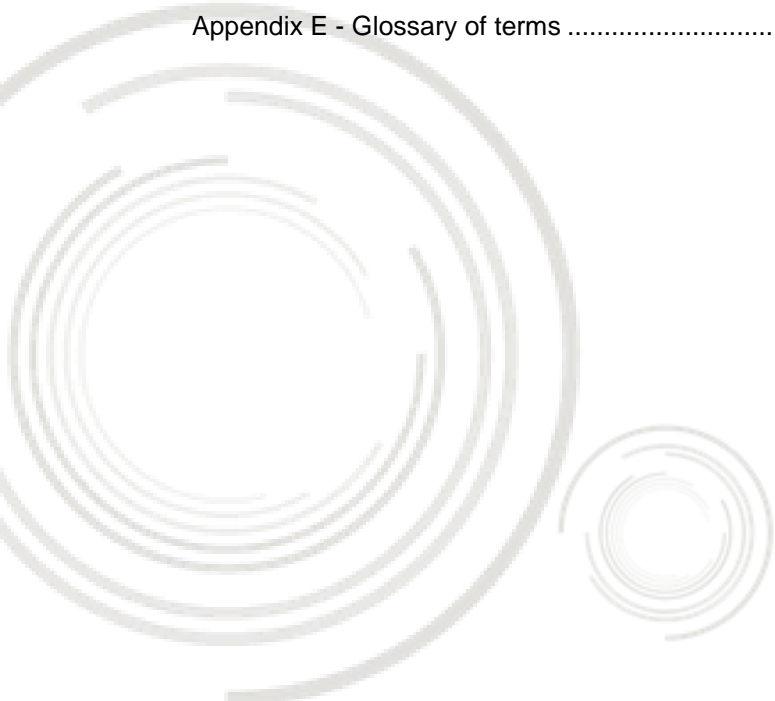




Artist's impression of the North East Community Hub, Balwyn North

Contents

Introduction	1
Executive summary	2
Budget reports	
1. Link to the Council Plan	7
2. Services, major initiatives and commitments	10
3. Financial statements	37
4. Financial performance indicators	49
5. Other budget information (grants and borrowings)	54
6. Detailed list of capital works	57
7. Rates and charges	66
Budget analysis	
8. Summary of financial position	69
9. Budget influences	75
10. Analysis of operating budget	79
11. Analysis of budgeted cash position	87
12. Analysis of capital works budget	91
13. Analysis of budgeted financial position	97
Long term strategies	
14. Strategic Resource Plan	100
15. Rating Information	110
16. Borrowing Strategy	115
17. Asset Management Strategy	118
18. Service Delivery Strategy	120
Appendices	
Appendix A - Fees and charges	121
Appendix B - Budget processes	151
Appendix C - Priority Projects Program	153
Appendix D - Capital Works Program	158
Appendix E - Glossary of terms	180





Introduction

The focus of the 2016-17 Budget continues to be on maintaining quality services, debt reduction and on a continued investment in upgrading community facilities in Boroondara. The Budget is a direct response to community feedback reflected in the Council Plan and accords with Council's long term financial strategy. Council knows the community expects value for money and prudent management of our financial resources. Council has applied the Victorian Government imposed CPI based rate cap. Sadly, the government has completely ignored the connection between community services, facilities and rates. Productivity gains will offset some of the impact but ultimately something has to give and the community will experience the impact of reduced revenue.

Significant construction projects in this year's Budget include:

- \$5.5 million on construction of the North East Community Hub (\$17.3 million total to be completed in 2017-18)
- \$4.2 million on construction of the Balwyn Library redevelopment (\$7.7 million to be completed in 2017-18)

Some major initiatives include:

- \$3.3 million on improving Council's online services
- \$853,000 on improvements to our shopping centres
- \$250,000 on reducing greenhouse gas emissions from Council buildings (three year project with a total of \$2 million)
- \$250,000 on a Boroondara-wide heritage assessment (five year project with a total of \$1.3 million).

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

- \$8.1 million to be spent on library services that provide seven day a week service across the City
- \$13.4 million will be spent on aged, disability and health services. Services include immunisation, aged care and disability support for vulnerable members of our community
- \$4.7 million will be spent on families and youth services such as maternal and child health and the Headspace Hawthorn consortium.

To deliver quality services, Council maintains infrastructure at an appropriate standard.

In 2016-17, Council will deliver:

- \$16.5 million on drains, footpaths and local roads
- \$11.9 million on other community building renewal works.

Council acknowledges that the community takes advantage of technology to complete many of the transactions we deal with in everyday life. We understand that you should be able to interact with Council in the same way and will create this opportunity over the next 3-4 years.

The 2016–17 Annual Plan and Budget will enable us to continue to deliver strong financial management for our residents. Council has taken steps over the preceding years to minimise expenditure and strengthen prudent financial management, with a forecast that we will be debt free by 2026.

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

Executive summary

Council has prepared a Budget for 2016-17 which is aligned to the vision in the Council Plan 2013-17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$26.61 million for 2016-17, however, it should be noted that the adjusted underlying result is a surplus of \$24.12 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

1. Key things we are funding

- 1) Ongoing delivery of services to the Boroondara community funded by a budgeted expenditure of \$192.09 million. These services are summarised in Section 2.
- 2) Continued investment in Infrastructure assets (\$59.75 million) consisting primarily of renewal works (\$42.54 million) and new asset creation (\$14.34 million). This includes roads (\$10 million); footpaths and bicycle paths (\$1.9 million); drainage (\$4.6 million); recreational, leisure and community facilities (\$1.9 million); parks, open space and streetscapes (\$4.1 million); and Buildings (\$30.7 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: Strong and engaged communities

- 3) Plan for the health and wellbeing needs of the community by undertaking the public consultation for the development of the draft Boroondara Public Health and Wellbeing Plan 2017-21.

Strategic Objective 2: Sustainable environment

- 4) Continue to provide and further enhance effective and efficient waste services through developing the Waste Minimisation and Recycling Strategy.
- 5) Establish an Energy Performance Contract (EPC) to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits. A three year project with expenditure of \$250,000 in 2016-17.

Strategic Objective 3: Enhanced amenity

- 6) Protect the City's heritage by undertaking the 2016-17 actions of a City-wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme. A five year project with expenditure of \$250,000 in 2016-17.
- 7) Enhance our laneways to become vibrant places that contribute to the amenity and public realm of the City's shopping centres by completing the 2016-17 planned works of the Camberwell Junction Laneway pilot project (\$280,000).
- 8) Continue to improve the vitality of our local strip shopping centres through an ongoing program of streetscape improvements. Focusing this year on works at Willsmere Village, Hartwell and South Camberwell shopping centres (\$800,000).

Strategic Objective 4: Quality facilities and assets

- 9) Create a new public space for the community by starting construction of the North East Community Hub. A three year project completing in 2017-18 with expenditure of \$3.8 million in 2016-17.
- 10) Ensure the local community has access to a contemporary library with attractive and appealing spaces to meet, read and study by starting construction for the renewal and extension of Balwyn Library. A two year project with expenditure of \$2.7 million in 2016-17.

Strategic Objective 5: Responsible management

- 11) Re-develop the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused, a four year project completing in 2018-19 with expenditure of \$3.4 million in 2016-17.

2. The rate rise

The average rate will rise by 2.50% in line with the order by the Minister for Local Government on 14 December 2015 under the legislated rate capping system.

2016-17 will be a property revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations). The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 27.71%. Of this increase, residential properties have increased by 28.61% and commercial properties by 16.53%.

Due to the impact of the revaluation in the 2016-17 year, the rate percentage charged on individual properties will not be a consistent 2.50%. It is important to note that when a revaluation is carried out, the total rate revenue that accrues to Council remains unchanged (i.e. Council does NOT make any additional revenue). What a revaluation does however is to redistribute the rates between properties. Where valuations increase by more than the average valuation movement throughout the Council - a higher rate increase than the overall rate increase for Council will be applicable. Conversely, where the change in valuation is lower than the average movement - rate increases will be below the average rate increase for the entire Council.

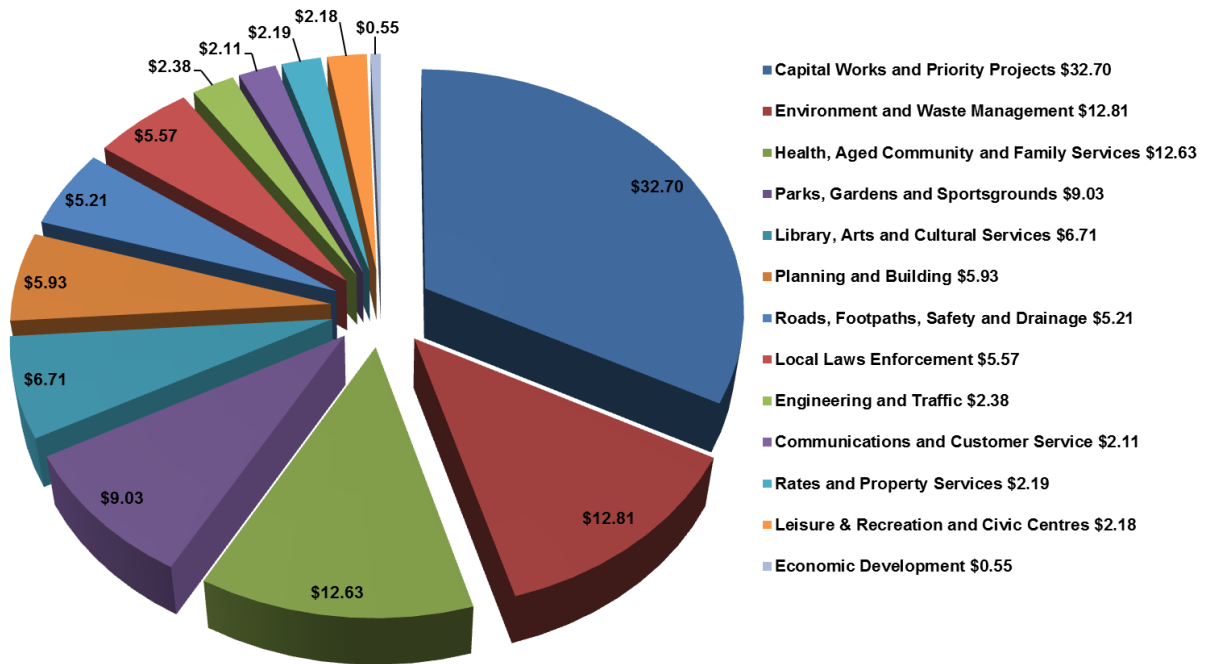
The waste service charge incorporating kerbside collection and recycling will not increase in 2016-17 remaining at the same levels as 2015-16, reflective of several factors most significantly the reduction in waste to landfill and increasing levels of recycling.

Refer Section 7 for further Rates and Charges details.

3. Key statistics

	2016-17	2015-16
Total revenue	\$219M	\$218M
Total expenditure	\$192M	\$182M
Account result <i>(Refer Income Statement in Section 3)</i> <i>(Note: Based on total income of \$219M which includes capital grants and contributions)</i>	\$27M surplus	\$36M surplus
Underlying operating result <i>(Refer Analysis of operating Budget in Section 10.1)</i> <i>(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)</i>	\$24M surplus	\$27M surplus
Total Capital Works Program of \$59.7M	<ul style="list-style-type: none"> \$54.5M from Council operations (rates funded) \$1.5M from external grants \$3.7M from cash and reserves (carried forward works from 2015-16) 	

The below chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.



An allocation of corporate services, governance, risk management, building maintenance and public lighting has been included within these service areas.

Excludes operating expenditure for five externally managed recreation centres.

Capital Works Program



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



Budget influences

External influences

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

- The proposed 2016-17 Annual Budget is based on a rate capped average increase in Council rates of 2.50 per cent as prescribed by the State Government.
- Council has applied an inflation rate of 2.40% for 2016-17 which has been derived from Access Economics Business Outlook September 2015 which is aligned with the commencement of budget preparation. This rate is applied to contributions - monetary, rental income and the majority of materials and services in Council's Long Term Financial Strategy. Future years apply the underlying inflation rate published in Access Economics Business Outlook September 2015.
- From July 2014 the Federal Government froze indexation of its grants to Councils for three years (ceasing at the end of the 2016-17 financial year). These grants vary from council to council. Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by State and Federal Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to \$20.27 per resident in Boroondara (*Source 2014-15 Victoria Grants Commission Annual Report*).
- Receipt of capital works funding of \$1.55 million including \$1.32 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works, \$200,000 in State Government funding for the Camberwell Hockey Pavilion.
- In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$60.52 per tonne in 2015-16 (572% increase in eight years). Forecast increases are anticipated in the 2016-17 financial year.
- High levels of development across the City leading to increases in population density and demand for Council services.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016-17 Budget.

- At the end of each financial year there are projects which are either incomplete or not commenced due to circumstances including planning issues, weather delays and extended consultation. The below forward commitments have been identified to be undertaken in 2016-17:
 - \$3.66 million in 2015-16 capital works forward commitments, and
 - \$451,000 in 2015-16 priority projects forward commitments.
- Employee costs are largely driven by Council's Enterprise and Local Area Work Place Agreements (EA and LAWA). An average annual increase of 3% and 0.5% for salary relativities has been applied to the 2016-17 Budget. Increases for the years 2017-18 to 2018-19 reflects Council's industrial relations commitments. In 2016-17 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50%.

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

Future years thereafter are based on Average Weekly Ordinary Time Earnings (AWOTE) published in the Access Economics Business Outlook September 2015 release plus an element of 0.25% for salary relativities.



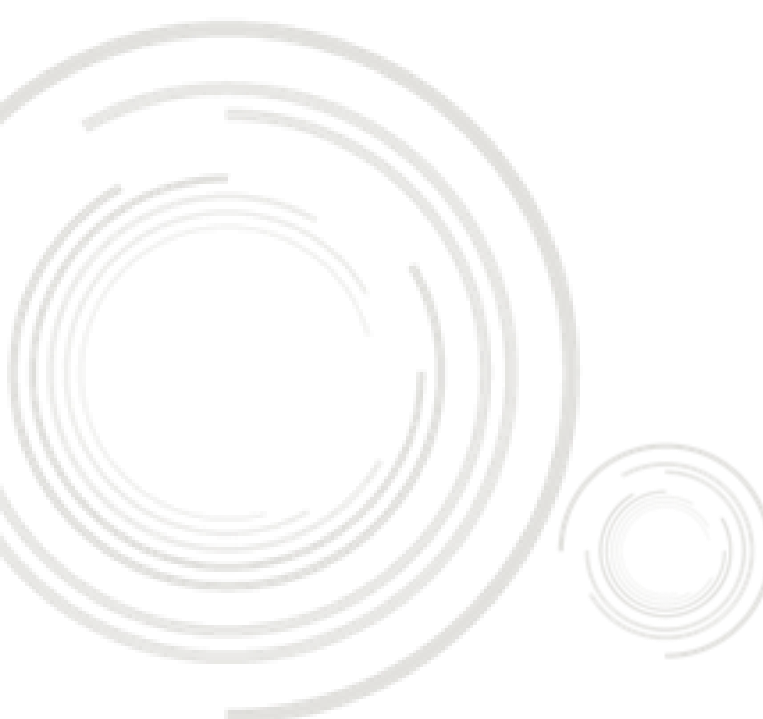
- Waste collection costs in 2016-17 will remain at the same levels as 2015-16 (zero increase). The net costs of waste management and associated services are recovered by Council through the waste management charges.
- Review of future year budget parameters was undertaken to minimise planned expenditure growth.
- Significant investment of resources in the Boroondara Customer First Program which will enhance customer service levels and ultimately reduce the cost of business in the future.
- Increased costs for services as school crossing supervisors and libraries not adequately funded by the State Government.
- Reduction in waste to landfill and green waste tonnages leading to a zero increase in waste service charges.

Budget reports

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

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

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



1. Link to the Council Plan

1.1 Integrated Planning Framework

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

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

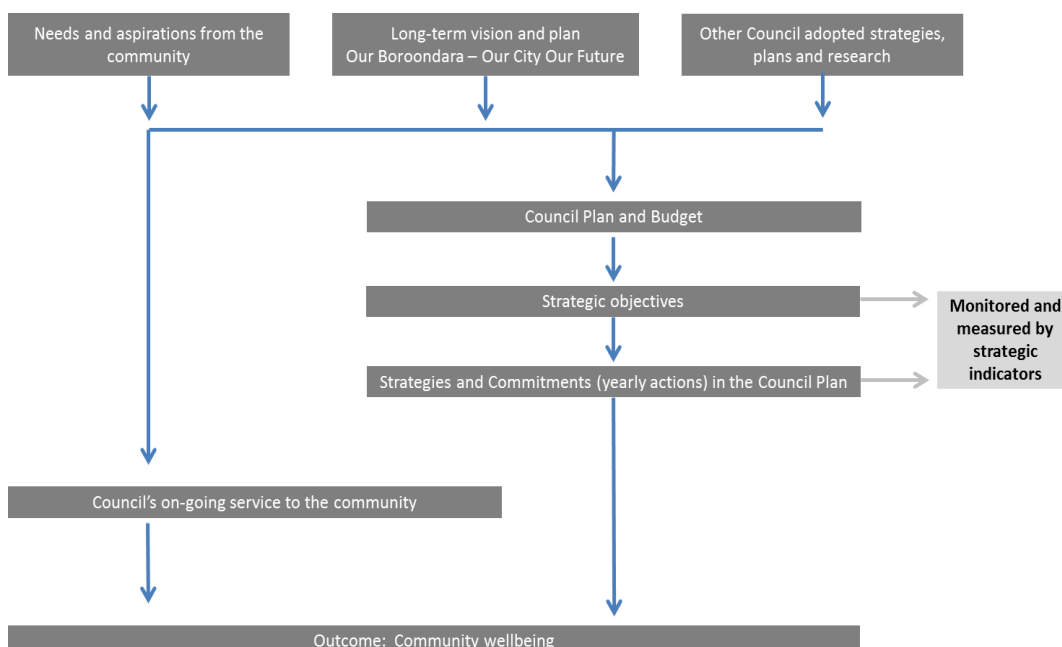
The Council Plan 2013-17 adopted by the Council when elected in October 2012, outlines the vision and strategic plan for its term of office. The Council Plan builds upon the achievements of the previous Council term whilst noting the increasing needs to support a changing and diverse population. The Council Plan commits to long-term planning in building capacity in many areas, continuing to revitalise our city, focusing on our community services and tangible infrastructure and asset renewal projects. The Council Plan will be reviewed for currency each year.

Accompanying the Council Plan 2013-17 is the Annual Plan 2016-17. The Annual Plan sets out Council services, major initiatives and commitments that Council will undertake in the 2016-17 year, along with associated performance indicators. These elements are also included in this Budget report (refer **Section 2 - Services, major initiatives and commitments**) and deliver on the Council Plan strategic objectives and strategies.

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

The Long Term Financial Strategy is the key tool that assists the strategic planning and decision-making process for Council's future financial resource allocation. Although this strategy is subject to annual review, it provides a mechanism for Council to inform the Boroondara community of the long-term viability and financial health of the City.

Planning framework diagram





1.2 Our purpose

Vision

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

Mission

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

Values

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

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

1.3 Strategic objectives

The Council Plan 2013-17 sets out eight strategic objectives across five broad themes that will be pursued by Council. The Annual Plan 2016-17 documents a number of commitments that will occur over the 2016-17 financial year. The 2016-17 Budget provides the financial and human resources necessary to deliver these services and commitments.

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

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

2. Services, major initiatives and commitments

This section provides a description of the services, major initiatives and commitments to be funded in the Budget for the 2016-17 financial year. In accordance with Section 127 of the *Local Government Act 1989* the major initiatives, services and initiatives are included within the Budget 2016-17. At Boroondara, initiatives are referred to as 'commitments'.

Details are provided on how these services contribute to achieving the themes and strategic objectives specified in the Council Plan 2013-17, as set out in Section 1. It also details performance indicators to monitor achievement of the Council Plan 2013-17 strategic objectives.

Theme: Strong and engaged communities



Strategic objectives

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

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Communication and Customer Experience	<ul style="list-style-type: none"> • Ensures a customer first culture is sustained across Council • Provides an in-house advisory service to improve the quality of customer service in all areas of Council • provides an in-house print, design, video, social media and online publishing service • provides an in-house writing, editing and digital media service • provides translation service and support multilingual communications • enhances and protects the City of Boroondara's reputation • develops strategic integrated communication plans for key initiatives linked to the Council Plan • delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors • undertakes a corporate research program to inform improved service outcomes • offers, creates and maintains a broad range of engagement tools to facilitate the capture of external feedback, including e-kiosks, Boroondara Community Voice Panel and online survey tool. 	\$2,696 (\$0) \$2,696
Library Services	<ul style="list-style-type: none"> • provides a large range of relevant, contemporary library collections and services: in libraries, online and via home library services • provides community spaces for individual and group study, reflection, activity and discovery • promotes, advocates for and supports literacy development, reader development, lifelong learning, creative and intellectual development • provides family, children & adult library programs and activities. 	\$8,079 (\$1,323) \$6,756



Service category	Description	Expenditure (Revenue) Net cost \$'000
Community Planning and Development	<ul style="list-style-type: none"> aims to enhance the health, wellbeing and safety of residents facilitates community connectedness, strengthens community capacity and responds to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Boroondara's community works actively within the community on key community development activities, including men's shed and major projects provides support, advice and assistance to neighbourhood houses develops policies, strategies and plans that address community priorities monitors, forecasts and analyses community change and wellbeing undertakes extensive community research on behalf of Council departments and the community prepares Council submissions in response to Australian and Victorian government enquiries and advocates on social issues impacting on the community manages the Boroondara Community Grants Program of annual and operational triennial grants and the registered rooming house subsidy promotes, supports and assists the development of volunteering and civic participation through the Boroondara Volunteer Resource Centre. 	\$3,369 <u>(\$367)</u> \$3,002
Family and Youth Services	<ul style="list-style-type: none"> operates the Boroondara Maternal and Child Health, Kindergarten Central Enrolment Scheme, Parent Child Mother Goose Program and the Boroondara Youth Resource Centre undertakes strategic planning and policy development to facilitate access to active participation opportunities for the Boroondara community facilitates training and support for service providers and voluntary committees of management for early years and youth services advocates on behalf of young people, children and their families provides support and information, activities and programs to young people and their families facilitates the development of integrated and coordinated service for children, young people and their families supports the inclusion of children into 4 year old kindergarten and long day care services through the provision of the Preschool Field Officer program facilitates long day care, occasional care and kindergarten services through the provision of 43 buildings leased to the community and volunteer committees of management facilitates community support programs through the provision of annual funding in a deed of agreement with Camcare supports young people's health and wellbeing through delivery of services as part of Headspace Hawthorn consortium. 	\$4,673 <u>(\$1,238)</u> \$3,435



Service category	Description	Expenditure (Revenue) Net cost \$'000
Health, Active Ageing and Disability Services	<ul style="list-style-type: none"> coordinates public health services including immunisation and environmental health provides home support services via the Active Service Model approach including home, personal and respite care, food services and property maintenance provides volunteer and community transport, and social support (including events and planned activity groups) coordinates emergency management (recovery) across the municipality manages Canterbury Memorial Home Units (23 independent living units) undertakes strategy and development with a focus on positive ageing and disability (including MetroAccess). 	\$13,354 <u>(\$8,823)</u> \$4,531
Arts and Cultural Services	<ul style="list-style-type: none"> produces community arts programs, including participatory workshops, art exhibitions and performing arts events for the community programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House and Hawthorn Arts Centre provides flexible spaces for community hire, whether meetings, community events, private bookings and conference facilities provides funding support for community arts and culture groups. 	\$2,820 <u>(\$711)</u> \$2,109
Economic Development	<ul style="list-style-type: none"> strengthens the viability of local businesses, including strip shopping centres manages the development and implementation of the Economic Development and Tourism Strategy for Council facilitates the Boroondara Business Network, the Boroondara Farmers Market and the Hawthorn Craft Market and supports the marketing for the Camberwell Fresh Food Market and the Camberwell Sunday Market supports new and established businesses, through training and mentor services facilitates regular networking opportunities for the local business community supports and promotes tourism opportunities across the municipality delivers the citywide Christmas in Boroondara program. 	\$2,138 <u>(\$1,338)</u> \$800



Major initiatives - Strong and engaged communities



Our initiatives		Responsible department	Expenditure \$
1.1	Improve Council's capacity to better meet community needs by engaging the community to help determine capital works priorities for unallocated funds for capital projects, through a participatory budget program.	Communications and Customer Experience	\$80,000
2.1	Plan for the health and wellbeing needs of the community by undertaking the public consultation for the development of the draft Boroondara Public Health and Wellbeing Plan 2017-21.	Community Planning and Development	Work performed using existing resources
6.1	Address the changing needs of the community by implementing the agreed 2016-17 outcomes from the library services opening hours review.	Library Services	\$80,000

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		Our community has a say in matters of interest to them in achieving Boroondara’s vision.	
Strategy 1		Communication and engagement	
We will develop and offer a range of communications and engagement opportunities to meet differing and emerging community needs.			
Community outcome			
Council information and services meet community expectations and an organisation that demonstrates its culture of engagement.			
Our commitments		Responsible department	Expenditure \$
1.1	Improve Council’s capacity to better meet community needs by engaging the community to help determine capital works priorities for unallocated funds for capital projects, through a participatory budget program.	Communications and Customer Experience	\$80,000
1.2	Deliver on community expectations for communication and engagement by implementing year one actions identified in the Communications Channel Strategy.	Communications and Customer Experience	Work performed using existing resources
1.3	Deliver high quality, effective engagement and customer responsiveness in an increasingly digital world by developing a communications and customer responsiveness service model and three year workforce plan.	Communications and Customer Experience	Work performed using existing resources



Strategic objective		Community needs are identified and responses planned appropriately.	
Strategy 2		Community inclusion	
We will monitor and plan for the community's changing needs, aspirations and opportunities to contribute to community life.			
Community outcome A cohesive, healthy and connected community.			
Our commitments		Responsible department	Expenditure \$
2.1	Plan for the health and wellbeing needs of the community by undertaking the public consultation for the development of the draft Boroondara Public Health and Wellbeing Plan 2017-21.	Community Planning and Development	Work performed using existing resources
2.2	Investigate short term volunteering opportunities in the City of Boroondara, and develop a pilot project, to increase opportunities for residents to contribute to community life.	Community Planning and Development	Work performed using existing resources

Strategic objective		Opportunities are provided to enable people in our community to be supported and involved.	
Strategy 3		Local business	
We will facilitate a positive business and community spirit by welcoming appropriate business investment and supporting existing commerce and local shopping centres.			
Community outcome			
A strong Boroondara economy, supported by a positive business and community spirit.			
Our commitments		Responsible department	Expenditure \$
3.1	Encourage community support of local businesses by continuing to enhance the Buy Local campaign for Boroondara, through participation in the Destination Melbourne Partnership program, mixed media promotions and championing www.boroondaralife.com.au	Economic Development	\$50,000
3.2	Improve the vitality of the City's shopping centres and support a festive community spirit by implementing the fourth year actions of the Christmas in Boroondara program.	Economic Development	\$100,000



Strategy 4		Families and young people	
We will plan, lead and facilitate high quality services to meet the needs of children, young people and their families.			
Community outcome			
Healthy, connected families and youth who can access a wide range of opportunities.			
Our commitments		Responsible department	Expenditure \$
4.1	Establish a database of physical activity opportunities for older adults and promote to the community through a range of channels tailored to the communication preferences of older adults.	Family, Youth and Recreation	Work performed using existing resources
4.2	Increase the accessibility of facilities for families and young people by investigating an appropriate location to develop a skate and BMX facility in the northern part of the City.	Family, Youth and Recreation	\$40,000
4.3	Strengthen a coordinated service system for young people by facilitating a Youth Providers Conference.	Family, Youth and Recreation	\$10,000
4.4	Identify program, forum and partnership opportunities for children, young people and their families which promote health and wellbeing.	Family, Youth and Recreation	Work performed using existing resources

Strategy 5		Health, ageing and disability	
We will plan, facilitate and implement (where appropriate) programs to enhance the health, wellbeing and independence of Boroondara’s community members, particularly older people and those with disabilities.			
Community outcome			
Our community members, especially older people and those with disabilities, are supported to be independent and feel safe.			
Our commitments		Responsible department	Expenditure \$
5.1	Advocate for the needs of people with a disability in Boroondara by implementing the year three actions in the MetroAccess Community Building Plan.	Health, Active Ageing and Disability Services	Work performed using existing resources
5.2	Create stronger communities and foster intergenerational contact by implementing the year three actions of the Creating an Age-friendly Boroondara Strategy to promote active ageing of older residents.	Health, Active Ageing and Disability Services	\$180,000



Strategy 6		Library services	
We will continually evaluate our service and respond effectively to diverse and changing needs for knowledge and information.			
Community outcome			
Innovative library services for everyone.			
Our commitments		Responsible department	Expenditure \$
6.1	Address the changing needs of the community by implementing the agreed 2016-17 outcomes from the library services opening hours review.	Library Services	\$80,000
6.2	Continue to provide quality library services for the community through the provision of temporary Branch Library Services during the redevelopment works at the Balwyn Library.	Library Services	Work performed using existing resources

Strategy 7		Arts and culture	
We will provide services, programs and facilities for the community to participate in a broad range of arts and cultural activities.			
Community outcome			
Innovative cultural programs and events for all members of the community.			
Our commitments		Responsible department	Expenditure \$
7.1	Enhance arts and cultural program delivery through the installation of acoustic treatment in the Community Arts Space at the Hawthorn Arts Centre to minimise noise transference during events.	Arts and Cultural Services	\$150,000
7.2	Strengthen relationships with local school communities to increase the reach of arts and cultural experiences, foster long term appreciation and ongoing involvement in young people.	Arts and Cultural Services	Work performed using existing resources
7.3	Respond to community arts and cultural needs identified through the Boroondara Arts Plan by delivering the year two actions.	Arts and Cultural Services	Work performed using existing resources
7.4	Promote community awareness of arts and culture services, programs and facilities through the preparation of a strategic marketing plan to support the delivery of the Boroondara Arts Plan objectives.	Arts and Cultural Services	Work performed using existing resources



Service Performance Indicators



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



Theme: Sustainable environment



Strategic objective

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

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Environment and Sustainable Living	<ul style="list-style-type: none"> helps the Boroondara community to live more sustainably in response to emerging environmental challenges (eg climate change, water shortage, biodiversity conservation) promotes sustainability within built and natural environments in Boroondara develops and implements policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development builds the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes. 	\$1,006 (0) \$1,006
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green and recycling collections and hard waste collection service operates the Boroondara Recycling and Waste Centre. 	\$19,260 (\$1,769) \$17,491
Horticultural & Arbor Services and Formal Gardens	<ul style="list-style-type: none"> manages and maintains Boroondara's parks, gardens and biodiversity sites provides streetscape and landscape features including garden beds, traffic management devices and shopping precincts maintains a significant and highly valued urban forest of street and park trees. 	\$10,443 (\$57) \$10,386
Tree Protection	<ul style="list-style-type: none"> administers Council's Tree Protection Local Law and assesses applications for tree removal. 	\$302 (\$199) \$103



Major initiatives - Sustainable environment



Our initiatives		Responsible department	Expenditure \$
8.2	Continue to provide and further enhance effective and efficient waste services through developing the Waste Minimisation and Recycling Strategy.	Infrastructure Services	\$40,000
8.3	Establish an Energy Performance Contract (EPC) to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits.	Environment and Sustainable Living	\$250,000

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		Our natural and urban environment is improved in a sustainable way.	
Strategy 8		Living sustainably	
We will promote sustainability through sound environmental practice.			
Community outcome			
A sustainable future for our community.			
Our commitments		Responsible department	Expenditure \$
8.1	Celebrate and promote the many benefits of sustainable living by delivering the 2016 Sustainable Living Festival in conjunction with the Boroondara Farmers Market	Environment and Sustainable Living	\$36,400
8.2	Continue to provide and further enhance effective and efficient waste services through developing the Waste Minimisation and Recycling Strategy.	Infrastructure Services	\$40,000
8.3	Establish an Energy Performance Contract (EPC) to reduce greenhouse gas emissions from Council's large buildings through investment in cost effective low emissions technologies and energy efficiency upgrades/retrofits.	Environment and Sustainable Living	\$250,000



Strategy 9		Parks, gardens and natural environment	
We will apply sustainable practices in managing our parks, gardens and sportsgrounds.			
Community outcome			
High quality natural environments, parks and gardens for our current and future communities.			
Our commitments		Responsible department	Expenditure \$
9.1	Maintain and enhance Boroondara's significant biodiversity assets by implementing the 2016-17 actions of the Biodiversity Asset Management Plan	Parks and Gardens	\$208,000



Service Performance Indicators

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



Theme: Enhanced amenity



Strategic objective

The character of our neighbourhoods is protected and improved.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Traffic and Transport	<ul style="list-style-type: none"> develops, assesses and implements engineering solutions that address the amenity of residential and commercial areas implements parking and traffic management strategies assesses traffic and parking implications of planning permit and rezoning applications assesses lane and parking bay occupation applications, street party applications and road closure applications investigates black spot accident locations and develops remedial treatments coordinates and implements sustainable transport initiatives including Car Share, green travel plans, Boroondara Active and Safe Schools and a variety of active transport programs designs, consults and implements transport projects including on road bicycle lanes, shared paths, road safety initiatives, pedestrian and bicycle improvements, disability access and traffic treatments advocates for improvements to public transport and sustainable transport initiatives develops feasibility studies and grant applications to state and federal authorities for accident black spot locations and pedestrian and bicycle improvement projects provides strategic transport planning advice and develops associated studies assesses high and heavy vehicle route applications. 	\$1,738 (\$800) \$938
Landscape Architecture	<ul style="list-style-type: none"> provides landscape design and urban design services to promote use, function and enjoyment of outdoor spaces by the community. 	\$468 (\$0) \$468
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. 	\$1,776 (\$0) \$1,776



Service category	Description	Expenditure (Revenue) Net cost \$'000
Building Services	<ul style="list-style-type: none"> assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers conducts property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment administers and enforces the <i>Building Act 1993</i> and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety. 	\$1,684 <u>(\$1,054)</u> \$630
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>. 	\$5,640 <u>(\$1,279)</u> \$4,361
Local Laws	<ul style="list-style-type: none"> delivers proactive patrol programs to maintain and promote safety and harmony within the community delivers administrative and field services in parking, amenity and animal management processes and issues permits relating to traders, tradespersons, disabled parking, residential parking, animal registrations, excess animals, commercial waste bins, street furniture and other uses of Council controlled land delivers educational programs in responsible pet ownership, road safety, amenity regulation and fire prevention develops, implements and reviews appropriate local laws to achieve a safe and liveable environment delivery of the School Crossing Supervision Program through the provision of supervision at school crossings and the overall management and administration of the program. 	\$9,172 <u>(\$14,960)</u> (\$5,788)



Major initiatives - Enhanced amenity



Our initiatives		Responsible department	Expenditure \$
10.4	Protect the City's heritage by undertaking the 2016-17 actions of a City-wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme.	Strategic Planning	\$250,000
12.2	Enhance our laneways to become vibrant places that contribute to the amenity and public realm of the city's shopping centres by completing the 2016-17 planned works of the Camberwell Junction Laneway pilot project.	Environment and Sustainable Living	\$275,000

Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		The character of our neighbourhood is protected and improved.	
Strategy 10		Land use, planning and building	
We will engage with our community in striving for protection and enhancement of the natural and built environment.			
Community outcome			
Strategic and sound planning to protect and enhance our community's liveability and environment.			
Our commitments		Responsible department	Expenditure \$
10.1	Encourage the provision of greater housing diversity whilst enhancing and protecting our community's liveability and environment through the monitoring and review of the application of the residential zones, with an emphasis on protecting neighbourhood character.	Strategic Planning	Work performed using existing resources
10.2	Enhance the functionality, amenity and economic viability of the City through the Camberwell Junction Structure Plan review.	Strategic Planning	Work performed using existing resources
10.3	Inform and educate the community on the regulations that apply to the construction of boundary fences and Council's jurisdiction when asked to intervene in disputes between neighbours.	Building Services	Work performed using existing resources
10.4	Protect the City's heritage by undertaking the 2016-17 actions of a City-wide heritage assessment of all areas not currently subject to a heritage overlay in the Boroondara Planning Scheme.	Strategic Planning	\$250,000
10.5	Investigate and implement proactive measures to limit amenity impacts on the community arising from major construction sites	Statutory Planning	Work performed using existing resources



Strategy 11		Parking, traffic and transport	
We will respond effectively and efficiently to community needs on parking, traffic and appropriate transport issues.			
Community outcome			
Appropriate traffic controls, parking rotation and availability, and transportation solutions.			
Our commitments		Responsible department	Expenditure \$
11.1	Enhance community transport options by advocating for improvements to train, tram and bus service frequency and operating hours.	Traffic and Transport	Work performed using existing resources
11.2	Ensure appropriate responses to traffic conditions by completing the review of the Traffic Management Policy.	Traffic and Transport	Work performed using existing resources
11.3	Maximise the efficiency of the community's parking facilities by completing the review of the Parking Management Policy.	Traffic and Transport	Work performed using existing resources

Strategy 12		Safety and amenity	
We will implement appropriate policies, strategies and practices that will improve neighbourhood amenity and safety.			
Community outcome			
High standards of community safety, health and amenity.			
Our commitments		Responsible department	Expenditure \$
12.1	Develop recommendations to improve the level of safety for pedestrians and cyclists, using the Gardiners Creek Trail, by undertaking a safety audit.	Traffic and Transport	Work performed using existing resources
12.2	Enhance our laneways to become vibrant places that contribute to the amenity and public realm of the city's shopping centres by completing the 2016-17 planned works of the Camberwell Junction Laneway pilot project.	Environment and Sustainable Living	\$275,000
12.3	Improve the vitality of our local strip shopping centres by delivering streetscape improvements works at Willsmere Village, Hartwell and South Camberwell shopping centres.	Environment and Sustainable Living	\$795,000
12.4	Protect the amenity of the City by undertaking a review of the Amenity Local Law to clarify and improve its operation.	Local Laws	Work performed using existing resources
12.5	Enhance the on-road bicycle network through infrastructure improvements, advocacy and seeking relevant funding opportunities.	Traffic and Transport	Work performed using existing resources



Service Performance Indicators



Service	Indicator	Performance measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside).	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] X100.
Animal management	Health and safety	Animal management prosecutions (number of successful animal management prosecutions).	Number of successful animal management prosecutions.

Theme: Quality facilities and assets



Strategic objective

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

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Asset Management	<ul style="list-style-type: none"> provides proactive inspections on Council assets to ensure service standards are maintained provides a corporate Asset Management system to support the ongoing management and renewal of the community's assets develops and updates the five-year renewal program for assets develops the financial forecast for assets for Council's long-term financial strategy promotes occupational health and safety on Council worksites manages permits relating to the asset protection local law and stormwater drainage implements the Street Lighting Policy implements strategies and engineering solutions for drainage issues, planning and subdivision permit referrals and development approvals. 	\$3,793 (\$699) \$3,094
Projects and Strategy	<ul style="list-style-type: none"> develops, manages, reports and delivers the approved Environment and Infrastructure Capital Works and Building Renewal Programs ensuring best value for money provides project management and technical advice on Council's projects and infrastructure assets manages the capital works programs and reporting to successfully deliver projects on time and within budget investigates and develops strategic solutions for major stormwater issues, Council buildings and infrastructure assets encourages and develops innovative design into quality outcomes. 	\$3,684 (\$20) \$3,664
Asset Maintenance	<ul style="list-style-type: none"> maintains the City's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs. 	\$11,376 (\$547) \$10,829



Service category	Description	Expenditure (Revenue) Net cost \$'000
Leisure and Sport	<ul style="list-style-type: none"> operates the Kew Traffic School facilitates recreation and sport activities through the provision of 87 leased facilities to sporting clubs and committees of management facilitates training and support for service providers and voluntary committees of management for sporting activities provides support and information, activities and programs to sport and recreation clubs and organisations facilitates participation opportunities by the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Centres, the Boroondara Tennis Centre and Junction Skate and BMX Park advocates on behalf of the community to facilitate sport and recreation participation needs. 	\$1,531 (\$3,408) (\$1,877)
Sportsground and Park Assets	<ul style="list-style-type: none"> manages bookings, events and applications associated with Boroondara's parks, gardens, reserves, sportsgrounds and pavilions works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs manages and maintains the Freeway Golf Course. 	\$4,387 (\$1,573) \$2,814

Major initiatives – Quality facilities and assets



Our initiatives		Responsible department	Expenditure \$
13.1	Create a new public space for the community by starting construction of the North East Community Hub.	Projects and Strategy	\$3,812,000
13.2	Ensure the local community has access to a contemporary library with attractive and appealing spaces to meet, read and study by starting construction for the renewal and extension of Balwyn Library.	Projects and Strategy	\$4,716,000
13.3	Preserve, maintain and renew Boroondara's significant tree assets by completing the development of the Boroondara Tree Strategy.	Parks and Gardens	\$95,000



Commitments (Capital, Priority Projects or Operating Expenditure)



Strategic objective		The community’s current and future needs for assets and facilities are proactively managed.	
Strategy 13		Managing assets	
We will implement strategies for the development and ongoing renewal of Council’s physical assets.			
Community outcome			
Assets, activities and processes are well managed and deliver safe and usable facilities.			
Our commitments		Responsible department	Expenditure \$
13.1	Create a new public space for the community by starting construction of the North East Community Hub.	Projects and Strategy	\$3,812,000
13.2	Ensure the local community has access to a contemporary library with attractive and appealing spaces to meet, read and study by starting construction for the renewal and extension of Balwyn Library.	Projects and Strategy	\$4,716,000
13.3	Preserve, maintain and renew Boroondara’s significant tree assets by completing the development of the Boroondara Tree Strategy.	Parks and Gardens	\$95,000
13.4	Improve the management of flooding hazards by completing flood mapping of catchment areas, which will inform future inclusion of flood affected areas in a Special Building Overlay.	Projects and Strategy	Work performed using existing resources
13.5	Implement strategies for the development and ongoing renewal of Council’s assets through the update and development of asset management plans for drainage and buildings.	Asset Management	\$75,000

Strategy 14		Leisure and sporting facilities	
We will manage, develop and improve the City's leisure and sporting assets for long-term sustainability, amenity and public safety.			
Community outcome			
High quality sports facilities for everybody to enjoy.			
Our commitments		Responsible department	Expenditure \$
14.1	Provide high quality sporting facilities for local residents by renewing/upgrading sporting pavilions, including Camberwell United Tennis Club and Hawthorn Bowls Club.	Parks and Gardens	\$450,000



Service Performance Indicators



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

Theme: Responsible management



Strategic objectives

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

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Councillors, Chief Executive Officer, Executive Management and support staff	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support.	\$2,558 (\$0) \$2,558
Governance	<ul style="list-style-type: none"> • provides counsel to Council, Councillors, the Chief Executive Officer and the Executive Leadership Team • develops and implements strategies and policies • manages Freedom of Information, Information Privacy, protected disclosures and internal ombudsman functions • maintains statutory registers, authorisations and delegations • administers the conduct of Council elections • provides administrative and secretarial support to the elected Councillors and Council committees • provides stewarding and catering services to the Camberwell function rooms • coordinates civic events and citizenship ceremonies. 	\$1,983 (\$21) \$1,962
Innovation and Business Transformation	<ul style="list-style-type: none"> • encourages thinking differently about how Council delivers services to the community more efficiently and effectively • develops strategies and approaches to transform Council into a customer-centric organisation • develops the new digital services platform to enable Council to significantly expand the services offered online, such as online payments and service requests • implements the Process Improvement Program focusing on understanding, documenting and improving Council's processes • focuses on promoting innovation and collaboration in our work through activities such as an online ideas portal, innovation challenges and other events. 	\$1,224 (\$0) \$1,224



Service category	Description	Expenditure (Revenue) Net cost \$'000
Finance and Corporate Planning	<ul style="list-style-type: none"> develops and delivers the annual planning cycle for the Council Plan and Budget provides financial operations services including accounts payable produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems provides payroll services manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Performance Report, and the Annual Report incorporating the Best Value Report provides external grant application support for significant project funding opportunities coordinates financial analysis and business cases for projects and provides advice on the pricing of services as well as National Competition Policy compliance provides financial accounting services coordinates external audit. 	\$3,092 <u>(\$143)</u> \$2,949
People, Culture and Development	<ul style="list-style-type: none"> delivers the functions of occupational health and safety, human resources and organisation development and learning provides specialist advice, service and policy development related to human resources and organisation development coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work evaluation facilitates and coordinates staff members' professional, leadership and cultural development programs and the Health and Wellbeing Program coordinates Council's employee performance management system. 	\$2,704 <u>(\$0)</u> \$2,704
Corporate Solicitor	<ul style="list-style-type: none"> monitors and reports on legislative changes and impacts for Council operations provides advice on legal and regulatory matters and ad hoc legal advice within the organisation delivers training programs to develop Council officers' knowledge of relevant legal issues. 	\$207 <u>(\$0)</u> \$207
Customer service	<ul style="list-style-type: none"> delivers phone, online, reception and cashiering customer services; introducing digital services via webchat and social media. 	\$1,691 <u>(\$0)</u> \$1,691



Service category	Description	Expenditure (Revenue) Net cost \$'000
Commercial and Property Services	<ul style="list-style-type: none"> coordinates Audit Committee manages procurement and conduct of all public tenders manages rates and property services, including Council databases and communication of the rate payment options available to residents administers the purchasing system and purchasing card systems including training coordinates fleet management coordinates the Building and Property Working Group handles the administration and leasing of Council's property holdings including the Camberwell Fresh Food Market manages all acquisitions and disposals of land for Council manages the discontinuance and sales of the right of way's throughout Boroondara manages internal audit services to Council manages enterprise business risk for the organisation including Council's Crisis Management Plan and department Business Continuity Plans manages public liability, professional indemnity, motor vehicle and property claims. 	\$6,576 <u>(\$3,082)</u> \$3,494
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. 	\$8,586 <u>(\$0)</u> \$8,586

Major initiatives - Responsible Management



Our initiatives		Responsible department	Expenditure \$
15.1	Conduct the 2016 Council Election including the development and implementation of the Councillor induction program to familiarise the newly elected Council with their roles and responsibilities, and the key issues, tasks and decisions before Council at the outset of their term.	Governance	\$662,500
17.2	Re-develop the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused.	Innovation and Business Transformation	\$3,421,000



Commitments (Capital, Priority Projects or Operating Expenditure)

Strategic objective		Decision-making in the delivery of high quality services by capable and professional people reflects transparent, accountable and fair practices.	
Strategy 15		Governance	
We will ensure Council is open, transparent, inclusive and accountable to the community by having sound processes for making and implementing decisions.			
Community outcome			
A high standard of democratic and corporate governance and sound financial records and budget systems are maintained.			
Our commitments		Responsible department	Expenditure \$
15.1	Conduct the 2016 Council Election including the development and implementation of the Councillor induction program to familiarise the newly elected Council with their roles and responsibilities, and the key issues, tasks and decisions before Council at the outset of their term.	Governance	\$662,500
15.2	Develop and implement a procedural framework for infringement reviews which reflects consistency with relevant legislation and offers effective guidance on process and decision making.	Local Laws	Work performed using existing resources
15.3	Following the 2016 General Election, review all Councillor specific policies to ensure currency, accuracy and relevance to the new Council.	Governance	Work performed using existing resources

Strategy 16		Business Support	
We will continuously improve and implement processes for service delivery and reporting practices.			
Community outcome			
Best practice approach to service delivery, information technology and records management to enhance community service.			
Our commitments		Responsible department	Expenditure \$
16.1	Further enhance Council's online service delivery through the continued implementation of the Customer Relationship Management System (Phase 2) including access through mobile devices.	Information Technology	\$800,000



Our commitments		Responsible department	Expenditure \$
16.2	Provide an accurate and transparent record of Council's performance to the community through preparing the Annual Report 2015-16 and submitting to the Minister for Local Government by 30 September 2016.	Finance and Corporate Planning	Work performed using existing resources
16.3	Prepare the Council Plan 2017-21 in line with community priorities and statutory requirements and submit to Council for consideration by 30 June 2017.	Finance and Corporate Planning	\$85,000

Strategy 17	Customer responsiveness
We will support a culture of innovation and improvement to ensure we continue to offer a relevant, responsive and friendly service to the community.	
Community outcome Council information and services meet community expectations.	

Our commitments		Responsible department	Expenditure \$
17.1	Enhance delivery of services to the community by implementing year two actions of the Customer Experience Improvement Strategy.	Innovation and Business Transformation	\$977,000
17.2	Re-develop the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused.	Innovation and Business Transformation	\$3,421,000
17.3	Delivery of a Pop Up Council program at community festivals and prominent community activities/locations, as voted by the community as the preferred innovation project at the 2015 Community Innovation Tournament.	Communications and Customer Experience	\$40,000

Strategy 18	People support and development
We will continuously improve capability for service delivery and ensure that the City of Boroondara is seen as an employer of choice.	
Community outcome Best practice approach to service delivery and people development and management.	

Our commitments		Responsible department	Expenditure \$
18.1	Enhance staff members' service capabilities by investigating future leadership development and corporate learning opportunities in line with the Boroondara Customer First program and other organisational priorities.	People, Culture and Development	Work performed using existing resources



Strategic objective		Sound financial and risk management practices are carried out.	
Strategy 19		Financial management	
We will provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements.			
Community outcome			
Sound financial management processes, quality records and budget systems are maintained.			
Our commitments		Responsible department	Expenditure \$
19.1	Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2017-18 and Strategic Resource Plan in line with statutory requirements and submit for consideration by Council by 30 June 2017.	Finance and Corporate Planning	Work performed using existing resources
19.2	Maintain sound financial practices by completion of the Annual Financial Statements for the year ended 30 June 2016 and receive audit clearance by the legislative time frame of 30 September each year.	Finance and Corporate Planning	Work performed using existing resources

Strategy 20		Risk management	
We will provide risk management processes in accordance with the relevant Australian Standards and legislative requirements.			
Community outcome			
Sound risk management processes and systems are maintained.			
Our commitments		Responsible department	Expenditure \$
20.1	Develop appropriate responses to risks facing Council by delivering the 2016-17 actions identified in the Occupational Health and Safety Strategy.	People, Culture and Development	Work performed using existing resources
20.2	Prepare a three year Strategic Internal Audit Plan for consideration by the Audit Committee and adoption by Council, giving consideration to identified strategic risks, good corporate governance and sound financial management.	Commercial and Property Services	Work performed using existing resources

Service Performance Indicators



Service	Indicator	Performance measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community).	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community.

2.1 Performance Statement

The Service Performance Indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of Act and included in the 2016-17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (**Section 14 - Strategic Resource Plan**) and sustainable capacity (**Section 4 - Performance Indicators**). The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor-General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.2 Reconciliation with budgeted operating result

	Budget 2016-17 Net cost \$'000
Enhanced amenity	2,727
Quality facilities and assets	18,964
Responsible management	32,865
Strong and engaged communities	24,118
Sustainable environment	29,123
Total net cost of services and initiatives (incl priority projects)	107,797
Non attributable expenditure	
Depreciation	32,391
Other expenditure	2,814
Borrowing costs	2,534
Carrying amount of assets sold/written off	3,000
Total non-attributable expenditure	40,739
Operating deficit before funding sources	148,536
Funding sources	
General rates and waste charges ¹	164,931
Victoria Grants Commission	4,336
Contributions - monetary	2,000
Interest	2,330
Capital works income (non-recurrent)	1,545
Total funding sources	175,142
Net surplus	26,606

¹ General rates and waste charges excludes special rates and interest on rate arrears included in services and initiatives.

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017-18 to 2019-20 has been extracted from the Strategic Resource Plan.

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

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

City of Boroondara Comprehensive Income Statement For the four years ending 30 June 2020

	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Strategic Resource Plan Projections		
			2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Income					
Rates and charges	161,375	166,223	171,584	176,929	182,249
Statutory fees and fines	12,948	13,086	13,410	13,735	14,054
User fees	13,092	14,435	14,763	15,271	15,799
Grants - operating	12,236	13,803	14,148	14,488	14,821
Grants - capital	4,276	1,545	2,848	574	30
Contributions - monetary	5,551	2,260	2,317	2,372	2,427
Other income	9,038	7,353	7,842	7,681	7,853
Total income	218,516	218,705	226,912	231,050	237,233
Expenses					
Employee costs	77,378	82,265	82,739	85,676	88,717
Materials and services	56,063	59,592	63,800	64,081	60,771
Bad and doubtful debts	1,069	1,119	1,147	1,175	1,202
Depreciation and amortisation	31,256	32,391	30,073	30,705	31,178
Borrowing costs	2,718	2,534	2,349	1,652	1,424
Other expenses	10,889	11,198	11,472	11,747	12,017
Net loss on disposal of property, plant and equipment, infrastructure	3,000	3,000	2,665	2,558	2,665
Total expenses	182,373	192,099	194,245	197,594	197,974
Surplus for the year	36,143	26,606	32,667	33,456	39,259
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:					
Other	-	-	-	-	-
Total comprehensive result	36,143	26,606	32,667	33,456	39,259

City of Boroondara

Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015-16	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	83,836	85,618	76,836	57,940	60,889
Trade and other receivables	10,424	10,574	10,415	10,522	10,627
Other assets	1,092	1,102	1,112	1,122	1,132
Total current assets	95,352	97,294	88,363	69,584	72,648
Non-current assets					
Trade and other receivables	34	34	34	34	34
Property, infrastructure, plant and equipment	2,740,834	2,762,687	2,801,429	2,836,724	2,872,856
Investment property	9,191	9,191	9,026	8,865	8,707
Intangible assets	345	345	340	228	190
Total non-current assets	2,750,404	2,772,257	2,810,829	2,845,851	2,881,787
Total assets	2,845,756	2,869,551	2,899,192	2,915,435	2,954,435
Current liabilities					
Trade and other payables	18,005	18,442	18,908	19,366	19,816
Trust funds and deposits	2,891	2,990	3,090	3,189	3,288
Provisions	15,551	16,169	16,733	17,316	17,920
Interest-bearing loans and borrowings	4,049	4,235	18,433	1,495	1,572
Total current liabilities	40,496	41,836	57,164	41,366	42,596
Non-current liabilities					
Provisions	2,084	2,168	2,245	2,325	2,408
Investment in associates and joint ventures	1,264	1,264	1,264	1,264	1,264
Interest-bearing loans and borrowings	48,948	44,713	26,282	24,787	23,215
Total non-current liabilities	52,296	48,145	29,791	28,376	26,887
Total liabilities	92,792	89,981	86,955	69,742	69,483
Net assets	2,752,964	2,779,570	2,812,237	2,845,693	2,884,952
Equity					
Accumulated surplus	836,297	861,103	891,970	923,626	961,085
Reserves	1,916,667	1,918,467	1,920,267	1,922,067	1,923,867
Total equity	2,752,964	2,779,570	2,812,237	2,845,693	2,884,952

City of Boroondara Statement of Changes in Equity For the four years ending 30 June 2020

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves
2016				
Balance at beginning of the financial year	2,716,821	803,493	1,908,058	5,270
Surplus (deficit) for the year	36,143	36,143	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(3,339)	-	3,339
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	2,752,964	836,297	1,908,058	8,609
2017				
Balance at beginning of the financial year	2,752,964	836,297	1,908,058	8,609
Surplus (deficit) for the year	26,606	26,606	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	2,779,570	861,103	1,908,058	10,409
2018				
Balance at beginning of the financial year	2,779,570	861,103	1,908,058	10,409
Surplus (deficit) for the year	32,667	32,667	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	2,812,237	891,970	1,908,058	12,209
2019				
Balance at beginning of the financial year	2,812,237	891,970	1,908,058	12,209
Surplus (deficit) for the year	33,456	33,456	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	2,845,693	923,626	1,908,058	14,009
2020				
Balance at beginning of the financial year	2,845,693	923,626	1,908,058	14,009
Surplus (deficit) for the year	39,259	39,259	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	2,884,952	961,085	1,908,058	15,809

City of Boroondara

Cash Flow Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015-16		2017-18	2018-19	2019-20
	\$'000		\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	161,275	166,123	171,743	176,822	182,144
Statutory fees and fines	11,859	11,917	12,263	12,560	12,852
User charges and other fines	14,401	15,879	16,239	16,798	17,379
Grants - operating	13,248	14,755	15,124	15,487	15,843
Grants - capital	4,276	1,545	2,848	574	30
Contributions - monetary	5,551	2,260	2,317	2,372	2,427
Interest received	2,250	2,330	2,431	2,409	2,184
Trust fund and deposits taken	18,596	19,361	19,411	19,461	19,511
Other receipts	7,467	5,525	5,953	5,799	6,236
Net GST refund / payment	9,194	9,740	11,493	11,348	10,911
Employee costs	(76,714)	(81,563)	(82,098)	(85,013)	(88,030)
Materials and services	(71,396)	(68,311)	(74,251)	(74,370)	(70,663)
Trust fund and deposits repaid	(18,743)	(19,262)	(19,312)	(19,362)	(19,412)
Other payments	(11,852)	(12,189)	(12,487)	(12,786)	(13,080)
Net cash provided by operating activities	69,412	68,110	71,674	72,099	78,332
Cash flows from investing activities					
Payments for property, plant and equipment	(56,203)	(59,745)	(73,871)	(72,559)	(72,465)
Proceeds from sale of property, plant and equipment	-	-	-	1,650	-
Proceeds (payments) for investments	66,500	-	-	-	-
Net cash used in investing activities	10,297	(59,745)	(73,871)	(70,909)	(72,465)
Cash flows from financing activities					
Finance costs	(2,718)	(2,534)	(2,349)	(1,652)	(1,424)
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(3,864)	(4,049)	(4,235)	(18,433)	(1,495)
Net cash used in financing activities	(6,582)	(6,583)	(6,584)	(20,085)	(2,919)
Net increase (decrease) in cash and cash equivalents	73,127	1,782	(8,781)	(18,895)	2,948
Cash and cash equivalents at beginning of year	10,709	83,836	85,617	76,835	57,941
Cash and cash equivalents at end of year	83,836	85,618	76,836	57,940	60,889

City of Boroondara

Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015-16 \$'000		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Property					
Land improvements	2,081	208	356	725	744
Total land	2,081	208	356	725	744
Buildings	24,064	29,992	40,530	38,115	43,384
Building improvements	2,066	715	1,551	303	54
Total buildings	26,130	30,707	42,081	38,418	43,438
Total property	28,211	30,915	42,437	39,143	44,182
Plant and equipment					
Plant, machinery and equipment	1,074	1,409	904	926	984
Fixtures, fittings and furniture	275	163	163	165	170
Computers and telecommunications	2,842	2,379	1,362	615	613
Library books	1,080	1,080	1,080	1,080	1,080
Total plant and equipment	5,271	5,031	3,509	2,786	2,847
Infrastructure					
Roads	9,576	10,007	10,337	10,667	10,989
Bridges	-	56	1,558	60	62
Footpaths and cycleways	2,251	1,885	2,818	2,987	2,329
Drainage	4,407	4,646	4,475	5,089	5,177
Recreational, leisure and community facilities	1,690	1,861	1,660	3,439	1,076
Parks, open space and streetscapes	4,180	4,053	6,467	7,759	5,155
Off street car parks	617	1,291	610	629	648
Total infrastructure	22,721	23,799	27,925	30,630	25,436
Total capital works expenditure	56,203	59,745	73,871	72,559	72,465
Represented by:					
New asset expenditure	9,782	14,336	27,871	30,024	30,391
Asset renewal expenditure	43,242	42,540	40,459	41,988	41,790
Asset upgrade expenditure	1,873	1,777	3,684	547	284
Asset expansion expenditure	1,306	1,092	1,857	-	-
Total capital works expenditure	56,203	59,745	73,871	72,559	72,465

The above statement of capital works should be read in conjunction with the accompanying 'Other information'.

City of Boroondara
Statement of Human Resources
For the four years ending 30 June 2020

	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Strategic Resource Plan Projections		
			2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Staff expenditure					
Employee costs	77,378	82,265	82,739	85,676	88,717
Total staff expenditure	77,378	82,265	82,739	85,676	88,717
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	798.7	804.5	785.9	785.9	785.9
Casuals	14.1	14.3	14.3	14.3	14.3
Allowance for service changes	-	-	2.0	4.0	5.9
Total staff numbers	812.8	818.8	802.2	804.2	806.1

Other information - for the four years ended 30 June 2020

Summary of planned capital works expenditure

	Asset expenditure types					Funding sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contrib- utions \$'000	Council cash \$'000
2017									
Property									
Land improvements	208	-	-	208	-	208	30	-	178
Total land	208	-	-	208	-	208	30	-	178
Buildings	29,992	9,948	19,102	-	942	29,992	200	-	29,792
Building improvements	715	75	-	640	-	715	-	-	715
Total buildings	30,707	10,023	19,102	640	942	30,707	200	-	30,507
Total property	30,915	10,023	19,102	848	942	30,915	230	-	30,685
Plant and equipment									
Plant, machinery and equipment	1,409	533	848	28	-	1,409	-	-	1,409
Fixtures, fittings and furniture	163	-	163	-	-	163	-	-	163
Computers and telecommunications	2,379	1,464	895	20	-	2,379	-	-	2,379
Library books	1,080	-	1,080	-	-	1,080	-	-	1,080
Total plant and equipment	5,031	1,997	2,986	48	-	5,031	-	-	5,031
Infrastructure									
Roads	10,007	250	9,734	23	-	10,007	1,315	-	8,692
Bridges	56	-	56	-	-	56	-	-	56
Footpaths and cycleways	1,885	460	1,425	-	-	1,885	-	-	1,885
Drainage	4,646	-	4,646	-	-	4,646	-	-	4,646
Recreational, leisure and community facilities	1,861	201	1,532	128	-	1,861	-	-	1,861
Parks, open space and streetscapes	4,053	1,255	2,618	30	150	4,053	-	-	4,053
Off street car parks	1,291	150	441	700	-	1,291	-	-	1,291
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	23,799	2,316	20,452	881	150	23,799	1,315	-	22,484
Total capital works expenditure	59,745	14,336	42,540	1,777	1,092	59,745	1,545	-	58,200

Summary of planned capital works expenditure (continued)

	Asset expenditure types					Funding sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contrib- utions \$'000	Council cash \$'000
2018									
Property									
Land improvements	356	155	-	201	-	356	30	-	326
Total land	356	155	-	201	-	356	30	-	326
Buildings	40,530	22,218	16,455	-	1,857	40,530	-	-	40,530
Building improvements	1,551	-	-	1,551	-	1,551	-	-	1,551
Total buildings	42,081	22,218	16,455	1,551	1,857	42,081	-	-	42,081
Total property	42,437	22,373	16,455	1,752	1,857	42,437	30	-	42,407
Plant and equipment									
Plant, machinery and equipment	904	75	829	-	-	904	-	-	904
Fixtures, fittings and furniture	163	-	163	-	-	163	-	-	163
Computers and telecommunications	1,362	767	575	20	-	1,362	-	-	1,362
Library books	1,080	-	1,080	-	-	1,080	-	-	1,080
Total plant and equipment	3,509	842	2,647	20	-	3,509	-	-	3,509
Infrastructure									
Roads	10,337	257	10,057	23	-	10,337	399	-	9,938
Bridges	1,558	-	58	1,500	-	1,558	1,500	-	58
Footpaths and cycleways	2,818	1,345	1,473	-	-	2,818	-	-	2,818
Drainage	4,475	-	4,475	-	-	4,475	-	-	4,475
Recreational, leisure and community facilities	1,660	140	1,431	89	-	1,660	-	-	1,660
Parks, open space and streetscapes	6,467	2,760	3,407	300	-	6,467	919	-	5,548
Off street car parks	610	154	456	-	-	610	-	-	610
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	27,925	4,656	21,357	1,912	-	27,925	2,818	-	25,107
Total capital works expenditure	73,871	27,871	40,459	3,684	1,857	73,871	2,848	-	71,023

Summary of planned capital works expenditure (continued)

	Asset expenditure types					Funding sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Asset sales \$'000	Council cash \$'000
2019									
Property									
Land improvements	725	525	-	200	-	725	30	-	695
Total land	725	525	-	200	-	725	30	-	695
Buildings	38,115	20,896	17,219	-	-	38,115	-	1,650	36,465
Building improvements	303	-	-	303	-	303	-	-	303
Total buildings	38,418	20,896	17,219	303	-	38,418	-	1,650	36,768
Total property	39,143	21,421	17,219	503	-	39,143	30	1,650	37,463
Plant and equipment									
Plant, machinery and equipment	926	75	851	-	-	926	-	-	926
Fixtures, fittings and furniture	165	-	165	-	-	165	-	-	165
Computers and telecommunications	615	-	595	20	-	615	-	-	615
Library books	1,080	-	1,080	-	-	1,080	-	-	1,080
Total plant and equipment	2,786	75	2,691	20	-	2,786	-	-	2,786
Infrastructure									
Roads	10,667	263	10,380	24	-	10,667	399	-	10,268
Bridges	60	-	60	-	-	60	-	-	60
Footpaths and cycleways	2,987	1,471	1,516	-	-	2,987	-	-	2,987
Drainage	5,089	-	5,089	-	-	5,089	-	-	5,089
Recreational, leisure and community facilities	3,439	2,400	1,039	-	-	3,439	-	-	3,439
Parks, open space and streetscapes	7,759	4,236	3,523	-	-	7,759	145	-	7,614
Off street car parks	629	158	471	-	-	629	-	-	629
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	30,630	8,528	22,078	24	-	30,630	544	-	30,086
Total capital works expenditure	72,559	30,024	41,988	547	-	72,559	574	1,650	70,335

Summary of planned capital works expenditure (continued)

	Asset expenditure types					Funding sources			
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contrib- utions \$'000	Council cash \$'000
2020									
Property									
Land improvements	744	538	-	206	-	744	30	-	714
Total land	744	538	-	206	-	744	30	-	714
Buildings	43,384	27,091	16,293	-	-	43,384	-	-	43,384
Building improvements	54	-	-	54	-	54	-	-	54
Total buildings	43,438	27,091	16,293	54	-	44,182	-	-	43,438
Total property	44,182	27,629	16,293	260	-	44,182	30	-	44,152
Plant and equipment									
Plant, machinery and equipment	984	77	907	-	-	984	-	-	984
Fixtures, fittings and furniture	170	-	170	-	-	170	-	-	170
Computers and telecommunications	613	-	613	-	-	613	-	-	613
Library books	1,080	-	1,080	-	-	1,080	-	-	1,080
Total plant and equipment	2,847	77	2,770	-	-	2,847	-	-	2,847
Infrastructure									
Roads	10,989	270	10,695	24	-	10,989	-	-	10,989
Bridges	62	-	62	-	-	62	-	-	62
Footpaths and cycleways	2,329	766	1,563	-	-	2,329	-	-	2,329
Drainage	5,177	-	5,177	-	-	5,177	-	-	5,177
Recreational, leisure and community facilities	1,076	-	1,076	-	-	1,076	-	-	1,076
Parks, open space and streetscapes	5,155	1,487	3,668	-	-	5,155	-	-	5,155
Off street car parks	648	162	486	-	-	648	-	-	648
Other infrastructure	-	-	-	-	-	-	-	-	-
Total infrastructure	25,436	2,685	22,727	24	-	25,436	-	-	25,436
Total capital works expenditure	72,465	30,391	41,790	284	-	72,465	30	-	72,435



Summary of planned human resources expenditure

	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Strategic Resource Plan Projections		
			2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Chief Executive Office*					
Permanent full time	2,849	4,751	2,454	2,541	2,632
Permanent part time	93	101	105	109	112
Total Chief Executive and Governance	2,942	4,852	2,559	2,650	2,744
City Planning					
Permanent full time	10,049	10,871	11,312	11,714	12,130
Permanent part time	2,341	2,532	2,635	2,729	2,825
Total City Planning	12,390	13,403	13,947	14,443	14,955
Environment and Infrastructure					
Permanent full time	18,401	19,529	20,087	20,800	21,538
Permanent part time	1,189	1,263	1,314	1,361	1,409
Total Environment and Infrastructure	19,590	20,792	21,401	22,161	22,947
Community Development					
Permanent full time	13,130	13,999	14,567	15,084	15,621
Permanent part time	10,572	11,241	11,640	12,053	12,481
Total Community Development	23,702	25,240	26,207	27,137	28,102
Corporate Services					
Permanent full time	9,223	9,731	10,043	10,400	10,769
Permanent part time	1,905	2,075	2,159	2,236	2,315
Total Corporate Services	11,128	11,806	12,202	12,636	13,084
Communications and Customer Experience					
Permanent full time	2,226	2,207	2,296	2,378	2,462
Permanent part time	1,012	1,003	1,044	1,081	1,120
Total Communications and Customer Ex	3,238	3,210	3,340	3,459	3,582
Total casuals and other	4,391	2,962	3,082	3,191	3,303
Total staff expenditure	77,381	82,265	82,738	85,677	88,717

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



Summary of planned human resources full time equivalent (FTE)

	Forecast Actual 2015-16	Budget 2016-17	Strategic Resource Plan Projections		
			2017-18	2018-19	2019-20
Chief Executive Office*					
Permanent full time	21.0	30.0	17.0	17.0	17.0
Permanent part time	0.8	0.8	0.8	0.8	0.8
Total Chief Executive and Governance	21.8	30.8	17.8	17.8	17.8
City Planning					
Permanent full time	96.0	96.0	96.0	96.0	96.0
Permanent part time	37.6	37.6	37.6	37.6	37.6
Total City Planning	133.6	133.6	133.6	133.6	133.6
Environment and Infrastructure					
Permanent full time	202.0	202.0	200.0	200.0	200.0
Permanent part time	14.2	14.2	14.2	14.2	14.2
Total Environment and Infrastructure	216.2	216.2	214.2	214.2	214.2
Community Development					
Permanent full time	133.0	133.0	133.0	133.0	133.0
Permanent part time	147.5	146.3	145.7	145.7	145.7
Total Community Development	280.5	279.3	278.7	278.7	278.7
Corporate Services					
Permanent full time	92.0	90.0	87.0	87.0	87.0
Permanent part time	21.5	21.5	21.5	21.5	21.5
Total Corporate Services	113.5	111.5	108.5	108.5	108.5
Communications and Customer Experience					
Permanent full time	22.0	22.0	22.0	22.0	22.0
Permanent part time	11.2	11.2	11.2	11.2	11.2
Total Communications and Customer Ex	33.2	33.2	33.2	33.2	33.2
Total casuals and other	14.1	14.3	16.3	18.3	20.2
Total staff numbers	812.8	818.8	802.2	804.2	806.1

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

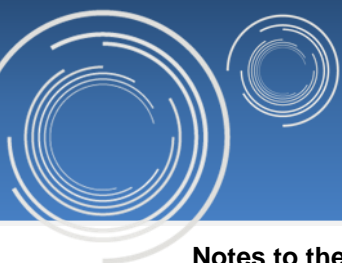
4 Financial performance indicators

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

Indicator	Measure	Notes	Forecast		Budget 2016-17	Strategic Resource Plan			Trend +/-
			Actual 2014-15	Actual 2015-16		Projections			
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	11.8%	13.1%	11.2%	12.6%	13.5%	15.7%	+
Liquidity									
Working capital	Current assets / current liabilities	2	191.4%	235.5%	232.6%	154.6%	168.2%	170.6%	o
Unrestricted cash	Unrestricted cash / current liabilities		144.7%	178.1%	183.2%	117.2%	114.0%	115.6%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	37.7%	33.1%	29.7%	26.3%	15.0%	13.7%	+
Loans and borrowings	Interest and principal repayments / rate revenue		18.3%	4.1%	4.0%	3.9%	11.4%	1.6%	o
Indebtedness	Non-current liabilities / own source revenue	4	32.0%	26.6%	23.9%	14.4%	13.3%	12.2%	+
Asset renewal	Asset renewal expenditure / depreciation	5	144.8%	138.3%	131.3%	134.5%	136.7%	134.0%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue		78.3%	75.4%	76.2%	75.8%	76.8%	77.0%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$2,300	\$2,469	\$2,563	\$2,574	\$2,601	\$2,589	o
Revenue level	Residential rate revenue / no. of residential property		\$1,769	\$2,171	\$2,230	\$2,269	\$2,307	\$2,343	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		8.4%	10.0%	10.0%	10.0%	10.0%	10.0%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator



Notes to the indicators

1. **Adjusted underlying result:** An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in the financial performance is expected over the period which indicates Council is able to maintain services and capital works program from revenue generated from operations.
2. **Working capital:** The working capital ratio expresses Council's short term ability to meet its liquidity requirements within the current financial year. Ratios below or nearing 100% indicate that Council may not be able to meet short term liabilities. Working capital is forecast to remain reasonably steady.
3. **Debt compared to rates:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
4. **Indebtedness:** This indicator compares non-current liabilities to own source revenue. Own Source revenue is defined as adjusted underlying revenue that is not under the control of Council (excluding government grants).
5. **Asset renewal:** This percentage indicates the extent of Council's capital renewal expenditure against total depreciation expenditure, which represents the decline in value of existing capital assets. A percentage greater than 100 indicates Council is renewing and maintaining existing assets, whilst a percentage less than 100 indicates assets are deteriorating faster than they are being renewed and will require future capital expenditure to renew assets back to their existing condition.

4.1. Performance Indicators

In accordance with the *Local Government Act 1989* Section 131(4), Council is required to report on its performance against a common suite of indicators. The measures included in the Service Performance, Financial Performance and Sustainable Capacity Indicator tables below will be reported upon in Council's Annual Report 2016-17. These indicators will form Council's Performance Statement and are required to be audited under Section 132 of this Act.

Local Government Performance Measures for the year ending 30 June 2017

Service Performance Indicators

Indicator	Description	Measure
Governance		
Satisfaction	Councils make and implement decisions in the best interest of the community.	Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community).
Statutory Planning		
Decision making	Planning application processing and decisions are consistent with the local planning scheme.	Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside).
Roads		
Satisfaction	Sealed local road network is maintained and renewed to ensure that it is safe and efficient.	Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).
Libraries		
Participation	Library resources are free, accessible and well utilised.	Active library members (percentage of the municipal population that are active library members).
Waste Collection		
Waste diversion	Amount of waste diverted from landfill is maximised.	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill).
Aquatic Facilities		
Utilisation	Aquatic facilities are safe, accessible and well utilised.	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).
Animal management		
Health and safety	Animal management service protects the health and safety of animals, humans and the environment.	Animal management prosecutions (number of successful animal management prosecutions).
Food safety		
Health and safety	Food safety service protects public health by preventing the sale of unsafe food.	Critical and major non-compliance outcome notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).



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

Financial Performance Indicators

Indicator	Description	Measure
Operating position		
Adjusted underlying result	An adjusted underlying surplus is generated in the ordinary course of business.	Adjusted underlying surplus (or deficit) (adjusted underlying surplus (or deficit) as a percentage of adjusted underlying revenue).
Liquidity		
Working capital	Sufficient working capital is available to pay bills as and when they fall due.	Current assets compared to current liabilities (current assets as a percentage of current liabilities).
Unrestricted cash	Sufficient cash that is free of restrictions is available to pay bills as and when they fall due.	Unrestricted cash compared to current liabilities (unrestricted cash as a percentage of current liabilities).
Obligations		
Loans and borrowings	Level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities.	Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue). Loans and borrowings repayments compared to rates (interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue).
Indebtedness	Level of long term liabilities is appropriate to the size and nature of a Council's activities.	Non-current liabilities compared to own source revenue (non-current liabilities as a percentage of own-source revenue).
Asset renewal	Assets are renewed as planned.	Asset renewal compared to depreciation (asset renewal expense as a percentage of depreciation).



Indicator	Description	Measure
Stability		
Rates concentration	Revenue is generated from a range of sources.	Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue).
Rates effort	Rating level is set based on the community's capacity to pay.	Rates compared to property values (rate revenue as a percentage of the capital improved value of rateable properties in the municipality).
Efficiency		
Expenditure level	Resources are used efficiently in the delivery of services.	Expenses per property assessment (total expenses per property assessment).
Revenue level	Resources are used efficiently in the delivery of services.	Average residential rate per residential property assessment (residential rate revenue per residential property assessment).
Workforce turnover	Resources are used efficiently in the delivery of services.	Resignations and terminations compared to average staff (number of permanent staff resignations and terminations as a percentage of the average number of permanent staff).

Sustainable Capacity Indicators

Indicator	Description	Measure
Own-source revenue	Revenue is generated from a range of sources in order to fund the delivery of services to the community.	Own-source revenue per head of municipal population (own-source revenue per head of municipal population).
Recurrent grants	Revenue is generated from a range of sources in order to fund the delivery of services to the community.	Recurrent grants per head of municipal population (recurrent grants per head of municipal population).
Population	Population is a key driver of a Council's ability to fund the delivery of services to the community.	Expenses per head of municipal population (total expenses per head of municipal population).
		Infrastructure per head of municipal population (value of infrastructure per head of municipal population).
		Population density per length of road (municipal population per kilometre of local road).
Disadvantage	Disadvantage is a key driver of a Council's ability to fund the delivery of services to the community.	Relative Socio-economic Disadvantage (relative Socio-economic Disadvantage of the municipality).



5. Other budget information (grants and borrowings)

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

This section includes the following statements and reports:

- Grants operating
- Grants capital
- Statement of borrowings

5.1 Grants - operating (\$1.57 million increase)

Grants include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Operational grants are further classified according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent). Refer to table on the following page. Overall, the level of grant funding is budgeted to increase by 1.8% or \$1.57 million compared to the 2015-16 forecast primarily due to:

- Victoria Grants Commission - from 1 July 2014 the Federal Government froze indexation of its grants to Council's for three years (2014-15 to 2016-17). Victoria Grants Commission funding is expected to be at 2015-16 levels for the 2016-17 financial year. 50% or \$2.17 million of the 2015-16 allocation was paid in the 2014-15 financial year.
- Inclusion Support Services - decrease in grant funding of \$191,000 due to the expected cessation of this program on 30 June 2016. This is offset by a reduction in expenditure primarily employee costs.
- Operating grants non-recurrent is forecast to decrease by \$552,000. Council separately funds projects of a non-recurring operating nature of which are partly funded by non-recurrent grant funding.

Grants operating (recurrent) after adjusting for Victoria Grants Commission and the cessation of programs noted above, is expected to increase by 1.03%. The minor underlying increase in operating grants and subsidies indicates that the trend of grant income is not keeping pace with the expenditure levels required to deliver services to the community and as a result there is an increasing financial burden on Council and its ratepayers, i.e. cost shift to local government from State and Commonwealth Governments.

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

Operating grants	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Victoria Grants Commission *	2,167	4,336	2,169
<i>Recurrent - State Government</i>			
Community health and safety	255	207	(48)
Community support	191	-	(191)
Family and children	915	933	18
Food services	316	324	8
Home and Community Care	5,758	5,897	139
Libraries	987	1,009	22
School crossing supervisors	435	435	-
Senior and disability support	126	129	3
Senior citizens centres	190	184	(6)
Volunteer services	134	137	3
Youth services	210	212	2
Total recurrent operating grants	11,684	13,803	2,119
<i>Non-recurrent State Government</i>			
Community health and safety	37	-	(37)
Community support	15	-	(15)
Environment management	23	-	(23)
Family and Children	129	-	(129)
Libraries	48	-	(48)
Metropolitan Waste and Resource Recovery Fund	300	-	(300)
Total non-recurrent operating grants	552	-	(552)
Total operating grants	12,236	13,803	1,567

* Victoria Grants Commission - from 1 July the Federal Government froze indexation of its grants to Council's for three years until the end of 2016-17. Victoria Grants Commission funding is expected to be at 2015-16 levels in the 2016-17 financial year.

5.2 Grants - Capital (\$2.73 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the Capital Works Program. The amount of capital grants received each year can vary significantly depending on the types of works included in the Capital Works Program each year. Capital grants are further classified according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent). Refer to table below. Overall, the level of capital grants is forecast to decrease \$2.73 million compared to 2015-16.

Capital works income of \$1.55 million is budgeted in 2016-17, the most significant grants include:

- \$1.32 million from the *Commonwealth Government Roads to Recovery Program* covering roads pavement renewal works.
- \$200,000 relating to Camberwell Hockey Pavilion (*State Government community facility funding program*)
- \$30,000 for Biodiversity Strategy (vegetation) implementation (*Melbourne Water environmental management funding*).

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

Capital grants	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery	1,139	1,315	176
Total recurrent capital grants	1,139	1,315	176
<i>Non-recurrent State Government</i>			
Environment management	955	30	(925)
Libraries	25	-	(25)
Sport and recreation	2,097	200	(1,897)
Streetscape and transport	60	-	(60)
Total non-recurrent capital grants	3,137	230	(2,907)
Total capital grants	4,276	1,545	(2,731)

5.3 Statement of borrowings

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

Indicator	2015-16 \$'000	Budget 2016-17 \$'000
Total amount borrowed as at 30 June of the prior year	56,861	52,997
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(3,864)	(4,049)
Total amount proposed to be borrowed as at 30 June	52,997	48,948



6. Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2016-17 year.

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

- New capital works for 2016-17
- Works carried forward from the 2015-16 year

Regulation 10 (a) and (b) require that the budget contain a detailed list of capital works expenditure in relation to non-current asset by class according to the Local Government Model Financial Report (LGMFR) classified separately as to asset expenditure (ie. renewal, new, upgrade and expansion).

The budget must also contain a summary of funding sources in relation to capital works expenditure, classified separately as to grants, contributions, Council cash and borrowings. The disclosures in **Appendix D** reflect these requirements.

6. Detailed list Capital Works
For the year ending 30 June 2017

1. New works

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib- utions \$	Council cash \$
PROPERTY								
BUILDING IMPROVEMENTS								
Integrated Water Management Strategy implementation - Facility Retrofit Program	50,000	-	-	50,000	-	-	-	50,000
Shed upgrade at Burwood Bowls Club	40,000	-	-	40,000	-	-	-	40,000
Ignite café screening	75,000	75,000	-	-	-	-	-	75,000
Digital transformation office	150,000	-	-	150,000	-	-	-	150,000
Hawthorn Arts Centre acoustic treatment	150,000	-	-	150,000	-	-	-	150,000
Our Low Carbon Future Strategy implementation - Energy Performance Contract (EPC)	250,000	-	-	250,000	-	-	-	250,000
BUILDING IMPROVEMENTS Total	715,000	75,000	-	640,000	-	-	-	715,000
LAND IMPROVEMENTS								
Biodiversity strategy (vegetation) implementation and agency revegetation grants	208,000	-	-	208,000	-	30,000	-	178,000
LAND IMPROVEMENTS Total	208,000	-	-	208,000	-	30,000	-	178,000
BUILDING								
25 Inglesby Road	100,000	-	100,000	-	-	-	-	100,000
605-609 Glenferrie Road Community Facility	700,000	-	700,000	-	-	-	-	700,000
Ashburton Support Centre (Senior Citizens)	60,000	-	60,000	-	-	-	-	60,000
Balwyn Community Centre (Renewal)	230,850	-	230,850	-	-	-	-	230,850
Boroondara Preschool	250,000	-	250,000	-	-	-	-	250,000
Boroondara Tennis Centre Stage 2	50,000	-	50,000	-	-	-	-	50,000
Burwood Reserve Tennis pavilion	140,000	-	140,000	-	-	-	-	140,000
Camberwell Hockey pavilion	2,050,000	-	2,050,000	-	-	200,000	-	1,850,000
Camberwell United Tennis Club	450,000	-	450,000	-	-	-	-	450,000
Canterbury Gardens - gardener's workshop	38,000	-	38,000	-	-	-	-	38,000
Cara Armstrong Kindergarten	25,000	-	25,000	-	-	-	-	25,000
Compliance audit projects	120,000	-	120,000	-	-	-	-	120,000
Cotham Road toilet	250,000	-	250,000	-	-	-	-	250,000
Fire service replacement	50,000	-	50,000	-	-	-	-	50,000
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis and Community Facility)	1,297,000	-	1,297,000	-	-	-	-	1,297,000
Future building renewal design	120,000	-	120,000	-	-	-	-	120,000
Glenferrie Oval Band Hall - demolition	60,000	-	60,000	-	-	-	-	60,000
Hawthorn Citizens Youth Club	770,000	-	770,000	-	-	-	-	770,000
Jack O'Toole Reserve Scout and Tennis	300,000	-	300,000	-	-	-	-	300,000
Kew Depot main building	300,000	-	300,000	-	-	-	-	300,000
Kew Senior Citizens Centre	800,000	-	800,000	-	-	-	-	800,000
Library redevelopment Balwyn	2,714,790	-	2,714,790	-	-	-	-	2,714,790
Lock replacement program - electronic locks	140,000	-	140,000	-	-	-	-	140,000
Markham Reserve pavilion	360,000	-	360,000	-	-	-	-	360,000
Merrell Kinderqarten	60,000	-	60,000	-	-	-	-	60,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$
Nettleton Park pavilion	450,000	-	450,000	-	-	-	-	450,000
Patterson Reserve pavilion - Robinson Road	660,000	-	660,000	-	-	-	-	660,000
Roof access works	50,000	-	50,000	-	-	-	-	50,000
Roof replacement	150,000	-	150,000	-	-	-	-	150,000
Small scale compliance projects (switchboards, glazing etc)	60,000	-	60,000	-	-	-	-	60,000
St James Park Bowls Club main building	680,000	-	680,000	-	-	-	-	680,000
Unscheduled minor building works	893,000	-	893,000	-	-	-	-	893,000
West Hawthorn Early Childhood Centre	45,000	-	45,000	-	-	-	-	45,000
Yongala Preschool main building	30,000	-	30,000	-	-	-	-	30,000
Riversdale Depot Transfer Station	80,000	-	80,000	-	-	-	-	80,000
Surrey Hills MCHC, Union Road	50,000	-	50,000	-	-	-	-	50,000
Camberwell Offices Building 1 - Replace IT chillers	175,000	-	175,000	-	-	-	-	175,000
Riversdale Depot - Fencing on Shalless Drive	85,000	-	85,000	-	-	-	-	85,000
Camberwell Municipal Building 2 - DDC control station	80,000	-	80,000	-	-	-	-	80,000
Hawthorn Arts Centre - Chandelier renewal	70,000	-	70,000	-	-	-	-	70,000
Davis Street Kindergarten - drainage and minor works	25,000	-	25,000	-	-	-	-	25,000
Former Bowen Street MCHC	30,000	-	30,000	-	-	-	-	30,000
Fritsch Holzer toilet	20,000	-	20,000	-	-	-	-	20,000
North East Precinct (Renewal)	770,697	-	770,697	-	-	-	-	770,697
Library redevelopment Kew (Renewal)	48,222	-	48,222	-	-	-	-	48,222
North East Precinct (New)	3,812,052	3,812,052	-	-	-	-	-	3,812,052
Balwyn Community Centre (New)	76,950	76,950	-	-	-	-	-	76,950
Library redevelopment Balwyn (New)	1,461,810	1,461,810	-	-	-	-	-	1,461,810
North East Precinct (Expansion)	941,963	-	-	-	941,963	-	-	941,963
Camberwell Community Centre, Fairholm Grove redevelopment	3,825,000	3,825,000	-	-	-	-	-	3,825,000
Balwyn Tennis and former Bowls Pavilion redevelopment (Balwyn Tennis and Community Facility)	526,714	526,714	-	-	-	-	-	526,714
BUILDING Total	26,532,048	9,702,526	15,887,559	-	941,963	200,000	-	26,332,048
PROPERTY Total	27,455,048	9,777,526	15,887,559	848,000	941,963	230,000	-	27,225,048
PLANT AND EQUIPMENT								
COMPUTERS AND TELECOMMUNICATIONS								
GIS system enhancements based on spatial strategy	180,000	180,000	-	-	-	-	-	180,000
Human resource information system	108,000	108,000	-	-	-	-	-	108,000
Integrated customer identity management system	120,000	120,000	-	-	-	-	-	120,000
Legal services management system	40,000	40,000	-	-	-	-	-	40,000
Mobile computing	20,000	-	-	20,000	-	-	-	20,000
Information technology expenditure	895,000	-	895,000	-	-	-	-	895,000
Procurement of field based planning assessment software and hardware	316,350	316,350	-	-	-	-	-	316,350
Field workforce enablement and data collection hardware and licensing	200,000	200,000	-	-	-	-	-	200,000
Miscellaneous general equipment and licensing	300,000	300,000	-	-	-	-	-	300,000
Electronic timesheets	85,000	85,000	-	-	-	-	-	85,000
COMPUTERS AND TELECOMMUNICATIONS Total	2,264,350	1,349,350	895,000	20,000	-	-	-	2,264,350

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib- utions \$	Council cash \$
FIXTURES, FITTINGS AND FURNITURE								
Library and office furniture	63,000	-	63,000	-	-	-	-	63,000
Office furniture renewal	80,000	-	80,000	-	-	-	-	80,000
Hawthorn Arts Centre furniture	20,000	-	20,000	-	-	-	-	20,000
FIXTURES, FITTINGS AND FURNITURE Total	163,000	-	163,000	-	-	-	-	163,000
LIBRARY BOOKS								
Library resources	1,080,000	-	1,080,000	-	-	-	-	1,080,000
LIBRARY BOOKS Total	1,080,000	-	1,080,000	-	-	-	-	1,080,000
PLANT MACHINERY AND EQUIPMENT								
Bin renewal program	160,000	-	160,000	-	-	-	-	160,000
Kew Junction parking guidance system	400,000	400,000	-	-	-	-	-	400,000
Leisure and aquatic centre equipment replacement	75,000	-	75,000	-	-	-	-	75,000
Miscellaneous equipment renewal	75,000	-	75,000	-	-	-	-	75,000
Sportsgrounds - replacement of existing turf wicket rollers	33,000	-	33,000	-	-	-	-	33,000
Town Hall Gallery collection acquisitions	72,500	72,500	-	-	-	-	-	72,500
Drainage truck - replace CCTV drain camera	25,000	-	25,000	-	-	-	-	25,000
Hawthorn Arts Centre - boiler replacement	65,000	-	65,000	-	-	-	-	65,000
Hawthorn Library - boiler replacement	50,000	-	50,000	-	-	-	-	50,000
Library RFID replacement	30,000	-	30,000	-	-	-	-	30,000
Boroondara Sports Complex - 50m and dive pool filters	98,000	-	98,000	-	-	-	-	98,000
Boroondara Sports Complex - toddler pool filters	59,000	-	59,000	-	-	-	-	59,000
Kew Recreation Centre - dosing system	37,000	-	37,000	-	-	-	-	37,000
Kew Recreation Centre - spa filter refurbishment	40,000	-	40,000	-	-	-	-	40,000
Leisure centres – equipment and pool plant replacement program	101,000	-	101,000	-	-	-	-	101,000
Ticket parking machine network upgrade	28,000	-	-	28,000	-	-	-	28,000
PLANT MACHINERY AND EQUIPMENT Total	1,348,500	472,500	848,000	28,000	-	-	-	1,348,500
PLANT AND EQUIPMENT Total	4,855,850	1,821,850	2,986,000	48,000	-	-	-	4,855,850
INFRASTRUCTURE								
BRIDGES								
Minor bridge rehabilitation	56,000	-	56,000	-	-	-	-	56,000
BRIDGES Total	56,000	-	56,000	-	-	-	-	56,000
DRAINAGE								
Argyle Street, Kew	130,000	-	130,000	-	-	-	-	130,000
Birdwood Street, Balwyn	70,000	-	70,000	-	-	-	-	70,000
Childers Street, Kew	130,000	-	130,000	-	-	-	-	130,000
Corhampton Street, Balwyn	170,000	-	170,000	-	-	-	-	170,000
Florence and Wimba Avenues, Kew	190,000	-	190,000	-	-	-	-	190,000
Future drainage renewal planning	300,000	-	300,000	-	-	-	-	300,000
Gordon Street, Balwyn	180,000	-	180,000	-	-	-	-	180,000
Morris Street, Balwyn	70,000	-	70,000	-	-	-	-	70,000
Myrtle Avenue, Kew	90,000	-	90,000	-	-	-	-	90,000
Normanby Road, Kew	100,000	-	100,000	-	-	-	-	100,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$
Sportsground drainage program	62,000	-	62,000	-	-	-	-	62,000
Union Street, Kew	90,000	-	90,000	-	-	-	-	90,000
Unscheduled/ emergency drainage works	300,000	-	300,000	-	-	-	-	300,000
Walpole Street, Kew	110,000	-	110,000	-	-	-	-	110,000
Winmalee Road, Balwyn	100,000	-	100,000	-	-	-	-	100,000
Chatham Road, Surrey Hills	120,000	-	120,000	-	-	-	-	120,000
Hunter and Elsworth Crescent, Camberwell	400,000	-	400,000	-	-	-	-	400,000
Saxby Road, Glen Iris	220,000	-	220,000	-	-	-	-	220,000
Baird and Amery Streets, Ashburton	750,000	-	750,000	-	-	-	-	750,000
Trent Street and Summerhill Road, Camberwell	170,000	-	170,000	-	-	-	-	170,000
Molesworth Street, Kew	90,000	-	90,000	-	-	-	-	90,000
Belvedere, Kew	20,000	-	20,000	-	-	-	-	20,000
Canterbury Place, Hawthorn East	40,000	-	40,000	-	-	-	-	40,000
Grace Park, Hawthorn	40,000	-	40,000	-	-	-	-	40,000
46 Highfield Road, Canterbury	15,000	-	15,000	-	-	-	-	15,000
Nicholas Street, Ashburton	10,000	-	10,000	-	-	-	-	10,000
225 Prospect Hill Road, Surrey Hill	20,000	-	20,000	-	-	-	-	20,000
Shakespeare Grove, Hawthorn	19,000	-	19,000	-	-	-	-	19,000
Willsmere Road, Kew	20,000	-	20,000	-	-	-	-	20,000
1 Princess Street, Kew	30,000	-	30,000	-	-	-	-	30,000
Henry Street, Hawthorn	70,000	-	70,000	-	-	-	-	70,000
Rochester Road, Canterbury	160,000	-	160,000	-	-	-	-	160,000
Croydon Road, Surrey Hills	140,000	-	140,000	-	-	-	-	140,000
Oxley, Lyall and Erine Streets, Hawthorn2	100,000	-	100,000	-	-	-	-	100,000
Gillman Street, Hawthorn East	90,000	-	90,000	-	-	-	-	90,000
DRAINAGE Total	4,616,000	-	4,616,000	-	-	-	-	4,616,000
FOOTPATHS AND CYCLEWAYS								
Bicycle and pedestrian trails - implementation of Safety Audit Action Plan	400,000	-	400,000	-	-	-	-	400,000
Bicycle Strategy implementation	155,000	155,000	-	-	-	-	-	155,000
Condition 4 footpaths	595,000	-	595,000	-	-	-	-	595,000
Park gravel path renewal program	103,000	-	103,000	-	-	-	-	103,000
Shopping centre footpath works	100,000	-	100,000	-	-	-	-	100,000
Unscheduled footpath works	227,000	-	227,000	-	-	-	-	227,000
Yerrin Street pedestrianisation	30,000	30,000	-	-	-	-	-	30,000
Boroondara Laneway Strategy, laneway Improvements	275,000	275,000	-	-	-	-	-	275,000
FOOTPATHS AND CYCLEWAYS Total	1,885,000	460,000	1,425,000	-	-	-	-	1,885,000
PARKS, OPEN SPACE AND STREETSCAPES								
Athenaeum Place streetscape improvement works	30,000	-	-	30,000	-	-	-	30,000
Biodiversity site renewal program	123,000	-	123,000	-	-	-	-	123,000
Compliance works on play equipment and infrastructure	10,000	-	10,000	-	-	-	-	10,000
Formal gardens landscape renewal program	50,000	-	50,000	-	-	-	-	50,000
Garden bed edging renewal program	18,000	-	18,000	-	-	-	-	18,000
Hard surface play area renewal program	29,000	-	29,000	-	-	-	-	29,000
Implementation of Hays Paddock Plan	30,000	30,000	-	-	-	-	-	30,000
Oval fences renewal program	100,000	-	100,000	-	-	-	-	100,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council cash \$
Park BBQ's - unscheduled works	38,000	-	38,000	-	-	-	-	38,000
Park drinking fountains - unscheduled works	30,000	-	30,000	-	-	-	-	30,000
Park feature wall renewal program	45,000	-	45,000	-	-	-	-	45,000
Park fences - unscheduled works	35,000	-	35,000	-	-	-	-	35,000
Park fences renewal program	60,000	-	60,000	-	-	-	-	60,000
Park furniture renewal	150,000	-	150,000	-	-	-	-	150,000
Park landscape renewal program	170,000	-	170,000	-	-	-	-	170,000
Park lighting - unscheduled works	12,000	-	12,000	-	-	-	-	12,000
Park lighting renewal program	70,000	-	70,000	-	-	-	-	70,000
Park playground replacement program	700,000	-	700,000	-	-	-	-	700,000
Park signage renewal program	40,000	-	40,000	-	-	-	-	40,000
Park tree planting program	45,000	-	45,000	-	-	-	-	45,000
Parks and gardens irrigation upgrades	200,000	-	200,000	-	-	-	-	200,000
Playground renewal program - Council properties (childcare)	15,000	-	15,000	-	-	-	-	15,000
Replace litter bin surrounds in shopping precincts	53,000	-	53,000	-	-	-	-	53,000
Retaining walls - unscheduled works	108,000	-	108,000	-	-	-	-	108,000
Shopping Centre Improvement Plan - design and implementation	795,000	795,000	-	-	-	-	-	795,000
Shopping centre landscape renewal program	58,000	-	58,000	-	-	-	-	58,000
Street tree planting program	277,000	-	277,000	-	-	-	-	277,000
Streetscape landscape renewal program	50,000	-	50,000	-	-	-	-	50,000
Fritsch Holzer Reserve audit requirement	132,000	-	132,000	-	-	-	-	132,000
Evergreen Reserve - expansion and enhancement	150,000	-	-	-	150,000	-	-	150,000
Irrigation management plan	80,000	80,000	-	-	-	-	-	80,000
Grace Park irrigation system using recycled water	210,000	210,000	-	-	-	-	-	210,000
Camberwell Sports Ground - Masterplan Implementation	30,000	30,000	-	-	-	-	-	30,000
Water Sensitive Urban Design (WSUD) infrastructure program - planning and design	110,000	110,000	-	-	-	-	-	110,000
PARKS, OPEN SPACE AND STREETSCAPES Total	4,053,000	1,255,000	2,618,000	30,000	150,000	-	-	4,053,000
ROADS								
Additional traffic management devices	150,000	150,000	-	-	-	-	-	150,000
Condition 4 safety treatments	149,000	-	149,000	-	-	-	-	149,000
Crossing facilities	100,000	100,000	-	-	-	-	-	100,000
Full road reconstruction and kerb replacements	5,610,505	-	5,610,505	-	-	1,315,389	-	4,295,116
Resheeting	3,927,930	-	3,927,930	-	-	-	-	3,927,930
Road safety strategy implementation - school crossing improvements	23,000	-	-	23,000	-	-	-	23,000
Traffic management devices - maintenance OH&S issue works	37,000	-	37,000	-	-	-	-	37,000
Traffic treatment - lighting replacement	10,000	-	10,000	-	-	-	-	10,000
ROADS Total	10,007,435	250,000	9,734,435	23,000	-	1,315,389	-	8,692,046

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib- utions \$	Council cash \$
OFF STREET CARPARKS								
Access Plans and Parking Studies Implementation	150,000	150,000	-	-	-	-	-	150,000
Burke Avenue car park improvements	700,000	-	-	700,000	-	-	-	700,000
Resurfacing of condition 4 car parks	441,000	-	441,000	-	-	-	-	441,000
OFF STREET CARPARKS Total	1,291,000	150,000	441,000	700,000	-	-	-	1,291,000
RECREATIONAL, LEISURE AND COM FACILITIES								
Cricket practice nets renewal program	155,000	-	155,000	-	-	-	-	155,000
Golf course green, tee and bunker	146,000	-	146,000	-	-	-	-	146,000
Minor sportsground improvements	155,000	-	155,000	-	-	-	-	155,000
Sports goal post renewal program	32,000	-	32,000	-	-	-	-	32,000
Sports synthetic surface renewal program	50,000	-	50,000	-	-	-	-	50,000
Sportsground irrigation program	115,000	-	115,000	-	-	-	-	115,000
Sportsground reconstruction program	559,000	-	559,000	-	-	-	-	559,000
Sportsground training lights renewal program	175,000	-	175,000	-	-	-	-	175,000
Summerhill Park basketball half court and rebound wall	61,000	61,000	-	-	-	-	-	61,000
Boroondara Sports Complex - Basketball courts	145,000	-	145,000	-	-	-	-	145,000
Asphalting of the maintenance yard at Freeway Golf Course	128,000	-	-	128,000	-	-	-	128,000
Skate/BMX facility in the north of Boroondara	40,000	40,000	-	-	-	-	-	40,000
Soil management pilot at Freeway Golf Course fairways	100,000	100,000	-	-	-	-	-	100,000
RECREATIONAL, LEISURE AND COM FACILITIES Total	1,861,000	201,000	1,532,000	128,000	-	-	-	1,861,000
INFRASTRUCTURE Total	23,769,435	2,316,000	20,422,435	881,000	150,000	1,315,389	-	22,454,046
Grand Total	56,080,333	13,915,376	39,295,994	1,777,000	1,091,963	1,545,389	-	54,534,944

2. Works carried forward from the 2015-16 year

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib- utions \$	Council cash \$
PROPERTY								
BUILDING								
605-609 Glenferrie Road Community Facility	800,000	-	800,000	-	-	-	-	800,000
Ashburton Support Centre (Senior Citizens)	170,000	-	170,000	-	-	-	-	170,000
Camberwell Hockey pavilion	800,000	-	800,000	-	-	-	-	800,000
Camberwell Junction Tennis Club - shelter	100,000	-	100,000	-	-	-	-	100,000
Camberwell United Tennis Club	500,000	-	500,000	-	-	-	-	500,000
Cotham Road toilet	14,000	-	14,000	-	-	-	-	14,000
Former Glen Iris Bowls Club - main pavilion (U3A)	150,000	-	150,000	-	-	-	-	150,000
Patterson Reserve pavilion - Robinson Road	40,000	-	40,000	-	-	-	-	40,000
St James Park Bowls Club main building	300,000	-	300,000	-	-	-	-	300,000
Surrey Hills MCHC	140,000	-	140,000	-	-	-	-	140,000
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis)	100,000	-	100,000	-	-	-	-	100,000
Burke Road South Reserve - including public toilet and ground shed	100,000	-	100,000	-	-	-	-	100,000
Camberwell Community Centre, Fairholm Grove redevelopment	75,000	75,000	-	-	-	-	-	75,000
Balwyn North Men's shed	170,000	170,000	-	-	-	-	-	170,000
BUILDING Total	3,459,000	245,000	3,214,000	-	-	-	-	3,459,000
PROPERTY Total	3,459,000	245,000	3,214,000	-	-	-	-	3,459,000
INFRASTRUCTURE								
DRAINAGE								
Medlow Reserve, Surrey Hills - open drain upgrade plus Water Sensitive Urban Design (WSUD)	30,000	-	30,000	-	-	-	-	30,000
DRAINAGE Total	30,000	-	30,000	-	-	-	-	30,000
INFRASTRUCTURE Total	30,000	-	30,000	-	-	-	-	30,000
PLANT AND EQUIPMENT								
COMPUTERS AND TELECOMMUNICATIONS								
Electronic timesheets	115,000	115,000	-	-	-	-	-	115,000
COMPUTERS AND TELECOMMUNICATIONS Total	115,000	115,000	-	-	-	-	-	115,000
PLANT MACHINERY AND EQUIPMENT								
Public Art Civic Space	60,000	60,000	-	-	-	-	-	60,000
PLANT MACHINERY AND EQUIPMENT Total	60,000	60,000	-	-	-	-	-	60,000
PLANT AND EQUIPMENT Total	175,000	175,000	-	-	-	-	-	175,000
Grand Total	3,664,000	420,000	3,244,000	-	-	-	-	3,664,000

3. Summary

		Asset expenditure types				Funding sources		
	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contrib- utions \$	Council cash \$
PROPERTY	30,914,048	10,022,526	19,101,559	848,000	941,963	230,000	-	30,684,048
PLANT AND EQUIPMENT	5,030,850	1,996,850	2,986,000	48,000	-	-	-	4,855,850
INFRASTRUCTURE	23,799,435	2,316,000	20,452,435	881,000	150,000	1,315,389	-	22,454,046
TOTAL	59,744,333	14,335,376	42,539,994	1,777,000	1,091,963	1,545,389	-	57,993,944

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 76 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government has introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2016-17 the FGRS cap has been set at 2.50 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Boroondara community.

1 Rates and charges

1.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	Budget 2015-16 cents/\$CIV	Budget 2016-17 cents/\$CIV	Change
General rate for rateable residential properties	0.1688	0.1354	-19.8%
General rate for rateable non residential properties	0.1688	0.1354	-19.8%
Rate concession - rateable cultural and recreational properties	0.0844	0.0677	-19.8%

1.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	Budget 2015-16 \$	Annualised rates levied 2015-16 \$	Budget 2016-17 \$	Percentage change from annualised rates levied 2015-16 Change
Rateable residential	127,570,000	129,253,705	133,396,202	3.2%
Rateable non residential	9,923,000	10,074,714	9,420,904	-6.5%
Cultural and recreational	54,000	53,894	49,764	-7.7%
Total estimated amount to be raised	137,547,000	139,382,312	142,866,870	2.5%

1.3 The estimated total amount to be raised by rates

	Budget 2015-16 \$	Budget 2016-17 \$	Change
Total rates to be raised (incl additional rate revenue)	139,091,000	144,359,192	3.8%
Additional rate revenue			
Special rate schemes	1,300,000	1,291,725	-0.6%
Supplementary valuations	1,000,000	1,000,000	0.0%
Early payment of rates discount	(756,000)	(799,403)	5.7%

1.4 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	Budget 2015-16 Numbers	Budget 2016-17 Numbers	Change
Rateable residential	68,019	68,912	1.3%
Rateable non residential	5,792	5,999	3.6%
Cultural and recreational	6	6	0.0%
Total number of assessments	73,817	74,917	1.5%

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

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

Type or class of land	Budget 2015-16 \$	Budget 2016-17 \$	Change
Rateable residential	75,574,946,000	98,483,883,588	30.3%
Rateable non residential	5,878,459,000	6,955,274,500	18.3%
Cultural and recreational	63,855,000	73,480,000	15.1%
Total	81,517,260,000	105,512,638,088	29.4%

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

Type of charge	Per Rateable Property Budget 2015-16 \$	Per Rateable Property Budget 2016-17 \$	Change
Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised			
(i) 240 litre bin (Only applies to households with four people)	836	836	0.0%
(ii) 240 litre bin commercial	836	836	0.0%
(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)	686	686	0.0%
(iv) 120 litre bin residential and other	343	343	0.0%
(v) 120 litre bin commercial	343	343	0.0%
(vi) 80 litre bin residential and other	190	190	0.0%
(vii) 80 litre bin commercial	190	190	0.0%
(viii) Minimum charge for each residential property (Except for vacant land and those residential properties required to service own refuse disposal as a condition of a town planning permit where a waste environmental levy is imposed as a contribution to waste and rubbish collection from public spaces).	190	190	0.0%
(ix) Waste environmental levy residential and other	87	87	0.0%
(x) Waste environmental levy commercial	87	87	0.0%

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

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

Type of charge	Budget 2015-16 \$	Budget 2016-17 \$	Change
Annual service charge for collection and disposal of refuse for residential, non residential land and non rateable land where utilised			
(i) 240 litre bin (Only applies to households with four people)	1,106,000	1,248,000	12.8%
(ii) 240 litre bin commercial	1,136,000	1,114,000	-1.9%
(iii) 240 litre bin concession (The 240 litre bin concession rate will only apply to residential households of five or more people or for those with a specific medical condition requiring a larger bin size).	1,222,000	1,164,000	-4.7%
(iv) 120 litre bin residential and other	12,557,000	12,528,000	-0.2%
(v) 120 litre bin commercial	389,000	385,000	-1.0%
(vi) 80 litre bin residential and other	4,387,100	4,405,000	0.4%
(vii) 80 litre bin commercial	109,000	117,000	7.3%
(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)	193,900	209,000	7.8%
(ix) Waste environmental levy residential and other	415,000	492,000	18.6%
(x) Waste environmental levy commercial	203,000	202,000	-0.5%
Total	21,718,000	21,864,000	0.7%

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

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

Type of charge	Budget 2015-16 \$	Budget 2016-17 \$	Change
Rates and charges	\$ 160,809,000	\$ 166,223,192	3.4%

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

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

1.11 Differential rates

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

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

Budget analysis

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

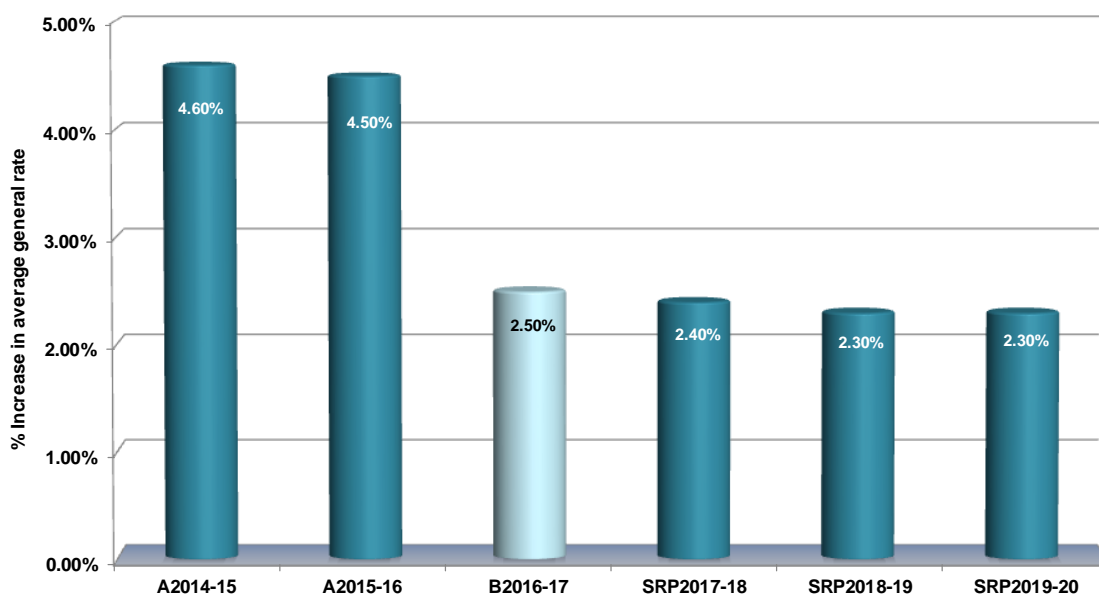
This section includes the following analysis and information:

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

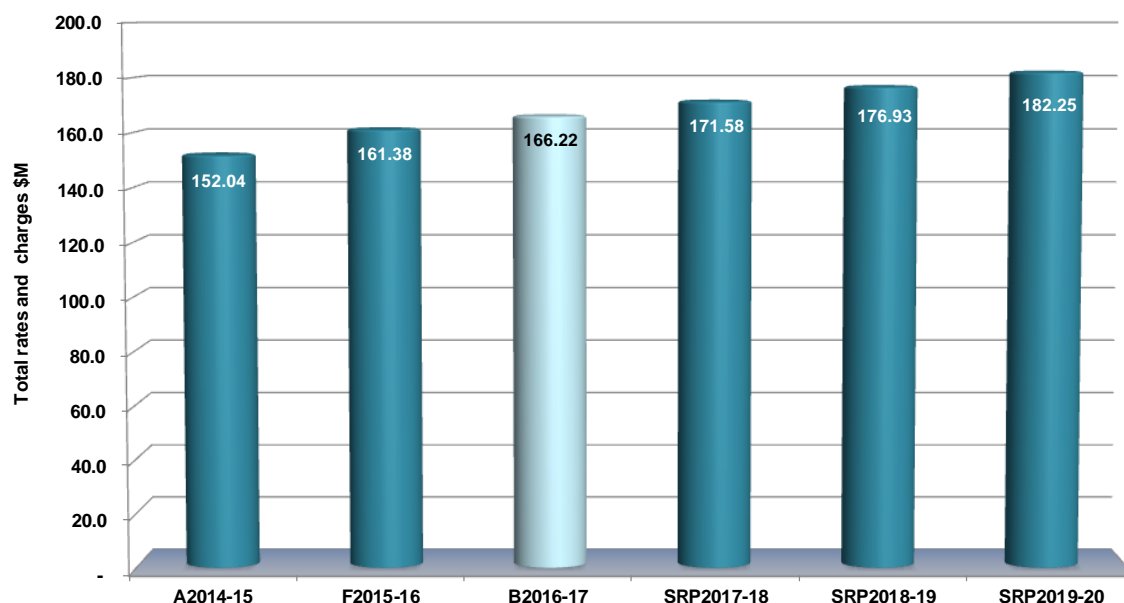
8. Summary of financial position

The summary provides key information about the rate increase, operating result, service levels, cash and investments, capital works and financial sustainability of Council. The following graphs include 2014-15 Actual (A), 2015-16 forecast actual (F), 2016-17 Budget (B) and the next three years as set out in the Strategic Resource Plan (SRP). Further detail is found within the body of the Budget report.

8.1 Rate percentage increases



8.2 Total rates and charges

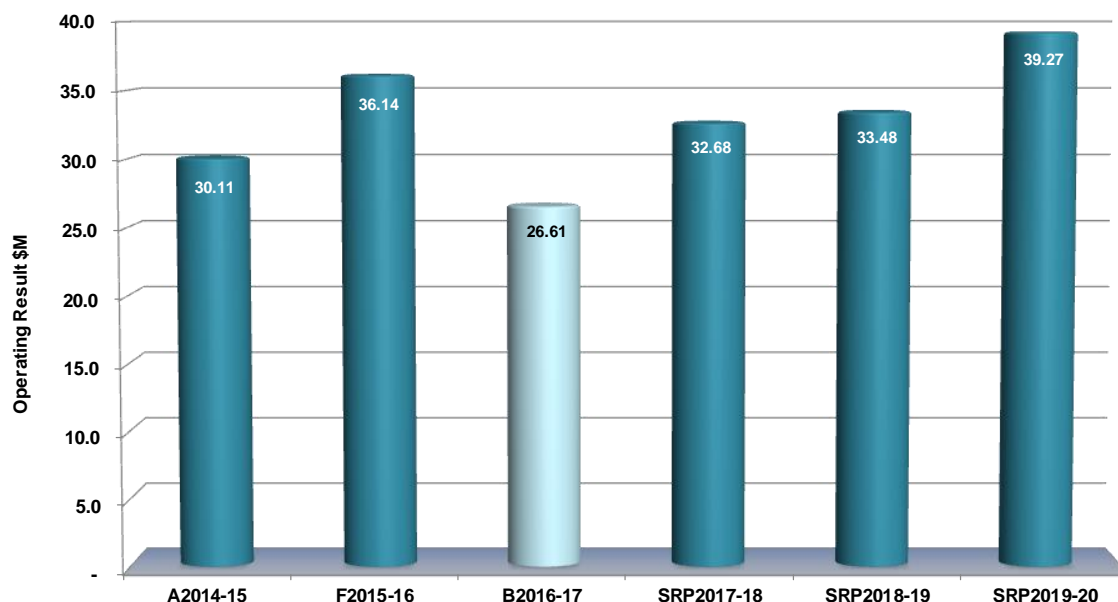


In 2016-17, rates will increase by 2.50% raising total rates and charges (including waste) of \$166.22 million including \$1 million generated from supplementary rates on new and redeveloped properties. The State Government passed legislation to implement rate capping that restricts Council from increasing rate income by more than the average cap set by the Minister for Local Government. **Refer Section 15, Council's Rating Information.**



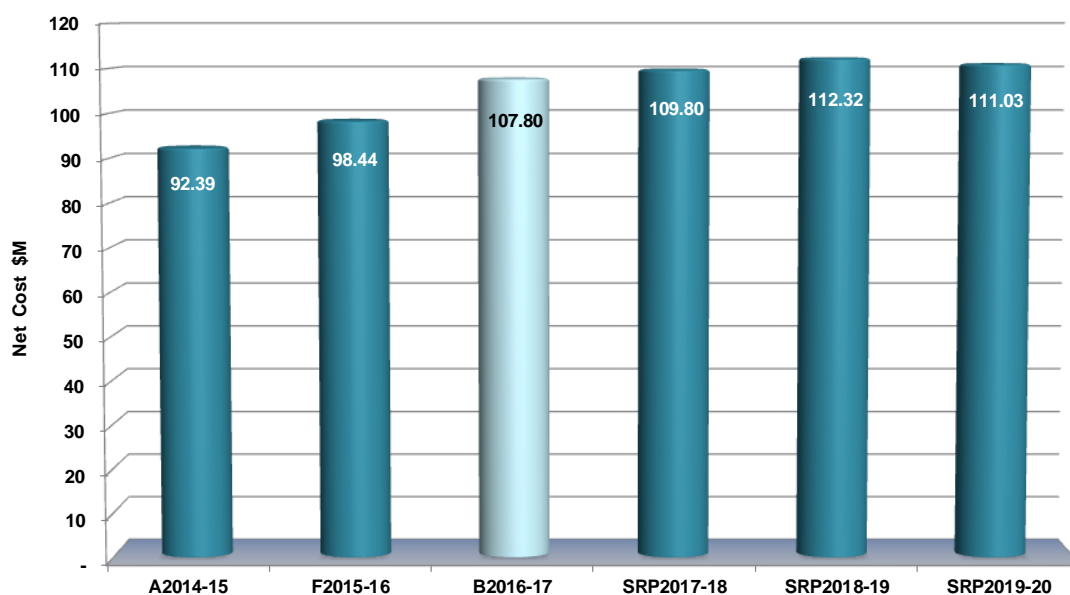
The Minister for Local Government announced on 22 December 2015 that Victorian council rate rises would be capped to the rate of inflation in the 2016-17 financial year. That is, the consumer price index (CPI) as published by the Victorian Department of Treasury and Finance, which is 2.50% for the 2016-17 year.

8.3 Operating result



The expected operating result for the 2016-17 year is a surplus of \$26.61 million, which is a \$9.53 million decrease from the forecast result of \$36.14 million for 2015-16. The lower operating result is due mainly to external funding for capital works which is forecast to decrease by \$2.73 million, lower cash contributions from developers of \$3.29 million and movements in rate revenue. The underlying result which excludes items such as non-recurrent capital grants, non-cash contributions and cash capital contributions is a surplus of \$24.12 million, which is a decrease of \$3.34 million over 2015-16. (The forecast underlying result for the 2015-16 year is a surplus of \$27.46 million).

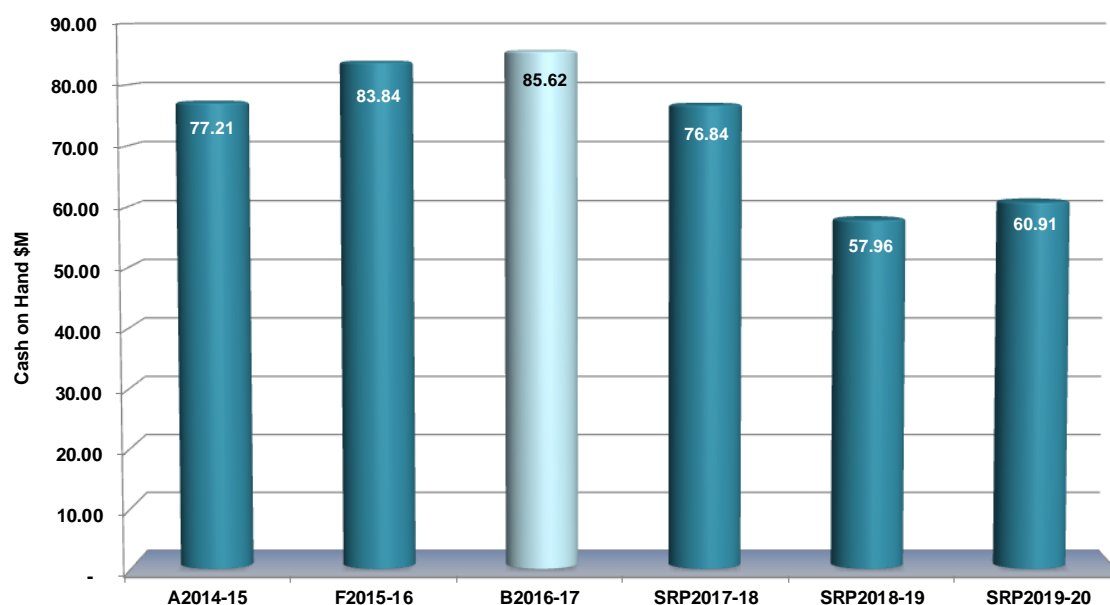
8.4 Services





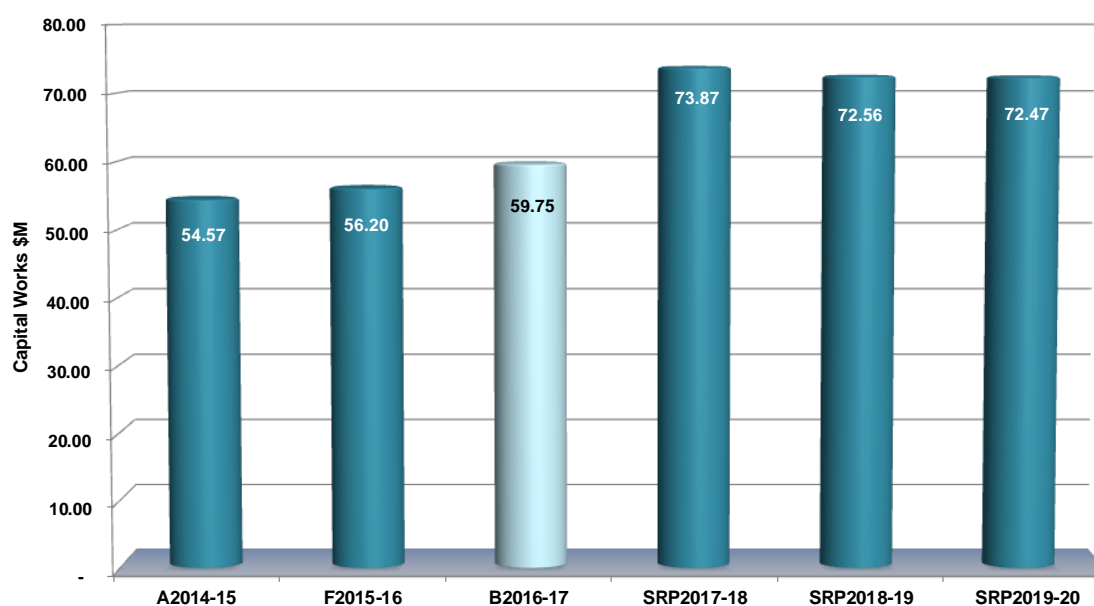
The net cost of services delivered to the community includes net operating directorate and department costs as well as net priority projects expenditure. For the 2016-17 year, the net cost of services delivered is expected to be \$111.03 million, an increase of \$9.36 million over 2015-16. During the development of each budget, service levels are discussed with Council providing direction on the increase or amendment of Council services. For the 2016-17 year a number of new activities and initiatives have been proposed.

8.5 Cash and investments



Cash and investments are budgeted to increase by \$1.78 million during the year to \$85.62 million for the year ending 30 June 2017. Total cash and investments are forecast to be \$83.84 million at 30 June 2016.

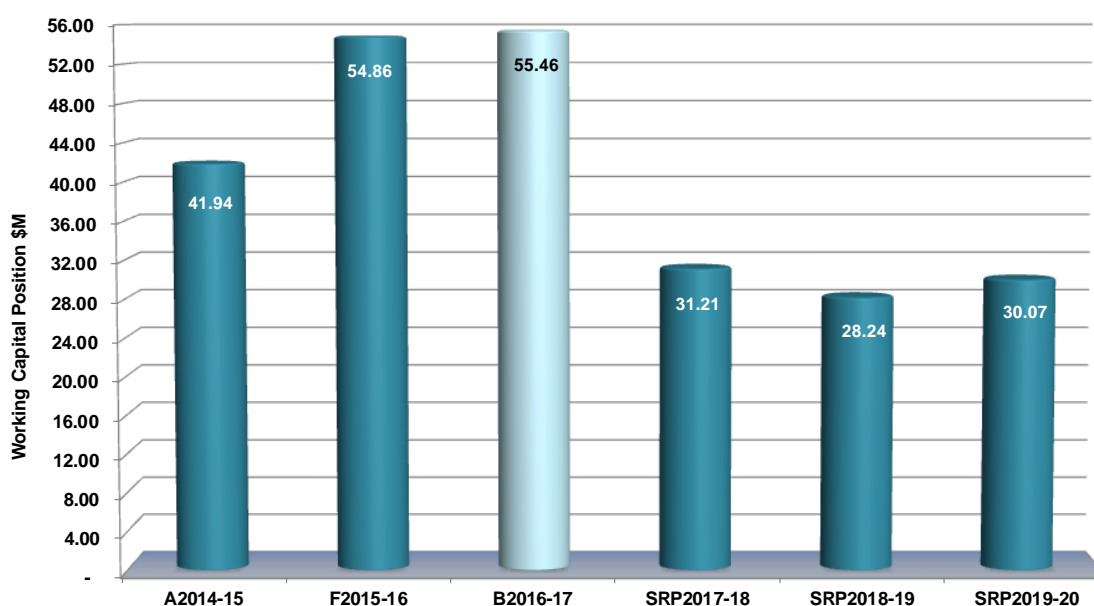
8.6 Capital Works Program (gross expenditure)





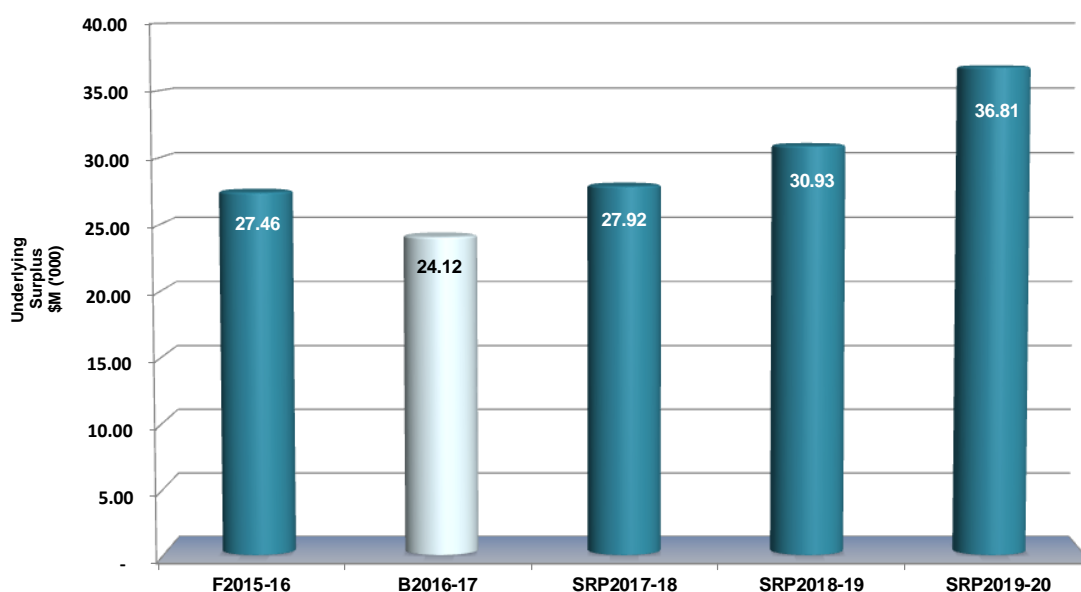
Council's commitment to capital works will reach \$59.75 million for the 2016-17 financial year. \$3.66 million relates to forward commitments from the 2015-16 year. Forward commitments are funded from the 2015-16 forecast surplus. Capital funding of \$1.55 million has been derived from external sources due to successful grant applications. The Capital Works Program has been developed according to an extensive selection and prioritisation process. Council has committed to renewal expenditure of \$42.54 million and new, upgrade and expansion expenditure of \$17.20 million inclusive of forward commitments. Refer also **Section 3** for the Statement of Capital Works and **Section 12** for an analysis of the capital budget.

8.7 Financial position



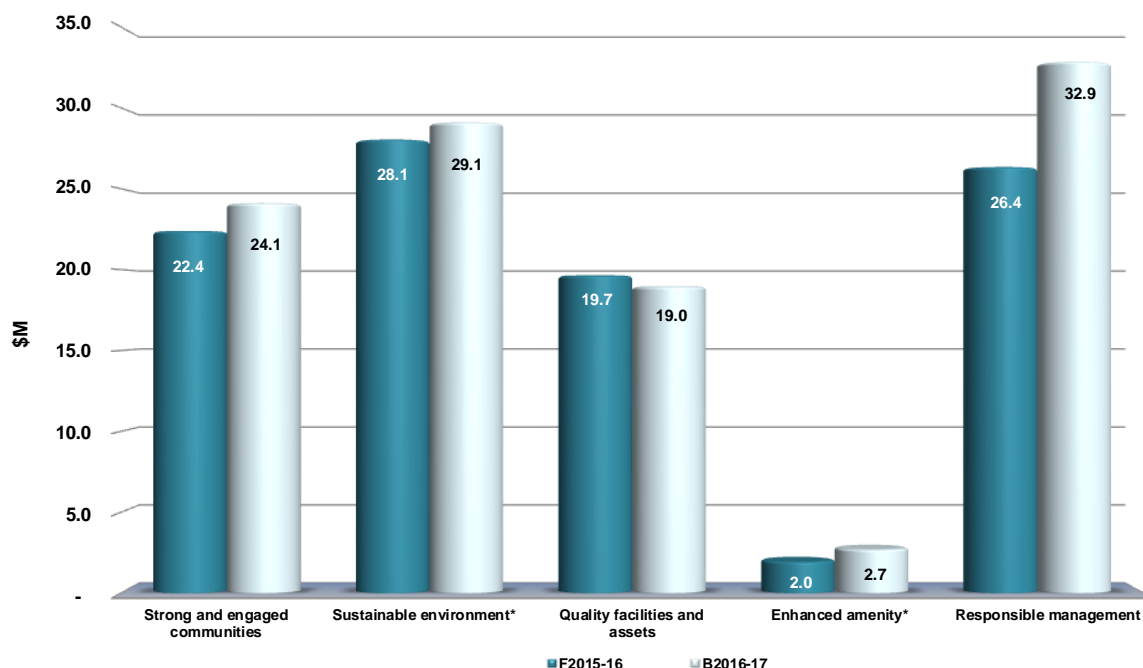
Net current assets (working capital) will increase by \$600,000 to \$55.46 million as at 30 June 2017. Working capital is maintained at sustainable levels and fluctuates over the strategic resource plan to meet forecast loan repayments.

8.8 Financial sustainability



A high level Strategic Resource Plan for the years 2016-17 to 2019-20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the plan is financial sustainability in the medium to long term, whilst still achieving the Council's strategic objectives as specified in the Council Plan. The plan projects an increasing underlying result (surplus) for the next four years which will provide funding for Council's Capital Works Program in line with the Asset Management Strategy.

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



* *Sustainable environment* - includes waste services and parks and street tree maintenance.

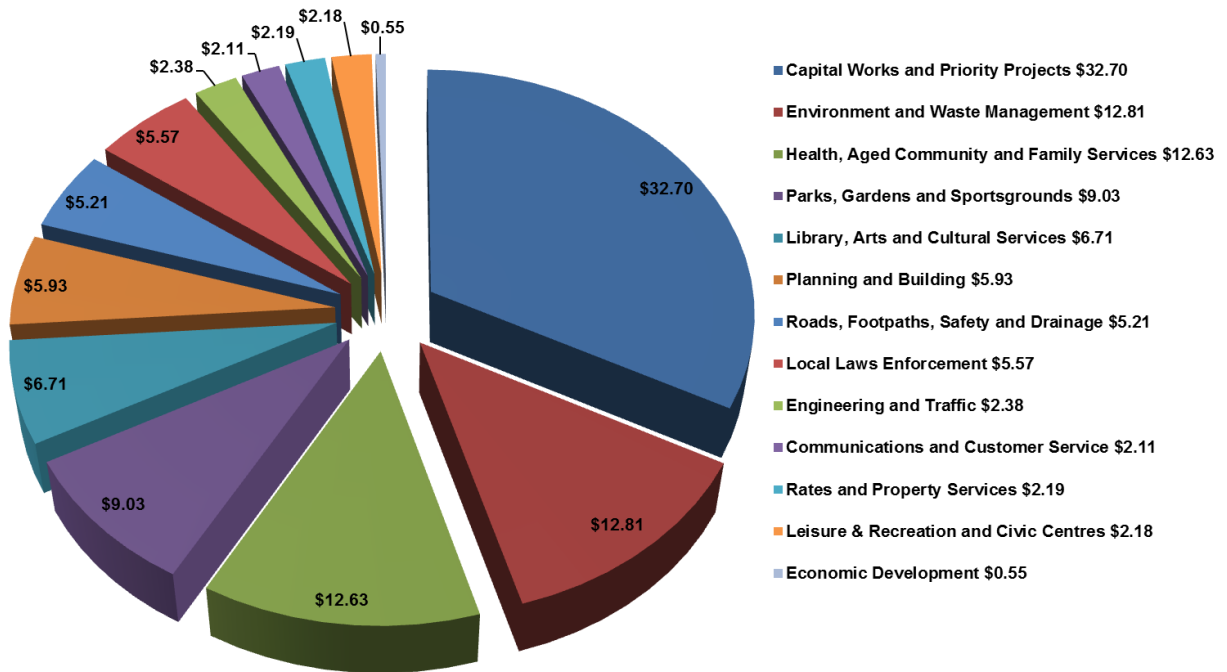
Enhanced amenity - includes the Local Laws department which provides a surplus to Council hence reducing the net expenditure in this area.

The Annual Budget includes a range of services and commitments to be funded that will contribute to achieving the strategic objectives and key themes in the Council Plan. The graph above shows the net level of funding that is Council's share of expenditure after consideration of any associated income allocated in the budget, to the key result areas as set out in the Annual Plan for the 2016-17 year.

The movement in Responsible Management comprises a number of key priority projects to be delivered in 2016-17 including, re-development of the City of Boroondara website with users to deliver an improved online experience that is easily navigable and customer focused (\$3.42 million), conduct the 2016 Council Election \$512,500 net expenditure, further enhance Council's online service delivery through the continued implementation of the Customer Relationship Management System (CRM) including access through mobile devices \$800,000.

8.10 Council expenditure allocations

The below chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.



An allocation of corporate services, governance, risk management, building maintenance and public lighting has been included within these service areas.

Excludes operating expenditure for five externally managed recreation centres.

9. Budget influences

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

9.1 Boroondara - A snapshot

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

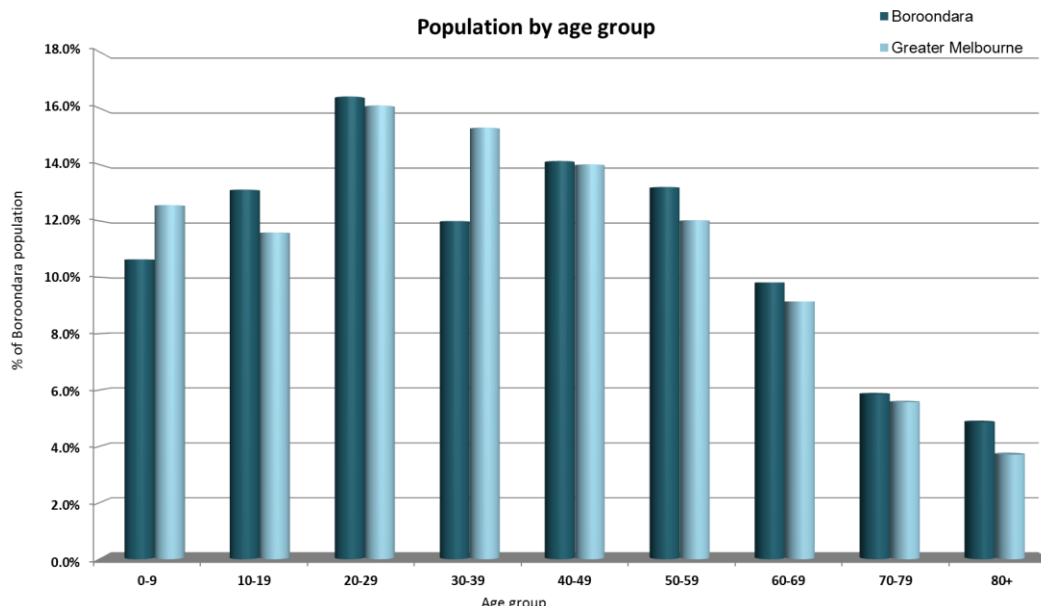
History

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

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

Population

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



Where do we come from?

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

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



Education hub

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

Where do we work?

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

Where do we shop?

Boroondara has a strong retail/commercial sector with the main shopping strips located at Camberwell Junction, Kew Junction and Hawthorn's Glenferrie Road. Boroondara has 50 strip shopping centres.

How do we live?

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

Transport

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

Our open spaces

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

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

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

9.2 External influences

In preparing the 2016-17 Budget a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The proposed 2016-17 Annual Budget is based on a rate capped average increase in Council rates of 2.50 per cent as prescribed by the State Government.
- Council has applied an inflation rate of 2.40% for 2016-17 which has been derived from Access Economics Business Outlook September 2015 which is aligned with the commencement of budget preparation. This rate is applied to contributions - monetary, rental income and the majority of materials and services in Council's Long Term Financial Strategy. Future years apply the underlying inflation rate published in Access Economics Business Outlook September 2015.



- In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$60.52 per tonne in 2015-16 (572% increase in 8 years). Forecast increases are anticipated in the 2016-17 financial year.
- From July 2014 the Federal Government froze indexation of its grants to Councils for three years (ceasing at the end of the 2016-17 financial year). These grants vary from council to council. Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by State and Federal Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to \$20.27 per resident in Boroondara (Source 2014-15 Victoria Grants Commission Annual Report).
- Receipt of capital works funding of \$1.55 million including \$1.32 million from the Commonwealth Government Roads to Recovery Program covering roads pavement renewal works, \$200,000 in State Government funding for the Camberwell Hockey Pavilion.
- Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Governments. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervision, library service and home and community care for aged residents. In all of these services the level of payment received by Council from the State Government does not reflect the real cost of providing the services to the community.

9.3 Internal influences

As well as external influences, there were also a number of internal influences which are expected to have a significant impact on the preparation of the 2016-17 Budget. These matters have arisen from events occurring in the 2015-16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016-17 year. These matters and their financial impacts include:

- At the end of each financial year there are projects which are either incomplete or not commenced due to circumstances including planning issues, weather delays and extended consultation. The below forward commitments have been identified to be undertaken in 2016-17:
 - \$3.66 million in 2015-16 capital works forward commitments; and
 - \$451,000 in 2015-16 priority projects forward commitments.
- Employee costs are largely driven by Council's Enterprise and Local Area Work Place Agreements (EA and LAWA). An average annual increase of 3 and 0.5 per cent for salary relativities has been applied to the 2016-17 Budget. Increases for the years 2017-18 to 2018-19 reflects Council's industrial relations commitments. In 2016-17 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50 per cent.

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 2015 release plus an element of 0.25% for salary relativities.

- Waste collection costs in 2016-17 will remain at the same levels as 2015-16 (zero increase). The net costs of waste management and associated services are recovered by Council through the waste management charges.
- Review of future year budget parameters was undertaken to minimise planned expenditure growth.

9.4 Budget principles

Through Council's Business Planning process, all departments actively participated in an ongoing review of their business operations, with the overall aim of improving the efficiency and effectiveness of their operations. This process was adopted for the 2016-17 Budget preparation.

The principles included:

- Identification of new non-rate revenue opportunities to support existing activities where possible.
- Existing fees and charges to be indexed by labour cost increases as most services provided by Council have a significant labour component. Where services do not include a labour cost component the inflation rate was used. In addition, considerations of community factors are required such as encouraging use of a service and ability to pay.
- Council will review the provision of services for increases in efficiency and quality. Council will seek the most efficient and effective provision of a service whether delivered by in-house resources or by external contractors.
- All new initiatives, new employee proposals and proposed capital works projects are justified through a business case process, and considered by the Executive Leadership Team prior to recommendation to Council.
- Services provided are actively reviewed through annual department business planning and consultation to ensure service levels match community need. Resource requirements are reviewed to ensure service provision meets community demand.
- The Long Term Financial Strategy and Financial Strategy Principles provide a firm foundation for business decisions and resource allocation.
- Recommendations of possible service level amendments are presented for consideration by Council as part of the budget development process.
- Any new initiative is appropriately costed to include necessary overheads and those consequential impacts on support services have been taken into account.
- A series of financial Budget parameters were reviewed by Council initially in November 2015 as a guide to the development of the Budget. These parameters include employment costs, fees and charges increases, and capital expenditure limits. These parameters are used to define overall budget revenue and expenditure limitations and officers develop individual department budgets within the context of these parameters.

9.5 Long term strategies

Council is required to prepare and adopt an Annual Budget for each financial year under the provisions of the *Local Government Act 1989* ("the Act"). The Budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other financial information required by the *Local Government (Planning and Reporting) Regulations 2014* ("the Regulations").

The 2016-17 Budget which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The Budget presents information in regard to the Financial Statements, including the Budgeted Comprehensive Income Statement, Balance Sheet, Cash Flow Statement and Capital Works Statement. These statements have been prepared for the year ended 30 June 2017 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the Capital Works Program to be undertaken, the human resources required and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

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

10. Analysis of operating budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2016-17 year.

10.1 Budgeted comprehensive income statement

	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Total income	10.2	218,516	218,705	189
Total expenses	10.3	(182,373)	(192,099)	(9,726)
Surplus for the year		36,143	26,606	(9,537)
Grants - capital non-recurrent	5.2	(3,137)	(230)	2,907
Contributions - cash (other sources)	10.2.4	(5,551)	(2,260)	3,291
Adjusted underlying surplus	10.1.1	27,455	24,116	(3,339)

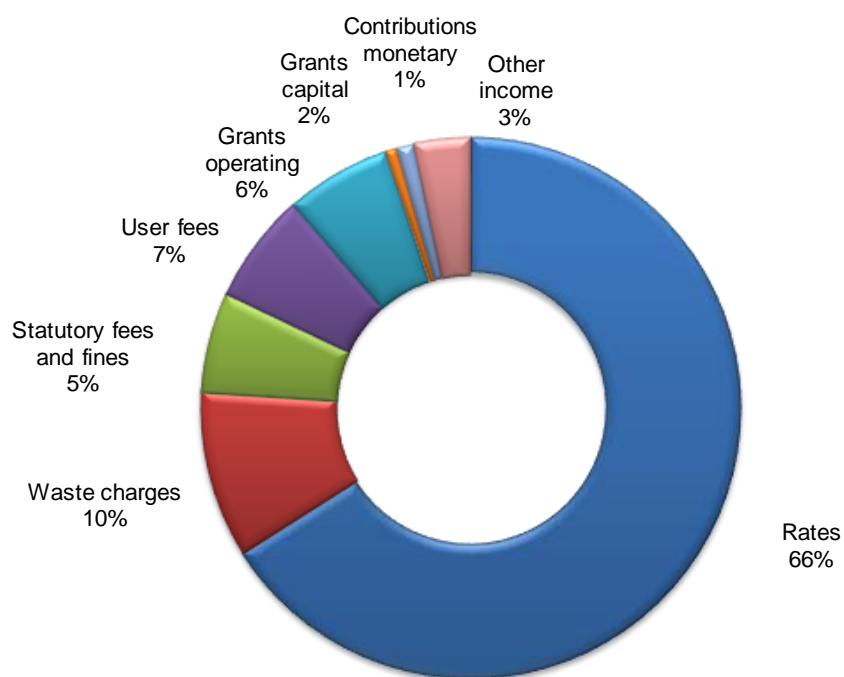
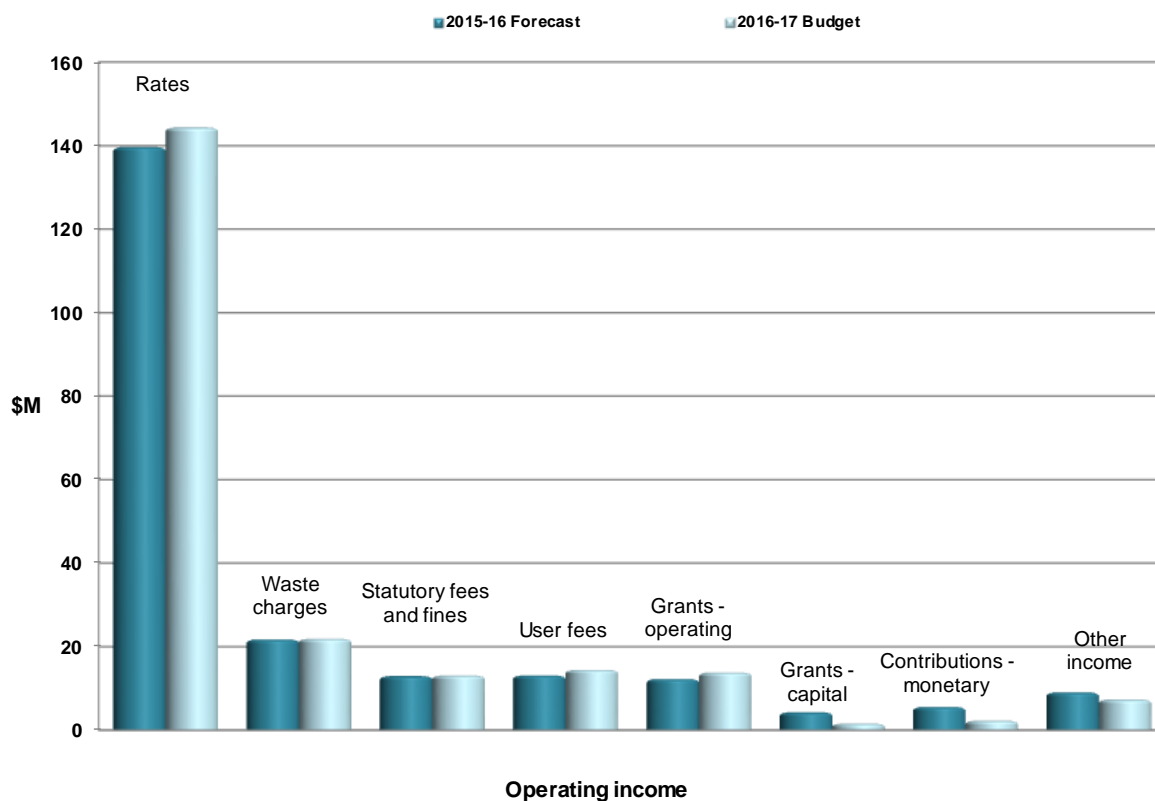
10.1.1 Adjusted underlying surplus (\$3.34 million decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurring or once-off items of income and expenses which can often mask the operating result. The adjusted underlying result for the 2016-17 year is a surplus of \$24.12 million which is a decrease of \$3.34 million from the 2015-16 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

10.2 Income

Income types	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Rates and charges	10.2.1	161,375	166,223	4,848
Statutory fees and fines	10.2.2	12,948	13,086	138
User fees	10.2.3	13,092	14,435	1,343
Grants - operating	5.1	12,236	13,803	1,567
Grants - capital	5.2	4,276	1,545	(2,731)
Contributions - monetary	10.2.4	5,551	2,260	(3,291)
Other income	10.2.5	9,038	7,353	(1,685)
Total income		218,516	218,705	189

Source: Section 3 - Financial Statements



Budgeted income 2016-17



10.2.1 Rates and charges (\$4.85 million increase)

The 2016-17 Annual Budget includes a capped increase in the average base rate of 2.50% or \$4.85 million. Rates and charges income is comprised of general rates of \$143.07 million (including forecast supplementary rates of \$1 million), special rate schemes of \$1.29 million and waste charges of \$21.86 million.

Supplementary rates for new rateable assessment or properties completing improvements works during the financial year are forecast to provide \$1 million in rate revenue in 2016-17. **Section 15 - Rating Information** includes a more detailed analysis of the rates to be levied for the 2016-17 financial year and the rates and charges information specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$138,000 increase)

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

Statutory fees are forecast to increase by \$138,000 compared to 2016-17 and primarily relates to an increase in parking fees and fines of \$209,000 partly offset by lower statutory planning fee \$49,000 primarily relating to scheme control.

10.2.3 User fees (\$1.34 million increase)

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

User charges are budgeted to increase by 10.3% or \$1.34 million compared to the 2015-16 forecast.

The main areas contributing to this increase are:

- Freeway golf course income up by \$35,000.
- Proposed election fine income \$150,000 in line with the Council election every four years.
- Parking meter charges \$100,000.
- Leisure and aquatic facilities guaranteed fixed return for all five Boroondara leisure and aquatic centres is forecast to increase by \$963,000 compared to the 2015-16 forecast.

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

10.2.4 Contributions - monetary (\$3.29 million decrease)

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

10.2.5 Other income (\$1.69 million decrease)

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

Other income is forecast to decrease by 18.6% or \$1.69 million compared to 2015-16 mainly due to the following:

- \$864,000 refund received in the 2015-16 financial year relating to the carbon tax repeal which will be used to fund the energy performance contract which is consistent with our "Low Carbon Future Strategy".

- \$390,000 once off payment received in 2015-16 relating to the processing of green waste contract which is offset by additional expenditure over the next 3 years.
- \$261,000 decrease from the sale of Council revaluation data to the State Revenue Office which occurs every two years in line with the municipal revaluation cycle.

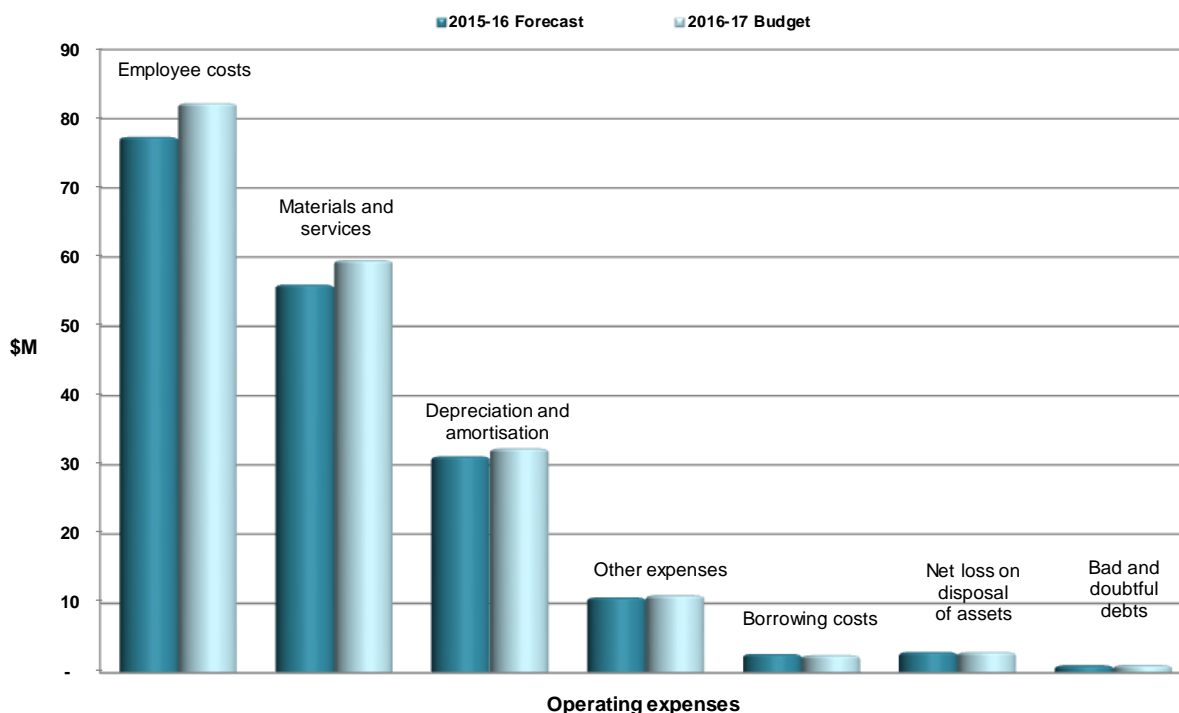
Partially offset by:

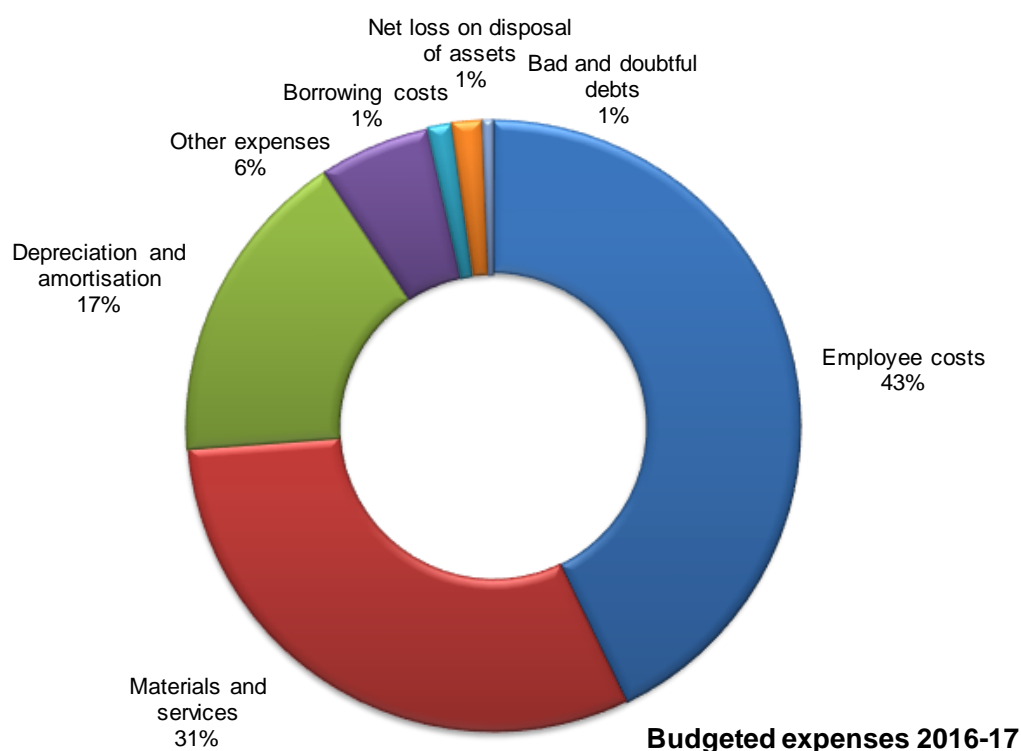
- \$279,000 increase in lease income primarily relating to the Camberwell Fresh Food Market reflecting increased tenancy.
- \$300,000 increase in traffic income due to development activity resulting in an increase in volume of building works across the municipality - road closure and footpath occupation income.

10.3 Expenses

Expense types	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Employee costs	10.3.1	77,378	82,265	4,887
Materials and services	10.3.2	56,063	59,592	3,529
Bad and doubtful debts	10.3.3	1,069	1,119	50
Depreciation and amortisation	10.3.4	31,256	32,391	1,135
Borrowing costs	10.3.5	2,718	2,534	(184)
Other expenses	10.3.6	10,889	11,198	309
Net loss on disposal of assets	10.3.7	3,000	3,000	-
Total expenses		182,373	192,099	9,726

Source: Section 3 - Financial Statements





10.3.1 Employee costs (\$4.89 million increase)

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

Employee costs are budgeted to be \$82.26 million in 2016-17. This represents an increase of \$4.89 million compared to the 2015-16 forecast. The increase in 2016-17 relates to the increase in salary and wages under relevant industrial agreements, employee on-costs such as leave provisions and workers compensation, and resources to meet additional community demand.

The increase is related to several key factors noted below:

- industrial agreements including Local Area Workplace Agreements (LAWA), banding and contract staff increments.
- workcover premium forecast increase in 2016-17 of \$307,000.
- \$2.75 million additional resource requirements to increase organisational responsiveness and services and are non-recurrent in nature. These resources include support for the Digital Transformation Project, Customer Experience Improvement Strategy Implementation and major projects (project management).

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

Directorate	Budget 2016-17 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Chief Executive Office*	4,852	4,751	101
City Planning	13,403	10,871	2,532
Environment and Infrastructure	20,791	19,528	1,263
Community Development	25,240	13,999	11,241
Corporate Services	11,807	9,731	2,075
Communications and Customer Experience	3,210	2,207	1,003
Total permanent staff expenditure	79,303	61,088	18,216
Casuals	1,457		
Employee expenditure other**	1,505		
Total expenditure	82,265		

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

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

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

Directorate	Budget 2016-17 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Chief Executive Office*	30.8	30.0	0.8
City Planning	133.6	96.0	37.6
Environment and Infrastructure	216.2	202.0	14.2
Community Development	279.3	133.0	146.3
Corporate Services	111.5	90.0	21.5
Communications and Customer Experience	33.2	22.0	11.2
Total permanent staff	804.5	573.0	231.5
Casuals	14.3		
Total FTE staff	818.8		

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

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



10.3.2 Materials and services (\$3.53 million increase)

Materials and services are budgeted to increase by 6.29% or \$3.53 million compared to the 2015-16 forecast, primarily due to the following significant variances:

- Waste management and operations up \$389,000. The net costs of waste management and associated services are recovered by Council through the waste management charges.
- \$254,000 increase in facilities maintenance primarily mechanical equipment maintenance.
- \$224,000 increase in Australia Post costs.
- \$200,000 forecast increase in capital works in progress expensed (items expensed due to not meeting the asset capitalisation criteria - this is non-cash).
- \$177,000 footpath expenditure increase in 2016-17 due to a lower forecast spend on epoxy works in 2015-16 due to more concrete slab replacement works required resulting from tree root displacement.
- \$147,000 increase in information technology software licences and maintenance.
- \$110,000 expected increase in Council's insurance premiums (including building and public liability).
- \$104,000 increase in traffic and transport consultancy costs. This is due to a reallocation of expenditure in 2015-16 of the same amount to salary related costs.
- \$1.92 million increase in Priority Project expenditure including funding for conduct of 2016 general election and councillor induction, customer relationship management program phase 2 and the continuation of the digital transformation project.

Council separately funds projects of a non-recurring operating nature identified in the Council Plan as Priority Projects. A number of Priority Projects expenditure is categorised under the materials and services category. Refer to **Appendix C – Priority Projects Program** for a detailed listing of the Priority Projects Program and proposed forward commitments from 2015-16.

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

Bad and doubtful debts is expected to increase marginally from the 2015-16 forecast (\$50,000) and relates to an increase in parking fines forwarded to Perin Court for collection and a consequent reduction in collection rates.

10.3.4 Depreciation and amortisation (\$1.14 million increase)

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains, from delivering services to the community. The increase of \$1.14 million for 2016-17 is due to the impact of the Capital Works Program and the full year effect of depreciation on new assets acquired in the 2015-16 year. Refer to **Section 12 "Analysis of Capital Works Budget"** for a more detailed analysis of Council's Capital Works Program for the 2016-17 year.

10.3.5 Borrowing costs (\$184,000 decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. Interest expense is budgeted to decrease by \$184,000 compared to 2015-16. The 2016-17 year includes repayment of principal in accordance with loan agreements. No new borrowings are planned in 2016-17. Refer **Section 16 - Borrowing Strategy** for more detail.



10.3.6 Other items of expense (\$309,000 increase)

Other expenses relate to a range of unclassified items including bank charges, audit fees, special rates and charges, community grants & contributions and operating lease rentals. Contributing to the increase are grants and community contributions \$72,000 and internal audit related expenditure \$135,000 due to a change in service delivery (previously provided in house and has been reallocated from employee costs).

10.3.7 Net loss on disposal of assets

No proceeds from asset sales are forecast in 2016-17. \$3 million has been allowed for the disposal of the carrying amounts of various infrastructure asset classes, including footpath, drains and road replacement works completed and capitalised during the financial year.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016-17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing minimal cash reserves required to provide operational cash flow.

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

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

11.1 Budgeted cash flow statement (inclusive of GST)

	Ref	Forecast Actual 2015-16 \$'000 Inflows (Outflows)	Budget 2016-17 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		161,275	166,123	4,848
Statutory fees and fines		11,859	11,917	58
User charges and other fines		14,401	15,879	1,478
Grants - operating		13,248	14,755	1,507
Grants - capital		4,276	1,545	(2,731)
Contributions - monetary		5,551	2,260	(3,291)
Interest received		2,250	2,330	80
Trust fund and deposits taken		18,596	19,361	765
Other receipts		7,467	5,525	(1,942)
Net GST refund / payment		9,194	9,740	546
		248,117	249,435	1,318
<i>Payments</i>				
Employee costs		(76,714)	(81,563)	(4,849)
Materials and services		(71,396)	(68,311)	3,085
Trust fund and deposits repaid		(18,743)	(19,262)	(519)
Other payments		(11,852)	(12,189)	(337)
		(178,705)	(181,325)	(2,620)
Net cash provided by operating activities		69,412	68,110	(1,302)
Cash flows from investing activities				
Payments for property, plant and equipment		(56,203)	(59,745)	(3,542)
Proceeds from sale of property, plant and equipment		-	-	-
Proceeds (payments) for investments		66,500	-	(66,500)
Net cash used in investing activities	11.1.2	10,297	(59,745)	(70,042)
Cash flows from financing activities				
Finance costs		(2,718)	(2,534)	184
Proceeds from borrowings		-	-	-
Repayment of borrowings		(3,864)	(4,049)	(185)
Net cash used in by financing activities	11.1.3	(6,582)	(6,583)	(1)
Net increase (decrease) in cash and cash equivalents		73,127	1,782	(71,345)
Cash and cash equivalents at beginning of year		10,709	83,836	73,127
Cash and cash equivalents at end of year	11.1.4	83,836	85,618	1,782

Source: Section 3 – Financial Statements

11.1.1 Operating activities (\$1.30 million decrease)

The decrease in net cash inflows from operating activities is mainly due to by lower contribution receipts \$3.29 million, lower capital grants of \$2.73 million and lower materials & services payments \$3.09 million partly offset by higher rates receipts of \$4.85 million and higher operating grants of \$1.51 million. The net cash flows from operating activities does not equal the surplus(deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Surplus for the year	36,143	26,606	(9,537)
Depreciation	31,256	32,391	1,135
Provision for doubtful debts	100	100	-
Loss on disposal of assets	3,000	3,000	-
Works in progress written off	2,300	2,500	200
Finance costs	2,718	2,534	(184)
Net movement in other assets and liabilities	(6,105)	979	7,084
Cash flows available from operating activities	69,412	68,110	(1,302)

11.1.2 Investing activities (\$70.04 million decrease)

The decrease in net cash outflows from investing activities of \$70.04 million is due to proceeds for financial assets representing term deposits invested for greater than three months at the conclusion of the 2014-15 financial year which were redeemed during the 2015-16 year (\$66.50 million). This is partly offset by a higher investment in capital works (refer Council's Capital Works Program).

11.1.3 Financing activities (\$1,000 increase)

There is minor increase in net cash outflows from financing activities. No borrowings are forecast in 2016-17. The 2016-17 year includes total principal repayments of \$4.05 million and finance costs of \$2.53 million.

11.1.4 Cash and cash equivalents at the end of the year (\$1.78 million increase)

Overall, total cash and investments are forecast to increase by \$1.78 million to \$85.62 million as at 30 June 2017.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2017, it will have cash and investments of \$85.62 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Total cash and investments		83,836	85,618	1,782
Restricted cash and investments				
- Strategic acquisition fund	11.2.1	(434)	(434)	-
- Open space development fund	11.2.2	(4,942)	(5,742)	(800)
- Cash contingency - emergency response works *	11.2.3	(689)	(715)	(26)
- Drainage reserve	11.2.4	(233)	(233)	-
- Defined Benefits superannuation call up fund	11.2.5	(3,000)	(4,000)	(1,000)
- Capital and priority projects net forward commitments to 2016-17	11.2.6	(4,115)	-	4,115
Unrestricted cash and investments	11.2.6	70,423	74,494	4,071



11.2.1 Strategic acquisition fund (\$434,000)

As strategic parcels of land may become available at short notice, Council has created a Strategic Acquisition Fund. This fund allows for the acquisition of strategic assets within the municipality as they become available.

The Strategic Acquisition Fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space.

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

11.2.2 Open space development fund (\$5.74 million)

The open space development fund is a cash-backed fund for the purpose of acquiring land for use as public open space.

As strategic parcels of land may become available at short notice, Council has created an Open Space Development Fund. This fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

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

11.2.3 Cash contingency - emergency response works (\$715,000)

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

11.2.4 Drainage reserve (\$233,000)

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

11.2.5 Defined Benefits superannuation call up fund (\$4 million)

The Defined Benefits superannuation call up fund is for the purpose of meeting potential defined benefit superannuation calls as they arise.

All councils in Victoria have a legal obligation to provide additional funds to the Local Government Defined Benefit Superannuation Fund (LGDBF) should a shortfall in the superannuation funds vested benefit index occur.

To ensure that services to the community are not otherwise affected and in order for Council to meet its obligations, Council has established its own Defined Benefit Superannuation Reserve for use should a call be made by the LGDBF trustee.



11.2.6 Unrestricted cash and investments (\$74.49 million)

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

12. Analysis of capital works budget

This section of the Annual Budget report analyses the planned capital works expenditure budget for the 2016-17 financial year and the sources of funding for the budget.

12.1 Capital works expenditure budget

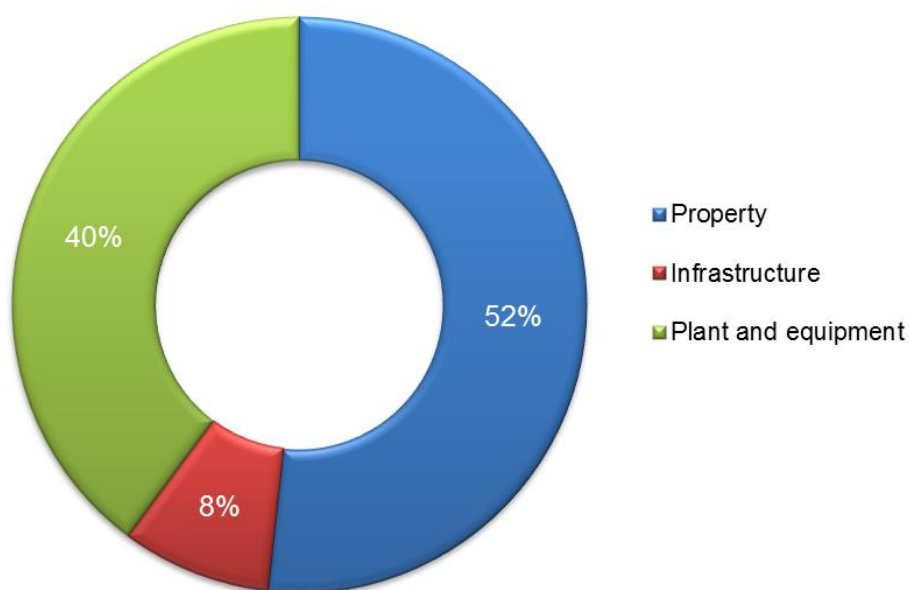
Capital works area	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Works carried forward				
Property				
Buildings		2,109	3,519	1,410
Building improvements		296	-	(296)
Total property		2,405	3,519	1,114
Plant and equipment				
Fixtures, fittings and furniture		13	-	(13)
Computers and telecommunications		662	115	(547)
Total plant and equipment		675	115	(560)
Infrastructure				
Roads		62	-	(62)
Footpaths and cycleways		332	-	(332)
Drainage		15	30	15
Recreational, leisure and community facilities		-	-	-
Parks, open space and streetscapes		80	-	(80)
Off street car parks		80	-	(80)
Total infrastructure		569	30	(539)
Total works carried forward	12.1.1	3,649	3,664	15

Capital works area	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
New works				
Property	12.1.2			
Land improvements		2,081	208	(1,873)
Buildings		21,955	26,473	4,518
Building improvements		1,770	715	(1,055)
Total property		25,806	27,396	1,590
Plant and equipment	12.1.3			
Plant, machinery and equipment		1,074	1,409	335
Fixtures, fittings and furniture		262	163	(99)
Computers and telecommunications		2,180	2,264	84
Library books		1,080	1,080	-
Total plant and equipment		4,596	4,916	320
Infrastructure	12.1.4			
Roads		9,514	10,007	493
Bridges		-	56	56
Footpaths and cycleways		1,919	1,885	(34)
Drainage		4,392	4,616	224
Recreational, leisure and community facilities		1,690	1,861	171
Parks, open space and streetscapes		4,100	4,053	(47)
Off street car parks		537	1,291	754
Total infrastructure		22,152	23,769	1,617
Total new works		52,554	56,081	3,527
Total capital works expenditure		56,203	59,745	3,542
Represented by:				
New asset expenditure	12.1.5	9,782	14,336	4,554
Asset renewal expenditure	12.1.5	43,242	42,540	(702)
Asset upgrade expenditure	12.1.5	1,873	1,777	(96)
Asset expansion expenditure	12.1.5	1,306	1,092	(214)
Total capital works expenditure		56,203	59,745	3,542

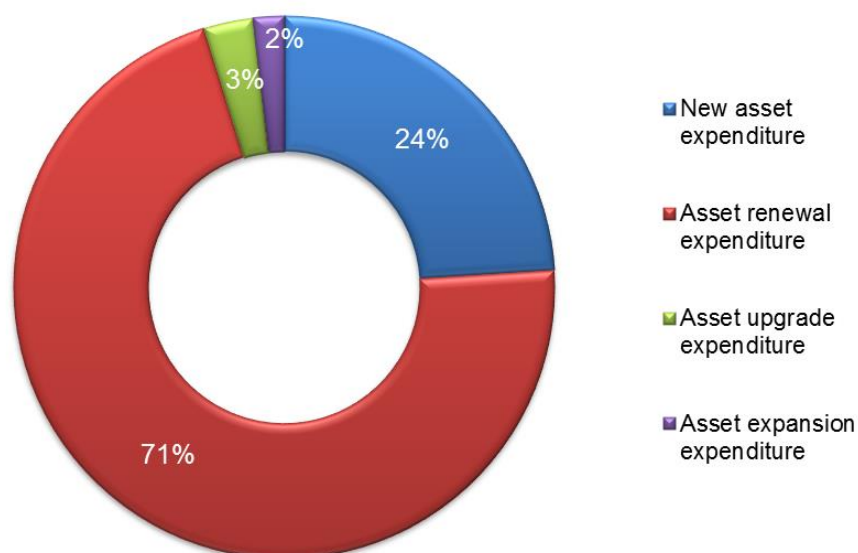
A detailed listing of the individual projects included in the 2016-17 Capital Works program as well as summary information for the following three years is included in **Section 6**.



Budgeted capital works 2016-17



Budgeted capital works 2016-17



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

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

12.1.1 Carried forward works (\$3.66 million)

At the end of each financial year there are projects, which are either incomplete or not commenced due to circumstances such as planning issues, weather delays and extended consultation. For the 2015-16 financial year, a total of \$3.66 million in forward commitments is forecast to be carried forward into the 2016-17 year for completion. A listing of 2015-16 forecast forward commitments is included in **Section 6 - Detailed List of Capital Works**.

12.1.2 Property (\$27.39 million)

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

For the 2016-17 year, \$27.39 million will be expended on buildings and building improvements. The more significant projects include:

- | | |
|--|----------------|
| • North East Precinct | \$5.52 million |
| • Library redevelopment Balwyn | \$4.18 million |
| • Camberwell Hockey Pavilion | \$2.05 million |
| • Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis And Community Facility) | \$1.82 million |
| • 605-609 Glenferrie Road Community Facility | \$700,000 |
| • St James Park Bowls Club main building | \$680,000 |

12.1.3 Plant and equipment (\$4.92 million)

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

For the 2016-17 year, \$4.92 million will be expended on plant and equipment. The more significant projects include:

- | | |
|----------------------------------|----------------|
| • Information technology | \$2.26 million |
| • Library resources | \$1.08 million |
| • Plant, machinery and equipment | \$1.41 million |

12.1.4 Infrastructure (\$23.77 million)

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

- | | |
|--|----------------|
| • Road resurfacing and refurbishment projects | \$9.54 million |
| • Drainage replacement works (including brick drain renewal works) | \$4.62 million |
| • Footpath and cycle ways | \$1.89 million |
| • Recreational, leisure and community facilities | \$1.86 million |
| • Shopping centre improvements - streetscape and landscape works | \$853,000 |
| • Park and playground replacement program | \$715,000 |
| • Traffic management new and renewal works | \$469,000 |
| • Park, street and corridor tree planting | \$322,000 |
| • Bridge works | \$56,000 |

12.1.5 Asset renewal (\$42.54 million), new assets (\$14.34 million), upgrade (\$1.78 million) and expansion (\$1.09 million)

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

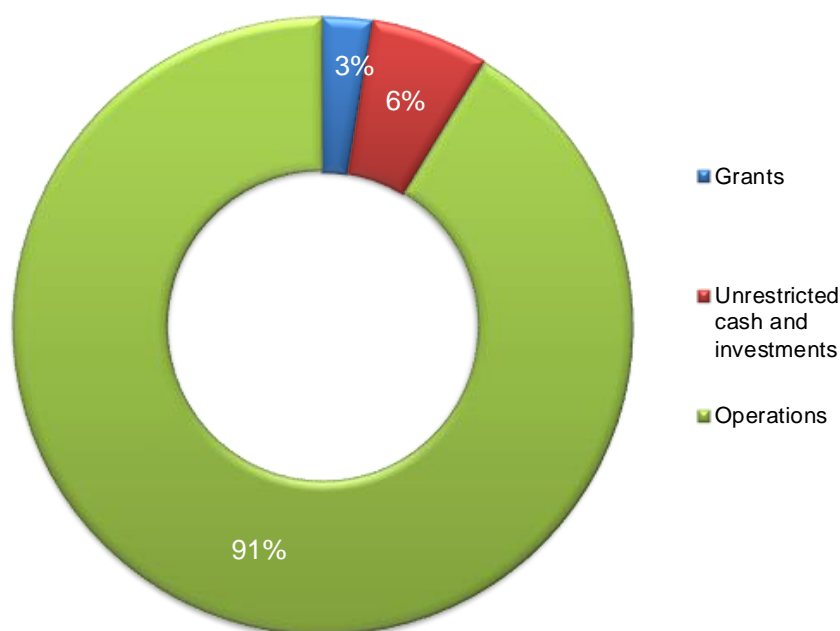
The major projects included in the above categories, which constitute expenditure on new assets, are the North East Precinct (\$3.81 million) and Library redevelopment Balwyn (\$1.46 million). The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

12.2 Funding sources

Sources of funding	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		60	-	(60)
Council cash				
- unrestricted cash and investments		3,589	3,664	75
Total works carried forward	12.2.1	3,649	3,664	15
New works				
Current year funding				
Grants	12.2.2	4,276	1,545	(2,731)
Council cash				
- operations	12.2.3	48,278	54,536	6,258
Total new works		52,554	56,081	3,527
Total funding sources		56,203	59,745	3,542



Budgeted total funding sources 2016-17



12.2.1 Carried forward works (\$3.66 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015-16 year it is forecast that \$3.66 million of capital works will be incomplete and be carried forward into the 2016-17 year. Unrestricted cash and investments includes funding for the Camberwell Hockey Pavilion \$800,000, 605-609 Glenferrie Road community facility \$800,000, Camberwell United Tennis Club \$500,000, St James Park Bowls Club main building \$300,000, Ashburton Support Centre (Senior Citizens) \$170,000 and Balwyn North Men's shed project \$170,000. Unrestricted cash and investments represent funding sources from the previous year.

12.2.2 Grants (\$1.55 million)

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

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

- \$1.32 million from the *Commonwealth Government Roads to Recovery Program* covering roads pavement renewal works.
- \$200,000 relating to Camberwell Hockey Pavilion (*State Government community facility funding program*)
- \$30,000 for Biodiversity Strategy (vegetation) implementation (*Melbourne Water environmental management funding*).

12.2.3 Operations (\$54.54 million)

Council generates cash from its operating activities, which is used as a funding source for the Capital Works Program. It is forecast that \$54.54 million will be generated from operations to fund the 2016-17 Capital Works Program.

13. Analysis of budgeted financial position

This section of the Annual Budget report analyses the movements in assets, liabilities and equity between the 2015-16 forecast and the 2016-17 Budget.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Current assets	13.1.1			
Cash and cash equivalents		83,836	85,618	1,782
Trade and other receivables		10,424	10,574	150
Other assets		1,092	1,102	10
Total current assets		95,352	97,294	1,942
Non-current assets	13.1.2			
Trade and other receivables		34	34	-
Property, plant and equipment, infrastructure		2,740,834	2,762,687	21,853
Investment property		9,191	9,191	-
Intangible assets		345	345	-
Total non-current assets		2,750,404	2,772,257	21,853
Total assets		2,845,756	2,869,551	23,795
Current liabilities	13.1.3			
Trade and other payables		18,005	18,442	(437)
Trust funds and deposits		2,891	2,990	(99)
Provisions		15,551	16,169	(618)
Interest-bearing loans and borrowings		4,049	4,235	(186)
Total current liabilities		40,496	41,836	(1,340)
Non-current liabilities	13.1.4			
Provisions		2,084	2,168	(84)
Investment in associates and joint ventures		1,264	1,264	-
Interest-bearing loans and borrowings		48,948	44,713	4,235
Total non-current liabilities		52,296	48,145	4,151
Total liabilities		92,792	89,981	2,811
Net assets		2,752,964	2,779,570	26,606
Equity	13.1.6			
Accumulated surplus		836,297	861,103	24,806
Asset revaluation reserve		1,908,058	1,908,058	-
Other reserves		8,609	10,409	1,800
Total equity		2,752,964	2,779,570	26,606

Source: Section 3 Financial Statements

13.1.1 Current assets (\$1.94 million increase)

The \$1.94 million increase in current assets is primarily due to increases in cash and cash equivalent balances of \$1.78 million. Refer to **Section 11 - Analysis of Budgeted Cash Position** for further analysis.

13.1.2 Non-current assets (\$21.85 million increase)

The increase in non-current assets is primarily due to a \$21.85 million increase in property, infrastructure, plant and equipment caused by \$59.75 million in capital expenditure budgeted under the Capital Works Program (**refer Section 6 for a detailed listing of projects**). This is offset by \$32.39 million in depreciation expenditure, \$2.50 million capital works in progress written off (expenditure that does not meet the asset capitalisation criteria) and \$3 million relating to the carrying value of proposed property sales and the disposal relating to replacement of infrastructure and library resource assets completed and capitalised during the year.

13.1.3 Current liabilities (\$1.34 million increase)

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

The 2016-17 Budget includes increases in trade payables and other liabilities primarily relating to an increase in accrued interest on new borrowings in accordance with loan repayment schedules and employee leave provisions.

13.1.4 Non-current liabilities (\$4.15 million decrease)

The decrease in non-current liabilities, which represent obligations that Council must pay beyond the next year, is primarily due to a decrease of \$4.24 million in non-current borrowings.

13.1.5 Working capital (\$602,000 increase)

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

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

		Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Variance \$'000
Current assets		95,352	97,294	1,942
Current liabilities		40,496	41,836	(1,340)
Working capital	13.1.5	54,856	55,458	602
Restricted cash and investment current asset				
- Strategic acquisition fund		(434)	(434)	-
- Open space development fund		(4,942)	(5,742)	(800)
- Cash contingency - emergency response works		(689)	(715)	(26)
- Drainage reserve		(233)	(233)	-
- Defined Benefits superannuation call up fund		(3,000)	(4,000)	(1,000)
- Capital and priority projects net forward commitments to 2016-17		(4,115)	-	4,115
Unrestricted working capital		41,443	44,334	2,891



13.1.6 Equity (\$26.61 million increase)

The net increase in equity or net assets of \$26.61 million results directly from the 2016-17 financial year budgeted net operating surplus.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2017 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 2016-17 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 2015-16 levels.
- Capital works expenditure of \$59.75 million including \$3.66 million in proposed forward commitments from 2015-16.
- Repayment of loan principal to be \$4.05 million.
- \$1 million to be transferred to the Defined Benefits Superannuation Call Up Fund.
- \$800,000 to be transferred to the Open Space Development Fund.

Long term strategies

This section includes the following analysis and information:

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



14. Strategic Resource Plan

Council is required by the Act to prepare a Strategic Resource Plan to provide information on the long term financial projections of the Council.

14.1 Strategic Resource Plan development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2016-17 to 2019-20 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

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

14.2 Financial resources

The following table summarises the anticipated key financial results for the next four years as set out in the Strategic Resource Plan for the years 2016-17 to 2019-20. **Section 3 – Financial Statements** includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015-16	2016-17	2017-18	2018-19	2019-20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	36,143	26,606	32,667	33,456	39,259	+
Adjusted underlying result	27,455	24,116	27,902	30,909	36,803	+
Cash and investments balance	83,836	85,618	76,835	57,941	60,891	o
Cash flows from operations	69,412	68,110	71,673	72,100	78,333	+
Capital works expenditure	56,203	59,745	73,871	72,559	72,465	o

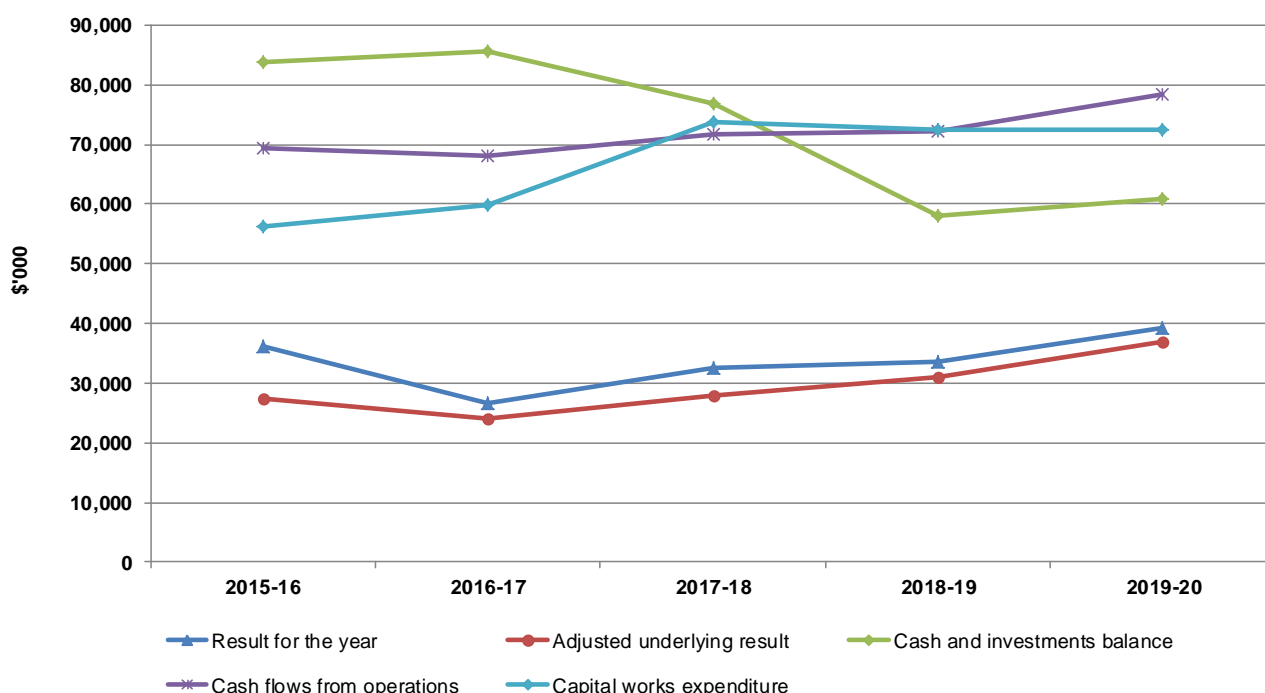
Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator.
- o Forecasts that Council's financial performance/financial position indicator will be steady.
- Forecasts deterioration in Council's financial performance/financial position indicator.



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

General financial indicators over the four year period



The key outcomes of the SRP are as follows:

- Financial sustainability (Section 11 - Analysis of budgeted cash position)**
 Cash and investments will exceed Council's minimum working capital ratio at or above 1.20:1. It is budgeted to be 2.33:1 in 2016-17 (includes cash contingency and reserve funds) and continues to be above the minimum requirement for the SRP.
- Capital Works (Section 12 - Analysis of Capital Works budget)**
 Council continues its commitment to maintaining existing and developing new assets for the Boroondara community.

 Council has completed extensive work to develop Asset Management plans for all assets in the city. These plans have enabled the identification of the desired Capital Works renewal expenditure over the life of the SRP.
- Rating Information (Section 15)**
 Average property general rates are budgeted to increase in 2016-17 by 2.50%. The SRP assumes increases in accordance with the State Government rate capping policy.
- Borrowing Strategy (Section 16)**
 There are no borrowings budgeted to be drawn down in 2016-17 to specifically fund the capital works program.
- Asset Management Strategy (Section 17)**
 Capital Works capacity over the life of the SRP is \$279 million at an average of around \$70 million. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans.



14.3 Long Term Financial Strategy

A key component of the Strategic Resource Plan is the Long Term Financial Strategy. Council has prepared a Long Term Financial Strategy for the 10-year period 2016-17 to 2025-26 as part of Council's ongoing financial planning to assist Council in adopting a budget within a longer term framework. The Strategy takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms.

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

14.4 Financial Strategy Principles

14.4.1 Principles relating primarily to the operating budget:

Sustainable Budgeting Principle

Council will implement a sustainable budget and financial strategy that caters for short and long-term planning responsibilities.

Community expectations are a key driver of the strategy, as reflected in the Council Plan, and Council strives to adequately resource current and future need across the City. Council has limited financial and non-financial resources and faces wide-ranging and complex community wants and needs.

Council is committed to delivering an annual operating surplus to provide funds for capital projects and infrastructure renewal, for both current and future generations.

When identifying sources of revenue and determining expenditure needs, Council will ensure that these community needs can be adequately addressed in the future.

Rating Revenue Principle

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

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

'Special Rate Schemes' may be used to provide direct benefits to clearly identified ratepayer groups, such as retail shopping centres.

Pricing of Services Principle

Council will set fees and charges for services having regard to Council's Pricing Policy and specific fee policies in applicable areas of Council, while incorporating cost recovery principles and marketplace competition. User capacity to pay, equity in the subsidisation of services, community service benefits statutory or service agreement limitations and results of benchmarking of similar services also impact the striking of a fee or charge.

Council will decide on the levels of cost recovery that are suitable for each service. The accurate measurement of costs, including overheads, enables identification of any level of subsidy provided to a service. This information further contributes to the pricing of services model.

Council does not have discretion to alter fees and charges set by the Victorian Government, however will continue to advocate for these fees to be set at levels where cost recovery is possible.

Where service fees provide a surplus, the funds will be used to maintain the general level of services in the City.



In order to maintain the relationship between the cost of a service and the fee charged for the provision of the service, in the absence of a public policy requirement, fees and charges will be increased annually in line with either labour costs, Consumer Price Index inflation or direct cost increases.

Council considers pricing signals and/or price disincentives as legitimate methods to encourage behavioural changes consistent with relevant Council policies.

Waste Management Principle

Council will use waste management pricing strategies that encourage waste avoidance, minimisation and recycling, and will be supported by educational programs and appropriate services.

The identification and separate billing for a waste service is intended to encourage and promote waste minimisation in the community.

Council seeks to recover costs for these services.

Intergovernment Funding Principle

Council supports the Intergovernmental Agreement that requires other levels of government to fully fund services delivered on their behalf. Council will maximise the level of grants and subsidies received from Victorian and Australian governments to achieve a better share of government taxes for the Boroondara community.

Where cost shifting from other levels of government is apparent, Council will communicate to its community the impacts of these cost impositions. Access to growth grants revenue is critical to meet the demands of a growing economy.

Funds received from other levels of government will normally be expected to meet the full direct and indirect costs of providing those services. Council opposes cost shifting from other levels of government and may not contribute funding or assets to services that are the responsibility of other levels of government. In circumstances where Council provides a subsidy to a service, a determination will be made ensuring the contribution does not outweigh the community benefit.

Employee Costs Principle

Council will attract and retain suitable staff through remuneration levels and workplace policies, while ensuring that there is effective and efficient management of staff costs and number of employees.

The cost of employment is a major budget component in the provision of Council services. Council values committed staff and recognises their critical role to the wellbeing of the Boroondara community.

As articulated in Council's People Strategy, Council remains committed to the provision of fair pay, learning and development for staff and a workplace culture appropriate for an Employer of Choice.

Priority Projects Expenditure Principle

Council will separately fund projects of a non-recurring operating nature identified in the Council Plan as priority projects. The aim is to complete these projects within the financial year.

Priority projects that are not started or completed within the budget year are subject to future budget and planning considerations. These projects will be reassessed against any revised Council priorities.



Management of Expenditure Principle

Council will review all Council expenditure. Fundamental to this process is community consultation and benchmarking of cost and quality standards of service and efficiency against like services in the public and private sectors.

Ongoing commitment to Best Value Boroondara is integral to this principle.

Where possible, increased service levels, or increases in demand for a service, are to be provided or funded through productivity gains.

Ongoing service reviews will assess services in accordance with:

- a demonstrated community need
- stakeholder views
- access, equity of need and benefit to the community
- community expectation of service level and quality
- legislative imperatives
- identification of alternative providers, both public and private
- Council's capacity to provide the service
- the availability of Victorian or Australian Government funding
- budget priorities.

Amended Budget Principle

Council will amend the Annual Budget for internal management reporting purposes to ensure prudent and transparent budgeting and financial planning.

Council will ensure a rigorous approach to budget management. The Budget will be amended twice per annum where necessary: in October following finalisation of the annual accounts and in February if required following a mid-year budget review process.

Amended budgets enable Council to review and approve variances to revenue and expenditure resulting primarily from external factors, ensuring accountability and optimal budget control for management reporting purposes. Amendments to the adopted budget will be considered under the following circumstances:-

- additional income has been received
- reduction in income due to identified reasons
- transactions required subsequent to finalisation of end of year accounts
- expenditure increases matching additional income
- additional non discretionary expenses
- deferred expenditure
- sound accounting processes to meet audit requirements.

In the circumstance where additional cash surplus is identified (after taking into account cash requirements of future years), opportunities to reduce planned borrowings should be considered prior to allocation of new expenditure.

New expenditure identified (if any) should be considered within the overall priority listing of works across the city. This may include bringing forward foreshadowed works in a staged approach. Existing commitments of staff and project management resource will be considered to ensure deliverability prior to endorsement of additional expenditure.

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



14.4.2 Principles relating primarily to management of Council assets:

Asset Management Principle

Council will provide well-maintained community assets that are fit for their purpose and provide best possible community benefit. Council's budget and long-term strategy will commit, with specific budget provision, an appropriate level of expenditure to ensure ongoing asset maintenance and renewal.

Council will plan and appropriately resource the necessary work on infrastructure to ensure that all assets are maintained fit for purpose. Accurate asset data and condition assessments will be drawn upon to inform the annual budgeting and works programs.

Asset management involves anticipating and managing risk and asset failures. Council is committed to increasing expenditure on asset renewal in order to sustainably manage its community infrastructure. Appropriate expenditure is allocated to ensure that compliance and safety regulations are addressed for all assets.

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

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

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

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

Creating Community Assets Principle

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

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

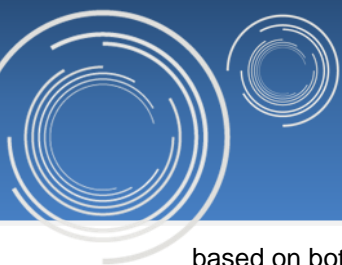
In reviewing any proposal, Council will consider the financial mechanisms available to assign the capital costs to current and future generations. Asset substitution can be a source of finance where a newly-created asset consolidates services and the vacated asset becomes available for sale.

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

Property Holdings Principle

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

Assets will only be considered for disposal where there is no clear Council or community need for that asset in the foreseeable future. All property considered for disposal will undergo a thorough evaluation



based on both financial and community benefit factors. Open space will not be sold unless replaced by areas of equal size and/or value. Any proceeds derived from property realisation will be directed towards funding land acquisition, new/upgrade capital works or debt reduction and will not be used to fund operating expenditure. Council will not necessarily hold property that has no current or future identified purpose, or if that purpose can be met more effectively in other ways.

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

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

Council Reserves Principle

Council will maintain a series of cash backed reserves for use in predefined circumstances.

Due to legislative limitations, local government is unable to undertake borrowings not pre-approved through the annual Budget process. For this reason Council will hold cash backed reserves for use in pre-defined circumstances.

Due to the nature of these funds, and potential for immediate use, the cash will not be considered as part of Council's internal budgeting and management reporting processes. They will be treated as a source of funds only available for the stated purpose. The only other potential use for these funds is the retirement of existing Council debt.

Until these funds are used for the stated purpose the cash contained within these reserves will be managed in line with Council's Investment Policy.

These reserves will be held as assets in Council's balance sheet and the cash within the fund will be available for the predefined purposes outlined in the below Strategic Acquisition Fund, Open Space Development Fund and the Defined Benefit Superannuation Fund.

Strategic Acquisition Fund

A fund for the purpose of acquiring new assets.

As strategic parcels of land may become available at short notice, Council has created a Strategic Acquisition Fund. This fund allows for the acquisition of strategic assets within the municipality as they become available.

The Strategic Acquisition Fund will be available for the purpose of acquiring new strategic assets where they are required for the provision of community services or for additional public open space.

Open Space Development Fund

A fund for the purpose of acquiring land for use as public open space.

As strategic parcels of land may become available at short notice, Council has created an Open Space Development Fund. This fund allows for the acquisition of land within the municipality for conversion to public open space as it becomes available.

Defined Benefit Superannuation Fund

A fund for the purpose of meeting potential defined benefit superannuation calls as they arise.

All councils in Victoria have a legal obligation to provide additional funds to the Local Government Defined Benefit Superannuation Fund (LGDBF) should a shortfall in the superannuation funds vested benefit index occur.



To ensure that services to the community are not otherwise affected and in order for Council to meet its obligations, Council has established its own Defined Benefit Superannuation Reserve for use should a call be made by the LGDBF trustee.

Concept Master Plan Principle

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

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

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

14.4.3 Principles relating primarily to management of Council financial position:

Financial Principle

Council will fund all operating and capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives.

Council will seek to maximise all external funding opportunities, including transfers from other levels of government and other financing opportunities where appropriate, and having regard to the financial impacts and outcomes for the community. Following the decision to proceed with a project, external funding commitments will be formalised through a Heads of Agreement.

While an external funding opportunity should be part of the overall project, its consideration should remain only one factor in the decision-making process. Accordingly, care should be taken to not inappropriately commit Council to the acceptance of funding opportunities before the project is determined as suitable and of immediate priority. This is necessary to avoid the unreasonable distortion of Council's priorities due to the availability of external funding.

Debt within prudent levels is considered to be a legitimate funding source, particularly for the creation of income-generating assets and new or extended assets servicing current and future generations.

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

Debt will be maintained at levels below the following guidelines:

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

Cash Management Principle

Council will monitor its Working Capital Ratio (current assets/current liabilities) to ensure the maintenance of the required level of cash to meet operational requirements.

The ratio will remain at or above 1.20 to 1 plus:

- ***the provision of a cash contingency of 0.5% of general rate revenue for works in response to emergency situations eg storm event, and***
- ***cash held in Council's Strategic Acquisition Fund.***

Council will maximise the return on cash funds invested and ensure investment placements remain within ethical and legislative constraints.

Outstanding debtors will be converted to cash by adopting commercial practices and benchmarks.

14.5 Non financial resources

Human Resources

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

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

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

A summary of planned human resources expenditure is provided below and projects Council's total employee costs and full time equivalent (FTE) staffing requirements over the next four years.

	Forecast Actual 2015-16 \$'000	Budget 2016-17 \$'000	Strategic Resource Plan Projections		
			2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Staff expenditure					
Employee costs	77,378	82,265	82,739	85,676	88,717
Total staff expenditure	77,378	82,265	82,739	85,676	88,717
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	798.8	804.6	786.0	786.0	786.0
Casuals	14.1	14.3	14.3	14.3	14.3
Allowance for service changes	-	-	2.0	4.0	5.9
Total staff numbers	812.9	818.8	802.2	804.2	806.1

A statement of Human Resources is included in **Section 3 - Financial Statements**.

Risk management

Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community. Council has a Risk Management Framework that was adopted by Council in 2015. Council continues to ensure a safe work place for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures throughout Council and developing and delivering a suite of OHS training and development programs.

Maintaining Boroondara's assets

Boroondara continues to be committed to deal with the challenge of maintaining more than \$2.7 billion of assets and infrastructure. Council is making a significant investment in addressing the ongoing challenge associated with reducing the asset management backlog, while also providing excellent facilities for the well-being of the Boroondara community.

Asset Management Plans have been extensively reviewed and adopted by Council. These Strategies provide Council with a firm indication of the levels of asset renewal and the individual assets that will need to be replaced over the next five years. The foreshadowed budget for the provision of renewal of Capital Works is \$167 million over the next four years of the SRP, with an additional \$112 million in new, upgrade and expansion of capital projects allocated over the same period. Renewal of assets is also assisted through the provision of ongoing maintenance to buildings, roads and footpaths.

The Statement of Capital Works is included in **Section 3 – Financial Statements**.



Information technology

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

15. Rating Information

This section of the Budget contains information on Council's foreshadowed rating levels including strategy development, assumptions underlying the current year rate increase and rating structure.

15.1 Rating context

The Strategic Resource Plan (refer to **Section 3 – Financial Statements**) has been developed. As part of the process, rates and charges were identified as an important source of revenue. Rate revenue continues to be the major income stream for most local governments. In reviewing comparative data, Boroondara receives less government grant assistance and is more dependent on rate revenue than many other local governments. Rates and charges comprise 76% of total income in 2016-17.

While government grants total \$13.80 million in 2016-17, all but \$3.50 million are tied grants which require Boroondara to perform a service on behalf of the State or Federal government. In most cases the tied grants do not adequately fund the service provided and additional rate revenue is required to subsidise these services. This is known as cost shifting to local government and is widely recognised across the sector as a major issue.

Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by State and Federal Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to \$20.27 per resident in Boroondara (*Source 2014-15 Victoria Grants Commission Annual Report*).

15.2 Current year rates and charges

The 2016-17 operating position is predicted to be impacted by a number of external and internal influences, including wage rises, general inflation increases, and new service initiatives as noted in **Section 9 - Budget Influences**. The general rate will increase by 2.50% and the waste collection charge by zero per cent remaining at the same levels as in 2015-16. This will raise total rates and charges for 2016-17 of \$166.22 million, including \$1 million generated from supplementary rates. This amount also includes special rates and charges of \$1.29 million.

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

The below tables highlights the indicative rate increase over the forward 4 year period. These forward indexes are indicative only and are reviewed on an annual basis and are subject to change. The remaining years of the SRP includes base rate increases aligned to the proposed rate cap of consumer price index.

Year	General rate %	Waste charge %	Total rates and charges raised \$'000's
2015-16	4.50%	7.90%	160,809
2016-17	2.50%	0.70%	166,223
2017-18	2.50%	2.50%	171,584
2018-19	2.40%	2.50%	176,929
2019-20	2.30%	2.50%	182,249

15.3 Rate in the dollar

The City of Boroondara's 2016-17 Budget provides for a decrease in the rate in the dollar paid by ratepayers, a decrease from 0.1688 cents in the dollar to 0.1354 cents in the dollar.

A property in Boroondara valued at the median residential valuation of \$1,365,000 would now expect to pay a general rate of \$1,848.89, an increase in 2016-17 of \$45.09 per year or \$0.87 per week.

15.4 Rating structure

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

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

There are 6 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 6 properties which are granted a 50% concession.

The following table summarises the rates to be levied for the 2016-17 year. A more detailed analysis of the rates to be raised is contained in **Section 7 - Rates and Charges**.

Type or class of land	Budget 2015-16 cents/\$CIV	Budget 2016-17 cents/\$CIV	Change
General rate for rateable residential properties	0.1688	0.1354	-19.8%
General rate for rateable non residential properties	0.1688	0.1354	-19.8%
Rate concession - rateable cultural and recreational properties	0.0844	0.0677	-19.8%

15.5 General revaluation of properties

During the 2015-16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016-17 year.

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.

The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 27.71%. Of this increase, residential properties have increased by 28.61% and non residential properties by 16.53 %.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations for all property types by suburb, together with the rating changes between the 2014-15 and 2016-17 years based on a 2.50% average rate increase and the valuation movements listed.

All property types

Property Type	No. Properties	2014 CIV	2016 CIV	CIV % change
Residential Vacant Land	811	\$1,011,197,000	\$1,412,575,000	39.69%
Houses	41,332	\$59,920,412,000	\$79,548,458,588	32.76%
Flats	1,932	\$843,221,000	\$1,004,212,000	19.09%
Units	24,780	\$14,629,278,000	\$16,321,861,000	11.57%
Specialty (Retirement)	57	\$169,701,000	\$196,777,000	15.96%
Non-residential (rateable)	5,999	\$5,968,432,500	\$6,955,274,500	16.53%
Cultural and recreational *	43	\$200,988,000	\$231,980,000	15.42%
Total	74,954	\$82,743,229,500	\$105,671,138,088	27.71%

Property Type	No. Properties	2014 CIV	2016 CIV	CIV % change
Residential (rateable)	68,912	\$76,573,809,000	\$98,483,883,588	28.61%
Non-Residential (rateable)	5,999	\$5,968,432,500	\$6,955,274,500	16.53%
Cultural and recreational *	43	\$200,988,000	\$231,980,000	15.42%
Total general rateable properties	74,954	\$82,743,229,500	\$105,671,138,088	27.71%

* Properties declared Cultural and Recreational Lands are granted a 100% concession on rates with the exception of 6 properties which are granted a 50% concession. This amount includes all 43 properties across the municipality.

Analysis by suburbs - all property types

Suburb	No. Properties	2014 CIV	2016 CIV	CIV % change
Ashburton	3,235	\$2,953,202,000	\$4,025,683,000	36.32%
Balwyn	5,949	\$6,926,677,000	\$9,124,965,000	31.74%
Balwyn North	7,973	\$8,849,855,000	\$12,057,708,000	36.25%
Camberwell	9,797	\$11,705,176,000	\$14,986,588,500	28.03%
Canterbury	3,333	\$5,192,438,000	\$6,552,569,000	26.19%
Deepdene	963	\$1,339,430,000	\$1,725,519,000	28.82%
Glen Iris	6,243	\$7,123,023,000	\$9,239,658,000	29.72%
Hawthorn	12,697	\$11,685,220,000	\$13,912,044,588	19.06%
Hawthorn East	7,205	\$6,926,660,500	\$8,671,683,500	25.19%
Kew	11,125	\$13,250,844,000	\$16,523,631,500	24.70%
Kew East	2,834	\$2,829,508,000	\$3,657,604,000	29.27%
Mont Albert	60	\$90,230,000	\$118,150,000	30.94%
Surrey Hills	3,540	\$3,870,966,000	\$5,075,334,000	31.11%
Total	74,954	\$82,743,229,500	\$105,671,138,088	27.71%

15.6 Waste Management Strategy

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

The following waste bin charges will apply in 2016-17:

Waste bin size	2015-16 charge	2016-17 charge
Waste environment levy residential and other	\$89.00	\$89.00
Waste environment levy commercial	\$89.00	\$89.00
80 litre & minimum waste charge residential and other	\$195.00	\$195.00
80 litre commercial	\$195.00	\$195.00
120 litre residential and other	\$352.00	\$352.00
120 litre commercial	\$352.00	\$352.00
240 litre	\$859.00	\$859.00
240 litre commercial	\$859.00	\$859.00
240 litre concession	\$704.00	\$704.00

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 2016-17. The waste bin charge for those properties qualifying for the concession will be \$704.

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

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

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

Waste charges in 2016-17 will remain at the same levels as 2015-16 (zero increase). The net costs of waste management and associated services are recovered by Council through the waste management charges.

Landfill Levy

In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$60.52 per tonne in 2015-16 (572% increase in 8 years). Forecast increases are anticipated in the 2016-17 financial year.

Through this significant policy adjustment the State Government aims to increase recycling rates and reduce volumes going to landfill.

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



15.7 Rate payment options

In 2016-17, Boroondara will offer a wide range of options for the payment of rates and waste charges.

Council has again decided to grant a 2.50% discount for early payment in full of the rates bill. The payment options will include:

- One lump sum payment, with a 2.50% discount on the total rates bill, if payment is made in full, at the reduced amount, by 31 August 2016.
- One lump sum payment, in full, by 15 February 2017 (note, direct debit will be available for this option).
- Four instalments, with payments required on 30 September, 30 November, 28 February, and 31 May. Direct debit option is also extended to the four instalments.
- A direct debit (interest free) payment plan. This plan provides for payment to be made by 10 monthly direct debits from your nominated bank. Full details of all payment options will be provided when rate notices are issued.

15.8 Late payment of rates

Where rates are not paid in full by the due instalment or lump sum payment date Council is authorised to charge penalty interest on outstanding amounts at the penalty interest rate of 9.5% which is set by the state government and reviewed annually.

15.9 Rates deferment and financial hardship

Where a ratepayer incurs late payment penalty interest and is eligible for the State Government Pensioner Rate Rebate, the penalty interest rate to apply shall be equal to Council's 2016-17 forecast investment earning rate of 2.00% per annum.



16. Borrowing Strategy

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

16.1 Introduction

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

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

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

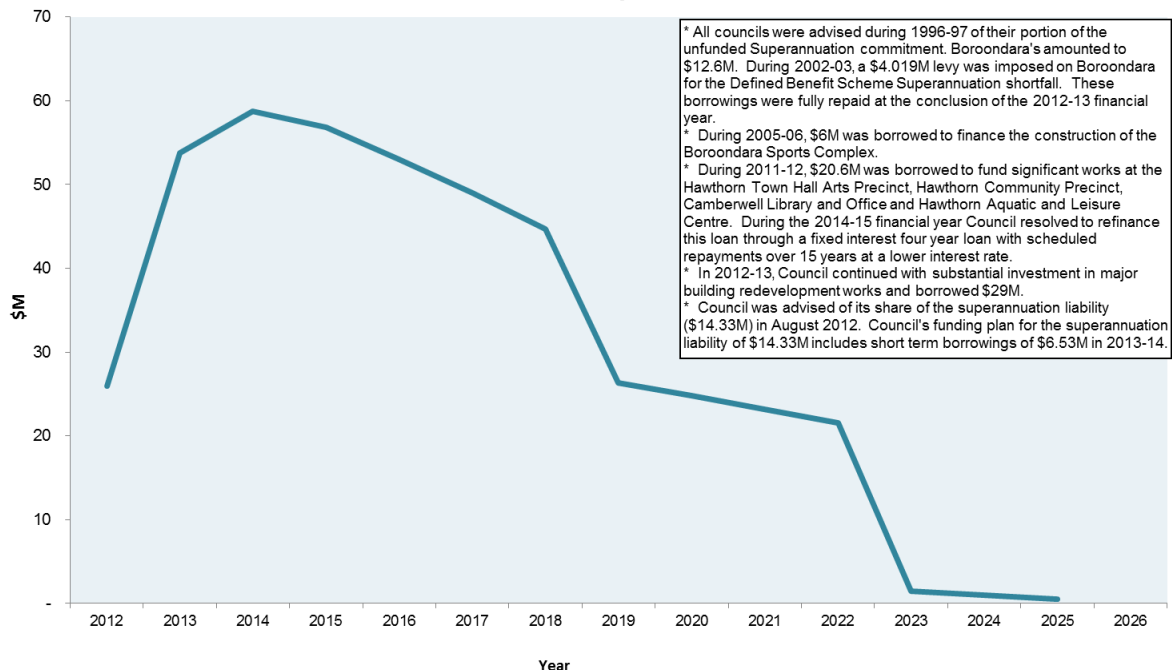
In 2005-06 borrowing was undertaken to part fund the Boroondara Sports Complex. Council originally agreed to borrow \$15 million in two tranches for this project, however through careful cash management was able to reduce the amount borrowed to only \$6 million.

During the 2011-12 financial year borrowings of \$20.6 million were undertaken to fund significant building works at the Kew and Hawthorn Aquatic and Leisure Centres, Hawthorn Community Precinct, Hawthorn Town Hall Arts Precinct and the Camberwell Library and Office. During the 2014-15 financial year Council resolved to refinance this loan through a fixed interest four year loan with scheduled repayments over 15 years at a lower interest rate. Council plans to repay the outstanding balance in full in 2018-19. As a result, Council has repaid the balance of an existing loan of \$21.51 million including break costs and refinanced \$21.16 million in loan borrowings. Significant Interest savings to the community will be achieved over the term of the loan to more than offset the break costs.

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

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

Total outstanding loans at 30 June



16.2 Future Borrowing Strategy

The borrowing strategy is to retire existing debt over time to free up capacity to undertake new borrowings for significant infrastructure projects for the community. The repayment of outstanding debt competes for the same funding as Capital Works expenditure. Boroondara Council will consider debt for major community assets in accordance with its financial strategy principles. As in previous years this budget has put strategies in place to accelerate the repayment of borrowings compared with the loan terms previously foreshadowed.

Superannuation liability

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

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

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

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

16.3 Existing borrowings

During the 2016-17 year \$4.05 million in principal repayments on existing borrowings will be made. The outstanding amount borrowed will be \$48.95 million as at 30 June 2017. The projected cost of servicing these borrowings will be \$2.53 million during 2016-17.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2017. The table also shows the results of prudential ratios that have previously been issued by the Victorian State Government.

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

\$'000's					Ratios (%)			
Financial year ending	New borrowings/ refinance	Principal paid	Interest expense	Balance 30 June	Liquidity (Current assets/ Current liabilities)	Debt Mgmt (Debt/Total rates and charges)	Debt Mgmt (Serv Costs/ Total Revenue)	Debt Exp (Total liabilities/ Realisable assets*)
2016	-	3,864	2,718	52,997	2.35	32.8%	1.2%	3.8%
2017	-	4,049	2,534	48,948	2.33	29.4%	1.2%	3.7%
2018	-	4,235	2,349	44,715	1.55	26.1%	1.0%	3.5%
2019	-	18,433	1,652	26,282	1.68	14.9%	0.7%	2.8%
2020	-	1,495	1,424	24,787	1.71	13.6%	0.6%	2.7%
2021	-	1,572	1,342	23,215	1.75	12.4%	0.5%	2.7%
2022	-	1,674	1,246	21,541	1.63	11.1%	0.5%	2.7%
2023	-	20,118	1,148	1,423	1.80	0.7%	0.4%	1.9%
2024	-	446	68	977	1.84	0.5%	0.0%	2.0%
2025	-	473	39	503	1.84	0.2%	0.0%	2.0%
2026	-	503	8	-	1.89	0.0%	0.0%	2.0%
Prudential ratio limits:						Not greater than 80%	Not greater than 5%	Not greater than 150%

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

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

Indicator	2015-16	Budget 2016-17
	\$'000	\$'000
Total amount borrowed as at 30 June of the prior year	56,861	52,997
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(3,864)	(4,049)
Total amount proposed to be borrowed as at 30 June	52,997	48,948

17. Asset Management Strategy

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

17.1 Strategy development

A high priority for Boroondara is to ensure that the more than \$2.7 billion dollars of assets under Council's control such as roads, drains, footpaths and buildings are maintained at a level that will service the needs of current generations and not leave unreasonable cost burdens on future generations.

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

The Department of Transport Planning and Local Infrastructure and separately the Victorian Auditor-General's Office (VAGO) have financial measurements of Council's asset renewal performance. These measures demonstrate that all Councils should aim to refurbish at least the same amount of its assets than are being used up each year. In Boroondara's case the rate of depreciation of assets is forecast to be \$32.39 million in 2016-17. Therefore to maintain pace with the rate of asset use Council should spend an equivalent amount on capital renewal. However, in order to bring the standard of assets up the level adopted in Asset Management Plans, asset renewal expenditure should be maintained above the depreciation level.

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

The funding of asset renewal is a substantial expense to the community and Council receives limited support from other levels of government. Therefore the burden of asset renewal must be carried largely by the residents of local communities. Boroondara has increased the amount it is spending on asset renewal over the last decade and plans to expend \$42.54 million in 2016-17. In the future, asset renewal expenditure on average is forecast to be \$41 million per annum over the next four years as detailed in Council's Long Term Financial Strategy. Funds for these projects will be primarily generated from Council's underlying surplus from operations.

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

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

In the 2016-17 Long Term Financial Strategy Council continues to allocate funding to upgrade and renew major community facilities across the City. Details of the foreshadowed major projects and renewal programs can be reviewed in (**Appendix D – Capital Works Program**). Council has also made public details of the proposed expenditure by project for building works and by category for other asset classes. Council also provides by category, asset class proposed expenditure for the next 4 years in the Strategic Resource Plan in **Section 14 – Strategic Resource Plan**.

17.2 Influences on Asset Management Strategy

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

- Capital Works Programs from 2016-17 onwards are funded by annual underlying operating surpluses, capital grants and contributions in the Long Term Financial Strategy.
- Growth in litigation and legal requirements.
- Compliance with the Commonwealth Government's *Disability Discrimination Act*.
- Compliance with State Government Occupational Health and Safety Regulations.
- Council does not foresee the requirement for additional borrowings for asset management.

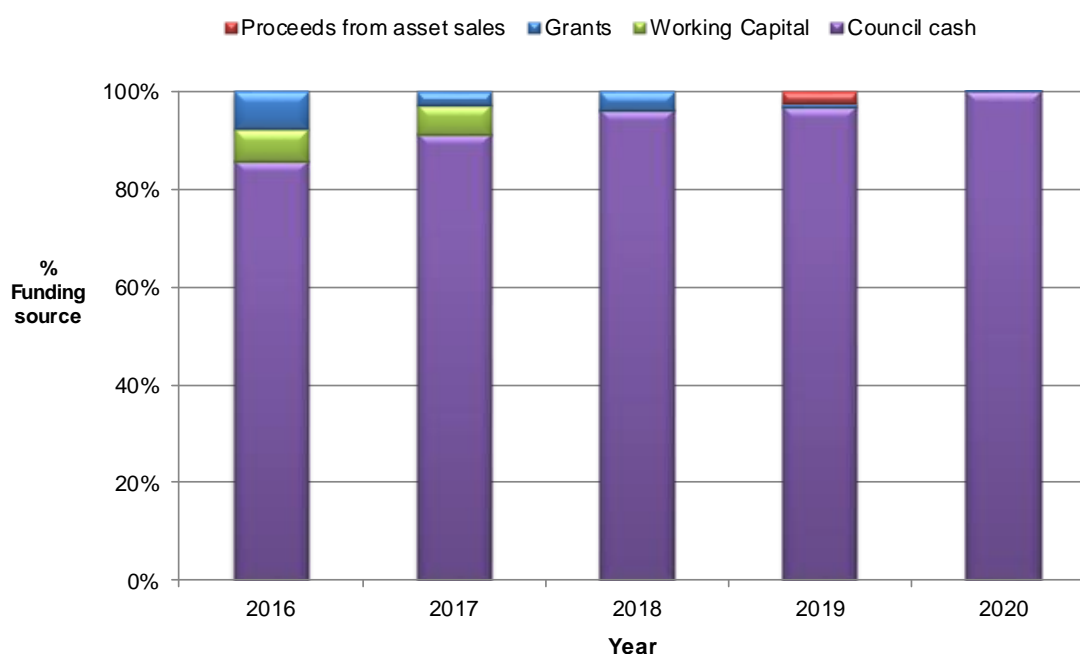
Council has a program for the ongoing review of Council's Asset Management Plans and Practices. The following table summarises Council's forward outlook on new, upgrade, expansion and renewal capital expenditure including funding sources for the next four years.

Year	Total capital program \$'000	Grants \$'000	Working capital ¹ \$'000	Proceeds from asset sales \$'000	Council cash \$'000
2016	56,203	4,276	3,567	-	48,360
2017	59,745	1,545	3,664	-	54,536
2018	73,871	2,848	-	-	71,023
2019	72,559	574	-	1,650	70,335
2020	72,465	30	-	-	72,435

¹Funding projects carried forward from 2015-16 totals a proposed \$3.66 million. Working capital (unrestricted cash and investments) represents funding sources from the previous year.

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

Capital Works funding sources



18. Service Delivery Strategy

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

18.1 Strategy development

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 customer experience service delivery is evidenced in the 2016-17 Budget which builds on the Council Plan theme of Responsible Resource Management. A number of customer focused commitments are included within the Budget including the redevelopment of Council's website to improve the navigability of the website for users and online payment options, continue the implementation of the Customer Relationship Management System including access via mobile devices and enhance the delivery of services to the community by implementing year two actions of the Customer Experience Improvement Strategy.

18.2 Service delivery changes

Overall service direction for 2016-17 and in future years is being guided by strategies and policies adopted by Council after extensive community consultation. The annual commitments identified in the Annual Plan are actions derived by the strategies, plans and policies of Council together with departmental Business Plans.

18.3 Priority Projects

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

In 2016-17 Priority Projects have been fully planned for the coming year and in addition details of projects foreshadowed over the next two years have been made available (refer to **Appendix C - Priority Projects Program**). The Priority Projects budget for 2016-17 includes projects that support all of Council's eight Strategic Objectives as outlined in **Section 2**.

Some highlights include:

- Digital transformation \$3.42 million
- Customer Experience Improvement Strategy Implementation \$977,100
- Christmas in Boroondara Program \$100,000
- Urban Biodiversity Strategy Implementation \$50,000

Appendices

- Appendix A - Fees and charges
- Appendix B - Budget processes
- Appendix C - Priority Projects Program
- Appendix D - Capital Works Program
- Appendix E - Glossary of terms





Overview to appendices

The following appendices include voluntary and statutory information which provide support for the analysis contained in Sections 1 to 18 of this report.

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

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Fees and charges
B	Budget processes
C	Priority Projects Program
D	Capital Works Program
E	Glossary of terms

Appendix A

Fees and Charges





Appendix A - Fees and charges index

Introduction	121
Community Development	
Family, Youth and Recreation Services	123
Health, Active Ageing and Disability Services	124
Arts and Cultural Services.....	128
Library Services	133
Corporate Services	
Economic Development	135
Commercial and Property Services	135
Information Technology	135
City Planning	
Building Services	136
Statutory Planning	138
Local Laws	140
Environment and Infrastructure	
Infrastructure Services	143
Parks and Gardens	146
Traffic and Transport	147
Asset Management	148
CEO's Office	
Governance	148
Waste charges for Council Tenanted Properties	150

Appendix A - Fees and Charges

Introduction

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

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

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

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2016-17 this means that many fees and charges were increased by an average of 3.50%. This attempts to maintain the relationship of funding between user fees and general rate subsidy for each service.

Fees that do not contain a labour component to deliver the service are proposed to generally increase on average by inflation (forecast to be 2.40% in 2016-17, *Access Economics Business Outlook September 2015* release).

A key issue is where fees are set by State Government statute (Statutory Fees); Council has no ability to alter the fee. These fees are fixed and result in a growing cost to the general ratepayer to provide services as the level of cost recovery is diminished over time. Fees will be amended in line with any increases should one be determined by State Government over the course of the 2016-17 year.

The fees for the provision of commercial and residential waste services are set at full cost recovery. The costs considered in waste charges are waste to landfill (inclusive of taxes and levies), green waste service, the recycling service, hard-waste collection, operation of the Riversdale Transfer Station, delivery of street sweeping services, public place waste and recycling services, and provision of waste collection in public parks, gardens, sportsgrounds and community buildings. Waste bin fees and transfer station tipping fees have been set to recover the full costs of all of these services.

Landfill levy

In 2009-10, the State Government raised the landfill levy with significant impacts on Council's waste management costs. The levy has increased from \$9 per tonne in 2008-09 to \$60.52 per tonne in 2015-16 (572% increase in 8 years). Forecast increases are anticipated in the 2016-17 financial year.

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

Changes to GST Status

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

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

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



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

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

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

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Community Development - Family, Youth and Recreation Services						
Maternal and child health centre facilities						
Maternal and child health centre facilities (community organisation - not for profit)	N	Per term	\$ 51.75	\$ 50.00	\$ 1.75	Y
Maternal and child health centre facilities - hire of facility for delivery of services supporting families with young children. (Commercial) Applicable for bookings up until 31 December 2016	N	Per hour	\$ 23.50	\$ -	\$ 23.50	Y
Maternal and child health centre facilities - hire of facility for delivery of services supporting families with young children. (Commercial) Applicable for bookings as of 1 January 2017	N	Per hour	\$ 24.30	\$ -	\$ 24.30	Y
Maternal and child health centre facilities (playgroup contribution)	N	Per family per term	\$ 38.00	\$ 37.00	\$ 1.00	Y
Youth services						
Drug and alcohol free events	N	Per ticket	\$22.50 Maximum	\$22.00 Maximum	\$ 0.50	Y
360 Program Room - Not for Profit Youth Providers	N	Per hour	No charge	No charge	\$ -	Y
360 Program Room - Commercial Hire (Youth Related Programs Only)	N	Per hour	\$ 25.00	\$ 24.20	\$ 0.80	Y
Youth services school program facilitation	N	Per hour	\$65.75 Maximum	\$63.50 Maximum	\$ 2.25	Y
Others						
Resource library registration - available to all early years services operating in Boroondara - Includes family day care educators. Kindergartens, long day care and occasional childcare services.	N	Registration per year	\$ 26.50	\$ 25.50	\$ 1.00	Y
Sleep day stay program fee	N	Rate per day	\$ 93.50	\$ 90.50	\$ 3.00	Y
Sleep day stay program fee (health care card holder)	N	Rate per day	No charge	No charge	\$ -	Y
Preschool central enrolment application fee Three year old child	N	Per application for three year old	\$ 25.50	\$ 25.50	\$ -	Y
Preschool central enrolment application fee Four year old child	N	Per application for four year old	\$ 25.50	\$ 25.50	\$ -	Y
Preschool central enrolment application fee Three year old child (health care card holder)	N	Per application for three year old	\$ 12.75	\$ 12.75	\$ -	Y
Preschool central enrolment application fee Four year old child (health care card holder)	N	Per application for four year old	\$ 12.75	\$ 12.75	\$ -	Y
Excess cleaning for Anderson Park/MCH Centres/Lexia Street meeting rooms	N	Per booking	Cost as assessed by Council officers to a maximum of \$500	Cost as assessed by Council officers to a maximum of \$500	\$ -	Y
Information forums for service professionals and parents of children and young people	N	Per ticket Maximum	\$ 10.00	\$ 10.00	\$ -	Y
Boroondara Early Years and Youth Providers Conference Attendance	N	Per attendee	\$ 62.00	\$ 60.00	\$ 2.00	Y
Boroondara Early Years and Youth Providers Conference - Stall trade table /display Not for Profit, community based organisation	N	Per display	No charge	No charge	\$ -	Y
Boroondara Early Years and Youth Providers Conference - Stall trade table display Commercial operators	N	Per display	\$ 62.00	\$ 60.00	\$ 2.00	Y
Meeting or Facility Room hire (From 1 July to 31 December 2016)						
Anderson Park Community Centre meeting room Commercial groups	N	Per hour	\$ 23.50	\$ 23.50	\$ -	Y
Anderson Park Community Centre meeting room Community groups	N	Per hour	\$ 6.60	\$ 6.60	\$ -	Y
Lexia Street Community Meeting Facility Commercial groups	N	Per hour	\$ 11.75	\$ 11.75	\$ -	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Lexia Street Community Meeting Facility Community groups	N	Per hour	\$ 3.30	\$ 3.30	\$ -	Y
Auburn Centre facilities- hire of facility for delivery of services supporting families with young children (commercial)	N	Per hour	\$ 23.50	\$ 23.50	\$ -	Y
Auburn Centre facilities - hire of facility (community organisation - not for profit)	N	Per term	\$ 51.75	\$ 50.00	\$ 1.75	Y
Auburn Centre facilities (playgroup contribution)	N	Per family per term	\$ 38.00	\$ 37.00	\$ 1.00	Y
Meeting or Facility Room hire (From 1 January to 30 June 2017)						
Anderson Park Community Centre meeting room Commercial groups Applicable for bookings as of 1 January 2017	N	Per hour	\$ 24.30	\$ 23.50	\$ 0.80	Y
Anderson Park Community Centre meeting room Community groups Applicable for bookings as of 1 January 2017	N	Per hour	\$ 6.80	\$ 6.60	\$ 0.20	Y
Lexia Street Community Meeting Facility Commercial groups Applicable for bookings as of 1 January 2017	N	Per hour	\$ 12.20	\$ 11.50	\$ 0.70	Y
Lexia Street Community Meeting Facility Community groups Applicable for bookings as of 1 January 2017	N	Per hour	\$ 3.40	\$ 3.25	\$ 0.15	Y
Auburn Centre facilities- hire of facility for delivery of services supporting families with young children (commercial) Applicable for bookings as of 1 January 2017	N	Per hour	\$ 24.30	\$ 23.50	\$ 0.80	Y
Auburn Centre facilities - hire of facility (community organisation - not for profit)	N	Per term	\$ 51.75	\$ 50.00	\$ 1.75	Y
Auburn Centre facilities (playgroup contribution)	N	Per family per term	\$ 38.00	\$ 37.00	\$ 1.00	Y
Kew traffic school						
Community group bookings	N	Per group booking	\$ 125.00	\$ 121.50	\$ 3.50	Y
Wednesday Ride and Play	N	Per child	\$ 13.00	\$ -	\$ 13.00	Y
School holiday program - at time of booking	N	Per child	\$ 13.00	\$ 12.50	\$ 0.50	Y
Private bookings - at time of booking - two hours (Monday to Friday and weekends)	N	Two hours	\$ 221.00	\$ 216.00	\$ 5.00	Y
Private bookings - at time of booking - three hours (Monday to Friday, daylight savings period only)	N	Three hours	\$ 252.00	\$ 246.50	\$ 5.50	Y
Safety education (three sessions on same day) at time of booking	N	Per booking	\$ 290.00	\$ 280.00	\$ 10.00	Y
Safety education (two sessions on same day) At time of booking	N	Per booking	\$ 172.00	\$ 166.00	\$ 6.00	Y
Safety education (one session) At time of booking	N	Per booking	\$ 127.00	\$ 123.00	\$ 4.00	Y
Community Development - Health, Active Ageing and Disability Services						
Food Act registration and renewal						
Class one Initial Registration Fee	N	Per premises	\$ 555.00	\$ 535.00	\$ 20.00	N
Class one Renewal of Registration	N	Per premises	\$ 405.00	\$ 390.00	\$ 15.00	N
Not for profit school canteen, sporting club Charitable Organisation / Community Group	N	No charge	No charge	No charge	\$ -	N
Class two Large Supermarket 3 plus departments non-standard Food Safety Program Initial Registration Fee	N	Per premises	\$ 2,325.00	\$ 2,245.00	\$ 80.00	N
Class two Large Supermarket 3 plus departments non-standard Food Safety Program Renewal of Registration	N	Per premises	\$ 2,170.00	\$ 2,100.00	\$ 70.00	N
Class two Large Supermarket 3 plus departments Initial Registration Fee	N	Per premises	\$ 2,010.00	\$ 1,945.00	\$ 65.00	N
Class two Large Supermarket 3 plus departments Renewal of Registration	N	Per premises	\$ 1,860.00	\$ 1,800.00	\$ 60.00	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Class two Non-standard Food Safety Program Initial Registration Fee	N	Per premises	\$ 940.00	\$ 905.00	\$ 35.00	N
Class two Non-standard Food Safety Program Renewal of Registration	N	Per premises	\$ 787.00	\$ 760.00	\$ 27.00	N
Class two Initial Registration Fee	N	Per premises	\$ 900.00	\$ 870.00	\$ 30.00	N
Class two Renewal of Registration	N	Per premises	\$ 750.00	\$ 725.00	\$ 25.00	N
Class three Initial Registration Fee	N	Per premises	\$ 500.00	\$ 482.00	\$ 18.00	N
Class three Renewal of Registration	N	Per premises	\$ 425.00	\$ 410.00	\$ 15.00	N
Class four Food premises	N	No charge	No charge	No charge	\$ -	N
Temporary food premises registration	N	Per premises	25% of applicable initial registration or renewal of registration fee	25% of applicable initial registration or renewal of registration fee	\$ -	N
Temporary food premises Charitable Organisation / Community group registration	N	No charge to community groups	No charge	No charge	\$ -	N
Food Act registration non compliance follow up visit (this will be charged to businesses as appropriate)	N	Per premises	\$ 230.00	\$ 225.00	\$ 5.00	N
Public Health and Wellbeing Act registration and renewal						
New Hairdresser and/or Temporary make up premises only - Initial ongoing registration fee	N	Per premises	\$ 300.00	\$ 300.00	\$ -	N
Hairdresser and/or Temporary make up premises only - Ongoing renewal registration fee	N	Per premises	\$ 225.00	\$ 225.00	\$ -	N
Hairdresser/Skin penetration/Beauty therapies Single operation Initial Registration Fee	N	Per premises	\$ 214.00	\$ 207.00	\$ 7.00	N
Hairdresser/Skin penetration/Beauty therapies Single operation Renewal of Registration	N	Per premises	\$ 140.00	\$ 135.00	\$ 5.00	N
Hairdresser/Skin penetration/Beauty therapies Multiple operation Initial Registration Fee	N	Per premises	\$ 250.00	\$ 242.00	\$ 8.00	N
Hairdresser/Skin penetration/Beauty therapies Multiple operation Renewal of Registration	N	Per premises	\$ 176.00	\$ 170.00	\$ 6.00	N
Prescribed accommodation (5 - 10 accommodation beds) Initial Registration Fee	N	Per premises	\$ 450.00	\$ 437.00	\$ 13.00	N
Prescribed accommodation (5 - 10 accommodation beds) Renewal of Registration	N	Per premises	\$ 377.00	\$ 365.00	\$ 12.00	N
Prescribed accommodation (11 - 20 accommodation beds) Initial Registration Fee	N	Per premises	\$ 623.00	\$ 602.00	\$ 21.00	N
Prescribed accommodation (11 - 20 accommodation beds) Renewal of Registration	N	Per premises	\$ 548.00	\$ 530.00	\$ 18.00	N
Prescribed accommodation (21 - 35 accommodation beds) Initial Registration Fee	N	Per premises	\$ 680.00	\$ 657.00	\$ 23.00	N
Prescribed accommodation (21 - 35 accommodation beds) Renewal of Registration	N	Per premises	\$ 605.50	\$ 585.00	\$ 20.50	N
Prescribed accommodation (36 - 55 accommodation beds) Initial Registration Fee	N	Per premises	\$ 860.00	\$ 832.00	\$ 28.00	N
Prescribed accommodation (36 - 55 accommodation beds) Renewal of Registration	N	Per premises	\$ 786.00	\$ 760.00	\$ 26.00	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Prescribed accommodation (56+ accommodation beds) Initial Registration Fee	N	Per premises	\$ 1,000.00	\$ 967.00	\$ 33.00	N
Prescribed accommodation (56+ accommodation beds) Renewal of Registration	N	Per premises	\$ 925.00	\$ 895.00	\$ 30.00	N
Miscellaneous						
Solicitors request - ten working day turnaround	N	Per enquiry	\$ 230.00	\$ 225.00	\$ 5.00	Y
Solicitors request - five working day turnaround (+50% of Solicitors request (ten working day turnaround))	N	Per enquiry	\$ 355.00	\$ 345.00	\$ 10.00	Y
Transfer of Public Health and Wellbeing Act or Food Act registration (50% of Initial Registration Fee)	N	Per enquiry	50% of current year initial registration fee	50% of current year initial registration fee	\$ -	Y
Late payment fee for Public Health and Wellbeing Act or Food Act registration renewals (25% of current renewal of registration fee)	N	Per enquiry	25% of current year renewal of registration fee	25% of current year renewal of registration fee	\$ -	N
Processing fee for pro rata refund of Public Health and Wellbeing Act or Food Act registration	N	Per enquiry	\$ 34.50	\$ 33.50	\$ 1.00	N
Septic tank / onsite waste water treatment system permit fee	N	Per application	\$ 383.00	\$ 370.00	\$ 13.00	N
Product sales - rat bait, head lice	N	Per item sold	Total cost + 10% - 15%	Total cost + 10% - 15%	\$ -	Y
Sale and administration of vaccines not covered within National Immunisation Program schedule	N	Per item sold	Cost of vaccine + 25% of hourly rate + on costs Public Health (immunisation) Nurse	Cost of vaccine + 25% of hourly rate + on costs Public Health (immunisation) Nurse	\$ -	N
Sharps container sales (free to people with relevant health condition)	N	Per container	No charge	No charge	\$ -	N
Sharps container - large (registered business)	N	Per container	\$ 18.50	\$ 18.00	\$ 0.50	Y
Sharps container - small (registered business)	N	Per container	\$ 9.50	\$ 9.30	\$ 0.20	Y
Training sessions and other services	N	Per session	Cost + 10%	Cost + 10%	\$ -	Y
Active Ageing and Disability Services						
Adult day care / social support activity	N	Per session + meal if applicable	\$ 7.50	\$ 7.30	\$ 0.20	N
Adult day care / social support activity	N	Two - three hours	\$ 3.60	\$ 3.50	\$ 0.10	N
Community bus hire - community groups	N	Per day	\$ 98.00	\$ 95.00	\$ 3.00	Y
Community bus hire - community groups	N	Per half day	\$ 59.00	\$ 57.00	\$ 2.00	Y
Community bus fixed runs	N	One way trip and return trip	\$ 2.90	\$ 2.80	\$ 0.10	N
Young persons social group bus	N	Return trip	\$ 2.90	\$ 2.80	\$ 0.10	N
Young person social group excursion	N	Per trip	\$ 3.60	\$ 3.45	\$ 0.15	N
Excursions - older person	N	Per person	\$ 4.40	\$ 4.25	\$ 0.15	N
Travel charge	N	Per kilometre	\$ 1.60	\$ 1.55	\$ 0.05	N
Home care - single - low income historical fee (a)	N	Per hour	\$ 5.90	\$ 5.70	\$ 0.20	N
Home care - couple - low income historical fee	N	Per hour	\$ 7.20	\$ 6.95	\$ 0.25	N
Home care - single - low income historical fee (b)	N	Per hour	\$ 4.85	\$ 4.70	\$ 0.15	N
Home care - aged couple and young persons program - low income	N	Per hour	\$ 9.30	\$ 9.00	\$ 0.30	N
Home care - single - low income	N	Per hour	\$ 6.65	\$ 6.45	\$ 0.20	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Home care - couple - medium income historical fee (a)	N	Per hour	\$ 10.35	\$ 10.00	\$ 0.35	N
Home care - single - medium income historical fee (a)	N	Per hour	\$ 8.80	\$ 8.50	\$ 0.30	N
Home care - couple - medium income historical fee (b)	N	Per hour	\$ 13.75	\$ 13.30	\$ 0.45	N
Home care - single - medium income historical fee (b)	N	Per hour	\$ 12.40	\$ 12.00	\$ 0.40	N
Home care - aged couple and young persons program - medium income	N	Per hour	\$ 17.00	\$ 16.50	\$ 0.50	N
Home care - single - medium income	N	Per hour	\$ 16.30	\$ 15.80	\$ 0.50	N
Home care - aged couple and young persons program - high income	N	Per hour	\$ 43.50	\$ 42.00	\$ 1.50	N
Home care - single - high income	N	Per hour	\$ 42.50	\$ 41.00	\$ 1.50	N
Home Care, Personal Care and Respite Care	N	No charge	No charge	No charge	\$ -	N
Home Care, Personal Care and Respite Care discretionary fee (low and medium income only) - 25% of applicable rate	N	Per hour	25% of applicable rate	25% of applicable rate	\$ -	N
Home Care, Personal Care and Respite Care discretionary fee (low and medium income only) - 50% of applicable rate	N	Per hour	50% of applicable rate	50% of applicable rate	\$ -	N
Property maintenance - low income	N	Per hour + materials	\$ 14.00	\$ 13.50	\$ 0.50	N
Property maintenance - medium income	N	Per hour + materials	\$ 20.70	\$ 20.00	\$ 0.70	N
Property maintenance - high income	N	Per hour + materials	\$ 52.80	\$ 51.00	\$ 1.80	N
Personal care (aged and younger persons programs) - low income	N	Per hour	\$ 5.00	\$ 4.90	\$ 0.10	N
Personal care - medium income historical fee	N	Per hour	\$ 6.80	\$ 6.60	\$ 0.20	N
Personal care (aged and younger persons programs) - medium income	N	Per hour	\$ 9.80	\$ 9.50	\$ 0.30	N
Personal care (aged and younger persons programs) - high income	N	Per hour	\$ 42.45	\$ 41.00	\$ 1.45	N
Respite care (aged and younger persons programs) - low income	N	Per hour	\$ 3.45	\$ 3.35	\$ 0.10	N
Respite care (aged and younger persons programs) - medium income	N	Per hour	\$ 5.70	\$ 5.50	\$ 0.20	N
Respite care (aged and younger persons programs) - high income	N	Per hour	\$ 42.45	\$ 41.00	\$ 1.45	N
Younger persons respite families	N	Per couple	\$ 13.90	\$ 13.40	\$ 0.50	N
Home care - medium income historical/discretionary fee	N	per hour	\$ 4.80	\$ 4.60	\$ 0.20	N
Younger persons respite families	N	Per hour	\$ 4.80	\$ 4.60	\$ 0.20	N
Respite care - medium income historical fee	N	Per hour	\$ 4.80	\$ 4.60	\$ 0.20	N
Commercial - home care Monday - Friday 7am - 7pm	N	Per hour	\$ 66.00	\$ 60.00	\$ 6.00	Y
Commercial - home care Monday - Friday 7pm - midnight	N	Per hour	\$ 83.00	\$ 74.00	\$ 9.00	Y
Commercial - home care Weekend 7am - 12 midday	N	Per hour	\$ 83.00	\$ 74.00	\$ 9.00	Y
Commercial - home care Weekend 12 midday onwards	N	Per hour	\$ 99.00	\$ 89.00	\$ 10.00	Y
Commercial - personal care Monday - Friday 7am - 7pm	N	Per hour	\$ 70.00	\$ 57.00	\$ 13.00	Y
Commercial - personal care Monday - Friday 7pm - midnight	N	Per hour	\$ 87.00	\$ 71.00	\$ 16.00	Y
Commercial - personal care Weekend 7am - 12 midday Saturday	N	Per hour	\$ 87.00	\$ 71.00	\$ 16.00	Y
Commercial - personal care Weekend 12 midday Saturday onwards	N	Per hour	\$ 103.00	\$ 86.00	\$ 17.00	Y
Commercial - respite care Monday - Friday 7am - 7pm	N	Per hour	\$ 70.00	\$ 60.00	\$ 10.00	Y
Commercial - respite care Monday - Friday 7pm - midnight	N	Per hour	\$ 87.00	\$ 75.00	\$ 12.00	Y
Commercial - respite care Weekend 7am - 12 midday Saturday	N	Per hour	\$ 102.00	\$ 75.00	\$ 27.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Commercial - respite care Weekend 12 midday Saturday onwards	N	Per hour	\$ 121.00	\$ 90.00	\$ 31.00	Y
Commercial - Assessment	N	Per assessment	\$ 408.00	\$ 320.00	\$ 88.00	Y
Public holiday (all services) Commercial	N	Per hour	\$ 100.00	\$ 90.00	\$ 10.00	Y
Linkages - core hours	N	Per hour	\$ 6.00	\$ 5.80	\$ 0.20	N
Meals on Wheels						
Dining room meal	N	Per meal	\$ 7.00	\$ 6.75	\$ 0.25	N
Soup - low income, medium income and linkages clients	N	Each	\$ 1.70	\$ 1.65	\$ 0.05	N
Main meal/ vegetables/ dessert/ juice - low income, medium income and linkages clients	N	Each	\$ 9.00	\$ 8.70	\$ 0.30	N
Sandwich - low income, medium income and linkages clients	N	Each	\$ 5.30	\$ 5.10	\$ 0.20	N
Soup - Commercial and high income	N	Each	\$ 4.24	\$ 4.10	\$ 0.14	N
Main meal/ vegetables/ dessert/ juice - Commercial and high income	N	Each	\$ 31.57	\$ 30.50	\$ 1.07	N
Sandwich - Commercial and high income	N	Each	\$ 8.28	\$ 8.00	\$ 0.28	N
Canterbury Memorial Home						
Main hall hire - community groups	N	2015-16 Per hour	\$ 3.90	\$ 3.80	\$ 0.10	Y
Canterbury Memorial Home Units - standard rate	N	Per month	\$ 537.80	\$ 520.00	\$ 17.80	N
Canterbury Memorial Home Units - historical fee level one	N	Per month	\$ 460.25	\$ 445.00	\$ 15.25	N
Canterbury Memorial Home Units - discretionary fee level two	N	Per month	\$ 382.70	\$ 370.00	\$ 12.70	N
Seniors centre hire fees						
Community group (per room)	N	Per hour	\$3.90 (\$12.55 max per day)	\$3.80 (\$12.25 max per day)	\$ 0.10	Y
Casual event (Main Hall)	N	Per hour	\$ 63.50	\$ 62.00	\$ 1.50	Y
Community Development - Arts and Cultural Services						
Eisteddfod						
Audience entry fee - full	N	Per person	\$ 8.50	\$ 8.50	\$ -	Y
Audience entry fee - concession	N	Per person	\$ 5.00	\$ 5.00	\$ -	Y
Audience entry fee - family (2A/2C)	N	Per family	\$ 17.50	\$ 17.50	\$ -	Y
Section entry fee - 8 years and under, 10 years and under or 12 years and under	N	Per entry	\$ 11.50	\$ 11.50	\$ -	Y
Section entry fee - 14 years and under	N	Per entry	\$ 13.90	\$ 13.90	\$ -	Y
Section entry fee - 15 years and under or 16 years and under	N	Per entry	\$ 16.00	\$ 16.00	\$ -	Y
Section entry fee - 18 years and under	N	Per entry	\$ 21.50	\$ 21.50	\$ -	Y
Section entry fee - open	N	Per entry	\$ 29.00	\$ 29.00	\$ -	Y
Chamber groups and ensembles	N	Per entry	\$ 32.00	\$ 32.00	\$ -	Y
Choral groups	N	Per entry	\$ 53.00	\$ 53.00	\$ -	Y
Late entry fee	N	Per entry	\$ 10.00	\$ 10.00	\$ -	Y
Performance Accompanist	N	Per minute, Per performance	\$1.00 (\$6.00 max)	\$1.00 (\$6.00 max)	\$ -	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Outdoor Events						
Marquee - community	N	No charge	No charge	No charge	\$ -	N
Marquee - business	N	Per event	\$ 228.00	\$ 220.00	\$ 8.00	Y
Site fee - community	N	No charge	No charge	No charge	\$ -	N
Site fee - business	N	Per event	\$ 64.00	\$ 62.00	\$ 2.00	Y
HIRE FEES						
<i>*Representation of venue hire fees has been amended from standard and subsidised grouping to hire fees for venues.</i>						
Kew Court House						
Just Theatre						
Theatre including dressing rooms - standard rate	N	Per hour Minimum 3 hours	\$ 45.00	\$ 44.00	\$ 1.00	Y
Theatre including dressing rooms - standard rate	N	Per day	\$ 327.50	\$ 320.00	\$ 7.50	Y
Theatre including dressing rooms - standard rate	N	Per week	\$ 1,075.00	\$ 1,050.00	\$ 25.00	Y
Theatre including dressing rooms - subsidised rate	N	Per hour Minimum 3 hours	\$ 11.25	\$ 11.00	\$ 0.25	Y
Theatre including dressing rooms - subsidised rate	N	Per day	\$ 81.90	\$ 80.00	\$ 1.90	Y
Theatre including dressing rooms - subsidised rate	N	Per week	\$ 268.75	\$ 262.50	\$ 6.25	Y
Community Workshop/Meeting room						
Community workshop/meeting room - standard rate	N	Per hour Minimum 3 hours	\$ 28.60	\$ 28.00	\$ 0.60	Y
Community workshop/meeting room - standard rate	N	Per day	\$ 205.90	\$ 87.00	\$ 118.90	Y
Community workshop/meeting room - subsidised rate	N	Per hour Minimum 3 hours	\$ 7.15	\$ 7.00	\$ 0.15	Y
Community workshop/meeting room - subsidised rate	N	Per day	\$ 51.45	\$ 21.75	\$ 29.70	Y
Access Gallery						
Access Gallery - standard rate	N	Per week	\$ 150.00	\$ -	\$ 150.00	Y
Access Gallery - subsidised rate	N	Per week	\$ 37.50	\$ -	\$ 37.50	Y
Hawthorn Arts Centre						
Main Hall and Stage						
Main hall and stage - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 210.00	\$ 205.00	\$ 5.00	Y
Main hall and stage - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 358.00	\$ 350.00	\$ 8.00	Y
Main hall and stage - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 105.00	\$ 102.50	\$ 2.50	Y
Main hall and stage - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 179.00	\$ 175.00	\$ 4.00	Y
Chandelier Room						
Chandelier room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 149.50	\$ 146.00	\$ 3.50	Y
Chandelier room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 271.00	\$ 265.00	\$ 6.00	Y
Chandelier room - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 74.75	\$ 73.00	\$ 1.75	Y
Chandelier room - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 135.50	\$ 132.50	\$ 3.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
<u>Mayor's Room</u>						
Mayor's room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 60.40	\$ 59.00	\$ 1.40	Y
Mayor's room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 74.75	\$ 73.00	\$ 1.75	Y
Mayor's room - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 30.20	\$ 29.50	\$ 0.70	Y
Mayor's room - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 37.40	\$ 37.00	\$ 0.40	Y
<u>Dora Wilson Room</u>						
Dora Wilson room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 24.00	\$ 23.50	\$ 0.50	Y
Dora Wilson room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 28.65	\$ 28.00	\$ 0.65	Y
Dora Wilson room - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.00	\$ 5.90	\$ 0.10	Y
Dora Wilson room - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.15	\$ 7.00	\$ 0.15	Y
<u>The Chamber</u>						
The Chamber - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 60.40	\$ 59.00	\$ 1.40	Y
The Chamber - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 74.75	\$ 73.00	\$ 1.75	Y
The Chamber - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 15.10	\$ 14.75	\$ 0.35	Y
The Chamber - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 18.65	\$ 18.25	\$ 0.40	Y
<u>John Beswicke Room</u>						
John Beswicke room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 24.00	\$ 23.50	\$ 0.50	Y
John Beswicke room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 28.65	\$ 28.00	\$ 0.65	Y
John Beswicke room - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.00	\$ 5.90	\$ 0.10	Y
John Beswicke room - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.15	\$ 7.00	\$ 0.15	Y
<u>Zelman Room</u>						
The Zelman room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 60.40	\$ 59.00	\$ 1.40	Y
The Zelman room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 74.75	\$ 73.00	\$ 1.75	Y
The Zelman room - Subsidised rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 30.20	\$ 29.50	\$ 0.70	Y
The Zelman room - Subsidised rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 37.40	\$ 37.00	\$ 0.40	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
<u>Edward C. Rigby Room</u>						
Edward C. Rigby room - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 24.00	\$ 23.50	\$ 0.50	Y
Edward C. Rigby room - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 28.65	\$ 28.00	\$ 0.65	Y
Edward C. Rigby room - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.00	\$ 5.90	\$ 0.10	Y
Edward C. Rigby room - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.15	\$ 7.00	\$ 0.15	Y
<u>Community Arts Space</u>						
Community arts space - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 24.00	\$ 23.50	\$ 0.50	Y
Community arts space - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 28.65	\$ 28.00	\$ 0.65	Y
Community arts space - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 6.00	\$ 5.90	\$ 0.10	Y
Community arts space - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 7.15	\$ 7.00	\$ 0.15	Y
<u>Basement - Foyer/Meeting space</u>						
Basement - Foyer/Meeting space - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 8.90	\$ 8.70	\$ 0.20	Y
Basement - Foyer/Meeting space - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 8.90	\$ 8.70	\$ 0.20	Y
Basement - Foyer/Meeting space - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 2.25	\$ 2.20	\$ 0.05	Y
Basement - Foyer/Meeting space - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 2.25	\$ 2.20	\$ 0.05	Y
<u>Basement - Performance/Rehearsal studio</u>						
Basement - Performance/Rehearsal studio - Standard rate Monday to Thursday	N	Per hour Minimum 3 Hours	\$ 50.20	\$ 49.00	\$ 1.20	Y
Basement - Performance/Rehearsal studio - Standard rate Friday to Sunday	N	Per hour Minimum 3 Hours	\$ 64.50	\$ 63.00	\$ 1.50	Y
Basement - Performance/Rehearsal studio - Subsidised rate Monday to Thursday	N	Per hour Minimum 2 Hours	\$ 12.50	\$ 12.25	\$ 0.25	Y
Basement - Performance/Rehearsal studio - Subsidised rate Friday to Sunday	N	Per Hour Fri Min 2 Hrs Sat & Sun Min 3 Hrs	\$ 16.00	\$ 15.75	\$ 0.25	Y
Basement - Performance/Rehearsal studio - Standard rate Monday to Thursday	N	Per day	\$ 280.00	\$ 274.40	\$ 5.60	Y
Basement - Performance/Rehearsal studio - Standard rate Friday to Sunday	N	Per day	\$ 361.00	\$ 352.80	\$ 8.20	Y
Basement - Performance/Rehearsal studio - Standard rate	N	Per week	\$ 1,761.00	\$ 1,720.00	\$ 41.00	Y
Basement - Performance/Rehearsal studio - Subsidised rate Monday to Thursday	N	Per day	\$ 70.00	\$ 68.60	\$ 1.40	Y
Basement - Performance/Rehearsal studio - Subsidised rate Friday to Sunday	N	Per day	\$ 90.00	\$ 88.20	\$ 1.80	Y
Basement - Performance/Rehearsal studio - Subsidised rate	N	Per week	\$ 440.00	\$ 430.00	\$ 10.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Artists studios						
Studio 1 (previously called Studio A)	N	Per month	\$ 513.00	\$ 501.00	\$ 12.00	Y
Studio 1 (previously called Studio A)	N	Per year	\$ 6,156.00	\$ 6,012.00	\$ 144.00	Y
Studio 2 (previously called Studio B)	N	Per month	\$ 313.00	\$ 306.00	\$ 7.00	Y
Studio 2 (previously called Studio B)	N	Per year	\$ 3,760.00	\$ 3,672.00	\$ 88.00	Y
Studio 3 (previously called Studio C)	N	Per month	\$ 330.00	\$ 323.00	\$ 7.00	Y
Studio 3 (previously called Studio C)	N	Per year	\$ 3,969.00	\$ 3,876.00	\$ 93.00	Y
Studio 4	N	Per month	\$ 118.00	\$ 115.00	\$ 3.00	Y
Studio 4	N	Per year	\$ 1,413.00	\$ 1,380.00	\$ 33.00	Y
Studio 5 (previously called Studio D)	N	Per month	\$ 186.00	\$ 182.00	\$ 4.00	Y
Studio 5 (previously called Studio D)	N	Per year	\$ 2,236.00	\$ 2,184.00	\$ 52.00	Y
Studio 6	N	Per week	\$ 64.00	\$ 62.50	\$ 1.50	Y
Studio 6	N	Per month	\$ 256.00	\$ 250.00	\$ 6.00	Y
Studio 6	N	Per year	\$ 3,072.00	\$ 3,000.00	\$ 72.00	Y
STAFFING COSTS						
Standard rate*						
* Staffing costs will be met by hirer - Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 50.90	\$ 49.20	\$ 1.70	Y
Front of House/ Duty Manager	N	Per hour	\$ 50.90	\$ 49.20	\$ 1.70	Y
Usher	N	Per hour	\$ 45.40	\$ 43.90	\$ 1.50	Y
Technician	N	Per hour	\$ 45.40	\$ 43.90	\$ 1.50	Y
Public Holiday surcharge for staffing costs	N	Per hour	50% of staff cost rate	\$ -	\$ -	Y
Staff charge out costs - Subsidised rate*						
* Council will provide a 50% subsidy of staffing costs for bonafide community groups. Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 25.45	\$ 24.60	\$ 0.85	Y
Front of House/ Duty Manager	N	Per hour	\$ 25.45	\$ 24.60	\$ 0.85	Y
Usher	N	Per hour	\$ 22.70	\$ 21.95	\$ 0.75	Y
Technician	N	Per hour	\$ 22.70	\$ 21.95	\$ 0.75	Y
Other						
Hirer's box office fees - standard	N	Per ticket	\$ 2.50	\$ 2.50	\$ -	Y
Hirer's box office fees - subsidised	N	Per ticket	\$ 1.50	\$ 1.50	\$ -	Y
Venue hire for internal photography not associated with event	N	Per hour	\$ 100.00	\$ -	\$ 100.00	Y
Administration fee - Equipment hire - standard	N	Per hire	2.5% of equipment hire	\$ -	\$ -	Y
Administration fee - Equipment hire - community	N	Per hire	No charge	\$ -	\$ -	Y
Venue rehearsal fee	N	Per hour	50% of venue hire rate	50% of venue hire rate	\$ -	Y
Venue bump in fee	N	Per hour	50% of venue hire rate	50% of venue hire rate	\$ -	Y
Venue bump out fee	N	Per hour	50% of venue hire rate	50% of venue hire rate	\$ -	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Commission on consignment stock at The Emporium @ Town Hall Gallery	N	Per item	35% commission on sale price	35% commission on sale price	\$ -	Y
Commission on sales of artwork at the Community Project Wall	N	Per item	15% commission on sale price	15% commission on sale price	\$ -	Y
Refreshment sales - Kew Court House	N	Per item	Up to \$20.00	Up to \$20.00	\$ -	Y
Standard mail out fee	N	Per transaction	\$ 1.20	\$ 1.00	\$ 0.20	Y
Registered mail out fee	N	Per transaction	\$ 7.20	\$ 7.00	\$ 0.20	Y
Express post mail out fee	N	Per transaction	\$ 5.20	\$ 5.00	\$ 0.20	Y
External hirer refund fee	N	Per transaction	\$ 1.00	\$ 1.00	\$ -	Y
Additional cleaning to Hawthorn Arts Centre Hired Spaces	N	Per booking	Up to a maximum of \$500	Up to a maximum of \$500	\$ -	Y
Damage or loss of Hawthorn Arts Centre meeting room equipment	N	Per booking	Up to a maximum of \$2,000	Up to a maximum of \$2,000	\$ -	Y
Additional cleaning to Kew Court House Hired Spaces	N	Per booking	Up to a maximum of \$500	Up to a maximum of \$500	\$ -	Y
Damage or loss of Kew Court House meeting room equipment	N	Per booking	Up to a maximum of \$2,000	Up to a maximum of \$2,000	\$ -	Y
Ticketing						
Council curated event ticket - full	N	Per ticket	Up to a maximum of \$150	Up to a maximum of \$150	\$ -	Y
Council curated event ticket - concession	N	Per ticket	Up to a maximum of \$100	Up to a maximum of \$100	\$ -	Y
Ticketing administration - Hirer's Complimentary Tickets - First 5% of total seating capacity	N	Per ticket	No charge	\$ -	\$ -	Y
Ticketing administration - Hirer's Complimentary Tickets - Greater than 5% of total seating capacity	N	Per ticket	\$ 0.50	\$ -	\$ 0.50	Y
Town Hall Gallery Memberships						
Adult (Individual)	N	Per year	\$ 35.00	\$ 35.00	\$ -	Y
Concession	N	Per year	\$ 20.00	\$ 20.00	\$ -	Y
Family	N	Per year	\$ 60.00	\$ 60.00	\$ -	Y
Duo	N	Per year	\$ 60.00	\$ 60.00	\$ -	Y
Institution	N	Per year	\$ 60.00	\$ 60.00	\$ -	Y
Lifetime Membership	N	Per year	\$ 250.00	\$ 250.00	\$ -	Y
Community Development - Library Services						
Library Meeting rooms hire (from 1 July to 31 December 2016)						
Ashburton, Camberwell and Hawthorn individual meeting rooms - discount community rate	N	Per hour	\$ 3.30	\$ 3.30	\$ -	Y
Ashburton, Camberwell and Hawthorn individual meeting rooms - standard rate	N	Per hour	\$ 11.75	\$ 11.75	\$ -	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - discount community rate	N	Per hour	\$ 6.60	\$ 6.60	\$ -	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - standard rate	N	Per hour	\$ 23.50	\$ 23.50	\$ -	Y
Balwyn and Kew Libraries meeting rooms - discount community rate	N	Per hour	\$ 6.60	\$ 6.60	\$ -	Y
Balwyn and Kew Libraries meeting rooms - standard rate	N	Per hour	\$ 23.50	\$ 23.50	\$ -	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Library Meeting rooms hire (from 1 January to 30 June 2017)						
Ashburton, Camberwell and Hawthorn individual meeting rooms - discount community rate	N	Per hour	\$ 3.40	\$ 3.30	\$ 0.10	Y
Ashburton, Camberwell and Hawthorn individual meeting rooms - standard rate	N	Per hour	\$ 12.20	\$ 11.75	\$ 0.45	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - discount community rate	N	Per hour	\$ 6.80	\$ 6.60	\$ 0.20	Y
Ashburton, Camberwell and Hawthorn combined meeting rooms - standard rate	N	Per hour	\$ 24.30	\$ 23.50	\$ 0.80	Y
Balwyn and Kew Libraries meeting rooms - discount community rate	N	Per hour	\$ 6.80	\$ 6.60	\$ 0.20	Y
Balwyn and Kew Libraries meeting rooms - standard rate	N	Per hour	\$ 24.30	\$ 23.50	\$ 0.80	Y
Excess cleaning to Library meeting rooms	N	Per booking	Up to a maximum of \$500	Up to a maximum of \$500	\$ -	Y
Damage or loss of Library meeting room equipment	N	Per booking	Up to a maximum of \$2,000	Up to a maximum of \$2,000	\$ -	Y
Other						
Overdue library fines - adult items	N	Charge per day	\$ 0.40	\$ 0.40	\$ -	N
Overdue library fines - junior and teenage items	N	Charge per day	\$ 0.10	\$ 0.10	\$ -	N
Debt collection charge	N	Per borrower submission	\$ 15.50	\$ 15.50	\$ -	N
Printing fee - A3 black and white	N	Per copy	\$ 0.40	\$ 0.50	-\$ 0.10	Y
Printing fee - A4 black and white	N	Per copy	\$ 0.20	\$ 0.30	-\$ 0.10	Y
Printing fee - A3 colour	N	Per copy	\$ 2.50	\$ 2.50	\$ -	Y
Printing fee - A4 colour	N	Per copy	\$ 1.50	\$ 1.50	\$ -	Y
Inter library loan fee plus any charges from lending libraries	N	Per loan	\$ 5.70	\$ 5.50	\$ 0.20	Y
Inter library loan (ILL) fee for items from academic, State or special libraries	N	Per loan	\$ 16.50	\$ 16.50	\$ -	Y
Library materials replacement processing charge for all materials except magazines	N	Per item processed	\$ 11.40	\$ 11.00	\$ 0.40	N
Library materials replacement processing charge for magazines	N	Per item processed	\$ 3.10	\$ 3.00	\$ 0.10	N
Replacement of lost or damaged materials	N	Per item processed	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y
Local history publication	N	Per publication	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y
Boroondara Literary Awards anthology	N	Per publication	Retail cost as determined at point of purchase	\$ -	\$ -	Y
Local history photograph - print	N	Per image	Retail cost as determined at point of purchase	Retail cost as determined at point of purchase	\$ -	Y
Local history photograph - digital	N	Per image	\$ 5.70	\$ 5.50	\$ 0.20	Y
Permission to publish local history image	N	Per image	Price upon application	\$ -	\$ -	Y
Lost membership card	N	Per membership card replaced	\$ 5.00	\$ 5.00	\$ -	N
Lost key to library storage and charging stations	N	Per key	\$ 53.25	\$ 51.50	\$ 1.75	Y
Replacement of single disc	N	Per item	\$ 10.60	\$ 10.30	\$ 0.30	N
Replacement of covers/cases	N	Per item	\$ 5.30	\$ 5.15	\$ 0.15	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Corporate Services - Economic Development						
Banner hire fees						
Banner hire fees - administration fee	N	Per event	\$ 370.00	\$ 360.00	\$ 10.00	Y
Banner hire fees - installation and removal	N	Per banner	\$ 64.50	\$ 62.50	\$ 2.00	Y
Events						
Business Events	N	Per person	Less than \$50	Less than \$50	\$ -	Y
Product Sales						
Product sales	N	Per item sold	Total cost + 10% - 15%	\$ -	\$ -	Y
Corporate Services - Commercial and Property Services						
Maintenance or rectification of damage to Council assets occurring as a result of casual or fixed term hire, tenancy agreement or other type of use or occupancy	N	Full Cost Recovery	Cost recovery	Cost recovery	\$ -	Y
Sale of tender documents Minimum charge \$73 including GST for hard copy tender documents. For larger more detailed documents with more complex drawings a fee of \$100 may apply.	N	Per tender document	\$ 75.50	\$ 73.00	\$ 2.50	Y
Land information certificate	Y	Per certificate issued	\$ 24.80	\$ 24.80	\$ -	N
Right of way discontinuance and sales	N	Per right of way	Market value + GST	Market value + GST	\$ -	Y
Dishonoured cheque fee	N	Per dishonoured cheque	\$ 51.75	\$ 50.00	\$ 1.75	N
Credit card payment surcharge	N	Per transaction	Full cost recovery	Full cost recovery	\$ -	Y/N
Corporate Services - Information Technology						
Additional AO facilities map	N	Per map	\$ 53.00	\$ 51.00	\$ 2.00	N
Map sales - hourly labour rate	N	Hourly labour rate	\$ 67.30	\$ 65.00	\$ 2.30	N
Material costs - A1 thematic maps	N	Per map	\$ 34.00	\$ 33.00	\$ 1.00	N
A3 - Aerial map	N	Per map	\$ 34.00	\$ 33.00	\$ 1.00	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
City Planning - Building Services						
Building permit fees (within the City of Boroondara)						
<u>For dwelling (class 1a) and outbuildings (class 10a and 10b)</u>						
Timber and steel fences (not incorporating retaining walls), deck / verandah / pergola (up to \$5,000) and above ground swimming pools	N	Per permit	Minimum \$625 or POA	Minimum \$605 or POA	\$ 20.00	Y
Brick fences, deck / verandah / pergola (up to \$10,000), retaining walls, demolitions and reblocks or similar minor structures	N	Per permit	Minimum \$728 or POA	Minimum \$704 or POA	\$ 24.00	Y
Garages, carports, sheds, deck / verandah / pergola, minor alterations and in ground swimming pools (up to \$15,000)	N	Per permit	Minimum \$888 or POA	Minimum \$858 or POA	\$ 30.00	Y
Minor additions and alterations (\$15,000 - \$50,000)	N	Per permit	Minimum \$1,115 or POA	Minimum \$1,078 or POA	\$ 37.00	Y
Additions and alterations (\$50,000 - \$100,000)	N	Per permit	Minimum \$1,525 or POA	Minimum \$1,474 or POA	\$ 51.00	Y
Major additions and alterations (over \$100,000)	N	Per permit	Value / \$150 + GST minimum \$1,445 or POA	Value / \$120 + GST minimum \$1,397 or POA	\$ 30.00	Y
New single dwelling / multiple dwelling	N	Per permit	Value / \$150 + GST (\$2,653 min per dwelling or POA - multi unit developments POA)	Value / \$120 + GST (\$2,563 min per dwelling or POA - multi unit developments POA)	\$ 30.00	Y
Minor alterations to pool barrier	N	Per permit	\$ 420.00	\$ 407.00	\$ 13.00	Y
<u>Commercial building (class 2 to 9) or residential building including a rooming house, boarding house or the like (class 1b)</u>						
Minor alterations, signs, verandas up to estimated cost of \$15,000	N	Per permit	\$ 865.00	\$ 836.00	\$ 29.00	Y
Works with estimated cost between \$15,000 - \$100,000	N	Per permit	(Value of works / \$92 + \$1,145) + GST	(Value of works / \$92 + \$1,108) + GST	\$ 37.00	Y
Works with estimated cost between \$100,000 - \$500,000	N	Per permit	(Value of works / 250 + \$2,050) + GST	(Value of works / 250 + \$1,980) + GST	\$ 70.00	Y
Works with estimated cost over \$500,000	N	Per permit	(Value / 425 + \$3,620) + GST	(Value / 425 + \$3,498) + GST	\$ 122.00	Y
Building permit fees (outside the City of Boroondara)						
Building permit fees	N	Per permit	POA	POA	\$ -	Y
Variations to building permits and building permit applications	N	Per permit	POA	Minimum \$234.30 or POA	\$ -	Y
Other building permit fees						
Minor variations to building permit applications	N	Per permit	\$193.00 or POA	\$187.00 or POA	\$ 6.00	Y
Building inspection fees Permit expired, and no extension granted occupancy permit required	N	Per inspection	\$ 398.00	\$ 385.00	\$ 13.00	Y
Building inspection fees Permit expired, and no extension granted certificate of final inspection required	N	Per inspection	\$ 228.00	\$ 220.00	\$ 8.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Extension in time request	N	Per request	\$ 297.00	\$ 287.00	\$ 10.00	Y
Additional mandatory inspection fee	N	Per inspection	\$ 140.00	\$ 134.20	\$ 5.80	Y
Additional fee: Building works incur a State Government Building Levy - calculation - (cost of works x 0.00128 where estimated cost of works exceeds \$10,000) fee collected and forwarded to the Building Commission.						
Additional fee: Lodgement fee where estimated cost of works exceeds \$5,000	Y	Per lodgement per building permit stage	\$ 37.40	\$ 36.40	\$ 1.00	N
Note: Competitive quotes for works over \$500,000 and for major users of the service by approval of the Manager Building Services.						
Note: All building Permit fees shown above are the minimum fees. Upon assessment of proposed plans, detailed quotations may be provided depending on the size and complexity of the project.						
Report and consent						
Report and consent for siting variations	Y	Per regulation to be varied	\$ 250.60	\$ 244.00	\$ 6.60	N
Report and consent for non siting variations	Y	Per regulation to be varied	\$ 250.60	\$ 244.00	\$ 6.60	N
Report and consent advertising fee	N	Per application	\$145 for first two properties to be advertised to + \$71.90 per additional property	\$140 for first two properties to be advertised to + \$69.50 per additional property	\$ 5.00	N
Variations to report and consent applications	N	Per application	\$ 134.50	\$ 130.00	\$ 4.50	N
Hoarding consents and reports	Y	Per request	\$ 250.60	\$ 238.75	\$ 11.85	N
Hoarding inspections	N	Per inspection	\$ 145.00	\$ 140.00	\$ 5.00	N
Consent under Section 29A for demolition	Y	Per application	\$ 62.60	\$ 60.90	\$ 1.70	N
Request for Council comments	N	Per regulation to be varied	2 x report and consent for siting variations fee	2 x report and consent for siting variations fee	\$ -	Y
POPE applications						
Places of public entertainment applications for minor event (less than 10,000 people)	N	Per application	\$ 750.00	\$ 725.00	\$ 25.00	N
Places of public entertainment applications for major event (over 100,000 people)	N	Per application	POA	POA	\$ -	N
Consultant fee reports Professional reports, fire protection etc	N	Per request	POA	POA	\$ -	Y
Property information requests						
Statutory property information request	Y	Per request	\$ 49.90	\$ 48.60	\$ 1.30	N
Priority surcharge fee - property information request (24 hour turnaround time)	N	Per request	Same as statutory property information request fee	Same as statutory property information request fee	\$ -	N
Details of any occupancy permit	Y	Per request per permit	\$ 49.90	\$ 48.60	\$ 1.30	N
Details of mandatory inspection approval dates	Y	Per request per permit	\$ 49.90	\$ 48.60	\$ 1.30	N
Copy of building permit register	N	Per request	\$ 53.00	\$ 51.10	\$ 1.90	N
General building enquiries requiring written response	N	Per request	Minimum \$117.30 for first hour, otherwise \$117.30 per hour	Minimum \$113.30 for first hour, otherwise \$113.30 per hour	\$ 4.00	Y
Request for plans for dwellings (class 1a) and outbuildings (class 10a and 10b)						
Building plan request research fee Max up to five X A3 pages or 1 hour research and administration fee - POA thereafter	N	Per request	\$ 134.50	\$ 130.00	\$ 4.50	N
Copies small	N	Per request	\$ 7.25	\$ 7.00	\$ 0.25	N
Copies large	N	Per request	POA	POA	\$ -	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Request for plans for commercial dwellings (class 2 to 9) or residential buildings including a rooming house, boarding house or the like (class 1b)						
Building plan request research fee (commercial class 2 to 9) Max up to four (4) X A2 pages or 1 hour research and administration fee - POA thereafter	N	Per request	\$ 207.00	\$ 200.00	\$ 7.00	N
Copies small	N	Per request	\$ 7.25	\$ 7.00	\$ 0.24	N
Copies large	N	Per request	POA	POA	\$ -	N
Other services						
Swimming pool inspection fee - residential	N	Charge per house	\$ 319.00	\$ 308.00	\$ 11.00	Y
Liquor licence measure and report	N	Per request	Minimum \$545 or POA	Minimum \$528 or POA	\$ 17.00	Y
Building surveying consultancy	N	Per hour (or part thereof)	\$ 175.00	\$ 192.50	\$ 17.50	Y
City Planning - Statutory Planning						
Preparation of section 173 agreements	N	Per agreement	\$ 766.00	\$ 740.00	\$ 26.00	Y
General planning enquiries requiring written response	N	Per enquiry	\$ 84.00	\$ 81.00	\$ 3.00	Y
Request for confirmation of existing use rights	N	Per property	\$ 103.00	\$ 100.00	\$ 3.00	N
Section 178A request to vary or end a Section 173 Agreement	N	Per agreement	\$ 108.00	\$ 105.00	\$ 3.00	N
Developer open space levy (charge dependent on land value)	Y	Sliding scale applies	Statutory fee	Statutory fee	\$ -	N
Notification / advertising fee one sign and up to five notices	N	Per application	\$ 69.00	\$ 67.00	\$ 2.00	N
Notification / advertising fee one sign and up to ten notices	N	Per application	\$ 126.00	\$ 122.00	\$ 4.00	N
Notification / advertising fee one sign and up to fifteen notices	N	Per application	\$ 183.00	\$ 177.00	\$ 6.00	N
Each notice over fifteen notices	N	Per application	\$ 5.85	\$ 5.65	\$ 0.20	N
For any additional sign	N	Per application	\$ 11.65	\$ 11.25	\$ 0.40	N
For lamination of any sign	N	Per application	\$ 10.60	\$ 10.25	\$ 0.35	N
Planning voluntary and extension of time amendments (proposed)	N	Per amendment	\$ 512.00	\$ 495.00	\$ 17.00	N
Planning voluntary amendments (retrospective)	N	Per amendment	\$ 574.00	\$ 555.00	\$ 19.00	N
Change of use planning fee	Y	Per application	\$ 502.00	\$ 502.00	\$ -	N
Commercial planning fee (<\$10,000)	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Commercial planning fee (\$10,001 - \$250,000)	Y	Per application	\$ 604.00	\$ 604.00	\$ -	N
Commercial planning fee (\$250,001 - \$500,000)	Y	Per application	\$ 707.00	\$ 707.00	\$ -	N
Commercial planning fee (\$500,001 - \$1,000,000)	Y	Per application	\$ 815.00	\$ 815.00	\$ -	N
Commercial planning fee (>\$1,000,001 - \$7,000,000)	Y	Per application	\$ 1,153.00	\$ 1,153.00	\$ -	N
Commercial planning fee (\$7,000,001 - \$10,000,000)	Y	Per application	\$ 4,837.00	\$ 4,837.00	\$ -	N
Commercial planning fee (\$10,000,001 - \$50,000,000)	Y	Per application	\$ 8,064.00	\$ 8,064.00	\$ -	N
Commercial planning fee (> \$50,000,001)	Y	Per application	\$ 16,130.00	\$ 16,130.00	\$ -	N
Subdivide an existing building	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
Subdivide land into two lots	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
Effect a realignment of a common boundary between lots or to consolidate two or more lots	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
To subdivide land	Y	Per application	\$ 781.00	\$ 781.00	\$ -	N
Remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than two years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act	Y	Per application	\$ 249.00	\$ 249.00	\$ -	N
Create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or Create or remove a right-of-way.	Y	Per application	\$ 541.00	\$ 541.00	\$ -	N
Create, vary or remove an easement other than a right-of-way; or Vary or remove a condition in the nature of an easement other than a right-of-way in a Crown grant.	Y	Per application	\$ 404.00	\$ 404.00	\$ -	N
Photocopy fee - A1	N	Per copy	\$ 11.50	\$ 11.25	\$ 0.25	N
Photocopy fee - A2	N	Per copy	\$ 7.15	\$ 6.95	\$ 0.20	N
Photocopy fee - A3	N	Per copy	\$ 2.90	\$ 2.80	\$ 0.10	N
Photocopy fee - A4	N	Per copy	\$ 1.65	\$ 1.60	\$ 0.05	N
Planning search fee (considered as information request)	N	Per request	\$ 118.00	\$ 114.00	\$ 4.00	N
Property information	Y	Per application	\$ 147.00	\$ 147.00	\$ -	N
Certification of plan	Y	Per request	\$100 + \$20 per lot	\$100 + \$20 per lot	\$ -	N
Re-certification of plan	Y	Per request	\$ 100.00	\$ 100.00	\$ -	N
Residential planning fee \$10,000 - \$100,000	Y	Per request	\$ 239.00	\$ 239.00	\$ -	N
Residential planning fee >\$100,000	Y	Per request	\$ 490.00	\$ 490.00	\$ -	N
Fee to amend application after notice has been given	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Amend the statement of what a permit allows or change a condition on a permit	Y	Per request	\$ 502.00	\$ 502.00	\$ -	N
Commercial amendment planning fee (<\$10,000)	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Commercial amendment planning fee (\$10,001 - \$250,000)	Y	Per application	\$ 604.00	\$ 604.00	\$ -	N
Commercial amendment planning fee (\$250,001 - \$500,000)	Y	Per application	\$ 707.00	\$ 707.00	\$ -	N
Commercial amendment planning fee (>\$500,001)	Y	Per application	\$ 815.00	\$ 815.00	\$ -	N
Residential amendment planning fee (<\$10,000) (when the cost of the original development and the additional development to be permitted by the amendments exceeds \$10,000)	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Residential amendment planning fee (\$10,000 - \$100,000)	Y	Per application	\$ 239.00	\$ 239.00	\$ -	N
Residential amendment planning fee (>\$100,000)	Y	Per application	\$ 490.00	\$ 490.00	\$ -	N
Subdivide an existing building amendment planning fee	Y	Per application	\$ 386.00	\$ 386.00	\$ -	N
Amend change of use planning fee	Y	Per application	\$ 502.00	\$ 502.00	\$ -	N
Matters to the satisfaction of a responsible authority, Minister, public authority, municipal council or a referral authority	Y	Per application	\$ 102.00	\$ 102.00	\$ -	N
Fee for applications made under the Tree Protection Local Law	N	Per tree sought to be removed or pruned	\$77 (per tree sought to be removed), \$38.50 (per tree sought to be pruned)	\$75 (per tree sought to be removed), \$37.50 (per tree sought to be pruned)	\$ 2.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
City Planning - Local Laws						
Animal registration						
Registration of animal business	N	Per registration	\$ 310.00	\$ 300.00	\$ 10.00	N
Pet registration register	N	Per inspection	\$ 34.00	\$ 33.00	\$ 1.00	N
Animal registration (cat)						
Cat aged over ten years - for non pensioner *	N	Per animal	\$ 49.00	\$ 47.00	\$ 2.00	N
Cat aged over ten years - for pensioner *	N	Per animal	\$ 24.50	\$ 23.50	\$ 1.00	N
Cat registered with an applicable organisation - for non pensioner *	N	Per animal	\$ 49.00	\$ 47.00	\$ 2.00	N
Cat registered with an applicable organisation - for pensioner *	N	Per animal	\$ 24.50	\$ 23.50	\$ 1.00	N
Cat (microchipped and registered prior to 11/04/2013) - for non pensioner *	N	Per animal	\$ 49.00	\$ 47.00	\$ 2.00	N
Cat (microchipped and registered prior to 11/04/2013) - for pensioner *	N	Per animal	\$ 24.50	\$ 23.50	\$ 1.00	N
Sterilised cat - proof required - for non pensioner	N	Per animal	\$ 36.00	\$ 35.00	\$ 1.00	N
Sterilised cat - proof required - for pensioner	N	Per animal	\$ 18.00	\$ 17.50	\$ 0.50	N
Cat - maximum fee - for non pensioner	N	Per animal	\$ 147.00	\$ 141.00	\$ 6.00	N
Cat - maximum fee - for pensioner	N	Per animal	\$ 73.50	\$ 70.00	\$ 3.50	N
Cat registration tag replacement	N	Per animal	\$ 8.00	\$ -	\$ 8.00	N
Cat release fee charged for cats held up to statutory holding period	N	Per animal	\$ 215.00	\$ 215.00	\$ -	N
<i>*These fees apply individually without attracting any further discount for a combination of these categories</i>						
Animal registration (dog)						
Dangerous dog / menacing dog	N	Per animal	\$ 315.00	\$ 305.00	\$ 10.00	N
Dangerous dog - non residential premises	Y	Per animal	\$ 186.00	\$ 180.00	\$ 6.00	N
Dangerous dog - protection trained	Y	Per animal	\$ 186.00	\$ 180.00	\$ 6.00	N
Restricted breed	N	Per animal	\$ 315.00	\$ 305.00	\$ 10.00	N
Dog aged over ten years - for non pensioner *	N	Per animal	\$ 62.00	\$ 60.00	\$ 2.00	N
Dog aged over ten years - for pensioner *	N	Per animal	\$ 31.00	\$ 30.00	\$ 1.00	N
Dog (microchipped and registered prior to 11/04/2013) - for non pensioner *	N	Per animal	\$ 62.00	\$ 60.00	\$ 2.00	N
Dog (microchipped and registered prior to 11/04/2013) - for pensioner *	N	Per animal	\$ 31.00	\$ 30.00	\$ 1.00	N
Dog obedience training - for non pensioner *	N	Per animal	\$ 62.00	\$ 60.00	\$ 2.00	N
Dog obedience training - for pensioner *	N	Per animal	\$ 31.00	\$ 30.00	\$ 1.00	N
Dog registered with an applicable organisation - for non pensioner *	N	Per animal	\$ 62.00	\$ 60.00	\$ 2.00	N
Dog - registered with an applicable organisation - for pensioner *	N	Per animal	\$ 31.00	\$ 30.00	\$ 1.00	N
Sterilised dog - proof required - for non pensioner	N	Per animal	\$ 56.00	\$ 54.00	\$ 2.00	N
Sterilised dog - proof required - for pensioner	N	Per animal	\$ 28.00	\$ 27.00	\$ 1.00	N
Dog - maximum fee - for non pensioner	N	Per animal	\$ 186.00	\$ 180.00	\$ 6.00	N
Dog - maximum fee - for pensioner	N	Per animal	\$ 93.00	\$ 90.00	\$ 3.00	N
Dog registration tag replacement	N	Per animal	\$ 8.00	\$ -	\$ 8.00	N
Dog release fee charged for dog held up to statutory holding period	N	Per animal	\$ 215.00	\$ 215.00	\$ -	N
<i>*These fees apply individually without attracting any further discount for a combination of these categories</i>						

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Footpath occupation						
Portable signs, display of goods, cafes, barbeques and food sampling - Burke Road, Camberwell	N	Per square metre	\$ 290.00	\$ 280.00	\$ 10.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - Glenferrie Road, Hawthorn	N	Per square metre	\$ 222.00	\$ 215.00	\$ 7.00	N
Portable signs, display of goods, cafes, barbeques and food sampling - all other areas	N	Per square metre	\$ 132.00	\$ 128.00	\$ 4.00	N
Promotional permits	N	Per application	\$ 77.50	\$ 75.00	\$ 2.50	N
Directory / Finger board descriptions	N	Per description	\$ 385.00	\$ 375.00	\$ 10.00	N
First time application	N	One-off fee per application	\$ 77.50	\$ 75.00	\$ 2.50	N
Transfer of Permit Holder's Name and Associated Details	N	Per Transfer	\$ 77.50	\$ -	\$ 77.50	N
Amendment to Items/Configuration Approved in a Permit	N	Per Permit	\$ 77.50	\$ -	\$ 77.50	N
Real estate agents (portable signs)	N	Per year per company	\$ 600.00	\$ 580.00	\$ 20.00	N
Parking						
Butler Street car park permit	N	Per quarter	\$ 515.00	\$ 500.00	\$ 15.00	Y
Junction West and Fenton Way stage two car parks permit	N	Per quarter	\$ 515.00	\$ 500.00	\$ 15.00	Y
Hawthorn Town Hall West off street car park permit	N	Per quarter	\$ 515.00	\$ 500.00	\$ 15.00	Y
Kent Street off street car park permit	N	Per quarter	\$ 515.00	\$ 500.00	\$ 15.00	Y
Hilda Crescent off street car park permit	N	Per quarter	\$ 320.00	\$ 310.00	\$ 10.00	Y
Auburn Road off street car park permit	N	Per quarter	\$ 320.00	\$ 310.00	\$ 10.00	Y
Rose Street off street car park permit	N	Per quarter	\$ 320.00	\$ 310.00	\$ 10.00	Y
Fenton Way car park permit fees applied as per planning application requirements	N	Per quarter	\$ 505.00	\$ 490.00	\$ 15.00	Y
Quarterly Parking Permits - Pro rata application of quarterly fee at respective locations.	N	Per number of weeks required in a quarter	Percentage of full quarterly fee applied to the number of weeks (including part thereof) required for a quarter	\$ -	\$ -	Y
Parking fines Parking infringements in contravention of a regulation under the Road Safety Act 1986. Council may by resolution fix a penalty or fine for such infringements in accordance with section 87(4) of the Act, which states that the penalty to be fixed cannot be more than 0.5 penalty units or more than the penalty prescribed under the regulations. The penalty has been fixed at the maximum amount allowed.	Y	Per fine	\$ 78.00	\$ 76.00	\$ 2.00	N
Four hour paid parking *	N	Per four hours	\$ 4.70	\$ 4.60	\$ 0.10	Y
Four hour paid parking *	N	Per hour	\$ 2.70	\$ 2.60	\$ 0.10	Y
Three hour paid parking *	N	Per three hours	\$ 3.80	\$ 3.70	\$ 0.10	Y
Three hour paid parking *	N	Per hour	\$ 2.70	\$ 2.60	\$ 0.10	Y
Two hour paid parking *	N	Per two hours	\$ 3.40	\$ 3.30	\$ 0.10	Y
Two hour paid parking *	N	Per hour	\$ 2.70	\$ 2.60	\$ 0.10	Y
Paid parking (other areas) *	N	Per day	\$ 6.00	\$ 5.80	\$ 0.20	Y
Paid parking - Junction West Off Street Car Parking *	N	Per day	\$ 6.00	\$ 5.80	\$ 0.20	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Paid parking *	N	Per hour	\$ 2.70	\$ 2.60	\$ 0.10	Y
Paid parking (Glenferrie car parks - Park Street, Wakefield Street and Linda Crescent) *	N	Per hour after first hour	\$ 2.70	\$ 2.60	\$ 0.10	Y
Paid parking - Rose Street Off Street Car Parking (OSCP) *	N	Per Day	\$ 4.50	\$ 4.00	\$ 0.50	Y
Trader parking permits - non designated car park bay	N	Per year	\$ 75.00	\$ 29.00	\$ 46.00	N
Abandoned vehicles	N	Per release	\$ 400.00	\$ 390.00	\$ 10.00	N
Abandoned vehicles	N	Per day after 60 days storage	\$ 16.70	\$ 117.00	-\$ 100.30	N
<i>* Previously called parking meters</i>						
Permits						
Residential parking permit replacement fee	N	Per permit	\$ 15.00	\$ 14.50	\$ 0.50	N
Permits - to place large item on Council controlled land (placement for 1-5 days)	N	Per application	\$ 134.50	\$ 130.00	\$ 4.50	N
Permits - to place large item on Council controlled land (additional fee placement for 6 plus days)	N	Per permit per day for 6 plus days	\$ 96.00	\$ 93.00	\$ 3.00	N
Use of Crane / Travel Tower on Council controlled land	N	Per permit per day	\$ 134.50	\$ 130.00	\$ 4.50	N
Out of hours work	N	Per permit per day	\$ 69.00	\$ 67.00	\$ 2.00	N
Tradesperson parking permit - minor residential refurbishment works (residential parking permit policy)	N	Per permit	\$ 69.00	\$ 67.00	\$ 2.00	N
Tradesperson parking permit - residential other	N	Per vehicle per week	\$ 23.00	\$ 22.50	\$ 0.50	N
Tradesperson parking permit replacement fee	N	Per permit	\$ 12.00	\$ 10.25	\$ 1.75	N
Tradesperson permits (in commercial shopping centres)	N	Per vehicle per bay per day	\$ 44.50	\$ 43.00	\$ 1.50	N
Lost, stolen or damaged trader permit - replacement	N	Per permit	\$ 26.00	\$ 25.00	\$ 1.00	N
Permits - skip bins	N	Cost per one - three days	\$ 61.00	\$ 59.00	\$ 2.00	N
Permits - skip bins	N	Cost per four - seven days	\$ 91.00	\$ 88.00	\$ 3.00	N
Permits - skip bins	N	Cost more than seven days	\$91 + \$6 per day	\$88 + \$6 per day	\$ 3.00	N
Permits for charity recycling bins	N	No charge	No charge	No charge	\$ -	N
Filming permit - occupation of Council controlled land for filming purposes	N	Per application	\$ 1,380.00	\$ 1,340.00	\$ 40.00	N
Filming permit - car parking spaces - residential	N	Per space	\$ 30.00	\$ 29.00	\$ 1.00	N
Filming permit - car parking spaces - commercial	N	Per space	\$ 84.00	\$ 81.00	\$ 3.00	N
Busking permit fee	N	Per week	\$ 15.50	\$ 15.00	\$ 0.50	N
Excess animals permit (more than two dogs or two cats)	N	Per application	\$ 106.00	\$ 103.00	\$ 3.00	N
Standard local laws permit	N	Per permit	\$ 76.00	\$ 74.00	\$ 2.00	N
Amendment to a Local Laws permit - 50% of permit/application fee type.	N	Per permit amendment application	50% of permit/ application on fee type	50% of permit/ application on fee type	\$ -	N
Other permits - replacement fee	N	Per permit	\$ 12.00	\$ 11.50	\$ 0.50	N
Amenity Local Laws Permit issued to a registered charity/organisation registered with the Australian Charities and Not-for-profits Commission	N	Per permit	No charge	No charge	\$ -	N
Amenity Local Laws Permit issued in relation to a not-for-profit community event.	N	Per permit	No charge	No charge	\$ -	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Amenity Local Laws Permit issued for the placement of items on Council controlled land and/or handing out /distributing printed publicity material as part of Federal, State or Local Government election campaigning.	N	Per permit	No charge	No charge	\$ -	N
Amenity Local Laws Permit issued to Council contractors.	N	Per permit	No charge	\$ -	\$ -	Y
Impounded goods	N	Per release	\$ 295.00	\$ 285.00	\$ 10.00	N
Miscellaneous						
Cat cages	N	Cage deposit	\$ 135.00	\$ 130.00	\$ 5.00	N
Cat cages	N	For two weeks	\$ 49.00	\$ 48.00	\$ 1.00	N
Cat cages	N	Per day there after	\$ 24.50	\$ 24.00	\$ 0.50	N
Carnivals on Council land	N	Per carnival	\$ 820.00	\$ 800.00	\$ 20.00	N
Door to door collecting - specified dates (free - issued only to registered charities and community based organisations)	N	No charge	No charge	No charge	\$ -	N
Fire hazards, overhanging shrubs, noxious weeds - clearance administration fee	N	Per clearance	\$ 181.00	\$ 175.00	\$ 6.00	N
Roadside vending (annual or pro-rata for specific dates with minimum fee \$225)	N	Annual fee	\$ 13,200.00	\$ 12,800.00	\$ 400.00	N
Shopping trolleys	N	Each release fee	\$ 135.00	\$ 130.00	\$ 5.00	N
Street collecting (free - issued only to registered charities)	N	No charge	No charge	No charge	\$ -	N
Street trading stalls (free - issued only to registered charities and community based organisations)	N	No charge	No charge	No charge	\$ -	N
Environment and Infrastructure - Infrastructure Services						
Bins that are reported stolen, broken or missing are replaced at no charge.						
Green waste - bin (service fee)	N	Per bin	\$ 117.00	\$ 113.00	\$ 4.00	N
Green waste - disposal tipping	N	Car boot/ station wagon seat up or down	\$ 19.00	\$ 18.50	\$ 0.50	Y
Green waste - disposal tipping - trailer	N	Greater than six x four	\$ 55.00	\$ 53.00	\$ 2.00	Y
Green waste - disposal tipping - trailer	N	Tandem with high sides	\$ 130.00	\$ 126.00	\$ 4.00	Y
Green waste - disposal tipping - trailer	N	Tandem	\$ 72.00	\$ 70.00	\$ 2.00	Y
Green waste - disposal tipping - trailer	N	Single axle greater than six x four high sides	\$ 94.00	\$ 91.00	\$ 3.00	Y
Green waste - disposal tipping	N	Utility/small van/small trailer with high sides	\$ 61.00	\$ 59.00	\$ 2.00	Y
Green waste - disposal tipping	N	Utility/small van/small trailer	\$ 37.00	\$ 36.00	\$ 1.00	Y
Minimum charge fee	N	Per load	\$ 8.50	\$ 8.00	\$ 0.50	Y
Transfer station / tipping fees - electronic waste - DVD and VCR players	N	Per item	\$ 9.50	\$ 9.00	\$ 0.50	Y
Transfer station / tipping fees - electronic waste - sound systems	N	Per item	\$ 9.50	\$ 9.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Car boot/ station wagon seat up or down	\$ 26.50	\$ 25.50	\$ 1.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre with rim attached	\$ 20.00	\$ 19.50	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse - car tyre	N	Per tyre no rim	\$ 17.50	\$ 17.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per fridge	\$ 18.50	\$ 18.00	\$ 0.50	Y
Transfer station / tipping fees - domestic refuse	N	Per mattress	\$ 32.00	\$ 31.00	\$ 1.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four high sides	\$ 159.50	\$ 154.00	\$ 5.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Single axle greater than six x four	\$ 91.50	\$ 88.50	\$ 3.00	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem with high sides	\$ 191.50	\$ 185.00	\$ 6.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Tandem	\$ 129.50	\$ 125.00	\$ 4.50	Y
Transfer station / tipping fees - domestic refuse - trailer	N	Utility/small van/small trailer with high sides	\$ 129.50	\$ 125.00	\$ 4.50	Y
Transfer station / tipping fees - domestic refuse (spoil, bricks, concrete & dirt)	N	Utility/small van/small trailer with high sides	\$ 129.50	\$ 125.00	\$ 4.50	Y
Transfer station / tipping fees - domestic refuse	N	Utility/small van/small trailer	\$ 59.00	\$ 57.00	\$ 2.00	Y
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m ²) (0-10m ²)	\$ 49.00	\$ 48.00	\$ 1.00	N
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m ²) (10-50m ²)	\$ 37.00	\$ 36.00	\$ 1.00	N
Reinstatement charges - nature strip (light top soil and seed)	N	Per (m ²) (>50m ²)	\$ 31.00	\$ 30.00	\$ 1.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m ²) (0-10m ²)	\$ 101.00	\$ 98.00	\$ 3.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m ²) (10-50m ²)	\$ 63.00	\$ 61.00	\$ 2.00	N
Reinstatement charges - nature strip (excavate / backfill and seeded)	N	Per (m ²) (>50m ²)	\$ 49.00	\$ 48.00	\$ 1.00	N
Road reinstatement charges - channel / kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	N	Per lineal metre	\$ 228.00	\$ 220.00	\$ 8.00	N
Road reinstatement charges - channel / kerb (concrete)	N	Per lineal metre	\$ 181.00	\$ 175.00	\$ 6.00	N
Road reinstatement charges - residential crossovers / footpaths 125mm thick concrete	N	Per (m ²)	\$ 175.00	\$ 170.00	\$ 5.00	N
Road reinstatement charges - commercial crossovers / footpaths 200mm thick concrete	N	Per (m ²)	\$ 228.00	\$ 220.00	\$ 8.00	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with existing sawn bluestone)	N	Per lineal metre	\$ 248.50	\$ 240.00	\$ 8.50	N
Road reinstatement charges - dressed bluestone kerb and channel (replacement with new sawn bluestone)	N	Per lineal metre	\$ 535.00	\$ 520.00	\$ 15.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (0 - 2m ²)	\$ 195.00	\$ 190.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (2.01 - 5m ²)	\$ 195.00	\$ 190.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (5.01 - 20m ²)	\$ 195.00	\$ 190.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (20.01 - 50m ²)	\$ 180.00	\$ 175.00	\$ 5.00	N
Road reinstatement charges - footpaths pavers / pitchers	N	Per (m ²) (>50m ²)	\$ 180.00	\$ 175.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (0 - 2m ²)	\$ 165.00	\$ 160.00	\$ 5.00	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (2.01 - 5m ²)	\$ 165.00	\$ 160.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (5.01 - 20m ²)	\$ 135.00	\$ 130.00	\$ 5.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (20.01 - 50m ²)	\$ 113.00	\$ 109.00	\$ 4.00	N
Road reinstatement charges - footpaths 75mm concrete	N	Per (m ²) (>50m ²)	\$ 110.00	\$ 106.00	\$ 4.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (0 - 2m ²)	\$ 175.00	\$ 170.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (2.01 - 5m ²)	\$ 167.00	\$ 162.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (5.01 - 20m ²)	\$ 135.00	\$ 130.00	\$ 5.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (20.01 - 50m ²)	\$ 129.00	\$ 125.00	\$ 4.00	N
Road reinstatement charges - footpaths (asphalt)	N	Per (m ²) (>50m ²)	\$ 124.00	\$ 120.00	\$ 4.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m ²) (0 - 2m ²)	\$ 195.00	\$ 190.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m ²) (2.01 - 5m ²)	\$ 170.00	\$ 165.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - 75mm to 125mm thick	N	Per (m ²) (>5m ²)	\$ 167.00	\$ 162.00	\$ 5.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m ²) (0 - 2m ²)	\$ 277.00	\$ 268.00	\$ 9.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m ²) (2.01 - 5m ²)	\$ 233.00	\$ 225.00	\$ 8.00	N
Road reinstatement charges - roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) - over 125mm thick	N	Per (m ²) (>5m ²)	\$ 195.00	\$ 190.00	\$ 5.00	N
Re-locate street furniture - bike hoop	N	Per item	\$ 650.00	\$ 630.00	\$ 20.00	Y
Re-locate street furniture - seat	N	Per item	\$ 1,110.00	\$ 1,075.00	\$ 35.00	Y
Re-locate street furniture - bollard	N	Per item	\$ 700.00	\$ 675.00	\$ 25.00	Y
Re-locate street furniture - bin surround	N	Per item	\$ 1,020.00	\$ 990.00	\$ 30.00	Y
Request to install new sign blades for private sporting clubs, schools and or Churches on either Council owned assets or power pole eg. "Balwyn Scout Group". Cost recovery only.	N	Per item	\$ 127.00	\$ 123.00	\$ 4.00	
Minimum charge for each residential property (except for vacant land and those Residential Properties required to service own refuse disposal as a condition of a Town Planning permit where a Waste Environment Levy will apply as a contribution to waste and rubbish collection from public places)	N	Per property	\$ 190.00	\$ 190.00	\$ -	N
Waste environment levy as per exception stated above	N	Per property	\$ 87.00	\$ 87.00	\$ -	N
Waste collection from Camberwell traders (Food premises)	N	Per quarter	\$ 1,175.00	\$ -	\$ 1,175.00	Y
Waste collection from Camberwell traders (Retail premises)	N	Per quarter	\$ 755.00	\$ -	\$ 755.00	Y
Waste collection from Camberwell traders (Office)	N	Per quarter	\$ 460.00	\$ -	\$ 460.00	Y
Waste collection - property garbage charge: 80 litre bin	N	Per bin	\$ 190.00	\$ 190.00	\$ -	N
Waste collection - property garbage charge: 120 litre bin	N	Per bin	\$ 343.00	\$ 343.00	\$ -	N

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Waste collection - property garbage charge: 240 litre bin Only for residential properties with 4 people; and Commercial properties	N	Per bin	\$ 836.00	\$ 836.00	\$ -	N
Waste collection - property garbage charge: 240 litre bin (concessional fee for residential properties with 5 or more people in the household OR a specific medical condition) ¹	N	Per bin	\$ 686.00	\$ 686.00	\$ -	N
¹ Tenants leasing Council owned facilities under the conditions of Council's Community Facility Leasing Policy will have waste charges levied as listed in the Fees and Charges schedule - Waste charges for Council tenanted properties. Note additional recycling and green waste bins are available on request to these properties.						
Environment and Infrastructure - Parks and Gardens						
Freeway golf course - (unlimited golf weekday after 1.00 pm.)	N	Daylight savings rate/per round	\$ 18.50	\$ 18.00	\$ 0.50	Y
Mad Monday special (unlimited golf all day)	N	Rate per round	\$ 18.50	\$ 18.00	\$ 0.50	Y
Late birdie special (unlimited golf after 4.00pm in daylight savings time) (unlimited golf after 2.30pm eastern standard time)	N	Rate per round	\$ 12.00	\$ 11.00	\$ 1.00	Y
Freeway golf course - second nine holes (after having played first nine holes)	N	Second nine holes	\$ 10.50	\$ 10.00	\$ 0.50	Y
Freeway golf course Concessions (pensioners, youth and students under 23) 18 holes	N	18 holes	\$ 20.00	\$ 19.50	\$ 0.50	Y
Freeway golf course Concessions (pensioners, youth and students under 23) - nine holes	N	Nine holes	\$ 17.00	\$ 16.50	\$ 0.50	Y
Freeway golf course Weekend / public holidays - 18 holes - youth and students under 23	N	18 holes	\$ 20.00	\$ 19.50	\$ 0.50	Y
Freeway golf course Weekend / public holidays - nine holes - youth and students under 23	N	Nine holes	\$ 17.00	\$ 16.50	\$ 0.50	Y
Freeway golf course Pre-payment concessions weekend / public holidays - 18 holes	N	18 holes	\$ 30.00	\$ 29.00	\$ 1.00	Y
Freeway golf course Seniors concessions weekdays - 18 holes	N	18 holes	\$ 27.00	\$ 27.00	\$ -	Y
Freeway golf course Seniors concessions weekdays - nine holes	N	Nine holes	\$ 18.50	\$ 18.00	\$ 0.50	Y
Freeway golf course Weekdays - 18 holes	N	18 holes	\$ 29.50	\$ 28.50	\$ 1.00	Y
Freeway golf course Weekdays - nine holes	N	Nine holes	\$ 19.50	\$ 19.00	\$ 0.50	Y
Freeway golf course Weekend / public holidays - 18 holes	N	18 holes	\$ 31.00	\$ 30.00	\$ 1.00	Y
Freeway golf course Weekend / public holidays - nine holes	N	Nine holes	\$ 21.00	\$ 20.50	\$ 0.50	Y
Parks - booking charges for weddings, Christmas parties, filming and functions - Formal Gardens	N	Per hour	\$ 133.00	\$ 129.00	\$ 4.00	Y
Parks - booking charges for weddings, Christmas parties, filming and functions - Parks and Reserves	N	Per four hour block	\$ 133.00	\$ 129.00	\$ 4.00	Y
Parks - Access to private property via Council managed land	N	Per day	\$ 59.00	\$ 57.00	\$ 2.00	Y
Parks - permit to erect a marquee in a park (large 100 square metres + or multiple structures)	N	Per request	\$ 645.00	\$ 625.00	\$ 20.00	N
Parks - permit to erect a marquee in a park (medium 51 - 100 square metres)	N	Per request	\$ 445.00	\$ 430.00	\$ 15.00	N
Parks - permit to erect a marquee in a park (small 50 square metres)	N	Per request	\$ 260.00	\$ 250.00	\$ 10.00	N
Permit to conduct a private fireworks display in a park	N	Per request	\$ 655.00	\$ 635.00	\$ 20.00	N
Memorial seats	N	Per Seat	Cost recovery	Cost recovery	\$ -	Y
Memorial plaques	N	Per Plaque	Cost recovery	Cost recovery	\$ -	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Tree removal - small tree Less than 5 metres	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree removal - medium tree Greater than 5 metres less than 10 metres	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree removal - large tree Greater than 10 metres	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree replacement	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Tree relocation	N	Per Tree	Cost recovery	Cost recovery	\$ -	Y
Administration fee - for processing of refunds and Bonds involved in booking cancellations	N	Per Booking	\$ 50.00	\$ 50.00	\$ -	Y
Priority processing fee - provision for a dedicated resource to process a booking, event or access application that has been submitted with less than one week's lead time	N	Per Booking	\$ 75.00	\$ 75.00	\$ -	Y
Sportsground						
Sportsgrounds casual use (booking charges for functions, casual sports games)	N	Per four hours or pro rata appropriate to the booking request	\$ 230.00	\$ 230.00	\$ -	Y
Sportsgrounds casual use (booking charges for functions, casual sports games) - Junior rate	N	Per four hours or pro rata appropriate to the booking request	\$ 115.00	\$ -	\$ 115.00	Y
Sportsgrounds services fees/charges	N	Per ground / turf wicket prepared	\$ 25,000.00	\$ 24,250.00	\$ 750.00	Y
Halls and pavilions - booking charges for casual hire of halls and pavilions	N	Per four hours or pro rata appropriate to the booking request	\$ 230.00	\$ 230.00	\$ -	Y
Halls and pavilions - booking charges for seasonal hall tenants	N	Per booking	\$ 36.00	\$ 35.00	\$ 1.00	Y
Sportsgrounds seasonal tenancy fees (formula based on quality of facility and usage of 63 grounds)	N	Per unit as allocated to facilities	\$ 10.75	\$ 10.50	\$ 0.25	Y
Additional turf wicket ground preparation and hire	N	Per booking	\$ 890.00	\$ 865.00	\$ 25.00	Y
Additional turf practice wicket	N	Additional turf practice wicket (above the two provided as part of club tenancy) per training session	Cost recovery	Cost recovery	\$ -	Y
Curator - over time Saturdays	N	Per 3 hours	Cost recovery	Cost recovery	\$ -	Y
Curator - over time Sundays	N	Per 3 hours	Cost recovery	Cost recovery	\$ -	Y
Environment and Infrastructure - Traffic and Transport						
Road/ footpath occupation	N	Per day	\$ 260.00	\$ 250.00	\$ 10.00	N
Parking bay occupation	N	Per bay per day	\$ 49.00	\$ 48.00	\$ 1.00	N
Residential street parties	N	Per application	\$ 126.00	\$ 122.00	\$ 4.00	N
Work zone signage	N	Per sign	\$ 215.00	\$ 210.00	\$ 5.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Environment and Infrastructure - Asset Management						
Asset protection - standard application fee	N	Per application	\$ 320.00	\$ 320.00	\$ -	N
Asset protection - application fee for large developments, >\$10M or >10 unit developments	N	Per application	\$ 500.00	\$ -	\$ 500.00	N
Drainage contribution / levy from private developers (estimated value)	N	Per application	\$9.60/sqm + 10% administration fee	\$9.30/sqm + 10% administration fee	\$ 0.30	N
Works within a road reserve permit	Y	Per application (based on 11.5 units)	\$ 147.66	\$ 147.66	\$ -	N
Construction of stormwater drainage supervision fee	N	Per application	\$360 or 2.5% of total cost of drainage works	\$350 or 2.5% of total cost of drainage works	\$ 10.00	N
Compliance - stormwater inspection	N	Per application	\$ 128.00	\$ 124.00	\$ 4.00	N
Legal points of discharge	Y	Per application	\$ 59.62	\$ 59.62	\$ -	N
Building over easement - application fee	N	Per application	\$ 345.00	\$ 335.00	\$ 10.00	N
Compliance - vehicle crossing permit fee	N	Per application	\$ 200.00	\$ 195.00	\$ 5.00	N
On site detention system assessment fee	N	Per application	\$ 124.00	\$ 120.00	\$ 4.00	N
CEO's Office - Governance						
Fines for failure to vote in Council elections Applicable during Council election year	Y	Per infringement	\$ 76.00	\$ 76.00	\$ -	N
Freedom of information and inspection of prescribed documents under section 222 of the Local Government Act.						
Freedom of information application fee	Y	Per application	\$ 27.20	\$ 27.20	\$ -	N
Freedom of information charge for search time	Y	Per hour or part thereof	\$ 20.40	\$ 19.90	\$ 0.50	N
Freedom of information charge for supervised inspection	Y	Per hour (to be calculated per quarter hour or part of a quarter hour)	\$ 20.40	\$ 19.90	\$ 0.50	N
Photocopy - A4 black and white	Y	Per copy	\$ 0.20	\$ 0.20	\$ -	N
Photocopy - A3 black and white	N	Per copy	\$ 2.60	\$ 2.60	\$ -	N
Photocopy - A2 black and white	N	Per copy	\$ 4.00	\$ 3.90	\$ 0.10	N
Photocopy - A1 black and white	N	Per copy	\$ 5.60	\$ 5.40	\$ 0.20	N
Photocopy - A0 black and white	N	Per copy	\$ 6.50	\$ 6.30	\$ 0.20	N
Parkview room hire						
Parkview Room - Standard Rate Mon-Thu	N	Per hour Min 3 Hours	\$ 149.50	\$ 146.00	\$ 3.50	Y
Parkview Room - Standard Rate Fri-Sun	N	Per hour Min 3 Hours	\$ 271.00	\$ 265.00	\$ 6.00	Y
Parkview Room - Subsidised Rate Mon-Thu	N	Per hour Min 3 Hours	\$ 74.75	\$ 73.00	\$ 1.75	Y
Parkview Room - Subsidised Rate Fri-Sun	N	Per hour Min 3 Hours	\$ 135.50	\$ 132.50	\$ 3.00	Y

City of Boroondara

Fees and charges 2016-17

Type of fees and charges	Statutory Fee *	UNIT	GST inclusive 2016-17 fee \$	GST inclusive 2015-16 fee \$	Fee increase \$	GST applied at 10%
Standard rate*						
* Staffing costs will be met by hirer - Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 50.90	\$ 49.20	\$ 1.70	Y
Front of House/ Duty Manager	N	Per hour	\$ 50.90	\$ 49.20	\$ 1.70	Y
Usher/ Facilities Officer	N	Per hour	\$ 45.40	\$ 43.90	\$ 1.50	Y
Technician	N	Per hour	\$ 45.40	\$ 43.90	\$ 1.50	Y
Public Holiday surcharge for staffing costs	N	Per hour	50% of staff cost rate	\$ -	\$ -	Y
Staff charge out costs - Subsidised rate*						
* Council will provide a 50% subsidy of staffing costs for bonafide community groups. Minimum of four hours.						
Supervising Technician	N	Per hour	\$ 25.45	\$ 24.60	\$ 0.85	Y
Front of House/ Duty Manager	N	Per hour	\$ 25.45	\$ 24.60	\$ 0.85	Y
Usher/ Facilities Officer	N	Per hour	\$ 22.70	\$ 21.95	\$ 0.75	Y
Technician	N	Per hour	\$ 22.70	\$ 21.95	\$ 0.75	Y
Catering Charges						
Tea / Coffee Package 1 (Tea and instant coffee, disposable cups)	N	Per person	\$ 2.05	\$ 2.00	\$ 0.05	Y
Tea / Coffee Package 2 (Tea and instant coffee, china cups)	N	Per person	\$ 4.60	\$ 4.50	\$ 0.10	Y
Tea / Coffee Package 3 (Tea and brewed coffee, china cups)	N	Per person	\$ 6.10	\$ 6.00	\$ 0.10	Y

* Statutory fees will be amended in line with any increases determined by State Government over the course of the 2016-17 and 2015-16 year.

City of Boroondara

Fees and Charges 2016-17

Community group	Free bin/s supplied	Additional bin charges
Aged Care	1 general 240 litre waste bin	Charge for subsequent general waste bins. 240 litre \$836 120 litre \$343 80 litre \$190
Boat Shed	2 general 240 litre waste bin	
Child Care Centre	3 general 240 litre waste bins	
Community Centre	2 general 240 litre waste bins	
Disability Service	1 general 240 litre waste bin	
Family Centre	2 general 240 litre waste bins	
Hockey Clubs	2 general 240 litre waste bin	
Kindergartens	2 general 240 litre waste bins	
Bowling Clubs	2 general 240 litre waste bins	
School	Nil	
Scouts and Guides	1 general 240 litre waste bin	
Senior Citizens Centre	2 general 240 litre waste bins	
Sportsgrounds	Nil	
Tennis Club	2 general 240 litre waste bins	
Toy Library	1 general 240 litre waste bin	
Weight Lifting Centre	Nil	
Youth Club	Nil	

Appendix B

Budget processes





Appendix B - Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

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

The 2016-17 Budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Accounting Standards. The Budget also includes detailed information about the rates and charges to be levied, the Capital Works Program, the human resources and other financial information Council requires in order to make an informed decision about the adoption of the Budget.

The services and projects funded within the Budget are the result of strategies and plans adopted by Council throughout the year and in previous years. In addition the Council Plan directs the emphasis of expenditure within the Budget. All of these strategies and plans have been the subject of extensive community consultation to inform their development.

Hence the Budget and Long Term Financial Strategy are a result of the consultation and engagement with our community prior to the development of the Budget. The purpose of the Budget public notice is to inform our community which of the previously adopted strategies and plans are to be funded in the coming year and to seek feedback on those decisions.

In advance of preparing the Budget, officers firstly review and update Council's long term financial projections. The preparation of the Budget, within this longer term context, begins with officers preparing the operating and capital components of the Annual Budget from December through to March. A draft consolidated Budget is then prepared and various iterations are considered by Council at informal briefings. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the Budget. It must give 28 days notice of its intention to adopt the proposed Budget and make the Budget available for inspection at its offices and on its 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.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. The Budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption.



The key dates for the Budget process are summarised below:

Budget process	Timing
1. Officers prepare operating and capital budgets	December - March
2. Councillors consider draft budgets at informal briefings	February - March
3. Proposed Budget submitted to Council for approval	26 April
4. Public notice advising the intention to adopt Budget	27 April
5. Budget available for public inspection and submissions	27 April – 25 May
6. Submissions period closes (28 days)	25 May
7. Submissions considered by Council/Committee	14 June
8. Budget and submissions presented to Council for adoption	27 June
9. Copy of adopted Budget submitted to the Minister	July

Appendix C

Priority Projects Program

(including proposed forward commitments to 2016-17)



Priority Projects

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 3 year expenditure
Administration				
Capital works priorities community engagement	\$80,000	\$0	\$0	\$80,000
Council Plan 2017-21 Engagement	\$85,000	\$0	\$0	\$85,000
Implementing a new Boroondara Communications Channel Strategy	\$80,000	\$0	\$0	\$80,000
Pop up council	\$40,000	\$25,000	\$25,000	\$90,000
Total Administration	\$285,000	\$25,000	\$25,000	\$335,000
Compliance				
Conduct of 2016 General Election and Councillor induction	\$662,500	\$0	\$0	\$662,500
<i>Conduct of 2016 General Election and Councillor induction</i>	<i>-\$150,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$150,000</i>
General revaluation - biennial as at 1 January	\$80,000	\$455,000	\$80,000	\$615,000
<i>Sale of Council revaluation data to the State Revenue Office</i>	<i>\$0</i>	<i>-\$263,000</i>	<i>\$0</i>	<i>-\$263,000</i>
Total Compliance	\$592,500	\$192,000	\$80,000	\$864,500

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 3 year expenditure
Computers and telecommunications				
CRM Program Phase 2	\$800,000	\$800,000	\$400,000	\$2,000,000
eModule for Committee Member Training (Kindergarten)	\$0	\$30,000	\$0	\$30,000
Further system enhancements of Boroondara Kindergarten Central Enrolment System (BKCES)	\$150,000	\$0	\$0	\$150,000
Implementation additional smart forms (K2 system)	\$50,000	\$50,000	\$0	\$100,000
Online OHS contractor management induction training	\$30,000	\$0	\$0	\$30,000
Property and Rating System Enhancements to support BC1 Program.	\$200,000	\$200,000	\$0	\$400,000
Total Computers and telecommunications	\$1,230,000	\$1,080,000	\$400,000	\$2,710,000
Environment				
2017 Boroondara Sustainability Awards for schools	\$0	\$12,000	\$0	\$12,000
Integrated Water Management Strategy implementation - priority actions	\$10,000	\$10,000	\$10,000	\$30,000
Street Tree Strategy	\$50,000	\$0	\$0	\$50,000
Sustainable Living Festival 2016	\$36,400	\$0	\$36,400	\$72,800
Urban Biodiversity Strategy implementation - priority actions	\$50,000	\$50,000	\$50,000	\$150,000
Total Environment	\$146,400	\$72,000	\$96,400	\$314,800
Major projects implementation				
Project management expertise for delivery of major projects	\$271,000	\$316,000	\$294,000	\$881,000
Total Major projects implementation	\$271,000	\$316,000	\$294,000	\$881,000

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 3 year expenditure
Programs and services				
Age-Friendly Strategy year 3 actions - improving localised communication channels	\$180,547	\$185,513	\$190,628	\$556,688
Asset Management Plans	\$75,000	\$0	\$0	\$75,000
Change Management Leader position	\$170,000	\$175,100	\$180,350	\$525,450
Consultant to review Camcare agreement in relation to best value review to take place	\$75,000	\$0	\$0	\$75,000
Customer Data Strategy	\$220,000	\$0	\$0	\$220,000
Customer Experience Improvement Strategy Implementation	\$867,100	\$0	\$0	\$867,100
Digital assisted support - training for assisted support for online services for customers and staff	\$140,000	\$182,000	\$92,000	\$414,000
Digital Transformation	\$3,321,000	\$2,490,000	\$3,053,000	\$8,864,000
Integrated Transport Strategy implementation	\$50,000	\$51,250	\$52,500	\$153,750
Leadership and Change Management Program	\$250,000	\$125,000	\$125,000	\$500,000
Mayoral portraits: conservation and display	\$40,000	\$0	\$0	\$40,000
Program Director - Boroondara Customer First Program (BC1)	\$396,000	\$408,000	\$0	\$804,000
Waste Minimisation Strategy - external expert advice	\$40,000	\$0	\$0	\$40,000
Total Programs and services	\$5,824,647	\$3,616,863	\$3,693,478	\$13,134,988

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 3 year expenditure
Shopping centre development				
Christmas in Boroondara Program	\$100,000	\$100,000	\$100,000	\$300,000
Tourism promotion – shopping centres	\$50,000	\$0	\$0	\$50,000
Total Shopping centre development	\$150,000	\$100,000	\$100,000	\$350,000
Strategic planning				
Municipal Wide Heritage Assessment	\$250,000	\$256,250	\$262,500	\$768,750
Total Strategic planning	\$250,000	\$256,250	\$262,500	\$768,750
Forward commitments from 2015-16 (net)				
Balwyn and Balwyn North Heritage Study	\$42,490	\$0	\$0	\$42,490
Customer Experience Improvement Strategy Implementation	\$110,000	\$0	\$0	\$110,000
Street Tree Strategy	\$45,000	\$0	\$0	\$45,000
Digital Transformation	\$100,000	\$0	\$0	\$100,000
Application and Database Analysts	\$80,000	\$0	\$0	\$80,000
Eastern Metropolitan Region Working Together	\$73,348	\$0	\$0	\$73,348
Total Forward commitments from 2015-16 (net)	\$450,838	\$0	\$0	\$450,838

* Subject to Council review and funding

Note: Italic lines are revenue offset

Priority Projects

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Total 3 year expenditure
Total Priority Projects gross expenditure	\$9,350,385	\$5,921,113	\$4,951,378	\$20,222,876
Total unallocated expenditure	\$0	\$3,500,000	\$3,500,000	\$7,000,000
Total Priority Projects Program	\$9,350,385	\$9,421,113	\$8,451,378	\$27,222,876
Total Priority Projects grants, contributions and other	\$150,000	\$263,000	\$0	\$413,000
Total Priority Projects net expenditure	\$9,200,385	\$9,158,113	\$8,451,378	\$26,809,876

* Subject to Council review and funding

Note: Italic lines are revenue offset

Appendix D

Capital Works Program

This appendix presents a listing of capital works projects that will be undertaken for the 2016-17 year.

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

- Capital Works Program
(including proposed forward commitments to 2016-17)
- Major Projects foreshadowed 2016-21



Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
PROPERTY						
Buildings						
Major Projects						
Library Redevelopment Balwyn	\$2,714,790	\$2,210,568	\$0	\$0	\$0	\$4,925,358
North East Precinct (Renewal)	\$770,697	\$1,519,089	\$0	\$0	\$0	\$2,289,786
Balwyn Community Centre	\$230,850	\$2,407,227	\$2,467,408	\$0	\$0	\$5,105,485
Library Redevelopment Kew	\$48,222	\$513,205	\$2,901,818	\$3,005,300	\$0	\$6,468,545
Major Projects - total	\$3,764,559	\$6,650,089	\$5,369,226	\$3,005,300	\$0	\$18,789,174
Buildings - refurbishment						
605-609 Glenferrie Road Community Facility	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Ashburton Support Centre (Senior Citizens)	\$60,000	\$1,250,000	\$760,000	\$0	\$0	\$2,070,000
Riversdale Depot Transfer Station	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Kew Depot main building	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Hawthorn Citizens Youth Club	\$770,000	\$0	\$0	\$0	\$0	\$770,000
Boroondara Preschool	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Surrey Hills MCHC, Union Road	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis and Community Facility)	\$1,297,000	\$2,218,000	\$0	\$0	\$0	\$3,515,000
Kew Senior Citizens Centre	\$800,000	\$0	\$0	\$0	\$0	\$800,000
Merrell Kindergarten	\$60,000	\$650,000	\$0	\$0	\$0	\$710,000
Glenferrie Oval Band Hall - demolition	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Canterbury Gardens - gardener's workshop	\$38,000	\$0	\$0	\$0	\$0	\$38,000
Cara Armstrong Kindergarten	\$25,000	\$250,000	\$0	\$0	\$0	\$275,000
West Hawthorn Early Childhood Centre	\$45,000	\$450,000	\$0	\$0	\$0	\$495,000
25 Inglesby Road	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Boroondara Tennis Centre Stage 2	\$50,000	\$480,000	\$0	\$0	\$0	\$530,000
Camberwell Offices Building 1 - Replace IT chillers	\$175,000	\$0	\$0	\$0	\$0	\$175,000
Riversdale Depot - Fencing on Shalless Drive	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Camberwell Municipal Building 2 - DDC control station	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Hawthorn Arts Centre - Chandelier renewal	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Davis Street Kindergarten - drainage and minor works	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Former Bowen Street MCHC	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Yongala Preschool main building	\$30,000	\$350,000	\$0	\$0	\$0	\$380,000
Alamein Community Centre	\$0	\$120,000	\$750,000	\$0	\$0	\$870,000
Weightlifting centre Glenferrie Oval	\$0	\$90,000	\$800,000	\$0	\$0	\$890,000
Former Kew Occasional Care Centre	\$0	\$35,000	\$325,000	\$0	\$0	\$360,000
West Hawthorn Preschool - Brook Street	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
Balwyn East Kindergarten	\$0	\$45,000	\$500,000	\$0	\$0	\$545,000
Canterbury and District Preschool	\$0	\$40,000	\$410,000	\$0	\$0	\$450,000
Canterbury Gardens Community Support Services building	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
North Kew MCHC and Kindergarten	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
J J McMahon Kindergarten	\$0	\$0	\$40,000	\$440,000	\$0	\$480,000
Ashburton Camcare Centre main building	\$0	\$0	\$380,000	\$0	\$0	\$380,000
St James Park Bowls - residence - demolition	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Auburn South Preschool (Anderson Park)	\$0	\$0	\$65,000	\$750,000	\$0	\$815,000
Estrella Preschool	\$0	\$0	\$25,000	\$300,000	\$0	\$325,000
Summerhill Park Kindergarten	\$0	\$0	\$30,000	\$300,000	\$0	\$330,000
Rowen Street Kindergarten	\$0	\$0	\$40,000	\$400,000	\$0	\$440,000
Through Road Childcare Centre - children's wet areas	\$0	\$0	\$50,000	\$450,000	\$0	\$500,000
Glen Iris MCHC - Trent Street	\$0	\$0	\$35,000	\$350,000	\$0	\$385,000
North Balwyn Senior Citizens Centre - Marwal Avenue	\$0	\$0	\$50,000	\$450,000	\$0	\$500,000
Riversdale Depot - office fitout	\$0	\$0	\$32,000	\$300,000	\$0	\$332,000
Freeway Golf Club - residence	\$0	\$0	\$0	\$150,000	\$0	\$150,000
Yarra Bank Reserve - gardener's shed	\$0	\$0	\$0	\$40,000	\$0	\$40,000
Anderson Road Family Centre	\$0	\$0	\$0	\$50,000	\$550,000	\$600,000
Fordham Avenue Kindergarten	\$0	\$0	\$0	\$50,000	\$450,000	\$500,000
Maranoa Gardens Groundskeeper building	\$0	\$0	\$0	\$0	\$250,000	\$250,000
Kew Traffic School Office building	\$0	\$0	\$0	\$0	\$250,000	\$250,000
Future building expenditure	\$0	\$65,000	\$572,000	\$4,341,000	\$10,116,000	\$15,094,000
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Unscheduled minor building works	\$893,000	\$907,970	\$900,000	\$900,000	\$900,000	\$4,500,970
Buildings - refurbishment total	\$6,193,000	\$7,520,970	\$7,464,000	\$9,391,000	\$12,636,000	\$43,204,970
Pavilions						
St James Park Bowls Club main building	\$680,000	\$0	\$0	\$0	\$0	\$680,000
Jack O'Toole Reserve Scout and Tennis	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Camberwell United Tennis Club	\$450,000	\$0	\$0	\$0	\$0	\$450,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Burwood Reserve Tennis pavilion	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Camberwell Hockey pavilion	\$2,050,000	\$0	\$0	\$0	\$0	\$2,050,000
<i>Camberwell Hockey pavilion</i>	<i>-\$200,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$200,000</i>
Patterson Reserve pavilion - Robinson Road	\$660,000	\$0	\$0	\$0	\$0	\$660,000
Nettleton Park pavilion	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Markham Reserve pavilion	\$360,000	\$580,000	\$0	\$0	\$0	\$940,000
Glenferrie Oval Tuck Stand	\$0	\$150,000	\$900,000	\$0	\$0	\$1,050,000
Burke Road South Reserve - including public toilet and groundskeeper facilities	\$0	\$650,000	\$350,000	\$0	\$0	\$1,000,000
Auburn Quarry Reserve pavilion	\$0	\$50,000	\$500,000	\$0	\$0	\$550,000
Canterbury Tennis pavilion	\$0	\$30,000	\$600,000	\$0	\$0	\$630,000
Camberwell Sports Ground - major pavilion	\$0	\$50,000	\$450,000	\$0	\$0	\$500,000
Glenferrie Oval Ferguson Stand (demolition subject Council review)	\$0	\$0	\$440,000	\$0	\$0	\$440,000
Deepdene Park south pavilion	\$0	\$0	\$30,000	\$300,000	\$0	\$330,000
Watson Park pavilion	\$0	\$0	\$40,000	\$350,000	\$0	\$390,000
Macleay Park pavilion	\$0	\$0	\$40,000	\$450,000	\$0	\$490,000
Greythorn Park pavilion	\$0	\$0	\$45,000	\$450,000	\$0	\$495,000
Willsmere Park pavilion	\$0	\$0	\$25,000	\$500,000	\$0	\$525,000
Kew Croquet Club pavilion	\$0	\$0	\$30,000	\$270,000	\$0	\$300,000
Deepdene Park Tennis pavilion	\$0	\$0	\$25,000	\$300,000	\$0	\$325,000
Frog Hollow	\$0	\$0	\$40,000	\$400,000	\$0	\$440,000
Pavilions total	\$4,890,000	\$1,510,000	\$3,515,000	\$3,020,000	\$0	\$12,935,000
Public toilet						
Cotham Road toilet	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Fritsch Holzer toilet	\$20,000	\$200,000	\$0	\$0	\$0	\$220,000
Junction Skate Park toilet	\$0	\$0	\$25,000	\$0	\$0	\$25,000
St James Park pavilion - Fowler pavilion public toilet	\$0	\$0	\$200,000	\$0	\$0	\$200,000
Marquis Street automatic toilet	\$0	\$0	\$0	\$35,000	\$0	\$35,000
Bryson Street car park automatic toilet	\$0	\$0	\$0	\$45,000	\$0	\$45,000
Future public toilet works	\$0	\$27,000	\$100,000	\$250,000	\$385,000	\$762,000
Public toilet total	\$270,000	\$227,000	\$325,000	\$330,000	\$385,000	\$1,537,000
Safety and statutory						
Roof access works	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
Roof replacement	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Fire service replacement	\$50,000	\$55,000	\$55,000	\$55,000	\$55,000	\$270,000
Small scale compliance projects (switchboards, glazing etc)	\$60,000	\$66,000	\$66,000	\$66,000	\$66,000	\$324,000
Lock replacement program - electronic locks	\$140,000	\$135,000	\$135,000	\$135,000	\$135,000	\$680,000
Compliance audit projects	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Safety and statutory total	\$570,000	\$546,000	\$546,000	\$546,000	\$546,000	\$2,754,000
Buildings total	\$15,687,559	\$16,454,059	\$17,219,226	\$16,292,300	\$13,567,000	\$79,220,144
PROPERTY total	\$15,687,559	\$16,454,059	\$17,219,226	\$16,292,300	\$13,567,000	\$79,220,144
INFRASTRUCTURE						
Bridges						
Bridges and culverts						
Minor bridge rehabilitation	\$56,000	\$58,000	\$60,000	\$62,000	\$63,000	\$299,000
Bridges and culverts total	\$56,000	\$58,000	\$60,000	\$62,000	\$63,000	\$299,000
Bridges total	\$56,000	\$58,000	\$60,000	\$62,000	\$63,000	\$299,000
Drainage						
Brick drain						
Chatham Road, Surrey Hills	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Hunter and Elsworth Crescent, Camberwell	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Saxby Road, Glen Iris	\$220,000	\$0	\$0	\$0	\$0	\$220,000
Baird and Amery Streets, Ashburton	\$750,000	\$0	\$0	\$0	\$0	\$750,000
Trent Street and Summerhill Road, Camberwell	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Future brick drain replacement	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
Brick drain total	\$1,660,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,660,000
Drainage replacement						
Argyle Street, Kew	\$130,000	\$0	\$0	\$0	\$0	\$130,000
Childers Street, Kew	\$130,000	\$0	\$0	\$0	\$0	\$130,000
Florence and Wimba Avenues, Kew	\$190,000	\$0	\$0	\$0	\$0	\$190,000
Myrtle Avenue, Kew	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Normanby Road, Kew	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Union Street, Kew	\$90,000	\$0	\$0	\$0	\$0	\$90,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Walpole Street, Kew	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Winmalee Road, Balwyn	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Gordon Street, Balwyn	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Birdwood Street, Balwyn	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Corhampton Street, Balwyn	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Morris Street, Balwyn	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Molesworth Street, Kew	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Belvedere, Kew	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Canterbury Place, Hawthorn East	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Grace Park, Hawthorn	\$40,000	\$0	\$0	\$0	\$0	\$40,000
46 Highfield Road, Canterbury	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Nicholas Street, Ashburton	\$10,000	\$0	\$0	\$0	\$0	\$10,000
225 Prospect Hill Road, Surrey Hill	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Shakespeare Grove, Hawthorn	\$19,000	\$0	\$0	\$0	\$0	\$19,000
Willsmere Road, Kew	\$20,000	\$0	\$0	\$0	\$0	\$20,000
1 Princess Street, Kew	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Henry Street, Hawthorn	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Oxley, Lyall and Erine Streets, Hawthorn	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Gilman Street, Hawthorn	\$90,000	\$0	\$0	\$0	\$0	\$90,000
Rochester Road, Canterbury	\$160,000	\$0	\$0	\$0	\$0	\$160,000
Croydon Road, Surrey Hills	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Medlow Reserve, Surrey Hills drainage works	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Alpha and Grieve Streets, Balwyn	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Parlington Street, Canterbury	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Banool Road, Balwyn	\$0	\$110,000	\$0	\$0	\$0	\$110,000
Grovedale Road, Surrey Hills	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Coppin Grove, Hawthorn	\$0	\$90,000	\$0	\$0	\$0	\$90,000
Harold Street, Hawthorn East	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Kinkora Road, Hawthorn	\$0	\$120,000	\$0	\$0	\$0	\$120,000
Launder Street, Hawthorn	\$0	\$60,000	\$0	\$0	\$0	\$60,000
Lavidge and Thomas Streets, Hawthorn	\$0	\$70,000	\$0	\$0	\$0	\$70,000
Mary Street and Linda Crescent, Hawthorn	\$0	\$160,000	\$0	\$0	\$0	\$160,000
Morang Place to Gibney Street, Hawthorn	\$0	\$120,000	\$0	\$0	\$0	\$120,000
2 Renwick Street, Glen Iris	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Wattle Road, Hawthorn	\$0	\$160,000	\$0	\$0	\$0	\$160,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Rowland Street, Kew	\$0	\$50,000	\$0	\$0	\$0	\$50,000
2 Rochester Road, Canterbury	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Unscheduled/ emergency drainage works	\$300,000	\$350,000	\$360,000	\$370,000	\$375,000	\$1,755,000
Future drainage renewal planning	\$300,000	\$250,000	\$250,000	\$260,000	\$270,000	\$1,330,000
Future drainage renewal expenditure	\$0	\$0	\$2,412,000	\$2,479,000	\$2,594,000	\$7,485,000
Sportsground drainage program	\$62,000	\$65,000	\$67,000	\$68,000	\$73,000	\$335,000
Drainage replacement total	\$2,956,000	\$2,475,000	\$3,089,000	\$3,177,000	\$3,312,000	\$15,009,000
Drainage total	\$4,616,000	\$4,475,000	\$5,089,000	\$5,177,000	\$5,312,000	\$23,009,000
Footpaths and cycleways						
Bicycle and pedestrian						
Bicycle and pedestrian trails - implementation of Safety Audit Action Plan	\$400,000	\$410,000	\$420,000	\$430,000	\$440,000	\$2,100,000
Bicycle and pedestrian total	\$400,000	\$410,000	\$420,000	\$430,000	\$440,000	\$2,100,000
Footpaths						
Park gravel path renewal program	\$103,000	\$106,000	\$110,000	\$113,000	\$118,000	\$550,000
Shopping centre footpath works	\$100,000	\$100,000	\$105,000	\$110,000	\$115,000	\$530,000
Unscheduled footpath works	\$227,000	\$233,000	\$240,000	\$250,000	\$260,000	\$1,210,000
Condition 4 footpaths	\$595,000	\$624,000	\$641,000	\$660,000	\$671,000	\$3,191,000
Footpaths total	\$1,025,000	\$1,063,000	\$1,096,000	\$1,133,000	\$1,164,000	\$5,481,000
Footpaths and cycleways total	\$1,425,000	\$1,473,000	\$1,516,000	\$1,563,000	\$1,604,000	\$7,581,000
Off street car parks						
Car park resurfacing						
Resurfacing of condition 4 car parks	\$441,000	\$456,000	\$471,000	\$486,000	\$498,000	\$2,352,000
Car park resurfacing total	\$441,000	\$456,000	\$471,000	\$486,000	\$498,000	\$2,352,000
Off street car parks total	\$441,000	\$456,000	\$471,000	\$486,000	\$498,000	\$2,352,000
Parks, open space and streetscapes						
Utilities						
Park lighting - unscheduled works	\$12,000	\$13,000	\$13,000	\$13,000	\$14,000	\$65,000
Park lighting renewal program	\$70,000	\$70,000	\$75,000	\$75,000	\$78,000	\$368,000
Utilities total	\$82,000	\$83,000	\$88,000	\$88,000	\$92,000	\$433,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Environment and sustainability						
Biodiversity site renewal program	\$123,000	\$124,000	\$126,000	\$128,000	\$133,000	\$634,000
Environment and sustainability total	\$123,000	\$124,000	\$126,000	\$128,000	\$133,000	\$634,000
Irrigation/fencing/signs						
Park fences - unscheduled works	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$185,000
Park signage renewal program	\$40,000	\$50,000	\$50,000	\$51,000	\$52,000	\$243,000
Oval fences renewal program	\$100,000	\$110,000	\$110,000	\$120,000	\$125,000	\$565,000
Park fences renewal program	\$60,000	\$120,000	\$120,000	\$120,000	\$125,000	\$545,000
Fritsch Holzer Reserve audit requirement	\$132,000	\$0	\$0	\$0	\$0	\$132,000
Parks and gardens irrigation upgrades	\$200,000	\$600,000	\$600,000	\$600,000	\$611,000	\$2,611,000
Irrigation/fencing/signs total	\$567,000	\$916,000	\$917,000	\$929,000	\$952,000	\$4,281,000
Park furniture and streetscape						
Park landscape renewal program	\$170,000	\$300,000	\$300,000	\$300,000	\$310,000	\$1,380,000
Garden bed edging renewal program	\$18,000	\$19,000	\$20,000	\$20,000	\$21,000	\$98,000
Formal gardens landscape renewal program	\$50,000	\$50,000	\$50,000	\$50,000	\$51,000	\$251,000
Park drinking fountains - unscheduled works	\$30,000	\$30,000	\$30,000	\$30,000	\$31,000	\$151,000
Hard surface play area renewal program	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$155,000
Streetscape landscape renewal program	\$50,000	\$50,000	\$55,000	\$55,000	\$56,000	\$266,000
Park BBQ's - unscheduled works	\$38,000	\$38,000	\$40,000	\$41,000	\$42,000	\$199,000
Replace litter bin surrounds in shopping precincts	\$53,000	\$53,000	\$55,000	\$56,000	\$58,000	\$275,000
Park furniture renewal	\$150,000	\$150,000	\$152,000	\$157,000	\$160,000	\$769,000
Future street / park / playground furniture expenditure	\$0	\$144,000	\$216,000	\$313,000	\$320,000	\$993,000
Park furniture and streetscape total	\$588,000	\$864,000	\$949,000	\$1,054,000	\$1,082,000	\$4,537,000
Playgrounds						
Playground renewal program - Council properties (childcare)	\$15,000	\$71,000	\$72,000	\$73,000	\$75,000	\$306,000
Park playground replacement program	\$700,000	\$800,000	\$800,000	\$800,000	\$808,000	\$3,908,000
Playgrounds total	\$715,000	\$871,000	\$872,000	\$873,000	\$883,000	\$4,214,000
Retaining walls						
Park feature wall renewal program	\$45,000	\$45,000	\$45,000	\$45,000	\$47,000	\$227,000
Retaining walls - unscheduled works	\$108,000	\$110,000	\$114,000	\$118,000	\$125,000	\$575,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Retaining walls total	\$153,000	\$155,000	\$159,000	\$163,000	\$172,000	\$802,000
Safety and statutory						
Compliance works on play equipment and infrastructure	\$10,000	\$12,000	\$16,000	\$16,000	\$17,000	\$71,000
Safety and statutory total	\$10,000	\$12,000	\$16,000	\$16,000	\$17,000	\$71,000
Shopping centre improvements						
Shopping centre landscape renewal program	\$58,000	\$60,000	\$62,000	\$64,000	\$67,000	\$311,000
Shopping centre improvements total	\$58,000	\$60,000	\$62,000	\$64,000	\$67,000	\$311,000
Tree planting						
Park tree planting program	\$45,000	\$45,000	\$46,000	\$48,000	\$50,000	\$234,000
Street tree planting program	\$277,000	\$277,000	\$288,000	\$305,000	\$315,000	\$1,462,000
Tree planting total	\$322,000	\$322,000	\$334,000	\$353,000	\$365,000	\$1,696,000
Parks, open space and streetscapes total	\$2,618,000	\$3,407,000	\$3,523,000	\$3,668,000	\$3,763,000	\$16,979,000
Recreational, leisure and community facilities						
Sports facilities						
Sportsground irrigation program	\$115,000	\$115,000	\$130,000	\$135,000	\$138,000	\$633,000
Sportsground reconstruction program	\$559,000	\$130,000	\$135,000	\$140,000	\$143,000	\$1,107,000
Sportsground training lights renewal program	\$175,000	\$180,000	\$180,000	\$185,000	\$190,000	\$910,000
Golf course green, tee and bunker	\$146,000	\$149,000	\$152,000	\$160,000	\$163,000	\$770,000
Minor sportsground improvements	\$155,000	\$160,000	\$188,000	\$195,000	\$200,000	\$898,000
Sports synthetic surface renewal program	\$50,000	\$52,000	\$55,000	\$55,000	\$57,000	\$269,000
Cricket practice nets renewal program	\$155,000	\$160,000	\$165,000	\$170,000	\$175,000	\$825,000
Sports goal post renewal program	\$32,000	\$34,000	\$34,000	\$36,000	\$38,000	\$174,000
Boroondara Sports Complex - Basketball courts	\$145,000	\$0	\$0	\$0	\$0	\$145,000
Future sports and recreation facility projects	\$0	\$451,000	\$0	\$0	\$0	\$451,000
Sports facilities total	\$1,532,000	\$1,431,000	\$1,039,000	\$1,076,000	\$1,104,000	\$6,182,000
Recreational, leisure and community facilities total	\$1,532,000	\$1,431,000	\$1,039,000	\$1,076,000	\$1,104,000	\$6,182,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Roads						
Road reconstructions and kerb replacements						
Full road reconstruction and kerb replacements	\$5,610,505	\$0	\$0	\$0	\$0	\$5,610,505
Future roads expenditure	\$0	\$9,860,429	\$10,176,952	\$10,486,015	\$10,760,583	\$41,283,979
Road reconstructions and kerb replacements total	\$5,610,505	\$9,860,429	\$10,176,952	\$10,486,015	\$10,760,583	\$46,894,484
Road resheeting						
Resheeting	\$3,927,930	\$0	\$0	\$0	\$0	\$3,927,930
Road resheeting total	\$3,927,930	\$0	\$0			\$3,927,930
Roads to recovery funding						
Roads to recovery funding	-\$1,315,389	-\$398,650	-\$398,650	\$0	\$0	-\$2,112,689
Roads to recovery funding total	-\$1,315,389	-\$398,650	-\$398,650	\$0	\$0	-\$2,112,689
Traffic management						
Traffic management devices - maintenance OH&S issue works	\$37,000	\$38,000	\$39,000	\$40,000	\$42,000	\$196,000
Condition 4 safety treatments	\$149,000	\$149,000	\$154,000	\$159,000	\$161,000	\$772,000
Traffic treatment - lighting replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Traffic management total	\$196,000	\$197,000	\$203,000	\$209,000	\$213,000	\$1,018,000
Roads total	\$8,419,046	\$9,658,779	\$9,981,302	\$10,695,015	\$10,973,583	\$49,727,725
INFRASTRUCTURE total	\$19,107,046	\$20,958,779	\$21,679,302	\$22,727,015	\$23,317,583	\$107,789,725
PLANT AND EQUIPMENT						
Computers and telecommunications						
Information technology						
Information technology expenditure	\$895,000	\$575,000	\$595,000	\$613,000	\$630,000	\$3,308,000
Information technology total	\$895,000	\$575,000	\$595,000	\$613,000	\$630,000	\$3,308,000
Computers and telecommunications total	\$895,000	\$575,000	\$595,000	\$613,000	\$630,000	\$3,308,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Fixtures, fittings and furniture						
Furniture, fittings and equipment						
Library and office furniture	\$63,000	\$63,000	\$65,000	\$67,000	\$69,000	\$327,000
Hawthorn Arts Centre furniture	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Office furniture renewal	\$80,000	\$80,000	\$80,000	\$83,000	\$86,000	\$409,000
Furniture, fittings and equipment total	\$163,000	\$163,000	\$165,000	\$170,000	\$175,000	\$836,000
Fixtures, Fittings and Furniture total	\$163,000	\$163,000	\$165,000	\$170,000	\$175,000	\$836,000
Library books						
Library resources						
Library resources	\$1,080,000	\$1,080,000	\$1,080,000	\$1,080,000	\$1,080,000	\$5,400,000
Library resources total	\$1,080,000	\$1,080,000	\$1,080,000	\$1,080,000	\$1,080,000	\$5,400,000
Library books total	\$1,080,000	\$1,080,000	\$1,080,000	\$1,080,000	\$1,080,000	\$5,400,000
Plant, machinery and equipment						
Fixed plant and equipment						
Sportsgrounds - replacement of existing turf wicket rollers	\$33,000	\$34,000	\$34,000	\$36,000	\$38,000	\$175,000
Miscellaneous equipment renewal	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$475,000
Bin renewal program	\$160,000	\$160,000	\$165,000	\$170,000	\$175,000	\$830,000
Drainage truck - Replace CCTV drain camera	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Hawthorn Arts Centre - Boiler Replacement	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Hawthorn Library - Boiler replacement	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Library RFID replacement	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Future fixed plant and equipment expenditure	\$0	\$157,000	\$163,000	\$201,000	\$210,000	\$731,000
Fixed plant and equipment total	\$438,000	\$481,000	\$492,000	\$537,000	\$553,000	\$2,501,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
Leisure centre equipment and pool plant replacement						
Leisure and aquatic centre equipment replacement	\$75,000	\$75,000	\$77,000	\$80,000	\$83,000	\$390,000
Boroondara Sports Complex - 50m and dive pool filters	\$98,000	\$0	\$0	\$0	\$0	\$98,000
Boroondara Sports Complex - Toddler pool filters	\$59,000	\$0	\$0	\$0	\$0	\$59,000
Kew Recreation Centre - Dosing system	\$37,000	\$0	\$0	\$0	\$0	\$37,000
Kew Recreation Centre - Spa filter refurbishment	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Leisure centres – equipment and pool plant replacement program	\$101,000	\$273,000	\$282,000	\$290,000	\$295,000	\$1,241,000
Leisure centre equipment and pool plant replacement total	\$410,000	\$348,000	\$359,000	\$370,000	\$378,000	\$1,865,000
Plant, machinery and equipment total	\$848,000	\$829,000	\$851,000	\$907,000	\$931,000	\$4,366,000
PLANT AND EQUIPMENT total	\$2,986,000	\$2,647,000	\$2,691,000	\$2,770,000	\$2,816,000	\$13,910,000

FORWARD COMMITMENTS FROM 2015-16 (NET)

PROPERTY

Buildings

St James Park Bowls Club main building	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Ashburton Support Centre (Senior Citizens)	\$170,000	\$0	\$0	\$0	\$0	\$170,000
605-609 Glenferrie Road community facility	\$800,000	\$0	\$0	\$0	\$0	\$800,000
Camberwell Hockey pavilion	\$800,000	\$0	\$0	\$0	\$0	\$800,000
Former Glen Iris Bowls Club - main pavilion (U3A)	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Camberwell United Tennis Club	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Surrey Hills MCHC	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Former Balwyn Park Bowls Club pavilion (proposed Balwyn Tennis)	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Patterson Reserve pavilion - Robinson Road	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Burke Road South Reserve - including public toilet and groundsman shed	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Camberwell Junction Tennis Club - shelter	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Cotham Road toilet	\$14,000	\$0	\$0	\$0	\$0	\$14,000
Buildings - total	\$3,214,000	\$0	\$0	\$0	\$0	\$3,214,000
PROPERTY total	\$3,214,000	\$0	\$0	\$0	\$0	\$3,214,000

Capital Works - Renewal

Project	Foreshadowed expenditure 2016-17*	Foreshadowed expenditure 2017-18*	Foreshadowed expenditure 2018-19*	Foreshadowed expenditure 2019-20*	Foreshadowed expenditure 2020-21*	Foreshadowed Total 5 year expenditure
INFRASTRUCTURE						
Drainage						
Medlow reserve, Surrey Hills - open drain upgrade plus WSUD	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Drainage - total	\$30,000	\$0	\$0	\$0	\$0	\$30,000
INFRASTRUCTURE total	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Total forward commitments from 2015-16	\$3,244,000	\$0	\$0	\$0	\$0	\$3,244,000
Total renewal capital works gross expenditure	\$42,539,994	\$40,458,488	\$41,988,178	\$41,789,315	\$39,700,583	\$206,476,558
Total renewal capital works grants	-\$1,515,389	-\$398,650	-\$398,650	\$0	\$0	-\$2,312,689
Total renewal capital works program net expenditure	\$41,024,605	\$40,059,838	\$41,589,528	\$41,789,315	\$39,700,583	\$204,163,869

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Bridges						
Walmer Street bridge	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
<i>Grant for Walmer Street bridge</i>	<i>\$0</i>	<i>-\$1,500,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$1,500,000</i>
Bridges	\$0	\$0	\$0	\$0	\$0	\$0
Building improvements						
Digital Transformation office	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Hawthorn Arts Centre acoustic treatment	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Ignite Café Screening	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Integrated Water Management Strategy implementation - Facility Retrofit Program	\$50,000	\$51,250	\$52,500	\$53,800	\$55,000	\$262,550
Our Low Carbon Future Strategy implementation - Energy Performance Contract (EPC)	\$250,000	\$1,500,000	\$250,000	\$0	\$0	\$2,000,000
Shed upgrade at Burwood Bowls Club	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Building improvements	\$715,000	\$1,551,250	\$302,500	\$53,800	\$55,000	\$2,677,550

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Buildings						
4 Y Street Ashburton (Camcare)	\$0	\$190,000	\$1,010,000	\$0	\$0	\$1,200,000
Balwyn Tennis and former Bowls Pavilion redevelopment (Balwyn Tennis and Community Facility)	\$526,714	\$441,637	\$0	\$0	\$0	\$968,351
Camberwell Community Centre, Fairholm Grove redevelopment	\$3,825,000	\$0	\$0	\$0	\$0	\$3,825,000
Kew Recreation Centre - Aquatics Renewal	\$0	\$308,000	\$5,888,000	\$0	\$0	\$6,196,000
Surrey Hills Shopping Centre public toilet design and implementation	\$0	\$24,600	\$209,000	\$0	\$0	\$233,600
Buildings	\$4,351,714	\$964,237	\$7,107,000	\$0	\$0	\$12,422,951

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Computers and telecommunications						
Claims Management System	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Electronic Timesheets	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Field workforce enablement and data collection hardware and licensing	\$200,000	\$200,000	\$0	\$0	\$0	\$400,000
Funding for shade sails	\$0	\$85,000	\$87,000	\$0	\$0	\$172,000
GIS system enhancements based on Spatial Strategy	\$180,000	\$0	\$0	\$0	\$0	\$180,000
Human resource information system	\$108,000	\$0	\$0	\$0	\$0	\$108,000
Integrated Customer Identity Management System	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Legal Services management system	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Miscellaneous general equipment and licensing	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Mobile computing	\$20,000	\$20,000	\$20,000	\$0	\$0	\$60,000
New Boroondara Volunteer Centre (BVRC) database	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Procurement of Field Based Planning Assessment Software and Hardware	\$316,350	\$317,000	\$0	\$0	\$0	\$633,350
Web based Facilities Management System for Council Facilities	\$0	\$50,000	\$0	\$0	\$0	\$50,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Youth Services Case management System	\$0	\$50,000	\$0	\$0	\$0	\$50,000
Computers and telecommunications	\$1,369,350	\$872,000	\$107,000	\$0	\$0	\$2,348,350
Footpaths and cycleways						
Bicycle Strategy implementation	\$155,000	\$159,000	\$163,000	\$167,000	\$171,000	\$815,000
Boroondara Laneway Strategy, Laneway Improvements	\$275,000	\$275,000	\$275,000	\$275,000	\$289,000	\$1,389,000
Cookson Street, Camberwell Precinct rejuvenation	\$0	\$56,000	\$562,000	\$0	\$0	\$618,000
Glenferrie Oval Grace Park Masterplan - improving streets and footpaths	\$0	\$155,000	\$471,000	\$324,000	\$0	\$950,000
Yerrin Street pedestrianisation	\$30,000	\$700,000	\$0	\$0	\$0	\$730,000
Footpaths and cycleways	\$460,000	\$1,345,000	\$1,471,000	\$766,000	\$460,000	\$4,502,000
Land improvements						
Biodiversity Strategy (Vegetation) implementation and Agency Revegetation Grants	\$208,000	\$201,000	\$199,968	\$206,000	\$60,000	\$874,968
<i>Grant for Biodiversity Strategy (Vegetation) implementation and Agency Revegetation</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$30,000</i>	<i>-\$150,000</i>
Environment and Sustainability - dedicated ongoing funding	\$0	\$0	\$525,000	\$538,000	\$552,000	\$1,615,000
Koonung Creek Wetland redevelopment - public amenity upgrades	\$0	\$155,000	\$0	\$0	\$0	\$155,000
Land improvements	\$178,000	\$326,000	\$694,968	\$714,000	\$582,000	\$2,494,968

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Major Projects						
Balwyn Community Centre	\$76,950	\$802,409	\$822,469	\$0	\$0	\$1,701,828
Library Redevelopment Balwyn	\$1,461,810	\$1,190,468	\$0	\$0	\$0	\$2,652,278
North East Precinct Hub Land & Building	\$4,754,015	\$9,370,436	\$0	\$0	\$0	\$14,124,451
Major Projects	\$6,292,775	\$11,363,313	\$822,469	\$0	\$0	\$18,478,557
Off street car parking						
Access Plans and Parking Studies Implementation	\$150,000	\$154,000	\$158,000	\$162,000	\$166,000	\$790,000
Burke Avenue Car Park Improvements	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Off street car parking	\$850,000	\$154,000	\$158,000	\$162,000	\$166,000	\$1,490,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Parks, open space and streetscapes						
Anniversary trail missing link through Riversdale Park	\$0	\$400,000	\$0	\$0	\$0	\$400,000
<i>Grant for Anniversary trail missing link through Riversdale Park</i>	<i>\$0</i>	<i>-\$400,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$400,000</i>
Athenaeum Place streetscape improvement works	\$30,000	\$300,000	\$0	\$0	\$0	\$330,000
Camberwell Sports Ground - Masterplan Implementation	\$30,000	\$0	\$400,000	\$300,000	\$0	\$730,000
Chandler Park wetland implementation	\$0	\$1,000,000	\$200,000	\$0	\$0	\$1,200,000
<i>Grant for Chandler Park wetland implementation</i>	<i>\$0</i>	<i>-\$500,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$500,000</i>
Evergreen Reserve - Expansion and Enhancement	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation	\$0	\$38,000	\$290,000	\$0	\$0	\$328,000
<i>Contribution for Glenferrie Oval, Grace Park and LE Bray Reserve Concept Master Plan - Hawthorn Football Club heritage interpretation</i>	<i>\$0</i>	<i>-\$19,000</i>	<i>-\$145,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$164,000</i>
Grace Park irrigation system using recycled water	\$210,000	\$0	\$0	\$0	\$0	\$210,000
Implementation of Hays Paddock Plan	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Irrigation Management Plan	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Shopping Centre Improvement Plan - design and implementation	\$795,000	\$1,005,000	\$1,190,000	\$1,090,000	\$1,165,000	\$5,245,000
Surrey Gardens rotunda	\$0	\$107,000	\$0	\$0	\$0	\$107,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
The Balwyn Park Concept Master Plan (BPCMP) - implementation of open space improvements	\$0	\$209,724	\$2,156,464	\$97,414	\$990,715	\$3,454,317
WSUD infrastructure program - planning and design	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Parks, open space and streetscapes	\$1,435,000	\$2,140,724	\$4,091,464	\$1,487,414	\$2,155,715	\$11,310,317
Plant, machinery and equipment						
Kew Junction parking guidance system	\$400,000	\$0	\$0	\$0	\$0	\$400,000
Ticket Parking Machine Network Upgrade	\$28,000	\$0	\$0	\$0	\$0	\$28,000
Town Hall Gallery collection acquisitions	\$72,500	\$75,000	\$75,000	\$77,000	\$79,000	\$378,500
Plant, machinery and equipment	\$500,500	\$75,000	\$75,000	\$77,000	\$79,000	\$806,500
Recreation, leisure and community facilities						
Asphalting of the maintenance yard at Freeway Golf Course	\$128,000	\$89,000	\$0	\$0	\$0	\$217,000
Skate/BMX facility in the North of Boroondara	\$40,000	\$70,000	\$400,000	\$0	\$0	\$510,000
Soil management pilot at Freeway Golf Course fairways	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Summerhill Park basketball half court and rebound wall	\$61,000	\$0	\$0	\$0	\$0	\$61,000
Warner Reserve synthetic surface	\$0	\$70,000	\$2,000,000	\$0	\$0	\$2,070,000
Recreation, leisure and community facilities	\$329,000	\$229,000	\$2,400,000	\$0	\$0	\$2,958,000

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

Capital Works - New, Upgrade and Expansion

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Roads						
Additional traffic management devices	\$150,000	\$154,000	\$158,000	\$162,000	\$166,000	\$790,000
Crossing facilities	\$100,000	\$102,500	\$105,000	\$108,000	\$110,000	\$525,500
Road Safety Strategy implementation - School Crossing improvements	\$23,000	\$23,000	\$24,000	\$24,000	\$24,000	\$118,000
Roads	\$273,000	\$279,500	\$287,000	\$294,000	\$300,000	\$1,433,500
Forward commitments from 2013-14 (net)						
Automated time and attendance sheets	\$115,000	\$0	\$0	\$0	\$0	\$115,000
Balwyn North Men's shed	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Camberwell community house Fairholm Grove redevelopment	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Public Art Civic Space	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Forward commitments from 2013-14 (net)	\$420,000	\$0	\$0	\$0	\$0	\$420,000

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

Total Capital Works

Project	Foreshadowed expenditure 2016-17	Foreshadowed expenditure * 2017-18	Foreshadowed expenditure * 2018-19	Foreshadowed expenditure * 2019-20	Foreshadowed expenditure * 2020-21	Total 5 year expenditure
Total New, Upgrade and Expansion Capital Works gross expenditure	\$17,204,339	\$21,749,024	\$17,691,401	\$3,584,214	\$3,827,715	\$64,056,693
Total New, Upgrade and Expansion Capital Works unallocated expenditure	\$0	\$11,662,500	\$12,879,688	\$27,091,258	\$28,231,071	\$79,864,517
Total New, Upgrade and Expansion Capital Works Program expenditure	\$17,204,339	\$33,411,524	\$30,571,089	\$30,675,472	\$32,058,786	\$143,921,210
Total New, Upgrade and Expansion Capital Works grants and contributions	\$30,000	\$2,449,000	\$175,000	\$30,000	\$30,000	\$2,714,000
Total New, Upgrade and Expansion Capital Works net expenditure	\$17,174,339	\$30,962,524	\$30,396,089	\$30,645,472	\$32,028,786	\$141,207,210
Total Capital Works Program						
Total Renewal Capital Works Program expenditure	\$42,539,994	\$40,458,488	\$41,988,178	\$41,789,315	\$39,700,583	\$206,476,558
Total New, Upgrade and Expansion Capital Works Program expenditure	\$17,204,339	\$33,411,524	\$30,571,089	\$30,675,472	\$32,058,786	\$143,921,210
Total Capital Works Program expenditure	\$59,744,333	\$73,870,012	\$72,559,267	\$72,464,787	\$71,759,369	\$350,397,768
Funding statement						
Funding from asset sales	\$0	\$0	\$1,650,000	\$0	\$0	\$1,650,000
Funding from grants	\$1,545,389	\$2,847,650	\$573,650	\$30,000	\$30,000	\$5,026,689
Funding from Council cash	\$58,198,944	\$71,022,362	\$70,335,617	\$72,434,787	\$71,729,369	\$343,721,079
Total Funding	\$59,744,333	\$73,870,012	\$72,559,267	\$72,464,787	\$71,759,369	\$350,397,768

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

Major Projects - combined renewal, new, upgrade and expansion

Net expenditure 2016-17 to 2020-21

Major project	Proposed expenditure 2016-17**	Foreshadowed expenditure 2017-18**	Foreshadowed expenditure 2018-19**	Foreshadowed expenditure 2019-20**	Foreshadowed expenditure 2020-21**	Total expenditure 2016-17 to 2020-21
Library redevelopment Balwyn (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$4,176,600	\$3,401,036	\$0	\$0	\$0	\$7,577,636
Library redevelopment Kew (Revitalised library facility which will cater to community information requirements as well as traditional library services)	\$48,222	\$513,205	\$2,901,818	\$3,005,300	\$0	\$6,468,545
North East Community Hub (Construction of community facility in the North Eatsern catchment of Boroondara)	\$5,524,712	\$10,889,525	\$0	\$0	\$0	\$16,414,237
Balwyn Community Centre (Renew and upgrade the current site of the Balwyn Community Centre)	\$307,800	\$3,209,636	\$3,289,877	\$0	\$0	\$6,807,312
Grand total major projects (net)	\$10,057,334	\$18,013,402	\$6,191,695	\$3,005,300	\$0	\$37,267,731

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

Appendix E

Glossary of terms





Appendix E – Glossary of terms

Term	Definition
Act	<i>Local Government Act 1989</i>
Accounting Standards	Australian accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s 296 of the <i>Corporations Act 2001</i> . They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. <i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i>
Adjusted underlying surplus (or deficit)	The adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure. It is a measure of financial sustainability of the Council which can be masked in the net surplus (or deficit) by capital-related items. <i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i>
Annual budget	Plan under Section 127 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.
Annual report	The annual report prepared by Council under sections 131, 132 and 133 of the Act. The annual report to the community contains a report of operations and audited financial and performance statements.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries. <i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i>
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability. <i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i>
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life. <i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i>



Term	Definition
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored.
Budgeted balance sheet	<p>The budgeted balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year.</p> <p>The budgeted balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budgeted comprehensive income statement	<p>The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.</p>
Budgeted Financial Statements	<p>Prepared under Section(s) 126(2)(a), 127(2)(a) and / or 131(1)(b) of the Act, budgeted financial statements are required in the:</p> <ul style="list-style-type: none"> • Strategic resource plan • Budget • Annual report <p>The budgeted financial statements are the:</p> <ul style="list-style-type: none"> • Budgeted Comprehensive Income Statement • Budgeted Balance Sheet • Budgeted Statement of Changes in Equity • Budgeted Statement of Cash Flows • Budgeted Statement of Capital Works <p>The budgeted financial statements must be in the form set out in the Local Government Model Financial Report.</p>
Budgeted statement of capital works	<p>The budgeted statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The budgeted statement of capital works should be prepared in accordance with Regulation 9.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 9.</i></p>
Budgeted statement of cash flows	<p>The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The budgeted cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.</p>



Term	Definition
Budgeted statement of changes in equity	The budgeted statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The budgeted statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budget preparation requirement	Under the Act, a Council is required to prepare and adopt an annual budget by 30 June each year. The Local Government Amendment (Performance Reporting and Accountability) Bill 2013 amends the date the budget must be adopted to 30 June each year – refer section 11(1) of the Bill. This amends section 130 (3) of the Act.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2016-17 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works (forward commitments)	Carry forward capital works are those that are incomplete in the current budget year and will be completed in the following budget year.
Council plan	Means a Council Plan prepared by the Council under Section 125 of the <i>Local Government Act 1989</i> . This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Act.
Department of Environment, Land, Water and Planning (DELWP)	Local Government Victoria is part of the Department of Environment, Land, Water and Planning (DELWP). It was previously part of the former: <ul style="list-style-type: none"> • Department of Transport, Planning and Local Infrastructure (DTPLI). • Department of Planning and Community Development (DPCD). • Department of Victorian Communities (DVC).
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution change the purpose of these reserves.
External influences in the preparation of a budget.	Matters arising from third party actions over which Council has little or no control e.g. change in legislation.



Term	Definition
Financial sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.
Four way budgeting methodology (Strategic resource plan)	The linking of the income statement, balance sheet, cash flow statement and capital works statement to produce forecast financial statements based on assumptions about future movements in key revenues, expenses, assets and liabilities.
Infrastructure	Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Internal influences in the preparation of a budget	Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Key assumptions	When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
<i>Local Government (Planning and Reporting) Regulations 2014</i>	Regulations, made under Section 243 of the <i>Local Government Act 1989</i> prescribe: <ol style="list-style-type: none"> The content and preparation of the financial statements of a Council The performance indicators and measures to be included in a budget, revised budget and annual report of a Council The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report (d) Other matters required to be prescribed under Parts 6 and 7 of the Act.



Term	Definition
Long Term Financial Strategy	<p>A Long Term Financial Strategy is a key component of the Strategic Resource Plan and is a separate document to the annual budget, setting the future financial direction of the Council. Longer term planning is essential in ensuring that an organisation remains financially sustainable in the long term. The annual budget should be consistent with the first projected year of a Long Term Financial Strategy.</p> <p>An extract of the Long Term Financial Strategy is included in the budget report to provide information about the long term financial sustainability of the Council and how the budget for the forthcoming year fits with in that framework.</p> <p>It also demonstrates the linkage with the Council plan objectives, goals and desired outcomes by including a summary of these short and long term objectives. Reference to the Long Term Financial Strategy in an annual budget should include as a minimum, plan development and key outcomes.</p>
New asset expenditure	<p>Expenditure that creates a new asset that provides a service that does not currently exist.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>
Non-financial resources	<p>Resources of a non-financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals.</p>
Non-recurrent grant	<p>A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.</p>
Operating activities	<p>Operating activities means those activities that relate to the provision of goods and services.</p>
Operating expenditure	<p>Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.</p>
Operating performance (Impact of current year on 2016-17 budget)	<p>This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.</p>
Operating revenue	<p>Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.</p>
Own-source revenue	<p>Adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>



Term	Definition
Performance statement	Performance statement prepared by a Council under Section 131 of the Act. A performance statement must be included in the annual report of a Council and include the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year.
Rate structure (<i>Rating information</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 total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	<i>Local Government (Planning and Reporting) Regulations 2014.</i>
Restricted cash	Cash and cash equivalents, within the meaning of the Australian Accounting Standards (AAS), that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Revised budget	The revised budget prepared by a Council under Section 128 of the Act. Section 128 of the Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act	The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the <i>Local Government Act 1989</i> .
Service delivery (<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
Services, initiatives, major initiatives and commitments	<p>Section 127 of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan.</p> <p>The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year.</p> <p>The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.</p> <p>Initiatives means actions that are once-off in nature and/or lead to improvements in service.</p> <p>Major initiatives means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.</p>
Statement of Capital Works	Means a statement of capital works prepared in accordance with the Local Government Model Financial Report. Refer also Financial Statements Section 3.
Statement of Human Resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Refer also Financial Statements Section 3.
Strategic planning framework	A "community owned" document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.



Term	Definition
Strategic resource plan (SRP)	<p>Section 125(2)(d) of the Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.</p> <p>Section 126 of the Act states that:</p> <ul style="list-style-type: none"> the strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives the strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years the strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years the strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan council must review their strategic resource plan during the preparation of the council plan council must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website. <p>In preparing the strategic resource plan, councils should comply with the principles of sound financial management (Section 136) as prescribed in the Act being to:</p> <ul style="list-style-type: none"> prudently manage financial risks relating to debt, assets and liabilities provide reasonable stability in the level of rate burden consider the financial effects of council decisions on future generations provide full, accurate and timely disclosure of financial information. <p>In addition to Section 126 of the Act, parts 2 and 3 of the Regulations also prescribe further details in relation to the preparation of a strategic resource plan.</p>
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
<i>Valuations of Land Act 1960</i>	<p><i>The Valuations of Land Act 1960</i> requires a Council to revalue all rateable properties every two years.</p> <p><i>Valuations of Land Act 1960 – Section 11.</i></p>