour	\$ 4.90	\$ 4.70	\$ 0.20	N
Younger persons respite families Respite care - high income	Per hour	\$ 36.50	\$ 35.00	\$ 1.50	N
Full cost - home care Monday - Friday 7am - 6pm	Per hour	\$ 44.20	\$ 42.30	\$ 1.90	Y
Full cost - home care Monday - Friday 6pm - midnight	Per hour	\$ 57.00	\$ 54.40	\$ 2.60	Y
Full cost - home care Weekend 7am - 12 midday	Per hour	\$ 57.00	\$ 54.40	\$ 2.60	Y
Full cost - home care Weekend 12 midday onwards	Per hour	\$ 69.00	\$ 65.90	\$ 3.10	Y
Full cost - personal care Monday - Friday 7am - 6pm	Per hour	\$ 46.00	\$ 44.10	\$ 1.90	Y
Full cost - personal care Monday - Friday 6pm - midnight	Per hour	\$ 58.50	\$ 54.40	\$ 4.10	Y
Full cost - personal care Weekend 7am - 12 midday Saturday	Per hour	\$ 58.50	\$ 56.00	\$ 2.50	Y
Full cost - personal care Weekend 12 midday onwards	Per hour	\$ 69.00	\$ 65.90	\$ 3.10	Y
Full cost - respite care Monday - Friday 7am - 6pm	Per hour	\$ 46.00	\$ 44.10	\$ 1.90	Y
Full cost - respite care Monday - Friday 6pm - midnight	Per hour	\$ 58.50	\$ 55.80	\$ 2.70	Y
Full cost - respite care Weekend 7am - 12 midday Saturday	Per hour	\$ 58.50	\$ 55.80	\$ 2.70	Y
Full cost - respite care Weekend 12 midday onwards	Per hour	\$ 69.00	\$ 66.20	\$ 2.80	Y
Public holiday (all services)	Per hour	\$ 78.50	\$ 75.20	\$ 3.30	Y
Linkages - core hours	Per hour	\$ 5.00	\$ 5.00	\$ -	N
Property maintenance - full cost recovery	Per hour	\$ 66.00	\$ 63.00	\$ 3.00	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Meals on Wheels					
Dining room meal	Per meal	\$ 6.05	\$ 5.80	\$ 0.25	N
Soup - low income	Each	\$ 1.50	\$ 1.45	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - low income	Each	\$ 7.00	\$ 6.75	\$ 0.25	N
Main meal - low income	Each	\$ 4.50	\$ 4.35	\$ 0.15	N
Vegetables - low income	Each	\$ 0.90	\$ 0.85	\$ 0.05	N
Main salad - low income	Each	\$ 5.70	\$ 5.45	\$ 0.25	N
Dessert - low income	Each	\$ 1.60	\$ 1.55	\$ 0.05	N
Sandwich - low income	Each	\$ 4.50	\$ 4.35	\$ 0.15	N
Soup - medium income	Each	\$ 1.70	\$ 1.65	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - medium income	Each	\$ 8.20	\$ 7.90	\$ 0.30	N
Main meal - medium income	Each	\$ 5.40	\$ 5.20	\$ 0.20	N
Vegetables - medium income	Each	\$ 1.10	\$ 1.05	\$ 0.05	N
Main salad - medium income	Each	\$ 6.50	\$ 6.25	\$ 0.25	N
Dessert - medium income	Each	\$ 1.70	\$ 1.65	\$ 0.05	N
Sandwich - medium income	Each	\$ 5.40	\$ 5.20	\$ 0.20	N
Soup - high income	Each	\$ 1.90	\$ 1.85	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - high income	Each	\$ 9.30	\$ 8.90	\$ 0.40	N
Main meal - high income	Each	\$ 6.05	\$ 5.80	\$ 0.25	N
Vegetables - high income	Each	\$ 1.20	\$ 1.15	\$ 0.05	N
Main salad - high income	Each	\$ 7.30	\$ 7.00	\$ 0.30	N
Dessert - high income	Each	\$ 2.05	\$ 1.95	\$ 0.10	N
Sandwich - high income	Each	\$ 6.05	\$ 5.80	\$ 0.25	N
Canterbury Memorial Home					
Main hall hire - community groups	Per day	\$ 30.00	\$ 30.00	\$ -	Y
Canterbury Memorial Home Units - standard rate	Per month	\$ 472.00	\$ 472.00	\$ -	Y
Canterbury Memorial Home Units - discretionary fee level one	Per month	\$ 398.00	\$ 398.00	\$ -	Y
Canterbury Memorial Home Units - discretionary fee level two	Per month	\$ 331.00	\$ 331.00	\$ -	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Community Development - Leisure and Sport					
Kew traffic school					
Community group bookings	Per group booking	\$ 110.00	\$ 105.00	\$ 5.00	Y
School holiday program	Per child	\$ 11.00	\$ 10.50	\$ 0.50	Y
Private bookings	Two hours	\$ 195.00	\$ 185.00	\$ 10.00	Y
Private bookings	Three hours	\$ 225.00	\$ 215.00	\$ 10.00	Y
Safety education (two sessions)	Per day	\$ 150.00	\$ 125.00	\$ 25.00	Y
Safety education (one session)	Per half day	\$ 110.00	\$ 105.00	\$ 5.00	Y
Sportsground					
Halls - booking charges for casual hire of halls. (Frog Hollow Reserve, Horrie Watson Hall, Robinson Road Pavilion)	Per four hours or part thereof	\$ 210.00	\$ 200.00	\$ 10.00	Y
Halls - booking charges for seasonal hall tenants	Per booking	\$ 32.00	\$ 31.00	\$ 1.00	Y
Sportsgrounds seasonal tenancy fees (formula based on quality of facility and usage of 63 grounds)	Per unit as allocated to facilities	\$ 9.70	\$ 9.30	\$ 0.40	Y
Community Development - Arts and Culture					
Eisteddfod					
Audience entry fee - full	Per person	\$ 7.00	\$ 6.50	\$ 0.50	Y
Audience entry fee - concession	Per person	\$ 4.50	\$ 4.50	\$ -	Y
Audience entry fee - family (2A/2C)	Per family	\$ 16.00	\$ 15.50	\$ 0.50	Y
Category one - 10 years and under or 12 years and under	Per entry	\$ 9.40	\$ 9.00	\$ 0.40	Y
Category two - 14 years and under	Per entry	\$ 11.50	\$ 11.00	\$ 0.50	Y
Category three - 15 years and under or 16 years and under	Per entry	\$ 13.50	\$ 13.00	\$ 0.50	Y
Category four - 18 years and under	Per entry	\$ 18.80	\$ 18.00	\$ 0.80	Y
Category five - open	Per entry	\$ 25.00	\$ 24.00	\$ 1.00	Y
Chamber groups and ensembles	Per entry	\$ 28.00	\$ 27.00	\$ 1.00	Y
Choral groups	Per entry	\$ 46.00	\$ 44.00	\$ 2.00	Y
Summer music in the parks					
Marquee (community)	No charge	No charge	No charge	\$ -	N
Marquee (business)	Per event	\$ 200.00	\$ 190.00	\$ 10.00	Y
Site fee (business) unpowered	Per event	\$ 56.00	\$ 54.00	\$ 2.00	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Site fee (business) powered	Per site	\$ 92.00	\$ 88.00	\$ 4.00	Y
Site fee (community)	No charge	No charge	No charge	\$ -	N
Kew Court House hire fees					
Court room including dressing rooms - commercial	Per hour	\$ 39.00	\$ 37.00	\$ 2.00	Y
Court room including dressing rooms - community	Per hour	\$ 28.00	\$ 27.00	\$ 1.00	Y
Court room including dressing rooms - tenant	Per hour	\$ 13.50	\$ 13.00	\$ 0.50	Y
Court room including dressing rooms - commercial	Per day	\$ 290.00	\$ 280.00	\$ 10.00	Y
Court room including dressing rooms - community	Per day	\$ 220.00	\$ 210.00	\$ 10.00	Y
Court room including dressing rooms - tenant	Per day	\$ 110.00	\$ 105.00	\$ 5.00	Y
Court room including dressing rooms - commercial	Per week	\$ 950.00	\$ 910.00	\$ 40.00	Y
Court room including dressing rooms - community	Per week	\$ 710.00	\$ 680.00	\$ 30.00	Y
Court room including dressing rooms - tenant	Per week	\$ 355.00	\$ 340.00	\$ 15.00	Y
Community workshop/meeting room - commercial	Per hour	\$ 25.00	\$ 24.00	\$ 1.00	Y
Community workshop/meeting room - community	Per hour	\$ 18.80	\$ 18.00	\$ 0.80	Y
Community workshop/meeting room - tenant	Per hour	\$ 9.40	\$ 9.00	\$ 0.40	Y
Community workshop/meeting room - commercial	Per day	\$ 79.00	\$ 76.00	\$ 3.00	Y
Community workshop/meeting room - community	Per day	\$ 58.50	\$ 56.00	\$ 2.50	Y
Community workshop/meeting room - tenant	Per day	\$ 29.00	\$ 28.00	\$ 1.00	Y
Small meeting room - commercial	Per hour	\$ 19.80	\$ 19.00	\$ 0.80	Y
Small meeting room - community	Per hour	\$ 14.50	\$ 14.00	\$ 0.50	Y
Small meeting room - tenant	Per hour	\$ 7.30	\$ 7.00	\$ 0.30	Y
Small meeting room - commercial	Per day	\$ 68.00	\$ 65.00	\$ 3.00	Y
Small meeting room - community	Per day	\$ 50.00	\$ 48.00	\$ 2.00	Y
Small meeting room - tenant	Per day	\$ 25.00	\$ 24.00	\$ 1.00	Y
Technical/ venue supervisor - all hirers	Per hour	\$ 55.00	\$ -	\$ -	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Community Development - Libraries and Volunteer Development					
Equipment hire for use in meeting rooms					
Libraries - commercial groups	Per item - per half day	\$ 42.00	\$ 40.00	\$ 2.00	Y
Libraries - community groups	No charge	No charge	No charge	\$ -	N
Meeting rooms hire					
Balwyn, Camberwell, Hawthorn and Kew Libraries - commercial groups	Per session	\$ 88.00	\$ 84.00	\$ 4.00	Y
Balwyn, Camberwell, Hawthorn and Kew Libraries - community groups	Per session	\$ 28.20	\$ 27.00	\$ 1.20	Y
Camberwell and Hawthorn Libraries - commercial groups - half room	Per session	\$ 44.00	\$ 42.00	\$ 2.00	Y
Camberwell and Hawthorn Libraries - community groups - half room	Per session	\$ 14.10	\$ 13.50	\$ 0.60	Y
Hawthorn Library (HCP) small room one and two - commercial groups	Per session	\$ 44.00	\$ -	\$ 44.00	Y
Hawthorn Library (HCP) small room one and two - community groups	Per session	\$ 14.10	\$ -	\$ 14.10	Y
Other					
Overdue library fines	Charge per day	\$ 0.35	\$ 0.35	\$ -	N
Debt collection charge	Per borrower submission	\$ 15.50	\$ 15.00	\$ 0.50	N
Photocopy fee - A3 black and white	Per copy	\$ 0.45	\$ 0.45	\$ -	Y
Photocopy fee - A4 black and white	Per copy	\$ 0.30	\$ 0.30	\$ -	Y
Photocopy fee - A3 colour	Per copy	\$ 3.00	\$ 3.00	\$ -	Y
Photocopy fee - A4 colour	Per copy	\$ 2.00	\$ 2.00	\$ -	Y
Inter library loan fee plus any charges from lending libraries	Per loan	\$ 4.95	\$ 4.80	\$ 0.15	Y
Library materials replacement processing charge	Per item processed	\$ 16.50	\$ 15.70	\$ 0.80	Y
Local history publication	Per publication	Various + 10%	Various + 10%	\$ -	Y
Lost membership card	Per membership card replaced	\$ 4.95	\$ 4.80	\$ 0.15	Y
Purchase of USB sticks	Per item	\$ 15.50	\$ 15.00	\$ 0.50	Y
Purchase of headphones	Per item	\$ 7.00	\$ 6.00	\$ 1.00	Y
Replacement of single disc	Per item	\$ 10.50	\$ 10.00	\$ 0.50	Y
Replacement of covers/cases	Per item	\$ 5.00	\$ 4.80	\$ 0.20	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Corporate Services - Financial Services					
Dishonoured cheque fee	Per dishonoured cheque	\$ 49.00	\$ 47.00	\$ 2.00	Y
Sale of tender documents - minimum charge \$66 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	\$ 66.00	\$ 63.00	\$ 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
Credit card payment surcharge	Per transaction	Full cost recovery	\$ -	\$ -	Y/N
Corporate Services - Information Technology					
Additional AO facilities map	Per map	\$ 50.00	\$ 48.00	\$ 2.00	Y
Map sales - hourly labour rate	Hourly labour rate	\$ 65.00	\$ 62.00	\$ 3.00	Y
Material costs - A1 thematic maps	Per map	\$ 33.00	\$ 31.50	\$ 1.50	Y
A3 - Aerial map	Per map	\$ 33.00	\$ 31.50	\$ 1.50	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
City Planning - Building Services					
Building permit fees					
Minor alterations to pool barrier	Per permit	\$ 363.00	\$ 345.00	\$ 18.00	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 \$539 or POA	Minimum \$520 or POA	\$ 19.00	Y
Dwellings class one and outbuildings class ten, demolitions, reblocks, heaters, brick fences, retaining walls or similar minor structures <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$627 or POA	Minimum \$600 or POA	\$ 27.00	Y
Dwellings class one and outbuildings class ten, garages, carports, sheds and in ground swimming pools (up to an estimated cost of \$15,000) <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$770 or POA	Minimum \$750 or POA	\$ 20.00	Y
Dwellings class one and outbuildings class ten, 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 \$968 or POA	Minimum \$920 or POA	\$ 48.00	Y
Dwellings class one and outbuildings class ten, additions and alterations (with an estimated cost of between \$50,000 - \$100,000) <i>(works within the City of Boroondara)</i>	Per permit	Minimum \$1,320 or POA	Minimum \$1,250 or POA	\$ 70.00	Y
Dwellings class one and outbuildings class ten, 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 \$1,250	Value / 120 + GST minimum \$1,200	\$ 50.00	Y
Dwellings class one and outbuildings class ten, new single dwelling / multiple dwellings calculation <i>(works within the City of Boroondara)</i>	Per permit	Value / 120 + GST (\$2,290 min per dwelling - multi unit developments POA)	Value / 120 + GST (\$2,200 min per dwelling - multi unit developments POA)	\$ 90.00	Y
Minor variations to building permits and building permit applications	Per permit	\$ 170.50	\$ 165.00	\$ 5.50	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	\$ 34.00	\$ 34.00	\$ -	N
Non-residential works class two to nine, minor alterations, signs, verandas up to estimated cost of \$15,000 <i>(works within the City of Boroondara)</i>	Per permit	\$ 748.00	\$ 720.00	\$ 28.00	Y
Non-residential works class two to nine, works with estimated cost between \$15,000 - \$100,000 <i>(works within the City of Boroondara)</i>	Per permit	(Value of works / 92 + \$990) + GST	(Value of works / 92 + \$950) + GST	\$ 40.00	Y
Non-residential works class two to nine, works with estimated cost between \$100,000 - \$500,000 <i>(works within the City of Boroondara)</i>	Per permit	(Value of works / 250 + \$1,770) + GST	(Value of works / 250 + \$1,700) + GST	\$ 70.00	Y

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Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Non-residential works class two to nine, works with estimated cost over \$500,000 <i>(works within the City of Boroondara)</i>	Per permit	(Value / 425 + \$3,120) + GST	(Value / 425 + \$3,000) + GST	\$ 120.00	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) <u>fee collected and forwarded to the Building Commission.</u>					
Additional fee: Statutory building permit lodgement fee for non-residential works where estimated cost of works exceeds \$5,000	Per lodgement	\$ 34.00	\$ 34.00	\$ -	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	\$ -	\$ -	\$ -	Y
Additional inspection fees - Council perform on behalf of another entity	Per inspection	\$ -	\$ -	\$ -	Y
Report and consent for siting - statutory fee per <u>each</u> <u>regulation</u> sought	Per application	\$ 227.25	\$ 227.25	\$ -	N
Report and consent advertising fee	Per application	\$137.50 for first two properties to be advertised to + \$66 per additional property	\$130 for first two properties to be advertised to + \$65 per additional property	\$ 7.50	Y
Minor variations to report and consents	Per application	\$ 126.50	\$ 120.00	\$ 6.50	Y
Places of public entertainment applications for minor event (less than 10,000 people)	Per application	\$ 715.00	\$ 687.50	\$ 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 occupancy permit required	Per inspection	\$ 346.50	\$ 330.00	\$ 16.50	Y
Building inspection fees - Permit expired, and no extension granted certificate of final inspection required	Per inspection	\$ 198.00	\$ 187.00	\$ 11.00	Y
Consent under Section 29A for demolition - statutory fee	Per application	\$ 56.75	\$ 56.75	\$ -	N
Consultant fee reports - Professional reports, fire protection etc	Per request	POA	POA	\$ -	Y
Copy of occupancy permits and inspection dates etc	Per request	\$ 90.70	\$ 90.70	\$ -	N
<u>Retrieval and copying of domestic building plans</u>					
House plan requests (residential class one and ten) Max up to five X A3 pages. POA thereafter	Per request	\$ 115.50	\$ 110.00	\$ 5.50	N
Copies large	Per request	POA	POA	\$ -	N
<u>Retrieval and copying of commercial building plans</u>					
House plan requests (commercial class two to nine) Max up to four X A2 pages. POA thereafter	Per request	\$ 176.00	\$ 165.00	\$ 11.00	N
Copies small	Per request	\$ 6.25	\$ 6.00	\$ 0.25	N
Copies large	Per request	POA	POA	\$ -	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Extension in time request - up to 12 months	Per request	\$ 232.00	\$ 220.00	\$ 12.00	N
Hoarding consents and reports	Per request	\$ 227.25	\$ 227.25	\$ -	N
Hoarding inspections	Per inspection	\$ 137.50	\$ 132.00	\$ 5.50	Y
Statutory property information request	Per request	\$ 45.35	\$ 45.35	\$ -	N
Priority fee - property information request (24 hour turnaround time)	Per request	\$ 90.70	\$ 90.70	\$ -	Y
Solicitors request letters - Statutory fee charged for provision of information	Per request	\$ 45.35	\$ 45.35	\$ -	N
Priority fee - solicitors request letters - Fee charged for provision of information (24 hour turnaround time)	Per request	\$ 90.70	\$ 90.70	\$ -	Y
Swimming pool inspection fee - residential	Charge per house	\$ 275.00	\$ 264.00	\$ 11.00	Y
City Planning - Economic Development					
Hawthorn craft market					
Stallholder insurance	Per market held	\$ 8.90	\$ 8.50	\$ 0.40	Y
Stallholder rentals - casuals	Block A Mar to June	\$ 50.00	\$ 48.00	\$ 2.00	Y
Stallholder rentals - outside	Block A Mar to June	\$ 35.00	\$ 34.00	\$ 1.00	Y
Stallholder rentals - regular committee	Block A Mar to June	\$ 35.00	\$ 34.00	\$ 1.00	Y
Stallholder rentals - regulars	Block A Mar to June	\$ 47.00	\$ 45.00	\$ 2.00	Y
Stallholder rentals - reserve fees	Block A Mar to June	\$ 23.00	\$ 22.00	\$ 1.00	Y
Stallholder rentals - casuals	Block B July to Sept	\$ 53.00	\$ 51.00	\$ 2.00	Y
Stallholder rentals - outside	Block B July to Sept	\$ 40.00	\$ 38.00	\$ 2.00	Y
Stallholder rentals - regular committee	Block B July to Sept	\$ 40.00	\$ 38.00	\$ 2.00	Y
Stallholder rentals - regulars	Block B July to Sept	\$ 50.00	\$ 48.00	\$ 2.00	Y
Stallholder rentals - reserve fees	Block B July to Sept	\$ 25.00	\$ 24.00	\$ 1.00	Y
Stallholder rentals - casuals	Block C Oct to Dec	\$ 56.00	\$ 54.00	\$ 2.00	Y
Stallholder rentals - outside	Block C Oct to Dec	\$ 46.00	\$ 44.00	\$ 2.01	Y
Stallholder rentals - regular committee	Block C Oct to Dec	\$ 46.00	\$ 44.00	\$ 2.01	Y
Stallholder rentals - regulars	Block C Oct to Dec	\$ 54.00	\$ 52.00	\$ 2.00	Y
Stallholder rentals - reserve fees	Block C Oct to Dec	\$ 28.00	\$ 27.00	\$ 1.00	Y

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Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
City Planning - Statutory Planning					
Preparation of section 173 agreements	Per agreement	\$ 660.00	\$ 630.00	\$ 30.00	Y
General planning enquiries requiring written response	Per enquiry	\$ 73.00	\$ 70.00	\$ 3.00	Y
Developer open space levy (charge dependent on land value)	Sliding scale applies	Statutory fee	Statutory fee	\$ -	N
Notification / advertising fee one sign and up to five notices	Per application	\$ 66.00	\$ 63.00	\$ 3.00	Y
Notification / advertising fee one sign and up to ten notices	Per application	\$ 120.00	\$ 115.00	\$ 5.00	Y
Notification / advertising fee one sign and up to fifteen notices	Per application	\$ 176.00	\$ 168.00	\$ 8.00	Y
Each notice over fifteen notices	Per application	\$ 5.50	\$ 5.25	\$ 0.25	Y
For any additional sign	Per application	\$ 11.00	\$ 10.50	\$ 0.50	Y
For lamination of any sign	Per application	\$ 10.00	\$ -	\$ 10.00	Y
Planning voluntary and extension of time amendments (proposed)	Per amendment	\$ 445.00	\$ 425.00	\$ 20.00	N
Planning voluntary amendments (retrospective)	Per amendment	\$ 500.00	\$ 480.00	\$ 20.00	N
Request for planning information (building surveyor enquiry)	Per enquiry	\$ 73.00	\$ 70.00	\$ 3.00	Y
Change of use planning fee, statutory fee applies	Per application	\$ 502.00	\$ 502.00	\$ -	N
Commercial planning fee - statutory fee applies (<\$10,000)	Per application	\$ 102.00	\$ 102.00	\$ -	N
Commercial planning fee - statutory fee applies (\$10,001 - \$250,000)	Per application	\$ 604.00	\$ 604.00	\$ -	N
Commercial planning fee - statutory fee applies (\$250,001 - \$500,000)	Per application	\$ 707.00	\$ 707.00	\$ -	N
Commercial planning fee - statutory fee applies (\$500,001 - \$1,000,000)	Per application	\$ 815.00	\$ 815.00	\$ -	N
Commercial planning fee - statutory fee applies (>\$1,000,001 - \$7,000,000)	Per application	\$ 1,153.00	\$ 1,153.00	\$ -	N
Commercial planning fee - statutory fee applies (\$7,000,001 - \$10,000,000)	Per application	\$ 4,837.00	\$ 4,837.00	\$ -	N
Commercial planning fee - statutory fee applies (\$10,000,001 - \$50,000,000)	Per application	\$ 8,064.00	\$ 8,064.00	\$ -	N
Commercial planning fee - statutory fee applies (> \$50,000,001)	Per application	\$ 16,130.00	\$ 16,130.00	\$ -	N
Subdivide an existing building	Per application	\$ 386.00	\$ 386.00	\$ -	N
Subdivide land into two lots	Per application	\$ 386.00	\$ 386.00	\$ -	N
Effect a realignment of a common boundary between lots or to consolidate two or more lots	Per application	\$ 386.00	\$ 386.00	\$ -	N
To subdivide land	Per application	\$ 781.00	\$ 781.00	\$ -	N
Remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than two years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act	Per application	\$ 249.00	\$ 249.00	\$ -	N

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Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or Create or remove a right-of-way.	Per application	\$ 541.00	\$ 541.00	\$ -	N
Create, vary or remove an easement other than a right-of-way; or Vary or remove a condition in the nature of an easement other	Per application	\$ 404.00	\$ 404.00	\$ -	N
Photocopy fee - A1	Per copy	\$ 11.00	\$ 10.50	\$ 0.50	Y
Photocopy fee - A2	Per copy	\$ 6.90	\$ 6.60	\$ 0.30	Y
Photocopy fee - A3	Per copy	\$ 2.80	\$ 2.70	\$ 0.10	Y
Photocopy fee - A4	Per copy	\$ 1.55	\$ 1.50	\$ 0.05	Y
Planning search fee (considered as information request)	Per request	\$ 117.50	\$ 117.50	\$ -	Y
Property information	Per application	\$ 147.00	\$ 147.00	\$ -	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	\$ 490.00	\$ 490.00	\$ -	N
City Planning - Local Laws					
Animal registration					
Registration of animal business	Per registration	\$ 270.00	\$ 260.00	\$ 10.00	Y
Pet registration register	Per inspection	\$ 30.00	\$ 29.00	\$ 1.00	N
Animal registration (cat)					
Cat aged over ten years - for non pensioner	Per animal	\$ 42.00	\$ 39.00	\$ 3.00	N
Cat aged over ten years - for pensioner	Per animal	\$ 21.00	\$ 18.00	\$ 3.00	N
Cat Feline Control Council / Governing Council of the Cat Fancy Australia and Victoria Inc / Democratic Cat Council Inc - for non pensioner	Per animal	\$ 42.00	\$ 39.00	\$ 3.00	N
Cat Feline Control Council / Governing Council of the Cat Fancy Australia and Victoria Inc / Democratic Cat Council Inc - for pensioner	Per animal	\$ 21.00	\$ 18.00	\$ 3.00	N
Cat (microchipped) - for non pensioner	Per animal	\$ 42.00	\$ 40.00	\$ 2.00	N
Cat (microchipped) - for pensioner	Per animal	\$ 21.00	\$ 18.00	\$ 3.00	N
Sterilised cat - proof required for all sterilised animals) - for non pensioner	Per animal	\$ 32.00	\$ 28.50	\$ 3.50	N
Sterilised cat - proof required for all sterilised animals) - for pensioner	Per animal	\$ 16.00	\$ 14.50	\$ 1.50	N
Unsterilised cat - for non pensioner	Per animal	\$ 126.00	\$ 120.00	\$ 6.00	N
Unsterilised cat - for pensioner	Per animal	\$ 63.00	\$ 55.00	\$ 8.00	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Cat release fee charged for cats held up to statutory holding period	Per animal	\$ 60.00	\$ 58.00	\$ 2.00	Y
Animal registration (dog)					
Dangerous dog / menacing dog	Per animal	\$ 275.00	\$ 260.00	\$ 15.00	N
Dangerous dog - non residential premises	Per animal	\$ 162.00	\$ -	\$ 162.00	N
Dangerous dog - protection trained	Per animal	\$ 162.00	\$ -	\$ 162.00	N
Restricted breed	Per animal	\$ 275.00	\$ 260.00	\$ 15.00	N
Dog aged over ten years - for non pensioner	Per animal	\$ 54.00	\$ 52.00	\$ 2.00	N
Dog aged over ten years - for pensioner	Per animal	\$ 27.00	\$ 25.00	\$ 2.00	N
Dog (microchipped) - for non pensioner	Per animal	\$ 54.00	\$ 52.00	\$ 2.00	N
Dog (microchipped) - for pensioner	Per animal	\$ 27.00	\$ 25.00	\$ 2.00	N
Dog obedience training - for non pensioner	Per animal	\$ 54.00	\$ 52.00	\$ 2.00	N
Dog obedience training - for pensioner	Per animal	\$ 27.00	\$ 25.00	\$ 2.00	N
Dog - Victorian Canine Association registered - for non pensioner	Per animal	\$ 54.00	\$ 52.00	\$ 2.00	N
Dog - Victorian Canine Association registered - for pensioner	Per animal	\$ 27.00	\$ 25.00	\$ 2.00	N
Sterilised dog - for non pensioner	Per animal	\$ 48.00	\$ 43.00	\$ 5.00	N
Sterilised dog - for pensioner	Per animal	\$ 24.00	\$ 22.00	\$ 2.00	N
Unsterilised dog - for non pensioner	Per animal	\$ 162.00	\$ 156.00	\$ 6.00	N
Unsterilised dog - for pensioner	Per animal	\$ 81.00	\$ 76.00	\$ 5.00	N
Dog release fee charged for dog held up to statutory holding period	Per animal	\$ 114.00	\$ 110.00	\$ 4.00	Y
Footpath occupation					
Portable signs, display of goods, cafes, barbeques and food sampling - Burke Road, Camberwell	Per square metre	\$ 250.00	\$ 240.00	\$ 10.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - all other areas	Per square metre	\$ 115.00	\$ 110.00	\$ 5.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - Glenferrie Road, Hawthorn	Per square metre	\$ 191.00	\$ 183.00	\$ 8.00	N
Promotional permits	Per application	\$ 67.00	\$ 64.00	\$ 3.00	N
Directory boards	One-off fee per permit	\$ 335.00	\$ 320.00	\$ 15.00	N
Finger boards	One-off fee per permit	\$ 335.00	\$ 320.00	\$ 15.00	N
First time application	One-off fee per inspection	\$ 67.00	\$ 64.00	\$ 3.00	N
Real estate agents (portable signs)	Per year per company	\$ 520.00	\$ 250.00	\$ 270.00	N

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Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Parking					
Butler Street car park permit	Per quarter	\$ 450.00	\$ 430.00	\$ 20.00	Y
Junction West and Fenton Way stage two car parks permit	Per quarter	\$ 450.00	\$ 430.00	\$ 20.00	Y
Hawthorn Town Hall West offstreet car park permit	Per quarter	\$ 450.00	\$ 430.00	\$ 20.00	Y
Hilda Crescent off street car park permit	Per quarter	\$ 280.00	\$ 270.00	\$ 10.00	Y
Auburn Road off street car park permit	Per quarter	\$ 280.00	\$ 270.00	\$ 10.00	Y
Rose Street off street car park permit	Per quarter	\$ 280.00	\$ 270.00	\$ 10.00	Y
Fenton Way car park permit fees applied as per planning application requirements	Per quarter	\$ 440.00	\$ 420.00	\$ 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	Per fine	\$ 70.00	\$ 61.00	\$ 9.00	N
Ticket machine - Kent Street and Fenton Way	Per day	\$ 5.20	\$ 5.00	\$ 0.20	Y
Ticket machine - Kent Street and Fenton Way	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Four hour parking meter	Per four hours	\$ 4.20	\$ 4.00	\$ 0.20	Y
Four hour parking meter	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Three hour parking meter	Per three hours	\$ 3.40	\$ 3.25	\$ 0.15	Y
Three hour parking meter	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Two hour parking meter	Per two hours	\$ 3.00	\$ 2.90	\$ 0.10	Y
Two hour parking meter	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Parking meters (other areas)	Per day	\$ 5.20	\$ 5.00	\$ 0.20	Y
Parking meters	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Ticket machine - Junction West	Per four hours	\$ 5.20	\$ 5.00	\$ 0.20	Y
Ticket machine - Junction West	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Ticket machine parking	Per four hours - where applicable	\$ 5.20	\$ 5.00	\$ 0.20	Y
Ticket machine parking	Per hour	\$ 2.30	\$ 2.20	\$ 0.10	Y
Ticket machine parking (Glenferrie car parks - Park Street, Wakefield Street and Linda Crescent)	Per hour after first hour	\$ 1.45	\$ 1.40	\$ 0.05	Y
Trader parking permits - non designated car park bay	Per year	\$ 22.00	\$ 21.00	\$ 1.00	Y
Abandoned vehicles	Per release	\$ 385.00	\$ 370.00	\$ 15.00	Y
Abandoned vehicles	Per month after 30 days storage	\$ 115.00	\$ 110.00	\$ 5.00	Y

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Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Permits					
Residential parking permit replacement fee	Per permit	\$ 10.40	\$ 10.00	\$ 0.40	Y
Permits - to place large item on Council controlled land	Per application	\$ 130.00	\$ 125.00	\$ 5.00	Y
Tradesperson parking permit - minor residential refurbishment works	Per permit	\$ 67.00	\$ -	\$ 67.00	Y
Tradesperson parking permit replacement fee - minor residential refurbishment works	Per permit	\$ 10.40	\$ -	\$ 10.40	Y
Tradesperson permits (in commercial shopping centres)	Per day	\$ 43.00	\$ 41.00	\$ 2.00	Y
Lost, stolen or damaged trader permit	Per permit	\$ 25.00	\$ 24.00	\$ 1.00	Y
Permits - skip bins	Cost per one - three days	\$ 53.00	\$ 51.00	\$ 2.00	N
Permits - skip bins	Cost per four - seven days	\$ 79.00	\$ 76.00	\$ 3.00	N
Permits - skip bins	Cost more than seven days	\$79 + \$5 per day	\$68 + \$5 per day	\$ 3.00	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	\$ 1,200.00	\$ 1,150.00	\$ 50.00	N
Filming permit - car parking spaces - residential	Per space	\$ 26.00	\$ 25.00	\$ 1.00	N
Filming permit - car parking spaces - commercial	Per space	\$ 72.00	\$ 69.00	\$ 3.00	N
Busking permit fee	Per week	\$ 13.50	\$ 13.00	\$ 0.50	N
Excess animals permit (more than two dogs or two cats)	Per application	\$ 92.00	\$ 88.00	\$ 4.00	N
Standard local laws permit	Per permit	\$ 67.00	\$ 64.00	\$ 3.00	N
Other permits - replacement fee	Per permit	\$ 10.40	\$ -	\$ 10.40	N
Impounded goods	Per release	\$ 280.00	\$ 270.00	\$ 10.00	Y
Miscellaneous					
Cat cages	Cage deposit	\$ 130.00	\$ 125.00	\$ 5.00	Y
Cat cages	For two weeks	\$ 48.00	\$ 46.00	\$ 2.00	Y
Cat cages	Per day there after	\$ 24.00	\$ 23.00	\$ 1.00	Y
Carnivals on Council land	Per carnival	\$ 720.00	\$ 690.00	\$ 30.00	N
Door to door collecting - specified dates (free - issued only to registered charities and community based organisations)	No charge	No charge	No charge	\$ -	N
Fire hazards, overhanging shrubs, noxious weeds - clearance administration fee	Per clearance	\$ 175.00	\$ 168.00	\$ 7.00	Y

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Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Roadside vending (annual or pro-rata for specific dates with minimum fee \$100)	Annual fee	\$ 11,500.00	\$ 11,000.00	\$ 500.00	N
Shopping trolleys	Each release fee	\$ 130.00	\$ 125.00	\$ 5.00	Y
Street collecting (free - issued only to registered charities)	No charge	No charge	No charge	\$ -	N
Street trading stalls (free - issued only to registered charities and community based organisations)	No charge	No charge	No charge	\$ -	N

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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 one cubic metre	\$ 40.00	\$ 38.00	\$ 2.00	Y
Green waste - bin (service fee)	Per bin	\$ 110.00	\$ 105.00	\$ 5.00	Y
Green waste - bin (pre-loved second bin)	Per bin	\$ 60.00	\$ 58.00	\$ 2.00	Y
Green waste - disposal tipping	Car boot/ station wagon seat up or down	\$ 17.00	\$ 16.50	\$ 0.50	Y
Green waste - disposal tipping - trailer	Greater than six x four	\$ 47.00	\$ 45.50	\$ 1.50	Y
Green waste - disposal tipping - trailer	Tandem with high sides	\$ 113.00	\$ 108.00	\$ 5.00	Y
Green waste - disposal tipping - trailer	Tandem	\$ 63.00	\$ 60.00	\$ 3.00	Y
Green waste - disposal tipping - trailer	Single axle greater than six x four high sides	\$ 81.00	\$ 78.00	\$ 3.00	Y
Green waste - disposal tipping	Utility/small van/small trailer with high sides	\$ 53.00	\$ 50.50	\$ 2.50	Y
Green waste - disposal tipping	Utility/small van/small trailer	\$ 26.50	\$ 25.50	\$ 1.00	Y
Transfer station / tipping fees - electronic waste - large TV's	Per TV 51cm or above	\$ 19.50	\$ 18.50	\$ 1.00	Y
Transfer station / tipping fees - electronic waste - small TV's	Per TV below 51cm	\$ 11.00	\$ 10.30	\$ 0.70	Y
Transfer station / tipping fees - electronic waste - DVD and VCR players	Per Item	\$ 7.50	\$ 7.20	\$ 0.30	Y
Transfer station / tipping fees - electronic waste - sound systems	Per Item	\$ 7.50	\$ 7.20	\$ 0.30	Y
Transfer station / tipping fees - domestic refuse	Car boot/ station wagon seat up or down	\$ 24.00	\$ 22.00	\$ 2.00	Y
Transfer station / tipping fees - domestic refuse - car tyre	Per tyre with rim attached	\$ 18.00	\$ 17.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse - car tyre	Per tyre no rim	\$ 15.50	\$ 15.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	Per fridge	\$ 16.50	\$ 15.50	\$ 1.00	Y
Transfer station / tipping fees - domestic refuse	Per mattress	\$ 22.00	\$ 19.50	\$ 2.50	Y
Transfer station / tipping fees - domestic refuse - trailer	Single axle greater than six x four high sides	\$ 145.00	\$ 110.00	\$ 35.00	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Transfer station / tipping fees - domestic refuse - trailer	Single axle greater than six x four	\$ 82.50	\$ 64.00	\$ 18.50	Y
Transfer station / tipping fees - domestic refuse - trailer	Tandem with high sides	\$ 172.50	\$ 135.00	\$ 37.50	Y
Transfer station / tipping fees - domestic refuse - trailer	Tandem	\$ 97.00	\$ 79.00	\$ 18.00	Y
Transfer station / tipping fees - domestic refuse - trailer	Utility/small van/small trailer with high sides	\$ 97.00	\$ 79.00	\$ 18.00	Y
Transfer station / tipping fees - domestic refuse (spoil, bricks, concrete & dirt)	Utility/small van/small trailer with high sides	\$ 97.00	\$ 69.00	\$ 28.00	Y
Transfer station / tipping fees - domestic refuse	Utility/small van/small trailer	\$ 54.00	\$ 42.00	\$ 12.00	Y
Reinstatement charges - nature strip (light top soil and seed)	Per (m ²) 0-10m ²	\$ 44.00	\$ 42.00	\$ 2.00	N
Reinstatement charges - nature strip (light top soil and seed)	Per (m ²) 10-50m ²	\$ 33.00	\$ 31.50	\$ 1.50	N
Reinstatement charges - nature strip (light top soil and seed)	Per (m ²) >50m ²	\$ 27.00	\$ 26.00	\$ 1.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	Per (m ²) 0-10m ²	\$ 88.00	\$ 84.00	\$ 4.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	Per (m ²) 10-50m ²	\$ 55.00	\$ 52.50	\$ 2.50	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	Per (m ²) >50m ²	\$ 44.00	\$ 42.00	\$ 2.00	N
Road reinstatement charges - channel / kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	Per lineal metre	\$ 200.00	\$ 190.00	\$ 10.00	N
Road reinstatement charges - channel / kerb (concrete)	Per lineal metre	\$ 160.00	\$ 152.00	\$ 8.00	N
Road reinstatement charges - residential crossovers / footpaths 125mm thick concrete	Per (m ²)	\$ 155.00	\$ 147.00	\$ 8.00	N
Road reinstatement charges - commercial crossovers / footpaths 200mm thick concrete	Per (m ²)	\$ 200.00	\$ 190.00	\$ 10.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with existing sawn bluestone)	Per lineal metre	\$ 220.00	\$ 210.00	\$ 10.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with new sawn bluestone)	Per lineal metre	\$ 470.00	\$ 450.00	\$ 20.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (0 - 2m ²)	\$ 175.00	\$ 168.00	\$ 7.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (2.01 - 5m ²)	\$ 175.00	\$ 168.00	\$ 7.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (5.01 - 20m ²)	\$ 175.00	\$ 168.00	\$ 7.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (20.01 - 50m ²)	\$ 160.00	\$ 152.00	\$ 8.00	N
Road reinstatement charges - footpaths pavers / pitchers	Per (m ²) (over 50m ²)	\$ 160.00	\$ 152.00	\$ 8.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (0 - 2m ²)	\$ 145.00	\$ 140.00	\$ 5.00	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (2.01 - 5m ²)	\$ 145.00	\$ 140.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (5.01 - 20m ²)	\$ 115.00	\$ 110.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (20.01 - 50m ²)	\$ 98.00	\$ 94.00	\$ 4.00	N
Road reinstatement charges - footpaths 75mm concrete	Per (m ²) (over 50m ²)	\$ 95.00	\$ 91.00	\$ 4.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (0 - 5m ²)	\$ 155.00	\$ 147.00	\$ 8.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (2.01 - 5m ²)	\$ 147.00	\$ 141.00	\$ 6.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (5.01 - 20m ²)	\$ 118.00	\$ 113.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (20.01 - 50m ²)	\$ 113.00	\$ 108.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	Per (m ²) (over 50m ²)	\$ 107.00	\$ 102.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to	Per (m ²) (0 - 2m ²)	\$ 172.00	\$ 165.00	\$ 7.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to	Per (m ²) (2.01 - 5m ²)	\$ 150.00	\$ 145.00	\$ 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)	\$ 146.00	\$ 140.00	\$ 6.00	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)	\$ 240.00	\$ 230.00	\$ 10.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	Per (m ²) (2.01 - 5m ²)	\$ 205.00	\$ 195.00	\$ 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)	\$ 175.00	\$ 168.00	\$ 7.00	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	\$ 163.00	\$ 150.00	\$ 13.00	N
Waste environment levy as per exception stated above	Per property	\$ 76.00	\$ 70.00	\$ 6.00	N
Waste environment levy (commercial properties) as per exception stated above	Per property	\$ 76.00	\$ 70.00	\$ 6.00	N
Waste collection - property garbage charge: 80 litre bin	Per bin	\$ 163.00	\$ 150.00	\$ 13.00	N
Waste collection - property garbage charge: 80 litre bin (commercial properties)	Per bin	\$ 171.00	\$ 158.00	\$ 13.00	N
Waste collection - property garbage charge: 120 litre bin	Per bin	\$ 295.00	\$ 272.00	\$ 23.00	N
Waste collection - property garbage charge: 120 litre bin (commercial properties)	Per bin	\$ 310.00	\$ 286.00	\$ 24.00	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Waste collection - property garbage charge: 240 litre bin Only for residential properties with 4 people	Per bin	\$ 722.00	\$ 665.00	\$ 57.00	N
Waste collection - property garbage charge: 240 litre bin (commercial properties)	Per bin	\$ 758.00	\$ 698.00	\$ 60.00	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	\$ 590.00	\$ 544.00	\$ 46.00	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 27 of Appendix D Fees and Charges - Waste charges for Council tenanted properties. Note additional recycling and green waste bins are available on request to these properties.					
Environment and Infrastructure - Parks and Gardens					
Freeway golf course - (unlimited golf weekday after 1.00 pm.)	Daylight savings rate/per round	\$ 16.00	\$ 16.00	\$ -	Y
Mad Monday special (unlimited golf all day)	Rate per round	\$ 17.00	\$ 16.00	\$ 1.00	Y
Late birdie special (unlimited golf after 5.00pm in daylight savings) (unlimited golf after 3.30pm eastern standard time)	Rate per round	\$ 10.00	\$ 10.00	\$ -	Y
Freeway golf course - second nine holes (after having played first nine holes)	Second nine holes	\$ 9.00	\$ 8.50	\$ 0.50	Y
Freeway golf course - Concessions (pensioners and children 17 and under) 18 holes	18 holes	\$ 18.00	\$ 17.00	\$ 1.00	Y
Freeway golf course - Concessions (pensioners and children 17 and under) nine holes	Nine holes	\$ 15.00	\$ 14.50	\$ 0.50	Y
Freeway golf course - Weekend / public holidays - 18 holes - children 17 and under	18 holes	\$ 18.00	\$ 17.00	\$ 1.00	Y
Freeway golf course - Weekend / public holidays - nine holes - children 17 and under	Nine holes	\$ 15.00	\$ 14.50	\$ 0.50	Y
Freeway golf course - Members concessions weekend / public holidays - 18 holes	18 holes	\$ 24.50	\$ 23.50	\$ 1.00	Y
Freeway golf course - Members concessions weekdays - 18 holes	18 holes	\$ 23.50	\$ 22.50	\$ 1.00	Y
Freeway golf course - Members concessions weekdays - nine holes	Nine holes	\$ 16.00	\$ 15.50	\$ 0.50	Y
Freeway golf course - Weekdays - 18 holes	18 holes	\$ 25.50	\$ 24.50	\$ 1.00	Y
Freeway golf course - Weekdays - nine holes	Nine holes	\$ 17.50	\$ 16.50	\$ 1.00	Y
Freeway golf course - Weekend / public holidays - 18 holes	18 holes	\$ 27.00	\$ 26.00	\$ 1.00	Y
Freeway golf course - Weekend / public holidays - nine holes	Nine holes	\$ 18.80	\$ 18.00	\$ 0.80	Y
Parks - booking charges for weddings, functions and animal farms - park, sportsgrounds, garden areas	Per hour	\$ 115.00	\$ 110.00	\$ 5.00	Y
Parks - permit to erect a marquee in a park (large 100 square metres + or multiple structures)	Per request	\$ 625.00	\$ 600.00	\$ 25.00	Y

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
Parks - permit to erect a marquee in a park (medium 51 - 100 square metres)	Per request	\$ 440.00	\$ 420.00	\$ 20.00	Y
Parks - permit to erect a marquee in a park (small 50 square metres)	Per request	\$ 250.00	\$ 240.00	\$ 10.00	Y
Permit to conduct a private fireworks display in a park	Per request	\$ 625.00	\$ 600.00	\$ 25.00	Y
Sportsgrounds casual use (booking charges for functions, casual sports games)	Per booking	\$ 210.00	\$ 200.00	\$ 10.00	Y
Sportsgrounds services fees/charges	Per ground/ wicket prepared	\$ 21,700.00	\$ 20,750.00	\$ 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	\$ 6.25	\$ 6.00	\$ 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	\$ 5.10	\$ 4.90	\$ 0.20	Y
Environment and Infrastructure - Engineering and Traffic					
Lane / footpath Closure	Per permit	\$ 225.00	\$ 215.00	\$ 10.00	N
Parking bay occupation	Per day	\$ 44.00	\$ 42.00	\$ 2.00	N
No Stopping signs	Deposit per sign - if refundable	\$ 78.00	\$ 75.00	\$ 3.00	Y
No Stopping signs (per day applies if in commercial shopping centre)	Per sign per day	\$ 28.00	\$ 27.00	\$ 1.00	Y
No Stopping signs	Per sign per day	\$ 14.00	\$ 13.50	\$ 0.50	Y
Asset protection - application fee	Per application	\$ 245.00	\$ 235.00	\$ 10.00	N
Building over easement - application fee	Per application	\$ 300.00	\$ 290.00	\$ 10.00	N
Compliance - stormwater inspection	Per application	\$ 99.00	\$ 95.00	\$ 4.00	Y
Compliance - vehicle crossing permit fee	Per application	\$ 150.00	\$ 145.00	\$ 5.00	N
On site detention system assessment fee	Per application	\$ 120.00	\$ 115.00	\$ 5.00	Y
Drainage contribution / levy from private developers (estimated value)	Per application	\$8.40/sqm + 10% administration fee	\$8/sqm + 10% administration fee	\$ 0.40	N
Legal points of discharge	Per application	\$ 60.00	\$ 58.00	\$ 2.00	N
Road opening permits - administrative charge	Per application	\$ 120.00	\$ 115.00	\$ 5.00	N
Street functions - temporary closure of streets	Per application	\$ 120.00	\$ 115.00	\$ 5.00	Y
Construction of stormwater drainage supervision fee	Per application	\$315 or 2.5% of total cost of drainage works	\$300 or 2.5% of total cost of drainage works	\$ 15.00	N

City of Boroondara

Fees and charges 2012-13

Type of fees and charges	UNIT	GST inclusive 2012-13 fee \$	GST inclusive 2011-12 fee \$	Fee increase \$	GST applied at 10%
CEO's Office - Governance					
Fines for failure to vote in Council elections - applicable during Council election year	Per infringement	\$ 61.07	\$ 57.00	\$ 4.07	Y
Freedom of information and inspection of prescribed documents under section 222 of the Local Government Act.					
Freedom of information application fee	Per application	\$ 25.10	\$ 23.90	\$ 1.20	Y
Photocopy - A4 black and white	Per copy	\$ 0.20	\$ 0.20	\$ -	Y
Photocopy - A3 black and white	Per copy	\$ 2.60	\$ 2.50	\$ 0.10	Y
Photocopy - A2 black and white	Per copy	\$ 3.85	\$ 3.70	\$ 0.15	Y
Photocopy - A1 black and white	Per copy	\$ 5.25	\$ 5.05	\$ 0.20	Y
Photocopy - A0 black and white	Per copy	\$ 6.25	\$ 6.00	\$ 0.25	Y

City of Boroondara

2012-13 Fees and Charges

Community group	Free bin/s supplied	Additional bin charges
Aged Care	1 general 240 litre waste bin	<div>Charge for subsequent general waste bins.</div> <div> 240 litre \$590 120 litre \$295 80 litre \$163 </div>
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 2012-13

Appendix E

Priority Projects Program

- Priority Projects Program (including proposed forward commitments to 2012-13)

Priority Projects

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Total 3 year expenditure
Administration				
Destruction costs for the secure destruction of Council records	\$25,000	\$25,000	\$0	\$50,000
Mayoral chain and Living Democracy display	\$50,000	\$50,000	\$0	\$100,000
Project management expertise for delivery of major projects	\$341,821	\$359,000	\$70,000	\$770,821
Total Administration	\$416,821	\$434,000	\$70,000	\$920,821
Compliance				
Conduct of 2012 General Election and Councillor induction	\$485,000	\$0	\$0	\$485,000
<i>Conduct of 2012 General Election and Councillor induction</i>	<i>-\$175,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$175,000</i>
Five Year Building Asbestos Audit	\$110,000	\$0	\$0	\$110,000
General revaluation - biennial as at 1 January	\$187,000	\$287,545	\$0	\$474,545
<i>Sale of Council revaluation data to the State Revenue Office</i>	<i>\$0</i>	<i>-\$237,273</i>	<i>\$0</i>	<i>-\$237,273</i>
Total Compliance	\$607,000	\$50,272	\$0	\$657,272
Environment				
Backyard Biodiversity Community Project	\$33,000	\$33,000	\$34,500	\$100,500
Bolin Bolin Billabong Freeway Golf Course	\$300,000	\$0	\$0	\$300,000
Freeway Noise Campaign - effects on health from noise near freeways	\$58,000	\$0	\$0	\$58,000
Integrated Water Management strategy	\$51,540	\$0	\$0	\$51,540
Sustainable public lighting - Stage 2 Bulk Change Project	\$1,699,000	\$0	\$0	\$1,699,000
<i>Grants and contributions for Sustainable public lighting - Stage 2 Bulk Change Project</i>	<i>-\$480,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$480,000</i>
Update A - Z Guide to Waste and Recycling	\$40,000	\$0	\$40,000	\$80,000
Total Environment	\$1,701,540	\$33,000	\$74,500	\$1,809,040

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Total 3 year expenditure
Information Technology				
Asset Management System upgrade to Conquest III	\$10,000	\$0	\$0	\$10,000
Property and Rating Online implementation	\$50,000	\$30,000	\$0	\$80,000
Scanning software modification - to improve distribution and tracking of utility invoices	\$13,000	\$0	\$0	\$13,000
Web development - Stage 3	\$0	\$100,000	\$0	\$100,000
Total Information Technology	\$73,000	\$130,000	\$0	\$203,000
Land Use Planning				
Funding for ongoing court cases - 15 Station Street	\$100,000	\$0	\$0	\$100,000
Kew Parking Feasibility Study	\$0	\$70,000	\$0	\$70,000
Planning Scheme Review	\$43,024	\$0	\$0	\$43,024
Total Land Use Planning	\$143,024	\$70,000	\$0	\$213,024
Programs and Services				
A guide to Council services publication	\$0	\$48,000	\$0	\$48,000
Amendment to Council Order for dogs off leash	\$9,000	\$0	\$0	\$9,000
Greythorn Park History	\$12,000	\$5,000	\$0	\$17,000
Hawthorn Town Hall re-launch	\$15,000	\$100,000	\$0	\$115,000
International Women's Day Event 2013	\$8,000	\$0	\$0	\$8,000
Kew Seniors Club – Senior's Stepping Out Program	\$50,000	\$0	\$0	\$50,000
<i>Grants and contributions for Kew Seniors Club – Senior's Stepping Out Program</i>	<i>-\$50,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$50,000</i>
Rebuild of Profile .id based on 2011 Census data	\$22,500	\$0	\$0	\$22,500
Schools as Gateways to community behaviour	\$112,584	\$0	\$0	\$112,584
<i>Grants and contributions for Schools as Gateways to community behaviour</i>	<i>-\$112,584</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$112,584</i>
WHO Global Network of Age-friendly Cities	\$16,600	\$0	\$0	\$16,600
Total Programs and Services	\$83,100	\$153,000	\$0	\$236,100

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Total 3 year expenditure
Recreation				
Boroondara Sport and Recreation Audit	\$0	\$60,000	\$0	\$60,000
<i>Grants and contributions for Boroondara Sports and Recreation Audit</i>	<i>\$0</i>	<i>-\$30,000</i>	<i>\$0</i>	<i>-\$30,000</i>
Hawthorn Craft Market relocation	\$50,000	\$25,000	\$0	\$75,000
Hawthorn Malvern Hockey Centre - pitch repairs	\$17,500	\$0	\$0	\$17,500
Total Recreation	\$67,500	\$55,000	\$0	\$122,500
Shopping Centre Development				
Strategic review of nine trader associations	\$45,000	\$0	\$0	\$45,000
Tourism promotion – shopping centres	\$0	\$100,000	\$0	\$100,000
Total Shopping Centre Development	\$45,000	\$100,000	\$0	\$145,000
Strategic Planning				
Balwyn and Balwyn North Heritage Study	\$100,000	\$0	\$0	\$100,000
Doncaster Rail additional studies	\$15,000	\$0	\$0	\$15,000
My Neighbourhood Stages 2 and 3	\$50,000	\$0	\$0	\$50,000
Total Strategic Planning	\$165,000	\$0	\$0	\$165,000
Forward commitments from 2011-12 (net)				
Energy saving technology at leisure centres - Feasibility Study (80681)	\$20,000	\$0	\$0	\$20,000
Total Forward commitments from 2011-12 (net)	\$20,000	\$0	\$0	\$20,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Total 3 year expenditure
Total Priority Projects gross expenditure	\$4,139,569	\$1,292,545	\$144,500	\$5,576,614
Total unallocated expenditure	\$0	\$593,728	\$2,752,500	\$3,346,228
Total Priority Projects Program	\$4,139,569	\$1,886,273	\$2,897,000	\$8,922,842
Total Priority Projects grants, contributions and other	\$817,584	\$267,273	\$0	\$1,084,857
Total Priority Projects net expenditure	\$3,321,985	\$1,619,000	\$2,897,000	\$7,837,985

* Subject to Council review and funding

Note: Italic lines are revenue offset



City of Boroondara
Budget 2012-13

Appendix F

Capital Works Program

This appendix presents a listing of the Capital Works projects that will be undertaken for the 2012-13 year.

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

- Capital Works Program (including proposed forward commitments to 2012-13)
- Major Projects foreshadowed 2012-22

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Major Projects						
Hawthorn Town Hall Arts Precinct	\$10,315,249	\$429,963	\$0	\$0	\$0	\$10,745,212
Hawthorn Aquatic and Leisure Centre	\$14,350,000	\$7,878,465	\$0	\$0	\$0	\$22,228,465
Ashburton Library and Learning Centre	\$1,738,000	\$1,733,680	\$0	\$0	\$0	\$3,471,680
Ashburton Recreation Centre	\$0	\$4,477,323	\$6,719,635	\$0	\$0	\$11,196,958
Library Redevelopment Balwyn	\$0	\$0	\$510,999	\$2,682,744	\$2,816,881	\$6,010,624
Library Redevelopment Kew	\$0	\$0	\$0	\$0	\$563,376	\$563,376
Camberwell Library and Office	\$350,000	\$0	\$0	\$0	\$0	\$350,000
<i>Camberwell Library and Office grants and contributions</i>	<i>-\$35,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$35,000</i>
Total Major Projects	\$26,718,249	\$14,519,431	\$7,230,634	\$2,682,744	\$3,380,257	\$54,531,315
Buildings						
Major refurbishment						
Camberwell Bowls Club Pavilion	\$420,000	\$0	\$0	\$0	\$0	\$420,000
South Camberwell MCHC Main Building	\$280,000	\$0	\$0	\$0	\$0	\$280,000
2nd Hawthorn Scout Group and Auburn MCHC	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Riversdale Depot Office/Administration Building	\$410,000	\$0	\$0	\$0	\$0	\$410,000
Fordham Avenue Kindergarten	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Dorothy Laver West Pavilion	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Belford Oaks Childcare Centre	\$600,000	\$0	\$0	\$0	\$0	\$600,000
North Balwyn Bowls Pavilion	\$0	\$500,000	\$0	\$0	\$0	\$500,000
St James Park Bowls Club Main Building (subject to Council review)	\$0	\$780,000	\$150,000	\$0	\$0	\$930,000
607 Glenferrie Rd Restaurant/Café	\$0	\$79,000	\$790,000	\$0	\$0	\$869,000
609 Glenferrie Rd Opportunity Shop	\$0	\$38,000	\$380,000	\$0	\$0	\$418,000
Community Arts House Main Building Inglesby Road	\$0	\$260,000	\$0	\$0	\$0	\$260,000
Burwood Pre School	\$0	\$750,000	\$0	\$0	\$0	\$750,000
Balwyn Senior Citizen (evergreen)	\$0	\$1,250,000	\$950,000	\$0	\$0	\$2,200,000
Canterbury Memorial Home Units 1-4	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Balwyn Park Bowls Club Pavilion (subject to Master Plan/Council review)	\$0	\$230,000	\$800,000	\$1,000,000	\$0	\$2,030,000
Lexia Street house	\$0	\$231,000	\$0	\$0	\$0	\$231,000
Merrell Kindergarten	\$0	\$0	\$120,000	\$1,200,000	\$0	\$1,320,000
Deepdene Kindergarten	\$0	\$0	\$120,000	\$120,000	\$0	\$240,000
Camberwell Early Childhood centre	\$0	\$0	\$750,000	\$0	\$0	\$750,000
Balwyn Library	\$0	\$0	\$700,000	\$1,000,000	\$0	\$1,700,000
Canterbury Memorial Home Units 11-14	\$0	\$0	\$100,000	\$400,000	\$0	\$500,000
Frog Hollow Reserve Pavilion	\$0	\$0	\$0	\$1,500,000	\$0	\$1,500,000
Auburn Quarry Reserve Pavilion	\$0	\$0	\$0	\$100,000	\$900,000	\$1,000,000
Ferguson Stand (subject to Master Plan/Council review)	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Canterbury Memorial Home Units 20-23	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Camberwell Hockey Pavilion	\$0	\$0	\$0	\$800,000	\$1,200,000	\$2,000,000
Boroondara Tennis Centre Stage 2	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Rowing Pavilion Harrison Cres (subject to Council review)	\$0	\$0	\$0	\$0	\$2,400,000	\$2,400,000
Canterbury Memorial Home Units 5-10	\$0	\$0	\$0	\$0	\$750,000	\$750,000
Canterbury Memorial Home Units 15-19	\$0	\$0	\$0	\$0	\$625,000	\$625,000
Patterson Reserve Pavilion (Robinson Road)	\$0	\$0	\$0	\$0	\$600,000	\$600,000
Total major refurbishment	\$2,960,000	\$4,618,000	\$4,860,000	\$7,620,000	\$6,975,000	\$27,033,000
Minor refurbishment						
Sports ground - ground staff accommodation upgrades	\$120,000	\$120,000	\$80,000	\$80,000	\$0	\$400,000
Deepdene Horrie Watson Pavilion	\$481,000	\$0	\$0	\$0	\$0	\$481,000
410 Camberwell Road House	\$100,000	\$0	\$0	\$0	\$0	\$100,000
412 Camberwell Road House	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Camberwell Community Centre	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Burwood Bowls Club	\$530,000	\$0	\$0	\$0	\$0	\$530,000
Willison Park former Bowls Club	\$470,000	\$0	\$0	\$0	\$0	\$470,000
Riversdale Depot - upgrade male toilets	\$361,000	\$0	\$0	\$0	\$0	\$361,000
Riversdale Depot brick work - repair and improve drainage	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Riversdale Depot Install back-up generator connection	\$48,000	\$0	\$0	\$0	\$0	\$48,000
Riversdale Depot Preventative Maintenance Works for Transfer Station	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Ashburton Opportunity Shop	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Kew Snr Citizens Centre/ Hamer Court Hostel - replace defective power supply	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Kew Recreation Centre re-line sauna and new boiler	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Bellevue Kindergarten	\$0	\$57,000	\$100,000	\$0	\$0	\$157,000
Glass Street Kindergarten	\$0	\$25,000	\$250,000	\$0	\$0	\$275,000
Davis Street Kindergarten	\$0	\$180,000	\$0	\$0	\$0	\$180,000
Kew Tennis	\$0	\$30,000	\$300,000	\$0	\$0	\$330,000
Camberwell Sports Ground: minor Pavilion	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Camberwell Tennis Club Pavilion	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Hawthorn Tennis Club	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Grace Street Toilet	\$0	\$80,000	\$0	\$0	\$0	\$80,000
Camberwell Youth Centre	\$0	\$850,000	\$0	\$0	\$0	\$850,000
650 Riversdale Road refurbishment	\$0	\$118,000	\$0	\$0	\$0	\$118,000
652 Riversdale Road refurbishment	\$0	\$118,000	\$0	\$0	\$0	\$118,000
1 Shalless Drive	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Riversdale Depot Weighbridge Office	\$0	\$96,000	\$0	\$0	\$0	\$96,000
East Camberwell Tennis	\$0	\$40,000	\$400,000	\$0	\$0	\$440,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Ashburton Bowls Club	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Ashburton Camcare Centre main building	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Freeway Golf Residence	\$0	\$0	\$0	\$35,000	\$350,000	\$385,000
Deepdene Pre School	\$0	\$0	\$0	\$600,000	\$0	\$600,000
Glen Iris Bowls Main Pavilion	\$0	\$0	\$0	\$300,000	\$0	\$300,000
St James Park Bowls Residence	\$0	\$0	\$0	\$80,000	\$0	\$80,000
Auburn Youth Club	\$0	\$0	\$0	\$250,000	\$0	\$250,000
Camberwell Market	\$0	\$0	\$0	\$35,000	\$350,000	\$385,000
Auburn Kindergarten	\$0	\$0	\$0	\$20,000	\$200,000	\$220,000
Riversdale Depot Transfer Station	\$0	\$0	\$0	\$20,000	\$200,000	\$220,000
Surrey Hills Maternal Child Health Centre	\$0	\$0	\$0	\$400,000	\$0	\$400,000
Surrey Hills Neighbourhood House	\$0	\$0	\$0	\$20,000	\$200,000	\$220,000
Alamein Community Centre	\$0	\$0	\$0	\$100,000	\$1,000,000	\$1,100,000
Jack O'Toole Reserve Scout and Tennis	\$0	\$0	\$0	\$320,000	\$0	\$320,000
Kew Depot Main Building	\$0	\$0	\$0	\$30,000	\$300,000	\$330,000
Kew Occasional Care Centre	\$0	\$0	\$0	\$0	\$150,000	\$150,000
Unscheduled minor building works	\$500,000	\$600,000	\$600,000	\$600,000	\$600,000	\$2,900,000
Total minor refurbishment	\$3,290,000	\$4,014,000	\$1,730,000	\$2,890,000	\$3,350,000	\$15,274,000
Pavilion reconstruction						
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Hays Paddock Pavilion	\$260,000	\$0	\$0	\$0	\$0	\$260,000
Victoria Park North Pavilion	\$1,110,000	\$0	\$0	\$0	\$0	\$1,110,000
H.A. Smith Reserve Pavilion	\$2,100,000	\$0	\$0	\$0	\$0	\$2,100,000
Hawthorn South Tennis Club	\$100,000	\$1,000,000	\$0	\$0	\$0	\$1,100,000
Burwood Reserve Pavilion	\$1,408,000	\$0	\$0	\$0	\$0	\$1,408,000
Greythorn Tennis Club	\$0	\$600,000	\$1,500,000	\$0	\$0	\$2,100,000
North Balwyn Tennis	\$0	\$100,000	\$1,000,000	\$0	\$0	\$1,100,000
Glenferrie Oval Rifle Range	\$0	\$0	\$0	\$50,000	\$500,000	\$550,000
West Hawthorn Pre School Main building	\$0	\$0	\$0	\$50,000	\$500,000	\$550,000
Camberwell United Tennis Club	\$0	\$0	\$180,000	\$1,800,000	\$0	\$1,980,000
Burke Road South Reserve - inc. Public Toilet and grounds keeper	\$0	\$0	\$0	\$700,000	\$500,000	\$1,200,000
Balwyn Park Tennis pavilion (subject to Master Plan/Council review)	\$0	\$0	\$0	150,000	\$1,500,000	\$1,650,000
Total Pavilion reconstruction	\$5,098,000	\$1,820,000	\$2,800,000	\$2,870,000	\$3,120,000	\$15,708,000
Roof replacements						
Camberwell Municipal Office - replace slate tiles and timber louvres	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Canterbury Playstation roof replacement	\$0	\$220,000	\$0	\$0	\$0	\$220,000
Henry and Williams Street.	\$0	\$0	\$20,000	\$200,000	\$0	\$220,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Total roof replacements	\$450,000	\$220,000	\$20,000	\$200,000	\$0	\$890,000
Safety and statutory						
Lock Replacement Program - electronic locks	\$110,000	\$135,000	\$95,000	\$95,000	\$0	\$435,000
Compliance audit projects	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,100,000
Roof Access Project	\$70,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000
Fire Service replacement	\$60,000	\$50,000	\$120,000	\$120,000	\$0	\$350,000
Victoria Park Electrical upgrade	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Canterbury Memorial Home Unit Function Hall	\$175,000	\$0	\$0	\$0	\$0	\$175,000
Small scale compliance projects (switchboards, glazing etc)	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
Total safety and statutory	\$665,000	\$515,000	\$545,000	\$545,000	\$330,000	\$2,600,000
Public toilet						
Beckett Park toilet	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Kew Traffic School/ Reservoir Reserve toilet	\$0	\$30,000	\$300,000	\$0	\$0	\$330,000
Cooper Reserve toilet	\$0	\$173,000	\$0	\$0	\$0	\$173,000
Maranoa Gardens toilet	\$0	\$173,000	\$0	\$0	\$0	\$173,000
Walpole Street baby change	\$0	\$0	\$39,000	\$400,000	\$0	\$439,000
Cotham Road toilet	\$0	\$0	\$0	\$25,000	\$250,000	\$275,000
Total public toilet	\$250,000	\$376,000	\$339,000	\$425,000	\$250,000	\$1,640,000
Future building expenditure	\$0	\$1,128,000	\$1,112,000	\$389,000	\$207,000	\$2,836,000
Total Buildings	\$12,713,000	\$12,691,000	\$11,406,000	\$14,939,000	\$14,232,000	\$65,981,000
Footpaths						
Bicycle and pedestrian trails						
Bicycle and pedestrian trails - implementation of Safety Audit Action Plan	\$325,000	\$330,000	\$330,000	\$335,000	\$335,000	\$1,655,000
Total bicycle and pedestrian trails	\$325,000	\$330,000	\$330,000	\$335,000	\$335,000	\$1,655,000
Park paths - (Locations specified are subject to review prior to works being undertaken)						
Park Gravel Path renewal program	\$83,000	\$70,000	\$73,000	\$75,000	\$78,000	\$379,000
Total park paths	\$83,000	\$70,000	\$73,000	\$75,000	\$78,000	\$379,000
Road paths						
Condition 4 Footpaths	\$77,000	\$150,000	\$170,000	\$175,000	\$180,000	\$752,000
Unscheduled Footpath works	\$210,000	\$215,000	\$215,000	\$220,000	\$220,000	\$1,080,000
Yarra Boulevard	\$126,000	\$200,000	\$0	\$0	\$0	\$326,000
Total road paths	\$413,000	\$565,000	\$385,000	\$395,000	\$400,000	\$2,158,000
Future Footpath expenditure	\$0	\$77,000	\$354,000	\$443,000	\$485,000	\$1,359,000
Total Footpaths	\$821,000	\$1,042,000	\$1,142,000	\$1,248,000	\$1,298,000	\$5,551,000
Fixed Plant & Equipment						
Mechanical equipment						
Parking Meter Replacement Program	\$115,000	\$115,000	\$0	\$0	\$0	\$230,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Bin Renewal Program	\$200,000	\$167,000	\$160,000	\$160,000	\$160,000	\$847,000
Sportsgrounds - replacement of existing turf wicket rollers	\$54,000	\$0	\$115,000	\$60,000	\$62,000	\$291,000
Nettleton Park Pavilion - Replace electric hot water system with a gas hot water system	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Future fixed plant and equipment expenditure	\$0	\$0	\$45,000	\$131,000	\$143,000	\$319,000
Total mechanical equipment	\$389,000	\$282,000	\$320,000	\$351,000	\$365,000	\$1,707,000
Leisure and Aquatic Centre equipment replacement						
Leisure and Aquatic Centre equipment replacement	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Leisure Centres – pool plant equipment replacement program	\$150,000	\$127,000	\$200,000	\$200,000	\$211,000	\$888,000
Total Leisure and Aquatic Centre equipment replacement	\$225,000	\$202,000	\$275,000	\$275,000	\$286,000	\$1,263,000
Furniture						
Office furniture renewal	\$100,000	\$30,000	\$150,000	\$150,000	\$156,000	\$586,000
Library and office furniture	\$62,000	\$20,000	\$63,000	\$63,000	\$63,000	\$271,000
Total furniture	\$162,000	\$50,000	\$213,000	\$213,000	\$219,000	\$857,000
Total fixed plant & equipment	\$776,000	\$534,000	\$808,000	\$839,000	\$870,000	\$3,827,000
Drains						
Brick drain						
Cochran Avenue Camberwell relining	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Cochran Avenue Camberwell renewal	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Orange and Athlestan Streets, Glen Iris renewal	\$200,000	\$150,000	\$0	\$0	\$0	\$350,000
Whitehorse - Hartwicke Streets Balwyn 734m relining	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Ferndale Ashburton Streets Glen Iris 433m relining	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Park Road Glen Iris 160m relining	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Canterbury-Dudley Streets Canterbury 354m relining	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Total Brick drain	\$1,600,000	\$550,000	\$0	\$0	\$0	\$2,150,000
Drainage replacement						
Unscheduled Drainage Works	\$300,000	\$310,000	\$320,000	\$330,000	\$340,000	\$1,600,000
Fortuna Street Stage 2, Balwyn North	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Alfred Street 1, Kew	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Angle Road 18, Deepdene	\$15,000	\$75,000	\$0	\$0	\$0	\$90,000
Wellington Edgevale Streets, Kew	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Atkins Avenue, Camberwell	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Xavier Avenue, Hawthorn	\$20,000	\$0	\$0	\$0	\$0	\$20,000
West Hawthorn Pre -school, Hawthorn	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Waterloo Street Church, Camberwell	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Camberwell 314 Church, Camberwell	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Kildare Stage 2, Hawthorn East	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Maysia Street 4, Canterbury - floodway works	\$15,000	\$0	\$0	\$0	\$0	\$15,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Frog Hollow Reserve, Camberwell	\$17,000	\$0	\$0	\$0	\$0	\$17,000
Chaucer Crescent, Canterbury	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Empress Street 2, Surrey Hills	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Medlow Reserve, Surrey Hills - open drain upgrade plus WSUD	\$250,000	\$150,000	\$0	\$0	\$0	\$400,000
Salford Milah 7A, Balwyn	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Flowerdale Road, Glen Iris	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Glen Road, Ashburton	\$64,000	\$0	\$0	\$0	\$0	\$64,000
High Street Ashburton 261-281	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Laurel Street, Ashburton	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Clevedon 1, Kew	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Eglington Peel Street 2, Kew	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Nolan/Hodgson Streets Kew	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Stevenson 59-61, Kew - floodway works	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Future drainage expenditure	\$0	\$2,785,000	\$3,987,000	\$4,195,000	\$4,366,000	\$15,333,000
Total drainage replacement	\$1,593,000	\$3,320,000	\$4,307,000	\$4,525,000	\$4,706,000	\$18,451,000
Total drains	\$3,193,000	\$3,870,000	\$4,307,000	\$4,525,000	\$4,706,000	\$20,601,000
Traffic management devices						
Traffic management devices - maintenance OH&S issue works	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$175,000
Condition 4 safety treatments	\$172,000	\$150,000	\$150,000	\$150,000	\$150,000	\$772,000
Future traffic management devices expenditure	\$0	\$32,000	\$78,000	\$90,000	\$100,000	\$300,000
Total traffic management devices	\$205,000	\$216,000	\$263,000	\$276,000	\$287,000	\$1,247,000
Bridges						
Dunlop Street Bridge reconstruction Stage 1	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Minor Bridge rehabilitation	\$49,000	\$0	\$0	\$0	\$0	\$49,000
Future Bridge expenditure	\$0	\$157,000	\$164,000	\$173,000	\$180,000	\$674,000
Total bridges	\$149,000	\$157,000	\$164,000	\$173,000	\$180,000	\$823,000
Resurfacing of Council car parks						
Resurfacing of condition 4 car parks	\$371,000	\$390,000	\$409,000	\$430,000	\$447,000	\$2,047,000
Total resurfacing of Council car parks	\$371,000	\$390,000	\$409,000	\$430,000	\$447,000	\$2,047,000
Other structures and land improvements						
Retaining walls						
Unscheduled works - retaining walls	\$50,000	\$50,000	\$51,000	\$51,000	\$55,000	\$257,000
Park feature/retaining wall renewal program	\$56,000	\$58,250	\$50,000	\$50,000	\$55,000	\$269,250
Stage 2 - Retaining wall works Riversdale Depot (eastern side of building)	\$120,000	\$120,000	\$0	\$0	\$0	\$240,000
Future retaining wall rehabilitation	\$0	\$50,000	\$51,000	\$51,000	\$51,000	\$203,000
Total retaining walls	\$226,000	\$278,250	\$152,000	\$152,000	\$161,000	\$969,250

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Freeway Golf Course improvements						
Golf course green, tee and bunker renewal	\$130,000	\$135,000	\$141,000	\$146,000	\$152,000	\$704,000
Total Golf Course improvements	\$130,000	\$135,000	\$141,000	\$146,000	\$152,000	\$704,000
Park and streetscape						
Shopping centre landscape renewal program	\$51,000	\$53,000	\$55,000	\$57,000	\$60,000	\$276,000
Streetscape landscape renewal program	\$20,000	\$21,000	\$22,000	\$23,000	\$23,000	\$109,000
Garden bed edging renewal program	\$30,000	\$16,000	\$16,000	\$17,000	\$18,000	\$97,000
Hard surface play area renewal program	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000	\$135,000
Total park and streetscape	\$126,000	\$116,000	\$120,000	\$125,000	\$130,000	\$617,000
Sportsground improvements						
Cricket practice nets renewal program	\$170,000	\$190,000	\$180,000	\$180,000	\$184,000	\$904,000
Minor sportsground Improvements	\$162,000	\$153,000	\$159,000	\$165,000	\$172,000	\$811,000
Total sportsground improvements	\$332,000	\$343,000	\$339,000	\$345,000	\$356,000	\$1,715,000
Total other structures and land improvements	\$814,000	\$872,250	\$752,000	\$768,000	\$799,000	\$4,005,250
Street / park / playground furniture						
Park bins, BBQ's, drinking fountains						
Replace litter bin surrounds in shopping precincts	\$45,000	\$35,000	\$40,000	\$40,000	\$45,000	\$205,000
Park BBQ's - unscheduled works	\$15,000	\$16,000	\$17,000	\$18,000	\$19,000	\$85,000
Park drinking fountains - unscheduled works	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$80,000
Park furniture renewal	\$180,000	\$168,000	\$175,000	\$182,000	\$189,000	\$894,000
Total park bins, BBQ's, drinking fountains	\$256,000	\$235,000	\$248,000	\$256,000	\$269,000	\$1,264,000
Playground replacement program						
Playground non-compliance	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Park playground replacement program	\$345,000	\$349,000	\$363,000	\$377,000	\$392,000	\$1,826,000
Total playground replacement program	\$375,000	\$379,000	\$393,000	\$407,000	\$422,000	\$1,976,000
Child care playgrounds						
Playground renewal program - Council properties (child care)	\$61,000	\$63,000	\$65,500	\$68,000	\$70,000	\$327,500
Compliance works on play equipment and infrastructure	\$85,000	\$15,000	\$15,000	\$15,000	\$15,000	\$145,000
Total child care playgrounds	\$146,000	\$78,000	\$80,500	\$83,000	\$85,000	\$472,500
Future street / park / playground furniture expenditure	\$0	\$110,750	\$256,500	\$285,000	\$296,000	\$948,250
Total street / park / playground furniture	\$777,000	\$802,750	\$978,000	\$1,031,000	\$1,072,000	\$4,660,750
Irrigation / fencing / signs						
Park fences						
Park fences - unscheduled works	\$30,000	\$31,000	\$32,000	\$34,000	\$35,000	\$162,000
Park fences renewal program	\$290,000	\$229,000	\$238,000	\$248,000	\$258,000	\$1,263,000
Oval fences renewal program	\$160,000	\$150,000	\$100,000	\$100,000	\$100,000	\$610,000
Total park fences	\$480,000	\$410,000	\$370,000	\$382,000	\$393,000	\$2,035,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Park signs						
Park signage renewal program	\$150,000	\$100,000	\$60,000	\$50,000	\$50,000	\$410,000
Total park signs	\$150,000	\$100,000	\$60,000	\$50,000	\$50,000	\$410,000
Sportsground irrigation						
Sportsground irrigation program	\$100,000	\$104,000	\$108,000	\$112,000	\$115,000	\$539,000
Total Sportsground irrigation	\$100,000	\$104,000	\$108,000	\$112,000	\$115,000	\$539,000
Freeway GC irrigation						
Freeway GC irrigation replacement program	\$425,000	\$400,000	\$0	\$0	\$0	\$825,000
Total Freeway GC irrigation	\$425,000	\$400,000	\$0	\$0	\$0	\$825,000
Park irrigation						
Park irrigation upgrades	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total Park irrigation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Future irrigation / fencing / signs expenditure	\$0	\$466,000	\$1,072,000	\$1,168,000	\$1,224,000	\$3,930,000
Total irrigation / fencing / signs	\$1,205,000	\$1,530,000	\$1,660,000	\$1,762,000	\$1,832,000	\$7,989,000
Trees						
Park and street tree renewal program	\$302,000	\$403,000	\$423,000	\$444,000	\$462,000	\$2,034,000
Total trees	\$302,000	\$403,000	\$423,000	\$444,000	\$462,000	\$2,034,000
Utilities						
Sportsground training lights renewal						
Sportsground training lights renewal program	\$171,000	\$172,000	\$120,000	\$130,000	\$135,000	\$728,000
Total sportsground training lights renewal	\$171,000	\$172,000	\$120,000	\$130,000	\$135,000	\$728,000
Park lighting						
Park lighting - renewal program	\$50,000	\$50,000	\$47,000	\$45,000	\$45,000	\$237,000
Park lighting - unscheduled works	\$10,000	\$10,000	\$10,000	\$10,000	\$12,000	\$52,000
Total park lighting	\$60,000	\$60,000	\$57,000	\$55,000	\$57,000	\$289,000
Traffic treatment - lighting replacement						
Traffic treatments lighting upgrade	\$21,000	\$42,000	\$0	\$0	\$0	\$63,000
Total traffic treatment - lighting replacement	\$21,000	\$42,000	\$0	\$0	\$0	\$63,000
Total Utilities	\$252,000	\$274,000	\$177,000	\$185,000	\$192,000	\$1,080,000
Roads						
Resheeting	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000
Full road reconstruction and kerb replacements	\$3,995,000	\$0	\$0	\$0	\$0	\$3,995,000
Future roads expenditure	\$0	\$7,892,000	\$8,425,000	\$8,887,000	\$9,242,000	\$34,446,000
<i>Roads to Recovery funding</i>	<i>-\$426,000</i>	<i>-\$283,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$709,000</i>
Total roads	\$7,569,000	\$7,609,000	\$8,425,000	\$8,887,000	\$9,242,000	\$41,732,000
Information Technology						
Future information technology expenditure	\$800,000	\$521,000	\$537,000	\$553,000	\$568,000	\$2,979,000
Total Information Technology	\$800,000	\$521,000	\$537,000	\$553,000	\$568,000	\$2,979,000

* Subject to council review and funding

Capital Works - Renewal

Project	Proposed Expenditure 2012-13	Foreshadowed Expenditure 2013-14*	Foreshadowed Expenditure 2014-15*	Foreshadowed Expenditure 2015-16*	Foreshadowed Expenditure 2016-17*	Total 5 year expenditure
Libraries						
Library resources	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000
Total libraries	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$6,500,000
Forward commitments from 2011-12 (net)						
Hays Paddock Main Pavilion (71516)	\$936,000	\$0	\$0	\$0	\$0	\$936,000
Tuck Stand Preservation works (72056)	\$771,680	\$0	\$0	\$0	\$0	\$771,680
Dunlop Street Bridge (72101)	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Victoria Park North Pavilion (72053)	\$200,000	\$0	\$0	\$0	\$0	\$200,000
H. A. Smith Reserve Pavilion (71712)	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Hawthorn Library internal refurbishment (71957)	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Burwood Reserve Pavilion (72052)	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Cara Armstrong Kinder (72046)	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Camberwell Library and Office (71944)	\$1,379,504	\$0	\$0	\$0	\$0	\$1,379,504
Hawthorn Town Hall Arts Precinct (71925)	\$3,520,001	\$0	\$0	\$0	\$0	\$3,520,001
Hawthorn Community Precinct (71924)	\$772,000	\$0	\$0	\$0	\$0	\$772,000
Hawthorn Aquatic and Leisure Centre (71923)	\$1,516,247	\$0	\$0	\$0	\$0	\$1,516,247
Total forward commitments (net)	\$9,890,432	\$0	\$0	\$0	\$0	\$9,890,432
Total renewal capital works gross expenditure	\$68,316,681	\$47,014,431	\$39,981,634	\$40,042,744	\$40,867,257	\$236,222,747
Total renewal capital works grants and contributions	-\$461,000	-\$283,000	\$0	\$0	\$0	-\$744,000
Total renewal capital works program net expenditure	\$67,855,681	\$46,731,431	\$39,981,634	\$40,042,744	\$40,867,257	\$235,478,747

* Subject to council review and funding

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Carparks						
Linda Crescent carpark and Grace Street design and implementation	\$0	\$1,483,000	\$0	\$0	\$0	\$1,483,000
Markham Victory Reserve regional playground carparking	\$300,000	\$0	\$230,000	\$0	\$0	\$530,000
Carparks	\$300,000	\$1,483,000	\$230,000	\$0	\$0	\$2,013,000
Drainage						
Frater Street, Kew East drainage extension	\$0	\$99,000	\$0	\$0	\$0	\$99,000
Drainage	\$0	\$99,000	\$0	\$0	\$0	\$99,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Footpaths						
Bicycle Strategy implementation	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000	\$775,000
Bike treatments/safety measures	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Cookson Street, Camberwell Precinct rejuvenation	\$0	\$0	\$0	\$56,000	\$562,000	\$618,000
Footpath improvement Glenferrie Road - Burwood Road to Wakefield Street east side	\$150,000	\$50,000	\$190,000	\$0	\$0	\$390,000
Gardiners Creek Trail - bicycle and pedestrian bridge	\$1,615,000	\$0	\$0	\$0	\$0	\$1,615,000
<i>Grants and contributions for Gardiners Creek Trail - bicycle and pedestrian bridge</i>	<i>-\$1,615,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$1,615,000</i>
Glenferrie Oval Grace Park Masterplan - improving street and footpaths	\$0	\$150,000	\$456,000	\$314,000	\$0	\$920,000
Glenferrie Oval pedestrian underpass - safety improvements	\$0	\$0	\$75,000	\$0	\$0	\$75,000
Integrated Transport Strategy implementation	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Kew Junction/Glenferrie Precinct walkability improvements	\$20,000	\$75,000	\$100,000	\$75,000	\$0	\$270,000
Koonung Creek Pedestrian Trail	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Principal Pedestrian Network - Camberwell Junction	\$625,000	\$0	\$0	\$0	\$0	\$625,000
<i>Grants and contributions for Principal Pedestrian Network - Camberwell Junction</i>	<i>-\$375,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$375,000</i>
Shopping Centre Improvement Plan - design and implementation	\$275,000	\$176,000	\$185,000	\$300,000	\$795,000	\$1,731,000
Trentwood Avenue footpath facility	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Victoria Park Concept Masterplan implementation - Stage 3 construction	\$0	\$0	\$316,000	\$327,000	\$0	\$643,000
Footpaths	\$1,025,000	\$656,000	\$1,527,000	\$1,277,000	\$1,562,000	\$6,047,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Land and buildings						
Bowen Street Community Centre administration area modification	\$17,500	\$0	\$0	\$0	\$0	\$17,500
Camberwell Market - proposed first floor refurbishment	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Installation of automated public toilet at Central Gardens	\$0	\$0	\$197,000	\$0	\$0	\$197,000
Kew Neighbourhood Centre renovations	\$0	\$600,000	\$0	\$0	\$0	\$600,000
Kew Traffic School	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Minifie Park Childcare Centre redevelopment	\$1,693,000	\$0	\$0	\$0	\$0	\$1,693,000
North East Community Centre	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Riversdale Park public toilet	\$0	\$170,000	\$0	\$0	\$0	\$170,000
Surrey Hills Preschool	\$0	\$312,000	\$486,000	\$0	\$0	\$798,000
<i>Grants and contributions for Surrey Hills Preschool</i>	<i>\$0</i>	<i>-\$300,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$300,000</i>
Surrey Hills Shopping Centre public toilet design and implementation	\$0	\$0	\$23,000	\$197,000	\$0	\$220,000
Land and buildings	\$2,180,500	\$782,000	\$706,000	\$197,000	\$0	\$3,865,500
Libraries & information technology						
Mobile computing	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Wireless networking implementation	\$20,000	\$15,000	\$10,000	\$10,000	\$20,000	\$75,000
Libraries & information technology	\$40,000	\$35,000	\$30,000	\$30,000	\$40,000	\$175,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Major Projects						
Ashburton Library and Learning Centre	\$1,738,000	\$1,680,640	\$0	\$0	\$0	\$3,418,640
Ashburton Recreation Centre	\$602,538	\$0	\$0	\$0	\$0	\$602,538
Boroondara Sports Complex Gymnasium	\$150,878	\$452,400	\$6,381,440	\$4,473,022	\$0	\$11,457,740
Hawthorn Community Precinct	\$2,132,527	\$0	\$0	\$0	\$0	\$2,132,527
Hawthorn Town Hall Arts Precinct	\$1,212,750	\$0	\$0	\$0	\$0	\$1,212,750
<i>Grants and contributions for Hawthorn Town Hall Arts Precinct</i>	<i>-\$450,000</i>	<i>-\$50,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$500,000</i>
Hawthorn Town Hall Arts Precinct Stage 2 (purpose built performance space)	\$0	\$0	\$0	\$3,646,519	\$6,381,408	\$10,027,927
North East Precinct Hub land and building	\$0	\$0	\$0	\$0	\$4,225,322	\$4,225,322
Major Projects	\$5,386,693	\$2,083,040	\$6,381,440	\$8,119,541	\$10,606,730	\$32,577,444

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Other Structures & Land Improvements						
Albion Road, Dunlop Street Glen Iris modification of the roundabout	\$150,100	\$0	\$0	\$0	\$0	\$150,100
<i>Grants and contributions for Albion Road, Dunlop Street Glen Iris modification of the roundabout</i>	<i>-\$150,100</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$150,100</i>
Basketball half courts at Eglinton Reserve	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Boroondara Tennis Centre - front entrance landscaping	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Camberwell Fresh Food Market - entry rejuvenation works	\$160,000	\$575,000	\$0	\$0	\$0	\$735,000
Construction of new playground at Willsmere Reserve	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Construction of new shade structure over Anderson Park playground	\$0	\$0	\$0	\$79,000	\$0	\$79,000
Eco-living Centre - construction	\$0	\$0	\$0	\$0	\$1,287,000	\$1,287,000
Fordham Gardens pond redevelopment	\$0	\$0	\$0	\$109,000	\$0	\$109,000
Freeway Golf Course driving range	\$0	\$35,000	\$0	\$0	\$0	\$35,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation	\$0	\$33,000	\$255,000	\$0	\$0	\$288,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Weightlifting Centre	\$0	\$0	\$0	\$26,000	\$200,000	\$226,000
Gordon Barnard Reserve East - oval reconstruction	\$0	\$0	\$0	\$585,000	\$0	\$585,000
HA Smith Reserve sports field upgrade and associated works (Stage 3B)	\$0	\$400,000	\$0	\$0	\$0	\$400,000
<i>Grants and contributions for HA Smith Reserve sports field upgrade and associated works (Stage 3B)</i>	<i>-\$55,800</i>	<i>-\$6,200</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$62,000</i>
Implementation of Hays Paddock Plan	\$0	\$100,000	\$200,000	\$0	\$0	\$300,000

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Koonung Creek Wetland redevelopment (non WSUD works)	\$0	\$0	\$137,000	\$0	\$0	\$137,000
Low Carbon Strategy Implementation - Community facility retrofits and co/tri-generation roll out	\$70,000	\$500,000	\$530,000	\$0	\$0	\$1,100,000
OH&S works at Kew Depot and Freeway Golf Course	\$120,000	\$30,000	\$0	\$0	\$0	\$150,000
Surrey Gardens rotunda	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Other Structures & Land Improvements	\$419,200	\$1,706,800	\$1,222,000	\$799,000	\$1,487,000	\$5,634,000
Plant, equipment and other						
Alexandra Gardens fence	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Bus stop seating	\$0	\$15,000	\$0	\$0	\$0	\$15,000
Commissioning public art for Camberwell Civic site	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Hawthorn Aquatic and Leisure Centre equipment purchase	\$0	\$600,000	\$0	\$0	\$0	\$600,000
Hawthorn Community Precinct - furniture, fittings and equipment	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Installation of security cameras at Alexandra Gardens	\$0	\$0	\$58,000	\$0	\$0	\$58,000
Town Hall Gallery collection acquisitions	\$62,500	\$65,000	\$67,500	\$70,000	\$72,500	\$337,500
Plant, equipment and other	\$212,500	\$755,000	\$125,500	\$70,000	\$72,500	\$1,235,500

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

Capital Works - New and Upgrade

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Traffic Management Devices						
Additional traffic management devices	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Crossing facilities	\$60,000	\$100,000	\$100,000	\$100,000	\$100,000	\$460,000
Road Safety Strategy implementation - School Crossing improvements	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$115,000
Traffic Management Devices	\$233,000	\$273,000	\$273,000	\$273,000	\$273,000	\$1,325,000
Forward commitments from 2011-12 (net)						
Boroondara Sports Complex Gymnasium (72028)	\$229,362	\$0	\$0	\$0	\$0	\$229,362
Glenferrie Oval Water Management Plan design (72037)	\$89,443	\$0	\$0	\$0	\$0	\$89,443
Hawthorn Community Precinct (71457)	\$430,583	\$0	\$0	\$0	\$0	\$430,583
Forward commitments from 2011-12 (net)	\$749,388	\$0	\$0	\$0	\$0	\$749,388

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

Total Capital Works

Project	Proposed expenditure 2012-13	Foreshadowed expenditure * 2013-14	Foreshadowed expenditure * 2014-15	Foreshadowed expenditure * 2015-16	Foreshadowed expenditure * 2016-17	Total 5 year expenditure
Total New and Upgrade Capital Works gross expenditure	\$13,192,181	\$8,229,040	\$10,494,940	\$10,765,541	\$14,041,230	\$56,722,932
Total New and Upgrade Capital Works unallocated expenditure	\$0	\$0	\$159,500	\$2,090,864	\$2,235,359	\$4,485,723
Total New and Upgrade Capital Works Program expenditure	\$13,192,181	\$8,229,040	\$10,654,440	\$12,856,405	\$16,276,589	\$61,208,655
Total New and Upgrade Capital Works grants and contributions	\$2,645,900	\$356,200	\$0	\$0	\$0	\$3,002,100
Total New and Upgrade Capital Works net expenditure	\$10,546,281	\$7,872,840	\$10,654,440	\$12,856,405	\$16,276,589	\$58,206,555
Total Capital Works Program						
Total Renewal Capital Works Program expenditure	\$68,316,681	\$47,014,431	\$39,981,634	\$40,042,744	\$40,867,257	\$236,222,747
Total New and Upgrade Capital Works Program expenditure	\$13,192,181	\$8,229,040	\$10,654,440	\$12,856,405	\$16,276,589	\$61,208,655
Total Capital Works Program expenditure	\$81,508,862	\$55,243,471	\$50,636,074	\$52,899,149	\$57,143,846	\$297,431,402
Funding statement						
Funding from asset sales	\$2,480,000	\$0	\$0	\$0	\$0	\$2,480,000
Funding from borrowings	\$29,000,000	\$7,900,000	\$2,900,000	\$0	\$0	\$39,800,000
Funding from grants and contributions	\$3,106,900	\$639,200	\$0	\$0	\$0	\$3,746,100
Funding from operations	\$46,921,962	\$46,704,271	\$47,736,074	\$52,899,149	\$57,143,846	\$251,405,302
Total Funding	\$81,508,862	\$55,243,471	\$50,636,074	\$52,899,149	\$57,143,846	\$297,431,402

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

Major Projects - Combined Renewal/New and Upgrade

Net expenditure 2012-13 to 2021-22

Major project	Proposed expenditure 2012-13*	Foreshadowed expenditure 2013-14**	Foreshadowed expenditure 2014-15**	Foreshadowed expenditure 2015-16**	Foreshadowed expenditure 2016-17 to 2021-22**	Total expenditure 2012-13 to 2021-22
Hawthorn Community Precinct (Development of a Community Hub to house existing services and the Manresa Kindergarten)	\$3,335,110	\$0	\$0	\$0	\$0	\$3,335,110
Hawthorn Town Hall Arts Precinct (Refurbish Hawthorn Town Hall as a cultural centre)	\$15,048,000	\$429,963	\$0	\$0	\$0	\$15,477,963
Hawthorn Town Hall Arts Precinct - Stage 2 (Purpose built performance space)	\$0	\$0	\$0	\$3,646,519	\$6,381,408	\$10,027,927
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)	\$15,866,247	\$7,878,465	\$0	\$0	\$0	\$23,744,712
Boroondara Sports Complex Gymnasium - Stage 1 (Construct health club/gym facilities)	\$380,240	\$452,400	\$6,381,440	\$4,473,022	\$0	\$11,687,102
Ashburton Library and Learning Centre (Expansion and upgrade of Ashburton Library and co-location of some community services including Community Centre and services of Camcare)	\$3,476,000	\$3,414,320	\$0	\$0	\$0	\$6,890,320
Camberwell Library and Office (Incorporate Camberwell Library within shell of former Camberwell Centre)	\$1,729,504	\$0	\$0	\$0	\$0	\$1,729,504
Camberwell Library and Office grants and contributions***	-\$35,000	\$0	\$0	\$0	\$0	-\$35,000
Ashburton Recreation Centre (New gym and change rooms, refurbish program room, café and child care facilities)	\$602,538	\$4,477,323	\$6,719,635	\$0	\$0	\$11,799,496
Library redevelopment Balwyn (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$0	\$510,999	\$2,682,744	\$2,816,881	\$6,010,624
Library redevelopment Kew (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$0	\$0	\$0	\$0	\$6,626,152	\$6,626,152
Tuck Stand refurbishment (Part of the Glenferrie Oval and Grace Park Masterplan. Building refurbished for community use)	\$0	\$0	\$0	\$0	\$6,824,656	\$6,824,656
North East Precinct Hub Land & Building (Land acquisition and construction of community facility in the North Eastern catchment of Boroondara)	\$0	\$0	\$0	\$0	\$13,394,228	\$13,394,228
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	\$7,726,817	\$7,726,817
Craig Community Centre redevelopment (Redevelop ageing infrastructure)	\$0	\$0	\$0	\$0	\$6,062,776	\$6,062,776
Grand total major projects (net)	\$40,402,639	\$16,652,471	\$13,612,074	\$10,802,285	\$49,832,918	\$131,302,387

* Proposed expenditure 2012-13 includes forward commitments from 2011-12.

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

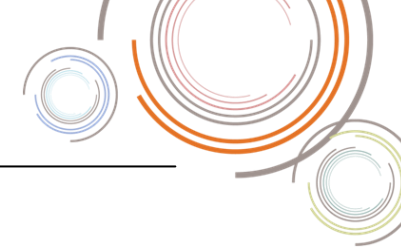
*** Should grant income not be achieved, alternative funding sources will be required including possible asset sales.



City of Boroondara
Budget 2012-13

Appendix G

Key Strategic Activities




Appendix G – Key Strategic Activities

This section sets out the Key Strategic Activities to be undertaken during the 2012-13 year and the related performance measures and targets. These Key Strategic Activities directly contribute to the achievement of the Council Plan June 2012. 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 relevant performance measures to assess the pursuit of these strategic activities.

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


City of Boroondara - Key Strategic Activities For the year ending 30 June 2013

Key Strategic Activity	Performance measure	Context	Target	Department
Key Direction				
Strengthening communities				
Community inclusion - We will monitor and plan for the community's changing needs, aspirations and opportunities to contribute to community life.				
Respond to violence against women in the community by building the capacity of staff to recognise gender violence and incorporate strategies for the benefit of the community.	Number of staff members participating in gender violence awareness activities.	This is a new measure for 2012-13.	50	Community Planning
	Number of educational and awareness activities held regarding gender violence.	This is a new measure for 2012-13.	4	Community Planning
Local business - We will facilitate a positive business and community spirit by welcoming appropriate business investment and supporting existing commerce and local shopping centres.				
Support and promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive program accessible via Council's website.	Number of participants in Council's training activities.	This is a new measure for 2012-13.	900	Economic Development
	Percentage of users satisfied with training and support initiatives for local business.	This is a new measure for 2012-13.	80%	Economic Development





Key Strategic Activity	Performance measure	Context	Target	Department
Families and young people - We will plan, lead and facilitate high quality services to meet the needs of children, young people and their families.				
Facilitate children's health and wellbeing through provision of services including occasional care and Maternal and Child Health.	Service utilisation of Council-managed Kew Occasional Care (measured as the proportion of available child care hours that are actually used).	The 2010-11 actual was 89%. The target reflects transition to new service model.	85%	Family Services
	Number of families participating in Maternal and Child Health Lactation Support Program.	The 2010-11 actual was 236.	236	Family Services
	Percentage participation of children in the optional 3.5 year old Maternal and Child Health check.	The 2010-11 actual was 73%. This result was due to a Victorian Government Advertising Campaign that ran during the year and a grant that was received to help promote Maternal and Child Health checks.	65%	Family Services
	Participant satisfaction with Boroondara Maternal and Child Health service.	The 2010-11 actual was 97%.	95%	Family Services
Health ageing and disability - We will plan and implement programs to enhance the health, wellbeing and independence of Boroondara's community members, particularly older people and those with disabilities.				
Provide health, ageing and disability services to the Boroondara community.	Number of support hours provided.	The 2010-11 actual was 183,247.	180,000	Health, Ageing and Disability Services
	Percentage of clients satisfied with Home and Community Care (HACC) services.	This is a new measure for 2012-13.	95%	Health, Ageing and Disability Services
Library services - We will continually evaluate our service and respond effectively to diverse and changing needs for knowledge and information.				
Enable the community to have increased flexibility in their library usage through the opening of the new Camberwell Library with enhanced services, programs and opening hours.	Camberwell Library opening hours per week after the official opening and excluding weeks containing public holidays.	The Camberwell Library is open for 38.5 hours per week in 2011-12.	54 hours	Library Services and Volunteer Development
	New Camberwell Library opens to the public.	This is a new measure for 2012-13.	30 September 2012	Projects and Strategy





Key Strategic Activity	Performance measure	Context	Target	Department
Arts and culture - We will provide services, programs and facilities for the community to participate in a broad range of arts and cultural activities.				
Foster creative development in the local arts sector and increase attendance at the Kew Court House Community Cultural Centre by delivering a program of performances, exhibitions, workshops and events.	Attendances as a percentage of seating capacity of the Kew Court House at Council facilitated events.	This is a new measure for 2012-13.	60%	Arts and Culture
	Percentage satisfaction of hire facilities for events at the Kew Court House.	This is a new measure for 2012-13.	75%	Arts and Culture
Enhancing the environment 				
Living sustainably - We will promote sustainability through sound environmental practice.				
Continue implementing the Our Low Carbon Future Strategy by working with CitiPower to undertake the public street lighting 'bulk change over' of inefficient Mercury Vapour lamps to energy efficient T5 lamps.	Number of lamps changed to energy efficient street lighting in Stage 2 of the bulk change project.	This is a new measure for 2012-13.	5,000 over 2011-12 and 2012-13	Projects and Strategy
	Tonnes of CO2 equivalent (tCO2e) emissions saved (full year annualised impact).	This is a new measure for 2012-13.	1,695 tCO2e	Environment and Sustainable Living
Parks, gardens and natural environment - We will manage our parks, gardens and sportsgrounds to ensure sustainable practices.				
Support community expectations of each of our parks and gardens services by developing service charters, including documented maintenance standards for open space services and assets.	Number of service charters developed for parks and gardens services.	This is a new measure for 2012-13.	7	Parks and Gardens
	Integrated Open Space Services' (IOSS) Face to Face Customer Satisfaction Survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with 17 other councils.	The 2010-11 actual was 80%.	80%	Parks and Gardens




Key Strategic Activity	Performance measure	Context	Target	Department
Ensuring liveability and amenity 				
Land use, planning and building - We will engage with our community in striving for protection and enhancement of the natural and built environment.				
Enable Council to plan for current and future residents' open space needs by presenting a report to Council considering submissions to the Open Space Strategy.	Report to Council on submissions received for consideration by 30 September 2012.	This is a new measure for 2012-13.	30 September 2012	Strategic Planning
Parking, traffic and transport - We will respond effectively and efficiently to community needs on parking, traffic and appropriate transport issues.				
Enhance transport choice and improve liveability by completing both the Balwyn and Camberwell Parking and Access Plans.	Plans completed and reported to Council for consideration by 30 June 2013.	This is a new measure for 2012-13.	30 June 2013	Strategic Planning
Safety and amenity - We will implement appropriate policies, strategies and practices that will improve neighbourhood amenity and safety.				
Raise community awareness of the negative health impacts of active and passive smoking by implementing the 'Smoke Free Areas' local law, supported by a community education program.	Prepare and implement the communications plan to promote the 'Smoke Free Areas' local law.	This is a new measure for 2012-13.	100%	Local Laws
	Present local law to Council for consideration by 31 December 2012.	This is a new measure for 2012-13.	31 December 2012	Local Laws
Providing facilities and assets 				
Managing assets - We will implement strategies for the development and ongoing renewal of Council's physical assets.				
In support of services delivered to our community, undertake our annual asset renewal program, including road refurbishment and road re-sheeting, drain renewal, building renewal, park asset renewal and footpath renewal.	Percentage of adopted capital renewal projects completed at the conclusion of the financial year (based on number of projects).	The 2010-11 actual was 95%.	90%	Projects and Strategy



Key Strategic Activity	Performance measure	Context	Target	Department
Leisure and sporting facilities - We will manage, develop and improve Council's sporting facilities for long-term sustainability, amenity and public safety.				
Meet the current and future health/wellbeing needs of the local community by progressing the redevelopment of the Hawthorn Aquatic and Leisure Centre.	Completion of the project to the stage where structural steel for ground and first floors of main building and installation of metal deck roofing are in place.	This is a new measure for 2012-13.	30 June 2013	Projects and Strategy

Key Strategic Activity	Performance measure	Context	Target	Department
Enabler				
Effective governance 				
Governance - We will provide open and transparent processes and strong accountability to the community.				
Encourage a diverse and representative group of candidates to contest the 2012 Council election.	Number of communication activities undertaken to encourage diversity of participation in the 2012 Council election.	This is a new measure for 2012-13.	8	Governance
Community engagement 				
Communications and engagement - We will develop and offer a range of communications and engagement opportunities to meet differing and emerging community needs.				
Provide snapshots of community views on emerging issues by establishing a community 'pulse' email panel of 1,000-2,000 people with an interest in Boroondara.	Number of members on the community 'pulse' email panel.	This is a new measure for 2012-13.	≥ 1,000	Communications and Engagement
	Number of issues discussed.	This is a new measure for 2012-13.	12	Communications and Engagement



Key Strategic Activity	Performance measure	Context	Target	Department
Customer service and research - We will seek feedback on community satisfaction to inform improvement initiatives so that we continue to offer a relevant, responsive and friendly service to the community.				
Ensure that we are meeting community needs by assessing the after-hours call service and practice.	Average time after-hours callers wait before their call is answered.	This is a new measure for 2012-13.	≤ 25 seconds	Communications and Engagement
	Percentage satisfaction of after-hours callers with the quality of information and service received.	This is a new measure for 2012-13.	70%	Communications and Engagement
Responsible resource management 				
Business and people support - We will continuously improve and implement processes for business planning, risk and records management, and information technology.				
Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.	Total number of OHS policies, procedures and guidelines developed as part of revised OHS Management System.	This is a new measure for 2012-13.	10	People, Culture and Development
	Number of workplace OHS inspections undertaken.	This is a new measure for 2012-13.	40	People, Culture and Development
	WorkCover Employer performance rating.	The 2010-11 actual was 0.76.	< 1 (better than industry average)	People, Culture and Development
Financial management - We will provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements.				
Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council.	Budget presented to Council for consideration by 30 June 2013.	This is a new measure for 2012-13.	30 June 2013	Business Development
	The result of the most recently published financial sustainability assessment undertaken by the Victorian Auditor General's Office.	This is a new measure for 2012-13.	Low risk	Business Development
	Budgeted adjusted working capital ratio or as per the 2012-13 adopted Budget.	The 2011-12 adopted Budget was 1.23 to 1 which was above the minimum level set out in Council's Financial Principles.	> 1.20 to 1	Business Development



City of Boroondara
Budget 2012-13

Appendix H

Glossary of terms



Appendix H – Glossary of terms

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



Term	Definition
Asset upgrade	Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the asset base.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet	<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 cash flow statement shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows.</p> <p>The budgeted cash flow statement 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 contributions	Capital contributions includes assets contributed by developers, government grants and contributions received for capital purposes and contributions from developers such as open space.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.



Term	Definition
Capital works budget (<i>Budgeted capital works statement</i>)	The capital works budget shows the expected internal and external funding for capital works program and the total proposed capital works program for the forthcoming year with a comparison with forecast actual for the current year.
Capital Works Program	Capital Works projects that will be undertaken during the 2012-13 year.
Council plan	This document sets out the medium term goals and objectives as part of the overall planning framework and strategic resource plan and is prepared under section 125 of the Act.
Community satisfaction survey	A survey conducted on an annual basis by every Council.
Current year rate increase (<i>Rating strategy</i>)	A statement included in the budget quantifying the amount of the rate change for the forthcoming year and disclosing any significant factors that have had an influence on the rate change.
Differential rates	When a Council intends to declare a differential rate (eg business and residential), information prescribed by the Act under section 161 must be disclosed in the Council budget.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
Executive summary	Opening section of report designed to give the reader an overview and high level "snapshot" of the information provided in the report.
External funding sources (<i>Analysis of capital budget</i>)	External funding sources relate to capital grants or contributions, which will be received from parties external to the Council. It also includes the proceeds of assets sold to fund the capital works program.
External influences in the preparation of a budget.	Matters arising from third party actions over which Council has little or no control eg. change in legislation.
Financial sustainability (<i>Strategic resource plan</i>)	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Infrastructure	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored.



Term	Definition
Infrastructure strategy (continued)	The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal funding sources (<i>Analysis of capital budget</i>)	Internal sources relate to cash and investments held in reserves or which are uncommitted and cash that will be generated from the operations of Council during the budget year. The latter should equate to the cash inflows from operating activities less capital revenue.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (eg. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities, which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Key budget outcomes	The key activities and initiatives that will be achieved in line with the Council plan.
Key financial indicators	<p>A range of ratios and comparisons of critical financial data over a period of years allowing a reader to gain a better understanding of key measures, such as indebtedness and liquidity which are often undisclosed when financial information is presented in standard statement format.</p> <p><i>Operating expenses/Assessment</i></p> <p>This ratio measures the average operational spending (as drawn from the income statement) on a per assessment basis. It should be noted that for this ratio to be meaningful, operational expenditure should be adjusted to remove non-operational items such as granted assets from developers 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> <p><i>Rate revenue/Assessment</i></p> <p>This ratio provides an illustration of the average rates paid on a per assessment basis across the municipality. This measure does not differentiate between residential and commercial ratepayers and does not represent either an average residential or commercial rate.</p>



Term	Definition
Key financial indicators (continued)	<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 and charges income. Falling percentages will indicate that fees and charges revenue is not keeping pace with growth in total revenue and will most probably link to increasing reliance on rate revenue.</p> <p><i>Indebtedness/Rate revenue</i></p> <p>This ratio measures the total amount of interest bearing liabilities compared to the annual rates levy. 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> <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>



Term	Definition
Key financial indicators (continued)	<p>Total liabilities/Assessment</p> <p>This ratio expresses the sum total of current liabilities and non current liabilities expressed on a per assessment basis.</p> <p>Capital outlays/Total cash outflows</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>Capital outlays/Rate revenue</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>Capital renewal expenditure/Total depreciation</p> <p>As distinct from other capital ratios, this indicator looks solely at capital renewal expenditure and excludes capital spending on new assets and expansion/upgrade. By contrasting this ratio against total depreciation, the outcome provides a broad level overview on whether Council is able to achieve a result in excess of 100%. This is a useful indicator but given depreciation may not always represent asset consumption on an annual basis; care should be used in its interpretation.</p>
Key Strategic Activities	<p>Section 127 of the Act requires the budget to separately identify the Key Strategic Activities (KSAs) to be undertaken during the financial year and performance targets and measures in relation to each KSA. Section 132 of the Act states that the KSAs and performance targets and measures specified under Section 127 of the Act must be included in the Performance Statement in the Annual Report and be subject to audit.</p> <p>KSAs are those significant activities and/or initiatives which will directly contribute to the achievement of the Council Plan during the current year. KSAs can be major new initiatives over and above normal service delivery or a combination of activities and initiatives which have a major focus for the budget year and lead to significant outcomes for the organisation and community.</p>
Legislative framework	The Act, Regulations and other laws and statutes under which set a Council's governance and reporting requirements.
Local government asset investment guidelines	A publication, released in 2006 by the then Department for Victorian Communities that provides a framework for the development of a capital works programs.



Term	Definition
Local government (Finance and Reporting) Regulations 2004	<p>The objective of these Regulations, made under section 243 of the local Government Act 1989 and which came into operation on 20 April 2004, is to prescribe the purposes of the Local Government Act 1989:</p> <ul style="list-style-type: none"> a) The manner in which the standard statements and financial statements of a Council are to be prepared and their contents. b) The information to be included in a Council Plan, budget, revised budget and annual report. c) Other matters required to be prescribed under Parts 6 and 7 of the Act.
Long Term Financial Strategy	<p>A Long Term Financial Strategy is a key component of the Strategic Resource Plan and is a separate document to the annual budget, setting the future financial direction of the Council. Longer term planning is essential in ensuring that an organisation remains financially sustainable in the long term. The annual budget should be consistent with the first projected year of a Long Term Financial Strategy.</p> <p>An extract of the Long Term Financial Strategy is included in the budget report to provide information about the long term financial sustainability of the Council and how the budget for the forthcoming year fits with in that framework.</p> <p>It also demonstrates the linkage with the Council plan objectives, goals and desired outcomes by including a summary of these short and long term objectives. Reference to the Long Term Financial Strategy in an annual budget should include as a minimum, plan development and key outcomes.</p>
New assets	<p>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.</p>
New capital expenditure	<p>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.</p>
Non-financial resources	<p>Resources of a non financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals.</p>
Operating activities	<p>Operating activities means those activities that relate to the provision of goods and services.</p>
Operating expenditure	<p>Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.</p>



Term	Definition
Operating performance <i>(Impact of current year on 2012-13 budget)</i>	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements, or savings in outflows of the future economic benefits, in the form of increases in assets or reductions in liabilities; and that result in an increase in equity during the reporting period.
Performance statement	Required by section 132 of the Act, a performance statement must be included in the annual report of a Council and include: <ul style="list-style-type: none"> a) The key strategic activities and performance measures specified in the budget under section 127 for that financial year. b) The actual results achieved for that financial year having regard to those performance targets and measures.
Prudential ratios and thresholds <i>(Borrowing strategy)</i>	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 <i>(Rating strategy)</i>	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the 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 <i>(in strategic resource plan)</i>	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.



Term	Definition
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.
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.</p> <p>The strategic resource plan outlines the resources required to achieve the Council plan. As a minimum a strategic resource plan must include in respect of at least the next four years:</p> <ol style="list-style-type: none"> Standard statements describing the required financial resources. Statements describing the required non-financial resources – including human resources. <p>Such planning is essential in ensuring that an organisation remains financially sustainable in the long term. The annual budget should be consistent with the first projected year of a strategic resource plan.</p>



Term	Definition
Sustainability index (<i>Infrastructure strategy</i>)	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 (<i>Strategic resource plan</i>)	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, non-monetary contributions and other once-off adjustments.</p> <p>This definition differs from the underlying surplus as determined by the Victorian Auditor General in his report "Local Government: Results of the 2009-10 Audits" issued in February 2011 which includes capital contributions in the calculation. In this Guide, capital grants are excluded from the definition on the basis that they are recorded as income but are reflected in assets capitalised on Council's balance sheet and depreciated in later years.</p>
Unrestricted cash and investments	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.