

City of Boroondara

Budget 2020-21



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Adopted by
Council

20 July 2020



Artist's impression of the Kew Recreation Centre

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Introduction

The Budget 2020-21 has been prepared in-line with Council's commitment to sustainable budgeting, responsible financial management and the State Government's rate cap for 2020-21. This budget continues to implement the outcomes of the 10 year Boroondara Community Plan adopted by Council in 2018, following a consultation program that heard from more than 11,800 Boroondara residents.

This year has presented us with unprecedented challenges as a result of the coronavirus disease (COVID-19) pandemic. Undoubtedly, these challenges have been far reaching and have touched all Boroondara residents, businesses, community groups and the wider community in different ways.

Council has not been immune to these challenges and as a result there have been certain considerations in drafting the Proposed Budget for 2020-21. Even during these uncertain times, we have a responsibility to our ratepayers – to ensure we deliver what we promised, meeting the needs of our diverse community into the future, and particularly during times of crisis, providing support and relief to those who need it the most.

Notably, we are responding to some of the immediate impacts of COVID-19 on our community, with a \$4.5m support and relief package which commenced in April 2020 and has effect over both the 2019-20 and 2020-21 years, to help vulnerable members of our community.

We are also continuing to make significant investments to progress several important projects. We have made substantial headway on the major redevelopment of Kew Recreation Centre and a new Community Precinct for Canterbury, with construction of both projects expected to commence later this year. These facilities will provide much needed services as we emerge from this challenging period.

Community engagement to inform the development of plans to improve Maling Road in Canterbury and Glenferrie Road in Hawthorn is continuing. We are working towards revitalising these shopping centres as part of placemaking. Each plan and relevant projects to enhance the precincts will begin to be implemented during the 2020-21 financial year.

Another feature of this year's Proposed Budget centres around our commitment to improving Boroondara's environmental sustainability, with key initiatives designed to minimise our impact on the environment and work towards a healthier, more sustainable future for our City.

As always, we are allocating funding to our many magnificent parks and sportsgrounds, and the maintenance of Boroondara's infrastructure including buildings, footpaths and shared paths.

We continue to invest in vital services such as aged care, disability and health, libraries, family, youth, recreation and more.

Further details of some of the many projects and services this budget delivers are outlined below.

Council's commitment to providing quality infrastructure remains a high priority, with the delivery of \$82 million of renewed and new community assets in the coming year.

Council will undertake significant major projects in 2020-21 which are to be completed over the next few years. Some of these include:

- Kew Recreation Centre redevelopment (\$68.0 million over four years, completed in 2021-22).
- Canterbury Community Precinct (\$11.3 million completed in 2021-22).
- Camberwell Community Centre (\$8.1 million completed in 2020-21).

Council will continue to maintain infrastructure at an appropriate standard. In 2020-21 Council will deliver:

- \$4.4 million for drainage renewal.
- \$2.9 million on footpath and cycleway renewal.
- \$10.3 million on road renewal.
- \$9.0 million for 22 other community building renewal works and minor works across many of the other properties under Council stewardship.

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

- \$9.4 million to provide library services seven days a week.
- \$12.1 million on aged, health services including immunisation and aged care support for vulnerable members of our community.
- \$8.9 million on family, youth and recreation services.
- \$18.5 million for parks and gardens, biodiversity and street trees maintenance.
- \$3.3 million on arts and cultural services and events.
- \$11.1 million for planning, development and building controls.
- \$11.0 million for maintenance of the city's infrastructure including buildings, drainage, footpaths, roads and shopping centres.

Some other exciting initiatives include:

- \$4.04 million on a range of environmental initiatives including \$985,000 to implement initiatives to reduce greenhouse gas emissions and engagement with the community to develop a Climate Action Plan.
- \$1,050,000 for Shopping centre streetscape improvement works at Cotham Village and Highfield Road.
- \$2.6M for a regional playground at Victoria Park.

The availability of open space for passive and active recreation is a limited resource for the city and to that end, Council sets aside \$800,000 each year for the open space acquisition fund which is designed to acquire additional open space as the opportunity arises.

Council will also continue its investment in a number of transformation projects that will enhance the way we provide services to our community and place the customer at the centre of everything we do. These projects will continue to provide increased choice and convenience of services and ways of interacting with Council to enable customers to interact with us anytime, in their preferred way, using any device.

As our City begins to recover from the impacts of COVID-19, this Budget will ensure that Boroondara remains a vibrant, inclusive City, one in which our community feels proud to live.

Executive summary

Council has prepared a Budget for 2020-21 which is aligned to the vision in the revised Council Plan 2017-21 according to the priority themes in the Boroondara Community Plan 2017-27. 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.

On 15 March 2020 the Victorian Premier declared a State of Emergency in response to the Coronavirus Disease (COVID-19) pandemic outbreak. COVID-19 continues to cause disruption to every facet of normal life and business and in preparing this budget Boroondara City Council has considered the impacts of COVID-19 on service delivery and its finances. Council's COVID-19 \$4.5 million financial assistance package which commenced in April 2020 and has effect over both the 2019-20 and 2020-21 financial years, supports residents, local business and community groups and is reflected in these budget papers.

This Budget projects a deficit of \$7.39 million for 2020-21. This one-off deficit reflects Council's immediate and short term response to the estimated impacts of COVID-19 and the resulting impacts on revenue and expenditure streams for the 2019-20 Forecast and 2020-21 Budget. The Financial Assistance Grants allocation of \$2.43 million or 50% has been brought forward from 2020-21 to the 2019-20 financial year and contributes to the 2020-21 deficit. Boroondara's strong financial position prior to the pandemic has been integral in addressing the financial impacts of COVID-19. Council's Long Term Financial Plan projects the budget returning to normal surplus levels from 2021-22.

The 2019-20 Forecast estimates \$8.01 million reduction in budgeted revenue and an \$8.35 million reduction is expected in the first quarter of 2020-21 primarily in User Fees and Statutory Fees and Charges. Unexpected cost increases have also impacted the 2019-20 Forecast and 2020-21 Budget mainly due to the temporary closure of Council's Leisure and Aquatic Facilities. This has been partially offset by a reduction in employee costs and the deferral of some expenditure.

Council has a strong record in investing to maintain its building assets and the 2020-21 budget continues to address the ongoing requirement for asset renewal to ensure Council's facilities meet community needs. The adjusted underlying result is a deficit of \$15.23 million after adjusting for capital grants and contributions.

Ongoing delivery of services to the Boroondara community has a budgeted expenditure of \$252 million. These services are summarised in **Section 2**.

In 2020-21 Council will continue to invest in infrastructure assets (\$82.05 million) consisting primarily of renewal works (\$50.65 million) and new asset creation (\$31.40 million). This includes roads (\$10.28 million); footpaths and bicycle paths (\$2.98 million); drainage (\$4.40 million); recreational, leisure and community facilities (\$2.77 million); parks, open space and streetscapes (\$8.00 million); and Buildings (\$44.52 million). The Statement of Capital Works can be found in **Section 4** and further details on the capital works budget can be found in **Section 7** and **Appendix D**.

The rate rise

The Minister for Local Government has determined that for 2020-21 the average property rate will rise by 2.00%. Boroondara City Council will not be seeking a variation to the rate cap.

Boroondara City Council has moved from biennial to annual valuations in line with the State Government changes introduced from 1 July 2018. The valuation function is now centralised with the Valuer-General. Valuations will be as per the General Revaluation dated 1 January 2020 (as amended by supplementary valuations). The outcome of the general revaluation has been a change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 3.40%. Of this increase, residential properties have increased by 3.76% and non-residential properties have decreased by 1.28%.

Due to the impact of the revaluation in the 2020-21 year, the rate percentage charged on individual properties will not be a consistent 2.00%. 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 individual property 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.

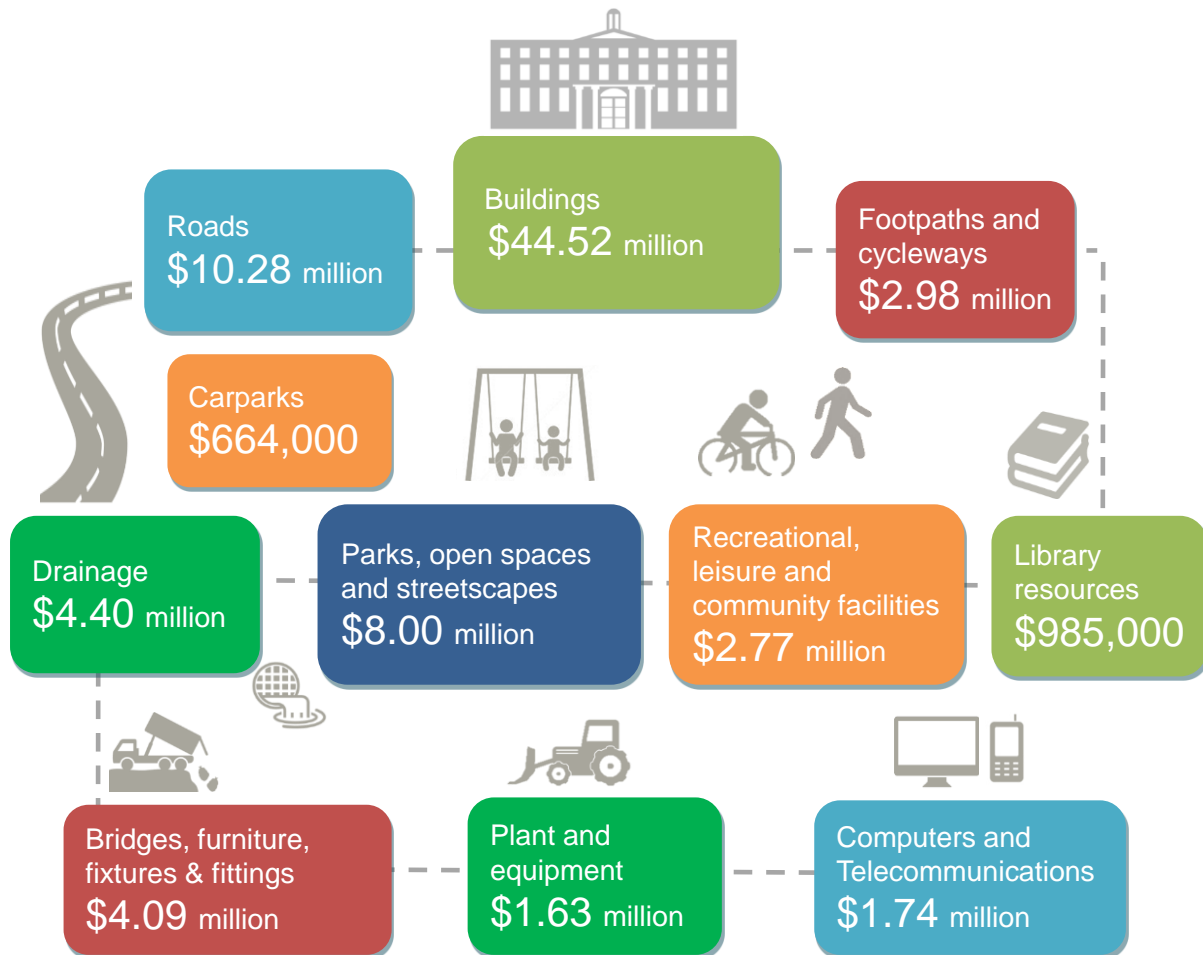
Waste service charges in 2020-21 will decrease on average by 3.9%. The net costs of waste management and associated services are recovered by Council through the waste management charges. The decrease is primarily due to the completion of the introduction of a FOGO (Food Organics Green Organics) collection service to divert food organics from landfill in 2019-20. This is an important initiative for all residents and a benefit to the environment.

Further information on Rates and Charges can be found in **Section 8** and **10** within this document.

Key statistics

	2020-21	2019-20
Total revenue	\$245.05M	\$243.74M
Total expenditure	\$252.44M	\$233.49M
Account result - surplus/(deficit) <i>(Refer Income Statement in Section 4)</i> <i>(Note: Based on total income of \$245M which includes capital grants and contributions)</i>	(\$7.39M)	\$10.26M
Underlying operating result - surplus/(deficit) <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>	\$(15.23M)	\$2.22M
Total Capital Works Program of \$82.05M from		
<i>Council operations (rate funded)</i>	\$70.86M	
<i>External grants and contributions</i>	\$4.19M	
<i>Asset sales</i>	\$1.57M	
<i>Council cash</i> <i>(carried forward works from 2019-20)</i>	\$5.43M	

Capital Works Program



Budget influences

External influences

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

- Council's revenue and expenditure streams are forecast to be significantly impacted for the 2019-20 Forecast and 2020-21 Budget as a result of COVID-19.
- Council has implemented a \$4.50 million support and relief package to help our local residents, businesses and community groups through challenging and uncertain times brought on by COVID-19.
- The 2020-21 Annual Budget is based on a rate capped average increase in Council rates of 2.00 per cent as prescribed by the State Government.
- Council has applied an inflation rate of 2.00% for 2020-21 which has been derived from the Victorian Department of Treasury and Finance forecasts as part of the mid-year Victorian budget review which is aligned with the commencement of budget preparation.
- The Victorian Government announced planned increases in the landfill levy from \$65.90 to \$125.90 over three years. In 2020-21 the Victorian Government has delayed the increase by 6 months and it will apply from 1 January 2021 whilst local government, households and businesses are dealing with the impact of COVID-19. The landfill levy is expected to increase by 30.3% or \$20.00 per tonne from \$65.90 in 2019-20 to \$85.90 from 1 January in 2020-21.
- Local Authorities Superannuation Fund Defined Benefit Plan (LASF DB) - Vested Benefit Index (VBI) update (COVID-19) – Vision Super has reported the impact of COVID-19 has continued to cause significant volatility in investment markets around the world. Vision Super will continue to

monitor the plan's financial position. In the event the VBI falls below the nominated shortfall threshold (ie: 97%), an interim investigation is required to be carried out by the Fund Actuary, unless the next scheduled actuarial investigation is due within six months. If the VBI falls below 97% prior to 30 June 2020, LASF DB sub-plan's next scheduled investigation as at 30 June 2020 will satisfy this requirement. As at 31st March 2020 the VBI was 102.1%.

- 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*.
- Capital works funding of \$1.50 million Commonwealth Government funding for Walmer Street Bridge, \$720,000 in 2020-21 (total to be received is \$1.60 million) from the State Government - Department of Education and Training for Canterbury Community Precinct - Integrated Children's Centre, \$593,811 Roads to Recovery Program funding covering roads pavement renewal works and \$593,811 Local Roads and Community Infrastructure Program.

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 2020-21 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 2020-21:
 - \$5.43 million in 2019-20 capital works forward commitments, and
 - \$4.79 million in 2019-20 priority projects forward commitments.
- Employee costs are largely driven by Council's Enterprise and Local Area Work Place Agreements (EA and LAWA). An annual increase of 2.0% has been applied to the 2020-21 Budget. In 2020-21 the compulsory Superannuation Guarantee Scheme (SGC) will remain at 9.50%.
- Waste collection costs in 2020-21 will decrease on average by 3.9%. The net costs of waste management and associated services are recovered by Council through the waste management charges. The decrease is primarily due to completing the introduction of a FOGO (Food Organics Green Organics) collection service to divert food organics from landfill stream whilst providing residents with increased capacity each week, and retaining the weekly recycling service described in Budget Influences on page 4.
- Continued investment of resources in the Customer First Program which will enhance our customers experience and improve efficiency of Council in the future.

Budget reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 9 to 11 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. Summary of financial position
4. Financial statements
5. Financial performance indicators
6. Other budget information (grants and borrowings)
7. Detailed list of capital works
8. Rates and charges

1. Link to the Council Plan

1.1 Integrated Planning Framework

The Council Plan is developed every four years in accordance with the legislative requirements in the *Local Government Act 1989*. In the Council Plan, the Council elected in October 2016 outlines the strategic plan for its term in office. The Council Plan 2017-21 was adopted on 26 June 2017. The Plan has been revised to align with the community priorities identified in the Boroondara Community Plan.

The Boroondara Community Plan 2017-27 sets the long-term strategic direction for Council based on the values, aspirations and priorities the Boroondara community told us were important to them. In 2016, Boroondara's councillors wanted to hear directly from the community. Between November 2016 and April 2017, 11,845 responses were received from people who live, work, study or play in Boroondara, the largest consultation activity ever conducted by the City of Boroondara.

As shown in the diagram below, the Boroondara Community Plan directly informs the Council Plan including the Long Term Financial Strategy, annual commitments and strategic indicators, and the Municipal Strategic Statement and Council strategies, plans and actions.

The Council Plan is structured around the seven themes of the Boroondara Community Plan 2017-27, and describes the outcomes for the community Council aims to achieve during its term, and the allocation of resources required to achieve those outcomes. Underpinned by our vision and values, the plan's strategic objectives and strategies give clear areas of focus for the four-year period. The Council Plan will be reviewed for currency each year.



The Budget also sets out Council services, major initiatives and commitments that Council will undertake in the 2020-21 year, along with associated performance indicators (refer **Section 2 - Services, major initiatives and commitments**).

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.

1.2 Our vision, purpose and values

Our vision represents our commitment to the community as outlined in the Boroondara Community Plan. Our purpose and values describe how we will work together to achieve our goals for the community.

Vision

A vibrant and inclusive city, meeting the needs and aspirations of its community.

Purpose

We work together to deliver the community priorities and place our customers at the centre of everything we do.

Values

We will create a collaborative and customer-centric culture which connects our people to our purpose, inspires them to be their best, and provides a great place to work.

The six organisational values are outlined below:






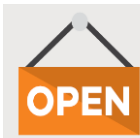

Our values	What it means
Think customer experience	Always working with our customers' experience in mind and taking pride in supporting our community.
Act with integrity	Doing the right thing, speaking up when it's important and striving to live our values every day.
Treat people with respect	Valuing each person for who they are by listening, understanding and showing that we care.
Work together as 'one'	Working together constructively to break down silos, putting our shared needs first and moving forward in a unified way.
Explore better ways	Challenging the status quo to improve things through curiosity, courage and learning.
Own it, follow through	Taking responsibility for what is ours and following through to ensure great results.

1.3 Strategic objectives

The Council Plan is structured around seven priority themes, aligned with the community priorities set out in the Boroondara Community Plan. Each priority theme has a set of strategic objectives, strategies and strategic indicators to support the implementation of the community's vision.

The 2020-21 Budget documents a number of commitments that will occur over the 2020-21 financial year, and provides the financial and human resources necessary to deliver these services and commitments.

The following table lists the seven priority themes and strategic objectives as detailed in the Council Plan.

Theme	Strategic Objectives
 Your Community, Services and Facilities	Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.
 Your Parks and Green Spaces	Inviting and well-utilised community parks and green spaces.
 The Environment	Our natural environment is healthy and sustainable for future generations.
 Neighbourhood Character and Heritage	Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations.
 Getting Around Boroondara	Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.
 Your Local Shops and Businesses	A vibrant local economy and shops that are accessible, attractive and a centre of community life.
 Civic Leadership and Governance	Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.

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 2020-21 financial year. In accordance with Section 127 of the *Local Government Act 1989* the major initiatives, services and commitments are included within the Budget 2020-21.

Details are provided on how these services contribute to achieving the themes and strategic objectives specified in the revised Council Plan 2017-21, as set out in Section 1. It also details performance indicators to monitor achievement of the revised Council Plan 2017-21 strategic objectives.

Theme: Your Community, Services and Facilities



Strategic objective

Community services and facilities are high quality, inclusive and meet a variety of needs now and into the future.

Services (Operating Budget)

Service Category	Description	Expenditure (Revenue) Net cost \$'000
Arts and Cultural Services	<ul style="list-style-type: none"> arts and cultural initiatives and programs, such as exhibitions, festivals and events programs and manages Council's art facilities at the Town Hall Gallery, Kew Court House, Hawthorn Arts Centre and other community spaces provides flexible spaces for community hire, including meetings, community events, private bookings and conference facilities oversees the management and care of Town Hall Gallery Collection provides support for community arts and culture groups through funding, partnerships, advice and advocacy. 	\$3,308 (\$338) \$2,970
Asset Management	<ul style="list-style-type: none"> undertakes condition assessments of facilities and infrastructure assets to ensure service standards are maintained develops and updates long term capital renewal works program for roads, drains, bridges, buildings and footpaths develops and implements policies, strategies and asset management plans develops and reviews asset service levels and standards develops and maintains and integrated asset management system to store and analyse asset data for asset planning purposes develops the asset renewal investment strategy and financial asset forecasts for Council's long-term financial strategy manages Council's street lighting promotes occupational health and safety on Council worksites provides specialist advice for planning and subdivision permit referrals and development approvals undertakes proactive defect inspections of road infrastructure in compliance with Council's Road Management Plan. 	\$3,455 (\$0) \$3,455

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 major community infrastructure projects and community events • provides support, advice and assistance to neighbourhood houses and men's sheds • 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 • undertakes community engagement to support key initiatives such as placemaking • manages the Boroondara Community Grants Program of annual, small (biannual) commemorative and triennial operational grants • promotes, supports and assists the development of volunteering and civic participation through the BVRC. • Advocacy and project work to support community safety. 	\$3,909 <u>(\$288)</u> \$3,621
Family, Youth and Recreation	<ul style="list-style-type: none"> • operates the Boroondara Maternal and Child Health support programs and services, Kindergarten Central Enrolment Scheme, Kew Traffic School, and the Boroondara Youth Hub • 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 and sport and recreation • provides support and information, services and programs to young people and their families, sport and recreation groups and organisations to enhance health and wellbeing • facilitates the development of integrated and coordinated services for children, young people and their families, sport and recreation clubs and organisations • supports the inclusion of children into four-year old kindergarten programs 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 early years management operators and volunteer committees of management • facilitates participation opportunities by the community in physical activity through the provision of facilities and contract management of the Boroondara Leisure and Aquatic Facilities, the Boroondara Tennis Centre and Junction Skate & BMX Park • manages leases for 87 facilities to sport and recreation groups, early years management operators and early years committees of management. 	\$8,910 <u>(\$4,797)</u> \$4,113

Service Category	Description	Expenditure (Revenue) Net cost \$'000
Health and Active Ageing Services	<ul style="list-style-type: none"> coordinates public health services including immunisation and environmental health provides home support services via the Wellness and Reablement 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 undertakes strategy and development with a focus on positive ageing. 	\$12,108 <u>(\$6,429)</u> \$5,679
Infrastructure Services	<ul style="list-style-type: none"> maintains the City's infrastructure including buildings, drainage, footpaths and roads, shopping centres, park/street furniture and signs. 	\$10,084 <u>(\$266)</u> \$9,818
Library Services	<ul style="list-style-type: none"> provides a large range of relevant, contemporary library collections and services: across five libraries and one library lounge, online and via home library services provides welcoming 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 and adult library programs and activities creates enthusiasm for local and family history research and discovery, creating connections with our local heritage provides opportunities to explore, learn and use new and emerging technology. 	\$9,438 <u>(\$1,224)</u> \$8,214
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 amenity and animal management delivers responsible pet ownership initiatives, road safety, amenity regulation and fire prevention develops, implements and reviews appropriate local laws to achieve a safe and liveable environment 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. 	\$3,624 <u>(\$1,769)</u> \$1,855
Sportsground services	<ul style="list-style-type: none"> works with over 300 sports clubs, across 23 sports codes at over 100 sports facilities/grounds. 	\$2,487 <u>(\$595)</u> \$1,892

Service Category	Description	Expenditure (Revenue) Net cost \$'000
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 Council buildings and infrastructure assets encourages and develops innovative design into quality outcomes. 	\$3,109 (\$9) \$3,100

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
1.1	Progress construction of the Canterbury Community Precinct to provide enhanced services to the local community.	Projects and Strategy	\$8,570,693 (Income \$720,000)
1.2	Commence construction of the Kew Recreation Centre to create a state of the art recreation facility to meet current and future community needs.	Projects and Strategy	\$17,000,000
1.3	Complete construction of the Camberwell Community Centre to provide enhanced facilities to the local community. Major initiative	Projects and Strategy	\$3,461,732
1.4	Enhance the online offering of the Boroondara Library Service so that more community members can virtually connect with the library.	Library Services	Work performed using existing resources
1.5	Promote Boroondara Arts to intergenerational audiences and targeted community groups to enhance access and program participation through providing information and accessibility tours.	Arts and Cultural Services	Work performed using existing resources
1.6	Maintain a register of Swimming Pools and Spas known to Council, as required by the new Swimming Pool Safety legislation, to ensure all registered pools and spas meet current safety barrier requirements.	Building Services	\$365,705 (income \$241,690)
1.7	Raise awareness of community safety in Boroondara through events, projects, advocacy and education.	Community Planning and Development	Work performed using existing resources

Our commitments		Responsible department	Expenditure \$
1.8	Implement the Asset Management Plan to ensure Council Assets are managed appropriately for the community.	Asset Management	\$96,097
1.9	Evaluate community engagement practices across Council to ensure they are inclusive and respectful of people with a disability.	Chief Customer Office	Work performed using existing resources
1.10	Deliver the "Boroondara Sports Club Awards" initiative which recognises and promotes clubs that support underrepresented groups, provide community benefit, support volunteers and promote the benefits of healthier living.	Family, Youth and Recreation	Work performed using existing resources

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Overall participation in library services (includes loans, returns, visits, program attendances, e-books & audio loans, enquiries, reservations, Wi-Fi and virtual visits)	Boroondara Library Service has the largest physical collection of all public library services in the State with a physical turnover rate of 5.5 loans per item per annum.	7,600,000	Library Services
Participation in first MCH home visit (percentage of infants enrolled in the MCH service who receive the first MCH home visit)	<p>This measure indicates the provision of MCH service in accordance with agreed standards.</p> <p>There are instances when we receive a birth notification for a Boroondara resident, however the parents and their child may stay outside of Boroondara with relatives who provide support for the first few weeks. When this happens it is common for new parents to access the MCH service in the municipality where they are staying until they return to Boroondara. This means that the number of infants enrolled receiving their first home visit can fluctuate.</p>	90%	Family, Youth and Recreation

Performance Measure	Context	2020-21 Forecast	Department
Satisfaction with recreational facilities	Community Satisfaction survey conducted annually by Local Government Victoria. In 2019, satisfaction with the appearance of recreational facilities was significantly higher than the average rating for councils State wide and in the Metropolitan group (index scores of 70 and 75 respectively).	79	Parks and Infrastructure Family, Youth and Recreation
Number of community organisations/individuals funded through the Community Strengthening Grants Program which includes, individual, annual and triennial grant	During 2018-19, a total of 90 community organisations received an Annual Grant and 53 organisations received a Triennial Grant. A further 4 organisations received a grant to celebrate Armistice Day and 5 organisations received an Innovation Grant. 23 Individual Achievement Grants were also awarded.	175	Community Planning and Development Arts and Culture Family, Youth and Recreation
Numbers of community groups using council facilities directly under a lease or licence agreement	The Council Assets - Leasing and Licensing Policy seeks to maximise the community benefits arising from the use of the community facilities. Specifically Council actively plans for multi-purpose use of facilities to maximise utilisation and to meet community needs	190	Commercial and Property Services
Boroondara Community Plan Output Indicators			
Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)	The result of 100% indicates the food safety service is provided in accordance with legislative requirements.	100%	Health, Active Ageing and Disability Services
Percentage of graffiti removed from Council owned assets within one business day of notification (based on number of requests)	Council's strong results are a result of improved contractor arrangements and processes.	97%	Parks and Infrastructure

Performance Measure	Context	2020-21 Forecast	Department
Number of arts and cultural community events delivered by Council	This measure is specifically for events delivered by Arts and Culture. It includes curated programs in our cultural venues which includes Hawthorn Arts Centre, Kew Courthouse and the Town Hall Gallery. Events delivered may also be delivered in the parks and gardens, via the creative professional development network, creative participatory workshops and school holiday programs. This program changes each calendar year.	100	Arts and Culture
Number of attendances by young people at youth programs or services	This result is based on the number of young people attending both term time and school holiday programs.	4,000	Family, Youth and Recreation
Number of people participating in active ageing programs and events	Number of people over the age of 65 years attending Council events.	1,000	Health, Active Ageing and Disability Services

Local Government Performance Reporting Framework - Indicators



Service	Indicator	Performance measure	Computation
Animal Management	Health and safety	Animal management prosecutions (percentage of successful animal management prosecutions).	$\frac{\text{[Number of successful animal management prosecutions]}}{\text{Total number of animal management prosecutions}} \times 100$
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population).	$\frac{\text{[Number of visits to aquatic facilities]}}{\text{Municipal population}}$
Food Safety	Health and safety	Critical and major non-compliance outcome notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council).	$\frac{\text{[Number of critical non-compliance notifications and major noncompliance notifications about a food premises followed up]}}{\text{Number of critical non-compliance notifications and major noncompliance notifications about food premises}} \times 100$

Service	Indicator	Performance measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (percentage of children enrolled who participate in the MCH service).	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100.
		Participation in 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.
Libraries	Participation	Active library borrower in municipality (percentage of the municipal population that are active library members).	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population for the last three years] x100

Theme: Your Parks and Green Spaces



Strategic objective

Inviting and well-utilised community parks and green spaces.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Infrastructure Services	<ul style="list-style-type: none"> manages and maintains built assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signs. 	\$1,829 (\$2) \$1,827
Open Space	<ul style="list-style-type: none"> manages and maintains Boroondara's parks, gardens, sportsgrounds and biodiversity sites manages bookings, events and applications associated with Boroondara's parks, gardens, reserves, sportsgrounds and pavilions manages and maintains the Freeway Golf Course maintains a significant and highly valued urban forest of street and park trees. 	\$14,343 (\$606) \$13,737
Environment and Sustainable Living	<ul style="list-style-type: none"> Promotes environmental sustainability and provides landscape and urban design services to encourage use, function and enjoyment of our outdoor spaces by the community. 	\$631 (\$0) \$631

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
2.1	Implement priority actions from the Shade Policy Implementation Plan to improve the provision of shade at playgrounds located at Yarra Bank Reserve, Hawthorn, Sir William Angliss Reserve, Hawthorn East and Fenton Reserve, Kew.	Environment and Sustainable Living	\$150,000
2.2	Enhance sporting pavilions to be more accessible and to better support a diverse range of user groups in response to community need.	Parks and Infrastructure	\$3,450,000
2.3	Commence the construction of a new Regional Playground at Victoria Park to improve recreational use opportunities for children and families. Major initiative	Environment and Sustainable Living	\$2,620,000

Our commitments		Responsible department	Expenditure \$
2.4	Design and deliver additional “dog friendly play areas” within existing parks and reserves to provide enhanced opportunities for social interaction for owners and their dogs.	Environment and Sustainable Living	\$470,000

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Customer Satisfaction survey, measures user satisfaction with a range of parks in Boroondara, benchmarked with participating councils	Boroondara has a strong history of satisfaction results	80%	Parks and Infrastructure
Satisfaction with appearance of public areas	Community Satisfaction survey conducted annually by Local Government Victoria. In 2019, satisfaction with the appearance of public areas was significantly higher than the average rating for councils State wide and in the Metropolitan group (index scores of 72 and 74 respectively).	80	Parks and Infrastructure
Boroondara Community Plan Output Indicator			
Cost to maintain park turf per hectare		\$4,850	Parks and Infrastructure

Theme: The Environment



Strategic objective

Our natural environment is healthy and sustainable for future generations.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Environment and Sustainable Living	<ul style="list-style-type: none"> strategically plan and develop open space improvements to our parks, gardens, shopping centres and streetscapes 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. 	\$1,214 (\$0) \$1,214
Waste and Recycling	<ul style="list-style-type: none"> manages waste services, including kerbside bin based waste, green, food and recycling collections, bundled green waste, xmas tree and hard waste collection service operates the Boroondara Recycling and Waste Centre. 	\$22,851 (\$1,605) \$21,246
Open Space	<ul style="list-style-type: none"> maintain and manage the City's biodiversity manage and maintain all trees on Council managed land including tree planting/establishment, maintenance and renewal programs. 	\$1,679 (\$0) \$1,679
Drainage Management	<ul style="list-style-type: none"> develops and updates long term capital renewal works for drains develops and implements strategies and engineering solutions to mitigate flooding and resolve drainage issues undertakes drainage inspections and manages permits relating to storm water drainage 	\$491 (\$46) \$445
Statutory Planning	<ul style="list-style-type: none"> administers Council's Tree Protection Local Law and assesses applications for tree removal. 	\$662 (\$290) \$372

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
3.1	Undertake an engagement process so that eight to ten schools and 100 students can participate in events that motivate and empower our young leaders to deliver improved sustainability outcomes for the local community.	Environment and Sustainable Living	\$13,000
3.2	Reduce greenhouse gas emissions from Council's buildings by implementing cost effective energy efficiency upgrades/retrofits and installing solar photovoltaics (PV).	Environment and Sustainable Living	\$256,200
3.3	Implement initiatives including the Backyard Biodiversity project, Wildlife not Weeds program and rollout of interpretive signage to enhance and maintain urban biodiversity sites across the municipality.	Environment and Sustainable Living	\$52,030
3.4	Educate, support and monitor Phase 1 FOGO. Implement Phase 2 FOGO to multi-unit developments and report on landfill diversion. Major initiative	Parks and Infrastructure	Work performed using existing resources
3.5	Explore ways to build resilience and support older adults to adapt to extreme weather events.	Health, Active Ageing and Disability	Work performed using existing resources
3.6	Implement actions from the Waste Minimisation and Recycling Strategy to continue to reduce waste sent to landfill, maximise recycling and provide efficient waste services to the Boroondara community.	Parks and Infrastructure	\$260,584
3.7	Implement identified priority works at Council facilities (water harvesting, water recovery and water efficiency) to reduce tap water use and stormwater pollution.	Environment and Sustainable Living	\$55,100
3.8	Engage with the community to develop a Climate Action Plan.	Environment and Sustainable Living	\$985,000 (includes implementation of emissions reduction projects)

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Satisfaction with waste management	Annual Survey conducted by the Local Government Victoria. In 2019 satisfaction with waste management was significantly higher than the state-wide average for all Councils.	70	Parks and Infrastructure
Satisfaction with environmental sustainability	Annual Survey conducted by the Local Government Victoria. In 2019 satisfaction with waste management was significantly higher than the state-wide average for all Councils	65	Environment and Sustainable Living
Volume of harvested water (rain and stormwater) re-used within Council buildings and open space irrigation	This measures the amount of water that Council harvests (mainly from building roofs and stormwater drains) to reduce use of valuable mains drinking water. A new Raingarden at Gordon Barnard Reserve will be commissioned early in 2020-21 and when fully operational, will harvest an additional 5-7 megalitres (ML) each year. A typical Olympic sized swimming pool holds 2.5 ML.	7ML	Environment and Sustainable Living
Tonnes of CO2 emissions from energy used in all Council-owned and operated buildings, street lighting, Council fleet, taxi and air travel <i>Note: Information reported with a one year lag.</i>	This measure indicates the greenhouse gas emissions associated with electricity, natural gas and fuel used by Councils buildings and vehicles. This also includes electricity used by streetlights for which Council has shared responsibility. Emissions are expressed as Carbon Dioxide equivalents (CO2-e).	Less than 22,000 tCO2e	Environment and Sustainable Living

Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Output Indicators			
Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	It is estimated that 58% of the household waste will be diverted from landfill after the implementation of Food Organics and Garden Organics (FOGO) and improvements in recycling capture and quality.	58%	Parks and Infrastructure
Area of land managed for biodiversity (hectares)	The target reflects goals set in the Biodiversity Strategy.	44.2ha	Parks and Infrastructure

Local Government Performance Reporting Framework - 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: Neighbourhood Character and Heritage



Strategic objective

Protect the heritage and respect the character of the City to maintain amenity and liveability whilst recognising the need for appropriate, well-designed development for future generations

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Building Services	<ul style="list-style-type: none"> encourages desirable building design outcomes for amenity protection and to maintain consistent streetscapes through the Report and Consent process assesses building permit applications, conducts mandatory inspections and issues occupancy permits/final certificates for buildings and structures provides property hazard and building permit history information to designers, solicitors, private building surveyors and ratepayers conducts fire safety inspections and audits on public and/or high risk buildings to ensure life safety of occupants and the public maintains a register of swimming pools and spas located within the municipality, conduct safety barrier compliance inspections when required to ensure a safer built environment administers and enforces the <i>Building Act 1993</i> and <i>Building Regulations</i> including investigation of illegal and dangerous buildings to ensure public and occupant safety provides building regulatory and technical advice to residents and ratepayers. 	\$1,912 <u>(\$2,226)</u> (\$314)
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 assesses applications to subdivide land or buildings under the <i>Subdivision Act 1988</i> defends Council planning decisions at the Victorian Civil and Administrative Tribunal. 	\$6,341 <u>(\$2,034)</u> \$4,307

Service category	Description	Expenditure (Revenue) Net cost \$'000
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. 	\$1,896 (\$0) \$1,896
Asset Protection	<ul style="list-style-type: none"> manages permits relating to the asset protection local law manage public authority requests. 	\$969 (\$660) \$309

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
4.1	Protect the City's heritage by continuing a municipal wide heritage assessment of all properties not currently subject to a heritage overlay in the Boroondara Planning Scheme. Major initiative	Strategic Planning	\$281,900
4.2	Provide education to owners and developers about heritage overlays to increase a culture of custodianship.	Strategic Planning	Work performed using existing resources

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Number of complaints re Neighbourhood Character and Heritage (excluding objections to planning permit applications and submissions to strategic planning projects)	Correspondence received from a community member who requests Council to investigate heritage protection of a property that is not recommended for inclusion in the Heritage Overlay through the Municipal Wide Heritage Gap Study or other heritage study initiated by Council.	55	Strategic Planning Statutory Planning

Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Output Indicators			
Percentage of 'Demolition Consents' under Section 29A of the <i>Building Act</i> by Building Services checked within 15 business days	Section 29A applications have a statutory time limit of 15 business days for Council to respond. If Council does not provide a response to the Building Surveyor, they may proceed to decide an application without a report or consent from Council. Therefore, Building Services process Section 29A demolition consent applications on a priority basis and have met this criteria by achieving a result of 100%.	100%	Building Services
Proportion of suburbs investigated by the Municipal Wide Heritage Gap Study	This measures indicates the proportion of suburbs assessed for inclusion in the Heritage Overlay through the Municipal Wide Heritage Gap Study.	100%	Strategic Planning

Local Government Performance Reporting Framework - 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 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.

Theme: Getting Around Boroondara



Strategic objective

Travel options that are connected, safe, accessible, environmentally sustainable and well-designed.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Safe and well maintained road infrastructure	<ul style="list-style-type: none"> proactive resheeting and reconstruction of roads and associated infrastructure road reinstatements following works and developments undertake road micro-surfacing and associated line marking. 	\$663 <u>(\$180)</u> \$483
Local Laws	<ul style="list-style-type: none"> delivery of the School Crossing Supervision program through the provision of supervision at school crossings and the overall management and administration of the program delivers administrative and field services in parking management. 	\$6,167 <u>(\$12,366)</u> (\$6,199)
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 footpath and parking bay occupation applications, street party applications and full and part road closure applications investigates black spot accident locations and develops remedial treatments coordinates and implements sustainable transport initiatives including car share, green travel plans 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. 	\$1,848 <u>(\$500)</u> \$1,348

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
5.1	Explore opportunities and implement actions to enhance wayfinding lighting on paths and shared paths to increase use and improve safety. Major initiative	Traffic and Transport	\$209,100
5.2	Implement actions from adopted access plans and parking studies and other initiatives to improve safety, access and the effective management of parking, including Kendall Street and Inglesby Road access initiatives and construction of the Fairholm Grove northern car park following the completion of the Camberwell Community Centre.	Traffic and Transport	\$166,000
5.3	Implement actions from the Road Safety Strategy to improve road safety for all road users including recommendations from an audit of school crossings.	Traffic and Transport	\$25,100
5.4	Upgrade existing treatments and introduce traffic management devices in response to identified safety concerns or community needs.	Traffic and Transport	\$166,000
5.5	Advocate for the needs of the Boroondara community in relation to the North East Link project. Major initiative	Traffic and Transport	\$487,760 (Income \$225,000)
5.6	Advocate to the Victorian Government for the needs of the Boroondara community in relation to Public Transport improvements for disability access and network linkages, Level Crossing Removal Projects, Walmer Street Bridge and The Boulevard upgrades.	Traffic and Transport	Work performed using existing resources
5.7	Deliver Council's community transport service to vulnerable residents and explore ways to broaden its reach.	Health, Active Ageing and Disability	Work performed using existing resources

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Satisfaction with sealed local roads	Community Satisfaction survey conducted annually by Local Government Victoria. In 2019, satisfaction with sealed local roads was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 56 and 69 respectively).	71	Asset Management
Satisfaction with local shared paths for cycling and walking as a way to get around Boroondara	Community Satisfaction survey conducted annually by Local Government Victoria. This was a tailored question included in the Community Satisfaction Survey. The results of this indicator are used to inform a range of Council activities. No statewide comparative data available for this measure.	67	Traffic and Transport
Boroondara Community Plan Output Indicators			
Sealed local roads maintained to condition standards (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	This measure indicates the kilometres of sealed local roads as a percentage of the total road network that do not require immediate renewal and have not reached the intervention level or condition requiring works.	95%	Asset Management
Percentage completion of six-monthly defect inspections on Council roads and footpaths in higher risk locations	This measure indicates the kilometres of footpaths as a percentage of the total footpath network that were inspected every 6 months. The high risk locations are inspected twice a year for defects in accordance with the Road Management Plan (RMP). Any defects recorded are responded to and rectified in accordance with the timeframes set out in the RMP.	99%	Asset Management

Performance Measure	Context	2020-21 Forecast	Department
Percentage of footpath defects remediated within the timeframes specified in the Road Management Plan	This is an important measure in managing risk and public safety.	95%	Parks and Infrastructure
Number of traffic counts and surveys	This measure involves electronic traffic counts and parking surveys and provides a good basis for assessing traffic and parking issues in line with Council adopted policies and where appropriate, the subsequent introduction of traffic treatments and parking schemes.	170	Traffic and Transport

Local Government Performance Reporting Framework - 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.

Theme: Your Local Shops and Businesses



Strategic objective

A vibrant local economy and shops that are accessible, attractive and a centre of community life.

Services (Operating Budget)

Service category	Description	Expenditure (Revenue) Net cost \$'000
Economic Development	<ul style="list-style-type: none"> manages the implementation of the Economic Development and Tourism Strategy for Council strengthens the viability of local businesses, including strip shopping centres and facilitates eight special rates scheme for shopping centres facilitates the Boroondara Business Network to support new and established businesses, through training and mentor services facilitates the Boroondara Farmers Market, the Hawthorn Makers Market, the Camberwell Fresh Food Market and the Camberwell Sunday Market facilitates the Vibrant Retail Precincts stream of Council's community grants program facilitates regular networking opportunities for the local business community supports and promotes tourism opportunities across the municipality delivers the City-wide Christmas in Boroondara Program. 	\$2,724 <u>(\$1,577)</u> \$1,147
Minor shopping centre maintenance	<ul style="list-style-type: none"> implements the Shopping Centre Improvement Program which delivers streetscape improvements to our small and medium sized shopping centres. 	\$287 <u>(\$0)</u> \$287

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
6.1	Continue to implement the Christmas in Boroondara program to promote the vitality of the City's shopping centres and support a festive community spirit.	Economic Development	\$111,700
6.2	Promote co-working spaces and opportunities which offer training, access to technology and tools to support start-up and emerging businesses in the City of Boroondara.	Economic Development	Work performed using existing resources

Our commitments		Responsible department	Expenditure \$
6.3	Implement a Placemaking approach in the Glenferrie and Maling Road precincts to shape and design our public spaces and shopping centres, to increase social interaction, economic viability and enhance the health and wellbeing of our community. Major initiative	Health, Active Ageing and Disability	\$1,989,052

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Community satisfaction with the quality of streetscapes in shopping centres, as a key means of attracting and retaining shops and businesses	Community Satisfaction survey conducted annually by Local Government Victoria. The results of this indicator are used to inform a range of Council activities, including project based work such as the Placemaking program and the shopping centre improvement program, through to more in-centre operational activities such as the newly established Service Crews.	55	Economic Development
Boroondara Community Plan Output Indicators			
Number of proactive strip shopping centre maintenance visitations completed	Proactive inspections and maintenance program for local shopping centres.	1,000	Parks and Infrastructure
Number of members of the Boroondara Business Network	The number of members of the Business Boroondara Network (BBN) equates to approximately 5% of the total number of registered businesses in Boroondara (26,214). Membership of the BBN is free. Through signing up/subscribing to the BBN, members receive a monthly e-newsletter 'Biz Bits' which provides a range of business related resources.	1,250	Economic Development

Performance Measure	Context	2020-21 Forecast	Department
Number of participants in Council's business training activities	Council's suite of business training activities are diverse, including large keynote events, evening networking, seminars and personalised business mentoring. The level of participant satisfaction of business training activities is typically over 80%. The nature of business training activities offered are informed through participant feedback and the regular 'Business Needs and Issues' report.	1,300	Economic Development

Theme: Civic Leadership and Governance



Strategic objective

Ensure that ethical, financial and socially responsible decision making reflect community needs and are based on principles of accountability, transparency, responsiveness and consultation.

Services (Operating Budget)

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 coordinates 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. 	\$6,930 <u>(\$2,538)</u> \$4,392
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. 	\$224 <u>(\$0)</u> \$224
Council Operations	<ul style="list-style-type: none"> costs associated with the operations of Camberwell and Hawthorn office locations, including maintenance and utilities. 	\$623 <u>(\$0)</u> \$623
Councillors, Chief Executive Officer, Executive Management and support staff	<ul style="list-style-type: none"> this area includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership team and associated support. 	\$2,715 <u>(\$0)</u> \$2,715

Service category	Description	Expenditure (Revenue) Net cost \$'000
Strategic Communications	<ul style="list-style-type: none"> manages the Boroondara brand and corporate communications channels and content delivers advocacy campaigns in collaboration with the responsible Director, CEO and Councillors provides a broad range of engagement tools to facilitate the capture of external feedback media relations and issues management develops strategic integrated communication, marketing and engagement plans for key initiatives linked to the Council Plan responsible for the Customer Channel Strategy provides an in-house online content development and publishing function involving content QA and accessibility. 	\$3,915 (\$0) \$3,915
Customer Support and Corporate Information	<ul style="list-style-type: none"> provides an in-house advisory service to improve the quality of customer service in all areas of Council business owner of the Customer Relationship Management System, and the custodian of the Electronic Document Record Management System manages the archiving function leads customer service, call centre and incoming correspondence functions of council coordinates improvement to service delivery to the community and within Council through the use of technology and process change provides professional guidance and direction to ensure Council is compliant with <i>Public Records Act 1973</i>. 	\$4,218 (\$0) \$4,218
Finance and Corporate Planning	<ul style="list-style-type: none"> develops and delivers the annual planning cycle for the Council Plan and Budget develops the Annual business planning structure and templates and assists departments across Council to complete their Business Plans provides financial accounting services including accounts payable, receivable and treasury produces the annual Budget and Long Term Financial Strategy and manages Council's budgeting/forecasting and financial reporting systems manages Council's reporting system and conducts performance reporting, including the Quarterly Performance Report, Monthly Financial Report, and the Annual 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 coordinates the external audit. 	\$3,077 (\$286) \$2,791

Service category	Description	Expenditure (Revenue) Net cost \$'000
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 and Data Protection, public interest 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, citizenship ceremonies and Citizens of the Year Awards. 	\$2,089 <u>(\$27)</u> \$2,062
Information Technology	<ul style="list-style-type: none"> through strong Information Technology governance practices, ensures cost and value for money principles underpin all investment decisions ensures effectiveness and reliability of computing and communication systems oversees and manages information security related risks to ensure sensitive customer and Council data remains secure and available only to those it is intended for recommends and leads the selection of technology products and services that best align to organisational and/or customer needs leads and supports the implementation of technology related initiatives that enable the required customer and organisational outcomes to be achieved. 	\$10,749 <u>(\$0)</u> \$10,749
Digital	<ul style="list-style-type: none"> develops new public facing digital services and information based on customer requirements, evidence based research, best practice user experience and human centered service design principles and practices develops and maintains standards for accessibility, information architecture, digital governance and technical website security management provides key strategic support, advice and service design projects to the BC1 Program to enable Council to significantly expand and improve digital services provides a council wide corporate digital service to all departments in the development and ongoing management of new digital products, responsive mobile and online tools, engagement approaches, systems and digital capabilities in line with the goals of the Customer Experience Improvement Strategy (CEIS) and the ICT Strategy. 	\$2,005 <u>(\$0)</u> \$2,005

Service category	Description	Expenditure (Revenue) Net cost \$'000
People, Culture and Development	<ul style="list-style-type: none"> delivers the functions of health, safety and well-being, human resources, payroll and organisational development and change provides specialist advice, service and policy development related to all aspects of the portfolio coordinates recruitment, industrial relations, remuneration, award/agreement interpretation and work-force planning facilitates and coordinates professional, leadership and cultural development programs coordinates Council's employee performance management system. 	\$3,415 (0) \$3,415

Commitments (Capital, Priority Projects or Operating Expenditure)



Our commitments		Responsible department	Expenditure \$
7.1	Undertake consultation for the review and refresh of the Boroondara Community Plan 2021-2031, and Council Plan 2021-2025, to assist Council to deliver on priorities most important to the community. Major initiative	Finance and Corporate Planning	\$240,000
7.2	Conduct the 2020 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 new issues, tasks and decisions before Council at the outset of their term.	Governance	\$728,000 (Income \$368,000)
7.3	Develop accessibility guidelines for Council's Information and Communication Technology (ICT) products and services, and include the guidelines in the specifications for all relevant products and services being developed or procured.	Chief Information Office	Work performed using existing resources
7.4	Engage with strategic procurement aggregators (Municipal Association Victoria, Procurement Australia, State Purchasing Contracts) and with other Councils as appropriate to explore collaborative contract opportunities.	Commercial and Property Services	Work performed using existing resources

Our commitments		Responsible department	Expenditure \$
7.5	Facilitate community informed decision making through the implementation of an online community engagement tool which will enable customers to subscribe to, give feedback and see progress on projects and consultations. Major initiative	Boroondara Customer First	\$150,000
7.6	Continue to enhance customer experience by transitioning high volume services with payments online and providing self-service payment options.	Boroondara Customer First	\$2,229,325
7.7	Ensure Council operates within a financially sustainable framework through preparation of the Annual Budget 2021-22 and the Strategic Resource Plan in-line with statutory requirements, and submit for consideration by Council.	Finance and Corporate Planning	Work performed using existing resources
7.8	Deliver year two actions of the Workforce Diversity and Inclusion Strategy which aims to create a more inclusive workplace and enable better outcomes for customers and the community.	People, Culture and Development	Work performed using existing resources
7.9	Implement line clearance management plan to meet requirements of the Electricity Safety (Electric Line Clearance) regulations 2015.	Parks and Infrastructure	\$527,914
7.10	Deliver the mandatory candidate training for potential candidates for the 2020 Council Election, as prescribed by the <i>Local Government Act 2020</i> .	Governance	Work performed using existing resources

Success in achieving the Strategic Objectives is measured by reporting against Strategic Indicators



Performance Measure	Context	2020-21 Forecast	Department
Boroondara Community Plan Outcome Indicators			
Satisfaction with community consultation and engagement	Community Satisfaction survey conducted annually by Local Government Victoria. In 2019, satisfaction with community consultation and engagement was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 56 and 58 respectively).	61	Chief Customer Office

Performance Measure	Context	2020-21 Forecast	Department
Satisfaction with making community decisions	<p>Community Satisfaction survey conducted annually by Local Government Victoria.</p> <p>In 2019, satisfaction with making community decisions was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 55 and 60 respectively).</p>	62	Chief Customer Office
Satisfaction with advocacy (Lobbying on behalf of the community)	<p>Community Satisfaction survey conducted annually by Local Government Victoria.</p> <p>In 2019, satisfaction with advocacy was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 54 and 57 respectively).</p>	58	Chief Customer Office
Satisfaction with informing the community	<p>Community Satisfaction survey conducted annually by Local Government Victoria.</p> <p>In 2019, satisfaction with informing the community was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 60 and 62 respectively).</p>	63	Chief Customer Office
Satisfaction with customer service	<p>Community Satisfaction survey conducted annually by Local Government Victoria.</p> <p>In 2019, satisfaction with customer service was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 71 and 76 respectively).</p>	77	Chief Customer Office

Performance Measure	Context	2020-21 Forecast	Department
Satisfaction with the overall performance of Council	<p>Community Satisfaction survey conducted annually by Local Government Victoria.</p> <p>In 2019, satisfaction with overall performance of Council was higher than the average rating for councils State wide and in the Metropolitan group (index scores of 60 and 67 respectively).</p>	71	Chief Customer Office
Boroondara Community Plan Output Indicators			
Current assets compared to current liabilities (current assets as a percentage of current liabilities)	Represents the working capital position. VAGO low risk indicator is 100% or better. Higher results is better.	151.2%	Finance and Corporate Planning
Asset renewal and upgrade compared to depreciation (asset renewal and upgrade expense as a percentage of depreciation)	Demonstrates the asset renewal and upgrade expense compared to depreciation assesses whether council spending on assets is focused on purchasing new assets or renewing and upgrading existing ones.	148.1%	Finance and Corporate Planning
Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue)	Indicates total borrowings compared to rate income. 40% or less is low risk. Lower result is better.	12.2%	Finance and Corporate Planning
Percentage of Freedom of Information Requests responded to within prescribed timeframes	Changes in legislation has resulted in Council now having 30 days to make a decision on a Freedom of Information (FOI) request.	100%	Governance
Average time callers wait before their call is answered	A key customer service measure.	=< 45 seconds	Chief Customer Office
Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)	A target of 90% allows non-completion or the delay in the delivery of some capital projects due to unforeseen circumstances including consultation issues, adverse weather conditions and unpredicted soil conditions etc.	90%	Projects and Strategy

Performance Measure	Context	2020-21 Forecast	Department
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	A target of 90% allows non-completion or the delay in the delivery of some capital projects due to unforeseen circumstances including consultation issues, adverse weather conditions and unpredicted soil conditions etc.	90%	Projects and Strategy
WorkCover Employer performance rating	Rating of Less than 1 indicates better than industry average. The Employer Performance Rating (EPR) measures how well Council is performing compared with other employers operating within the same industry.	Less than 1	People Culture and Development
Number of cyber security incidents that have a Risk Consequence Rating of \geq Moderate	This indicator ensures Council captures and assesses information security incidents, in particular those that may lead to significant Information Communication Technology (ICT) service disruption or unauthorised disclosure of sensitive information.	0	Chief Information Office
Percentage of nominated Information Technology Projects initiated with a Privacy Impact Assessments completed	Newly introduced metric to ensure privacy considerations and potential impacts are assessed during the initiation phase of a technology project delivered by the Information Technology Department.	100%	Chief Information Office

Local Government Performance Reporting Framework - 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 the Act and included in the 2020-21 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (**Section 9 - Strategic Resource Plan**) and sustainable capacity (**Section 5 - 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 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 2020-21 Priority Projects have been fully planned for the coming year and in addition details of projects foreshadowed over the next three years have been made available (refer to **Appendix C - Priority Projects Program**). The Priority Projects budget for 2020-21 includes projects that support all of Council's strategic objectives.

2.3 Reconciliation with budgeted operating result

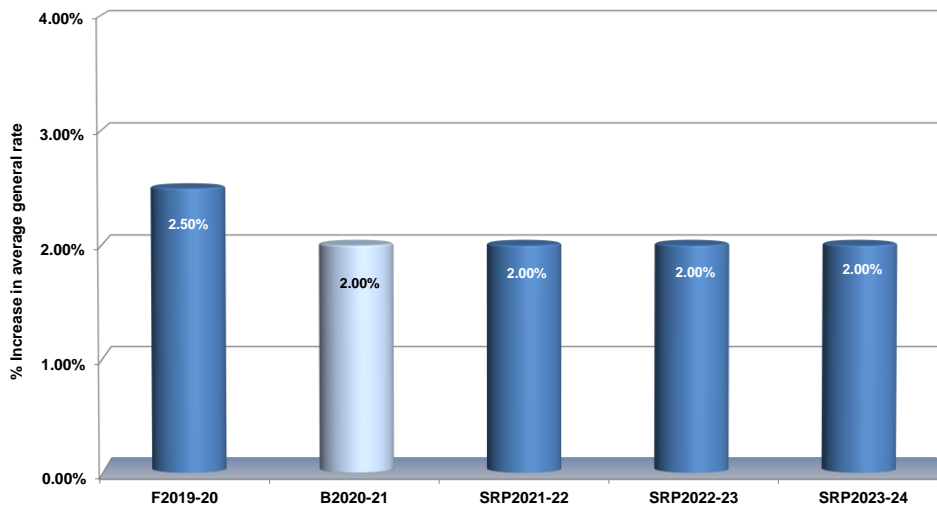
	Budget 2020-21 Net cost \$'000
Total net cost of services and initiatives (incl priority projects)	158,541
Non attributable expenditure	
Depreciation	37,873
Amortisation - right of use assets	4,330
Other expenditure	4,842
Borrowing costs	1,342
Finance costs - leases	337
Carrying amount of assets sold/written off	3,474
Total non-attributable expenditure	52,198
Operating deficit before funding sources	210,739
Funding sources	
General rates and waste charges ¹	190,980
Victoria Grants Commission	2,432
Contributions - monetary	4,250
Interest	1,500
Capital works income (non-recurrent)	4,188
Total funding sources	203,350
Net deficit	(7,389)

¹ General rates and waste charges excludes special rates as these are included in the net services and initiatives.

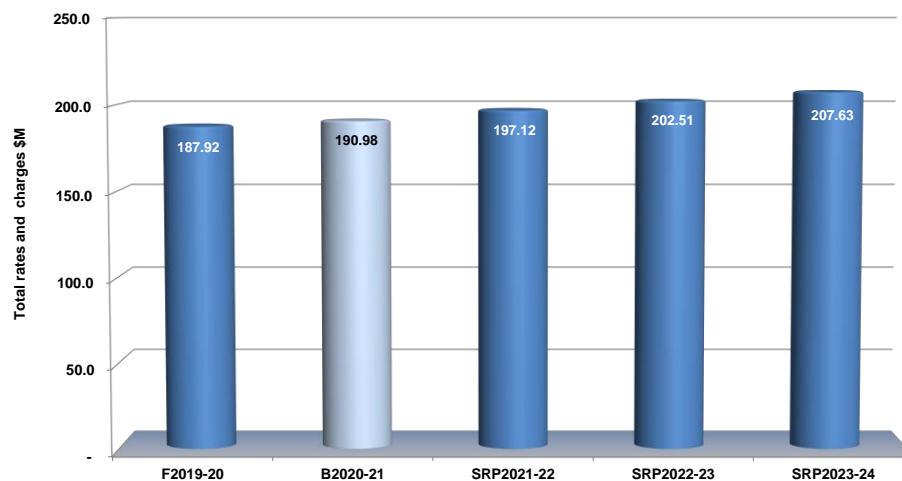
3. Summary of financial position

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, 2019-20 forecast actual (F), 2020-21 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.

3.1 Rate percentage increases

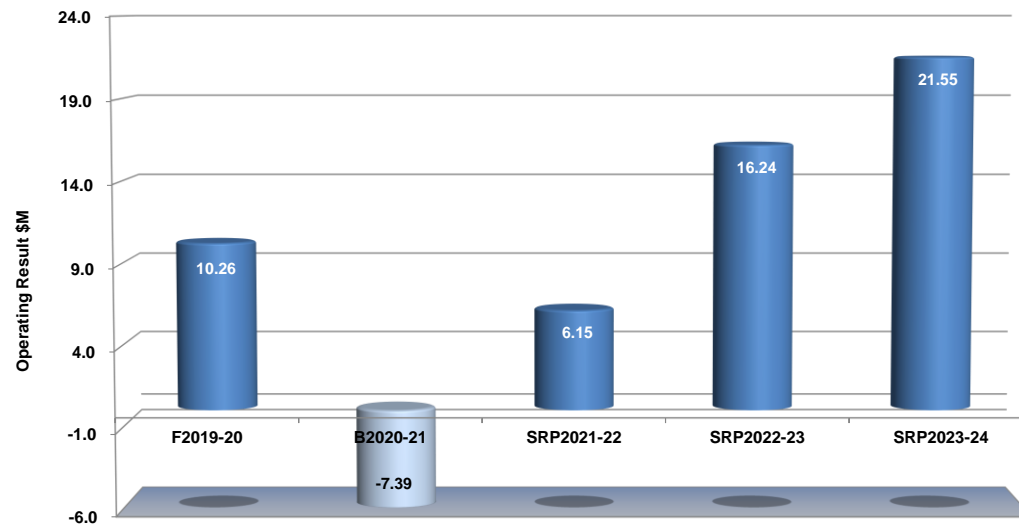


3.2 Total rates and charges



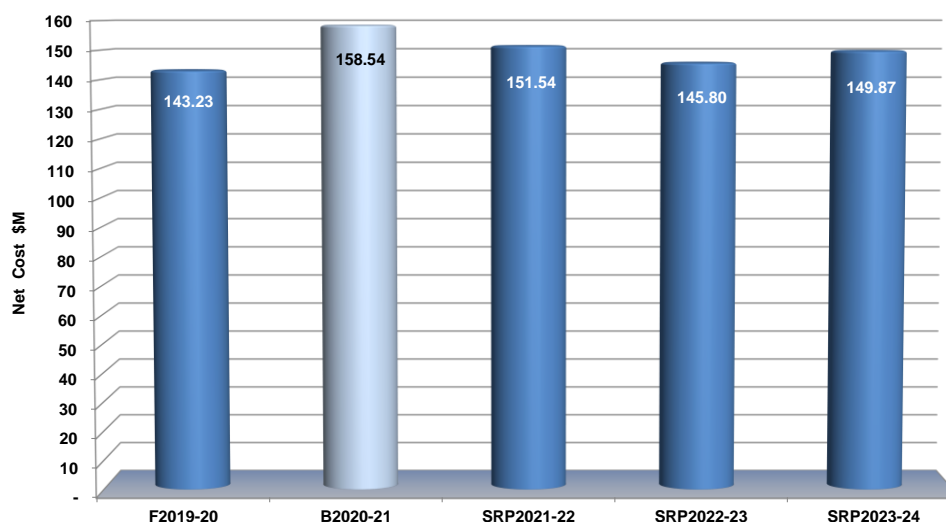
In 2020-21, rates will increase by 2.0%. Total rates and charges (including waste and interest) increase to \$190.98 million (1.6%) including \$900,000 generated from supplementary rates on new and redeveloped properties. In addition to the above, special rates and charges levied through special rate schemes will total \$1.55 million. The State Government introduced a cap on rate increases from 2016-17. The cap for 2020-21 has been set at 2.0% by the Minister for Local Government. Future years have been estimated using the Department of Treasury and Finance CPI forecasts. In 2020-21 waste service charges will decrease on average by 3.9% primarily due to completing the introduction of a FOGO (Food Organics and Green Waste Organic) collection service. **Refer Section 10, Council's Rating Information.**

3.3 Operating result



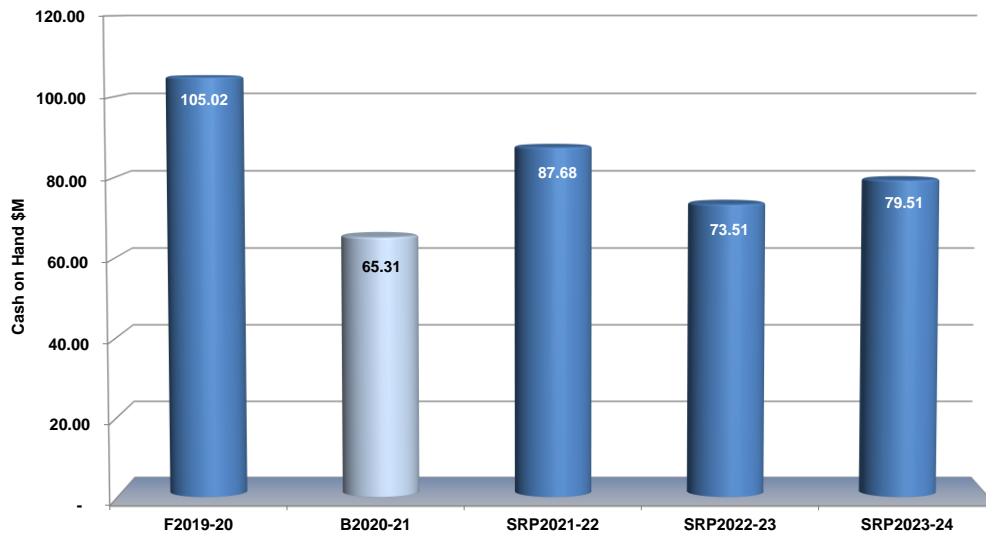
The expected operating result for the 2020-21 year is a deficit of \$7.39 million which is a \$17.65 million decrease from the forecast surplus result of \$10.26 million for 2019-20. The projected 2019-20 forecast result and 2020-21 budget takes into account the estimated and known impacts of COVID-19. The 2020-21 Financial Assistance Grants allocation of \$2.43 million or 50% has been brought forward from 2020-21 to the 2019-20 financial year and contributes to the 2020-21 deficit result. Boroondara's strong financial position prior to COVID-19 has been integral in addressing the impacts of COVID-19. The operating result and future years can vary depending upon the level of priority projects planned. **Refer to Appendix C - Priority Projects.** The adjusted underlying result which excludes items such as non-recurrent capital grants, non-cash contributions and cash capital contributions is a deficit of \$15.23 million, which is a decrease of \$17.46 million over 2019-20. (The forecast underlying result for the 2019-20 year is a surplus of \$2.20 million. The 'surplus/(deficit)' is not a measure of 'profit' but provides capacity to fund future capital works.

3.4 Services



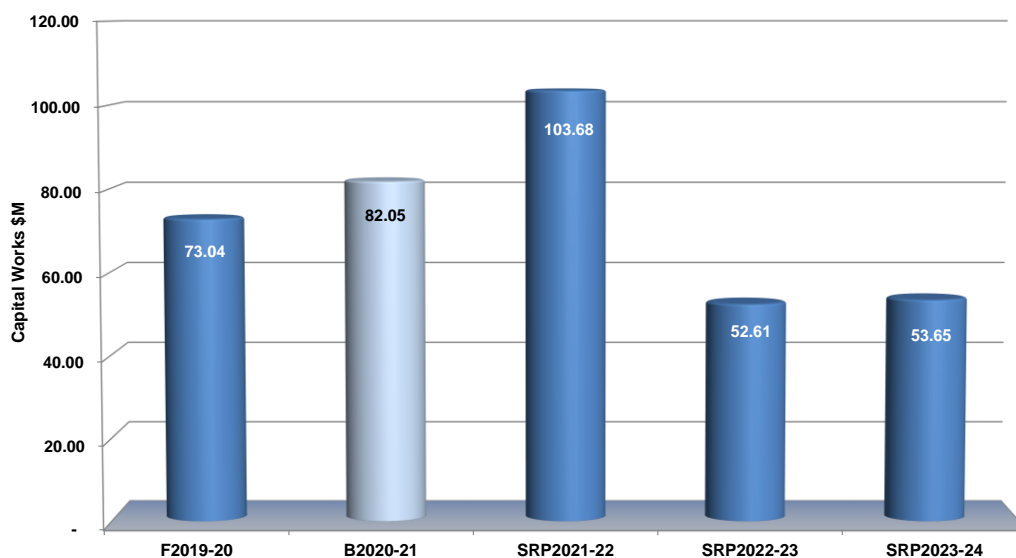
The net cost of services delivered to the community includes net operating directorate and department costs as well as net priority projects expenditure. For the 2020-21 year, the net cost of services delivered is expected to be \$158.54 million, an increase of \$15.31 million over 2019-20. During the development of each budget, service levels are discussed with councillors providing feedback on the increase or amendment of Council services. For the 2020-21 year, a number of new activities and initiatives have been proposed based on the consultation undertaken for the development of the Boroondara Community Plan.

3.5 Cash and investments



Cash and investments are budgeted to decrease by \$39.71 million during the year to \$65.31 million for the year ending 30 June 2021. Total cash and investments are forecast to be \$105.02 million at 30 June 2020. Cash and investments are used to fund the capital works program and repay existing borrowings.

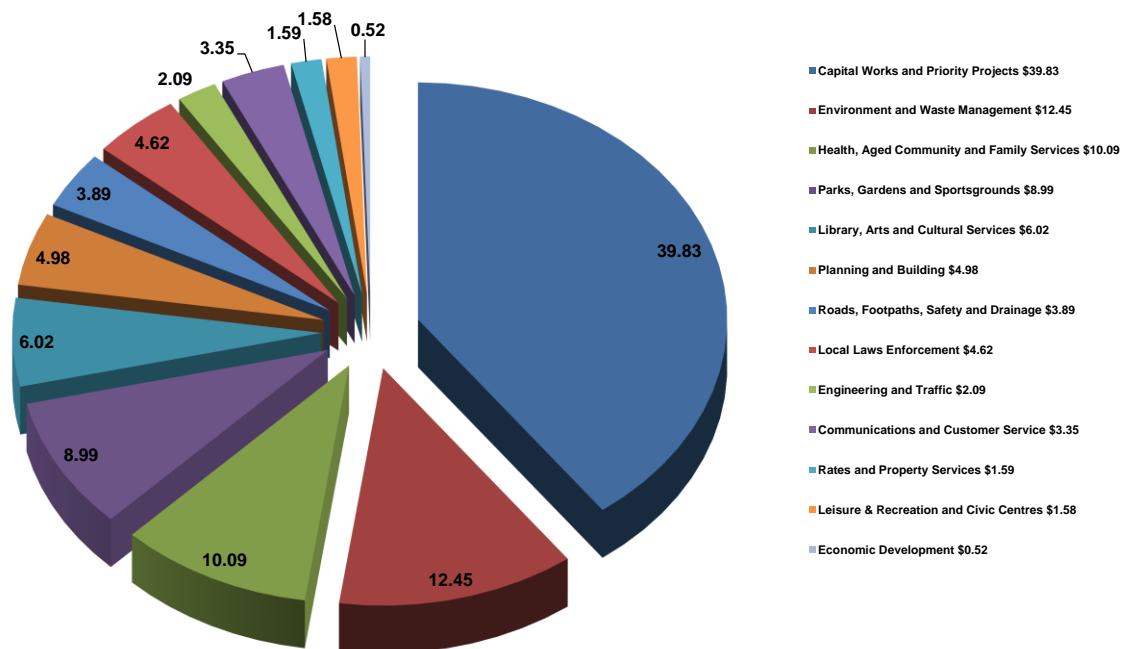
3.6 Capital Works Program (gross expenditure)



Council's commitment to capital works will reach \$82.05 million for the 2020-21 financial year. \$5.43 million relates to forward commitments from the 2019-20 year. Forward commitments are funded from the 2019-20 forecast surplus. Capital funding of \$4.19 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 \$50.65 million and new, upgrade and expansion expenditure of \$31.40 million inclusive of forward commitments. Future year expenditure reflects Council's commitment to a number of new and upgraded facilities over the term of the SRP. Refer also **Section 4** for the Statement of Capital Works.

3.7 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.

As part of our commitment to improve our City's environmental sustainability, Council has allocated \$4.04 million to undertake a range of initiatives aimed at minimising our environmental footprint within these service areas.

Excludes operating expenditure for five externally managed recreation centres.

4. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2021-22 to 2023-24 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the *Local Government Act 1989*, *Local Government (Planning and Reporting) Regulations 2014* and 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

This section also includes “Other Information” following the financial statements in accordance with the *Local Government (Planning and Reporting) Regulations 2014* and Local Government Model Financial Report.

Pending Accounting Standards

The Budget 2020-21 has been prepared based on the accounting standards applicable at the date of preparation, including the following new accounting standards which are applicable for the first time in the 2019-20 financial year:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.

AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Changes the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises some income items.

City of Boroondara
Comprehensive Income Statement
For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019-20 \$'000		2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Income					
Rates and charges	189,441	192,534	198,706	204,129	209,284
Statutory fees and fines	12,454	14,056	16,916	17,249	17,358
User fees	11,625	11,937	15,261	15,914	16,982
Grants - operating	14,614	12,297	14,729	15,030	15,337
Grants - capital	2,059	4,188	674	594	594
Contributions - monetary	6,872	4,424	6,477	5,383	5,491
Other income	6,680	5,617	6,349	6,906	6,736
Total income	243,745	245,053	259,112	265,205	271,781
Expenses					
Employee costs	97,002	102,603	104,894	102,059	103,046
Materials and services	82,367	92,876	89,979	88,685	90,067
Depreciation and amortisation	36,070	37,873	37,023	37,893	37,782
Amortisation - right of use assets	3,377	4,330	4,334	3,500	3,500
Bad and doubtful debts	1,661	1,746	1,781	1,817	1,853
Borrowing costs	1,424	1,342	2,163	2,860	1,614
Finance costs - leases	280	337	282	282	338
Other expenses	7,639	7,861	8,011	8,171	8,335
Net loss on disposal of property, plant and equipment, infrastructure	3,669	3,474	4,500	3,700	3,700
Total expenses	233,489	252,442	252,966	248,967	250,235
Surplus for the year	10,256	(7,389)	6,146	16,238	21,545
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods:					
Other	-	-	-	-	-
Total comprehensive result	10,256	(7,389)	6,146	16,238	21,545

City of Boroondara
Balance Sheet
For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019-20 \$'000		2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Current assets					
Cash and cash equivalents	107,456	65,194	87,580	73,438	79,458
Trade and other receivables	19,752	21,022	19,070	19,231	19,385
Other assets	1,583	1,883	1,893	1,903	1,913
Total current assets	128,791	88,099	108,543	94,572	100,756
Non-current assets					
Trade and other receivables	4	4	4	4	4
Property, infrastructure, plant and equipment	3,430,399	3,465,035	3,520,968	3,527,724	3,538,148
Investment property	9,045	9,045	8,884	8,725	8,570
Right-of-use assets	9,203	8,513	6,190	7,690	7,333
Intangible assets	880	880	838	573	470
Total non-current assets	3,449,531	3,483,477	3,536,884	3,544,716	3,554,525
Total assets	3,578,322	3,571,576	3,645,427	3,639,289	3,655,281
Current liabilities					
Trade and other payables	27,295	29,095	29,680	30,277	31,802
Trust funds and deposits	4,627	4,727	4,827	4,927	5,027
Provisions	17,894	18,608	19,352	19,881	20,425
Interest-bearing liabilities	1,572	1,674	26,327	6,819	7,014
Lease liabilities	4,124	4,153	2,339	4,112	3,937
Total current liabilities	55,512	58,257	82,525	66,016	68,205
Non-current liabilities					
Provisions	2,077	2,162	2,251	2,314	2,379
Investment in associates and joint ventures	2,579	2,579	2,579	2,579	2,579
Interest-bearing liabilities	23,213	21,539	65,214	58,395	51,381
Lease liabilities	5,182	4,669	4,342	5,231	4,438
Total non-current liabilities	33,051	30,949	74,386	68,519	60,777
Total liabilities	88,563	89,206	156,911	134,535	128,982
Net assets	3,489,759	3,482,370	3,488,516	3,504,754	3,526,299
Equity					
Accumulated surplus	936,232	927,043	931,389	945,827	965,572
Reserves	2,553,527	2,555,327	2,557,127	2,558,927	2,560,727
Total equity	3,489,759	3,482,370	3,488,516	3,504,754	3,526,299

City of Boroondara
Statement of Changes in Equity
For the four years ending 30 June 2024

	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves
2020 FORECAST ACTUAL				
Balance at beginning of the financial year	3,479,503	927,776	2,534,824	16,903
Surplus (deficit) for the year	10,256	10,256	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,489,759	936,232	2,534,824	18,703
2021				
Balance at beginning of the financial year	3,489,759	936,232	2,534,824	18,703
Surplus (deficit) for the year	(7,389)	(7,389)	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,482,370	927,043	2,534,824	20,503
2022				
Balance at beginning of the financial year	3,482,370	927,043	2,534,824	20,503
Surplus (deficit) for the year	6,146	6,146	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,488,516	931,389	2,534,824	22,303
2023				
Balance at beginning of the financial year	3,488,516	931,389	2,534,824	22,303
Surplus (deficit) for the year	16,238	16,238	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,504,754	945,827	2,534,824	24,103
2024				
Balance at beginning of the financial year	3,504,754	945,827	2,534,824	24,103
Surplus (deficit) for the year	21,545	21,545	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,800)	-	1,800
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	3,526,299	965,573	2,534,824	25,903

City of Boroondara
Cash Flow Statement
For the four years ending 30 June 2024

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2019-20	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	188,641	192,434	200,578	203,968	209,130
Statutory fees and fines	9,631	11,140	15,215	15,432	15,505
User charges and other fines	12,788	13,131	16,787	17,505	18,680
Grants - operating	15,586	13,283	15,711	16,032	16,360
Grants - capital	2,059	4,188	674	594	594
Contributions - monetary	6,872	4,424	6,477	5,383	5,491
Interest received	2,200	1,500	843	1,291	1,008
Trust fund and deposits taken	20,365	20,775	20,875	20,975	21,075
Other receipts	4,928	4,529	6,056	6,177	6,301
Net GST refund / payment	13,887	15,343	16,863	11,454	12,034
Employee costs	(96,085)	(101,804)	(104,059)	(101,461)	(102,435)
Materials and services	(91,108)	(103,769)	(103,678)	(97,138)	(101,718)
Short term, low value and variable lease payments	(707)	(616)	(628)	(641)	(653)
Trust fund and deposits repaid	(19,774)	(20,675)	(20,775)	(20,875)	(20,975)
Other payments	(7,544)	(7,875)	(8,026)	(8,186)	(8,349)
Net cash provided by operating activities	61,739	46,008	62,913	70,510	72,047
Cash flows from investing activities					
Payments for property, plant and equipment	(73,042)	(82,053)	(103,680)	(52,608)	(53,647)
Proceeds from sale of property, plant and equipment	31	1,570	1,840	-	-
Proceeds (payments) for investments	26,593	-	-	-	-
Net cash provided by/(used in) investing activities	(46,418)	(80,483)	(101,840)	(52,608)	(53,647)
Cash flows from financing activities					
Finance costs	(1,424)	(1,342)	(2,163)	(2,860)	(697)
Proceeds from borrowings	-	-	70,000	-	-
Repayment of borrowings	(1,495)	(1,572)	(1,674)	(26,327)	(6,819)
Interest paid - lease liability	(280)	(337)	(282)	(282)	(338)
Repayment of lease liabilities	(3,601)	(4,536)	(4,567)	(2,572)	(4,522)
Net cash provided by/(used in) investing activities	(6,800)	(7,787)	61,314	(32,041)	(12,376)
Net increase (decrease) in cash and cash equivalents	8,521	(42,262)	22,386	(14,139)	6,024
Cash and cash equivalents at beginning of year	98,935	107,456	65,194	87,577	73,434
Cash and cash equivalents at end of year	107,456	65,194	87,580	73,439	79,458

City of Boroondara
Statement of Capital Works
For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019-20		2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Buildings	30,517	44,209	74,301	22,630	21,061
Building improvements	414	311	319	327	335
Total buildings	30,931	44,520	74,620	22,957	21,396
Total property	30,931	44,520	74,620	22,957	21,396
Plant and equipment					
Plant, machinery and equipment	2,973	1,627	1,009	1,051	1,448
Fixtures, fittings and furniture	1,652	1,623	1,187	960	970
Computers and telecommunications	2,007	1,744	921	924	946
Library books	985	985	990	995	1,000
Total plant and equipment	7,617	5,979	4,107	3,930	4,364
Infrastructure					
Roads	12,092	10,283	10,512	11,433	11,900
Bridges	32	2,463	64	66	67
Footpaths and cycleways	2,899	2,982	1,817	1,833	1,852
Drainage	5,367	4,395	4,724	5,655	6,186
Recreational, leisure and community facilities	3,222	2,771	3,177	1,774	2,412
Parks, open space and streetscapes	10,284	7,996	4,149	4,439	4,938
Off street car parks	598	664	510	521	532
Total infrastructure	34,494	31,554	24,953	25,721	27,887
Total capital works expenditure	73,042	82,053	103,680	52,608	53,647
Represented by:					
New asset expenditure	16,378	17,009	27,005	10,534	10,109
Asset renewal expenditure	38,214	50,650	62,536	41,438	42,438
Asset upgrade expenditure	8,653	5,451	1,392	419	441
Asset expansion expenditure	9,797	8,943	12,747	217	659
Total capital works expenditure	73,042	82,053	103,680	52,608	53,647

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 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019-20		2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs	97,002	102,603	104,894	102,059	103,046
Total staff expenditure	97,002	102,603	104,894	102,059	103,046
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	882.3	884.2	836.8	816.6	806.3
Casuals	31.7	11.8	11.8	11.8	11.8
Total staff numbers	914.0	896.0	848.6	828.4	818.1

Staff numbers decrease due to short term project positions in the early years of the Strategic Resource Plan.

Other information - for the four years ended 30 June 2024

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	Asset sales \$'000	Council cash \$'000	Borrow -ings \$'000
2021										
Property										
Buildings	44,209	9,595	24,838	1,042	8,734	44,209	1,500	1,570	41,139	-
Building improvements	311	-	-	311	-	311	-	-	311	-
Total buildings	44,520	9,595	24,838	1,353	8,734	44,520	1,500	1,570	41,450	
Total property	44,520	9,595	24,838	1,353	8,734	44,520	1,500	1,570	41,450	-
Plant and equipment										
Plant, machinery and equipment	1,627	61	1,266	300	-	1,627	-	-	1,627	-
Fixtures, fittings and furniture	1,623	303	1,320	-	-	1,623	-	-	1,623	-
Computers and telecommunications	1,744	383	881	480	-	1,744	-	-	1,744	-
Library books	985	-	985	-	-	985	-	-	985	-
Total plant and equipment	5,979	747	4,452	780	-	5,979	-	-	5,979	-
Infrastructure										
Roads	10,283	276	9,982	25	-	10,283	594	-	9,689	-
Bridges	2,463	-	63	2,400	-	2,463	1,500	-	963	-
Footpaths and cycleways	2,982	779	2,203	-	-	2,982	594	-	2,388	-
Drainage	4,395	-	4,395	-	-	4,395	-	-	4,395	-
Recreational, leisure and community facilities	2,771	516	1,930	325	-	2,771	-	-	2,771	-
Parks, open space and streetscapes	7,996	4,930	2,289	568	209	7,996	-	-	7,996	-
Off street car parks	664	166	498	-	-	664	-	-	664	-
Total infrastructure	31,554	6,667	21,360	3,318	209	31,554	2,688	-	28,866	-
Total capital works expenditure	82,053	17,009	50,650	5,451	8,943	82,053	4,188	1,570	76,295	-

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	Borrow -ings \$'000
2022										
Property										
Buildings	74,301	24,121	37,439	207	12,534	74,301	1,280	1,840	1,181	70,000
Building improvements	319	-	-	319	-	319	-	-	319	-
Total buildings	74,620	24,121	37,439	526	12,534	74,620	1,280	1,840	1,500	70,000
Total property	74,620	24,121	37,439	526	12,534	74,620	1,280	1,840	1,500	70,000
Plant and equipment										
Plant, machinery and equipment	1,009	42	967	-	-	1,009	-	-	1,009	-
Fixtures, fittings and furniture	1,187	242	945	-	-	1,187	-	-	1,187	-
Computers and telecommunications	921	37	884	-	-	921	-	-	921	-
Library books	990	-	990	-	-	990	-	-	990	-
Total plant and equipment	4,107	321	3,786	-	-	4,107	-	-	4,107	-
Infrastructure										
Roads	10,512	282	10,204	26	-	10,512	594	-	9,918	-
Bridges	64	-	64	-	-	64	-	-	64	-
Footpaths and cycleways	1,817	175	1,642	-	-	1,817	-	-	1,817	-
Drainage	4,724	-	4,724	-	-	4,724	-	-	4,724	-
Recreational, leisure and community facilities	3,177	506	1,871	800	-	3,177	-	-	3,177	-
Parks, open space and streetscapes	4,149	1,600	2,296	40	213	4,149	-	-	4,149	-
Off street car parks	510	-	510	-	-	510	-	-	510	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
Total infrastructure	24,953	2,563	21,311	866	213	24,953	594	-	24,359	70,000
Total capital works expenditure	103,680	27,005	62,536	1,392	12,747	103,680	1,874	1,840	29,966	70,000

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	Borrow -ings \$'000
2023										
Property										
Buildings	22,630	7,827	14,737	66	-	22,630	-	-	22,630	-
Building improvements	327	-	-	327	-	327	-	-	327	-
Total buildings	22,957	7,827	14,737	393	-	22,957	-	-	22,957	-
Total property	22,957	7,827	14,737	393	-	22,957	-	-	22,957	-
Plant and equipment										
Plant, machinery and equipment	1,051	83	968	-	-	1,051	-	-	1,051	-
Fixtures, fittings and furniture	960	-	960	-	-	960	-	-	960	-
Computers and telecommunications	924	38	886	-	-	924	-	-	924	-
Library books	995	-	995	-	-	995	-	-	995	-
Total plant and equipment	3,930	121	3,809	-	-	3,930	-	-	3,930	-
Infrastructure										
Roads	11,433	288	11,119	26	-	11,433	594	-	10,839	-
Bridges	66	-	66	-	-	66	-	-	66	-
Footpaths and cycleways	1,833	178	1,655	-	-	1,833	-	-	1,833	-
Drainage	5,655	-	5,655	-	-	5,655	-	-	5,655	-
Recreational, leisure and community facilities	1,774	95	1,679	-	-	1,774	-	-	1,774	-
Parks, open space and streetscapes	4,439	2,025	2,197	-	217	4,439	-	-	4,439	-
Off street car parks	521	-	521	-	-	521	-	-	521	-
Total infrastructure	25,721	2,586	22,892	26	217	25,721	594	-	25,127	-
Total capital works expenditure	52,608	10,534	41,438	419	217	52,608	594	-	52,014	-

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	Borrow -ings \$'000
2024										
Property										
Buildings	21,061	7,106	13,518	-	437	21,061	-	-	21,061	-
Building improvements	335	-	-	335	-	335	-	-	335	-
Total buildings	21,396	7,106	13,518	335	437	21,396	-	-	21,396	-
Total property	21,396	7,106	13,518	335	437	21,396	-	-	21,396	-
Plant and equipment										
Plant, machinery and equipment	1,448	85	1,363	-	-	1,448	-	-	1,448	-
Fixtures, fittings and furniture	970	-	970	-	-	970	-	-	970	-
Computers and telecommunications	946	39	907	-	-	946	-	-	946	-
Library books	1,000	-	1,000	-	-	1,000	-	-	1,000	-
Total plant and equipment	4,364	124	4,240	-	-	4,364	-	-	4,364	-
Infrastructure										
Roads	11,900	294	11,580	26	-	11,900	594	-	11,306	-
Bridges	67	-	67	-	-	67	-	-	67	-
Footpaths and cycleways	1,852	182	1,670	-	-	1,852	-	-	1,852	-
Drainage	6,186	-	6,186	-	-	6,186	-	-	6,186	-
Recreational, leisure and community facilities	2,412	136	2,276	-	-	2,412	-	-	2,412	-
Parks, open space and streetscapes	4,938	2,267	2,369	80	222	4,938	-	-	4,938	-
Off street car parks	532	-	532	-	-	532	-	-	532	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
Total infrastructure	27,887	2,879	24,680	106	222	27,887	594	-	27,293	-
Total capital works expenditure	53,647	10,109	42,438	441	659	53,647	594	-	53,053	-

Summary of planned human resources expenditure

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
			2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Chief Executive Office*					
Permanent full time	1,637	1,618	1,715	1,762	1,819
Permanent part time	-	-	-	-	-
Total Chief Executive and Governance	1,637	1,618	1,715	1,762	1,819
City Planning					
Permanent full time	12,502	13,508	14,202	13,955	14,346
Permanent part time	2,223	2,362	2,518	2,540	2,619
Total City Planning	14,725	15,870	16,720	16,495	16,965
Environment and Infrastructure					
Permanent full time	22,791	24,641	24,899	24,501	25,045
Permanent part time	1,058	1,139	1,199	1,083	1,103
Total Environment and Infrastructure	23,849	25,780	26,098	25,584	26,148
Community Development					
Permanent full time	17,048	19,089	19,807	19,174	19,356
Permanent part time	10,814	11,561	12,066	12,353	12,710
Total Community Development	27,862	30,650	31,873	31,527	32,066
Customer Experience and Business Transformation					
Permanent full time	15,628	18,335	19,222	17,569	16,639
Permanent part time	3,539	3,927	2,833	2,852	2,938
Total Customer Experience and Business Transformation	19,167	22,262	22,055	20,421	19,577
People Culture and Development					
Permanent full time	2,131	2,178	2,113	2,171	2,241
Permanent part time	438	468	496	510	526
Total People Culture and Development	2,569	2,646	2,609	2,681	2,767
Total casuals and other	7,193	3,777	3,824	3,589	3,704
Total staff expenditure	97,002	102,603	104,894	102,059	103,046

*Chief Executive Office includes Governance.

Summary of planned human resources full time equivalent (FTE)

	Forecast Actual 2019-20	Budget 2020-21	Strategic Resource Plan Projections		
			2021-22	2022-23	2023-24
Chief Executive Office*					
Permanent full time	10.0	10.0	10.0	10.0	10.0
Permanent part time	-	-	-	-	-
Total Chief Executive and Governance	10.0	10.0	10.0	10.0	10.0
City Planning					
Permanent full time	123.3	124.7	117.7	117.7	117.7
Permanent part time	23.4	23.4	23.1	23.1	23.1
Total City Planning	146.7	148.1	140.8	140.8	140.8
Environment and Infrastructure					
Permanent full time	234.2	233.2	218.3	212.3	211.3
Permanent part time	11.3	11.5	11.0	10.0	10.0
Total Environment and Infrastructure	245.5	244.7	229.3	222.2	221.2
Community Development					
Permanent full time	159.2	162.5	153.5	148.7	145.7
Permanent part time	130.6	128.8	126.6	126.3	126.0
Total Community Development	289.8	291.3	280.2	275.0	271.8
Customer Experience and Business Transformation					
Permanent full time	139.2	142.8	132.0	124.0	118.0
Permanent part time	30.9	27.1	26.4	26.4	26.4
Total Customer Experience and Business Transformation	170.1	169.9	158.4	150.4	144.4
People Culture and Development					
Permanent full time	17.0	17.0	15.0	15.0	15.0
Permanent part time	3.1	3.1	3.1	3.1	3.1
Total People Culture and Development	20.1	20.1	18.1	18.1	18.1
Total casuals and other	31.7	11.8	11.8	11.8	11.8
Total staff numbers	914.0	896.0	848.6	828.4	818.1

*Chief Executive Office includes Governance.

5. Financial performance indicators

The following table highlights Council's current and projected performance across the Local Government Performance Reporting Framework. 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 2020-21	Strategic Resource Plan			Trend +/-
			Actual 2018-19	Actual 2019-20		Projections			
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	9.7%	0.9%	-6.4%	-0.1%	4.2%	6.1%	+
Liquidity									
Working capital	Current assets / current liabilities	2	300.8%	232.0%	151.2%	131.5%	143.3%	147.7%	o
Unrestricted cash	Unrestricted cash / current liabilities		160.6%	155.2%	83.1%	84.7%	83.1%	87.9%	o
Obligations									
Loans and borrowings	Interest-bearing liabilities / rate revenue	3	14.7%	13.2%	12.2%	46.4%	32.2%	28.1%	-
Loans and borrowings repayments	Interest and principal repayments / rate revenue		11.3%	1.6%	1.5%	1.9%	14.4%	3.6%	o
Indebtedness	Non-current liabilities / own source revenue	4	13.4%	15.0%	13.8%	31.4%	28.1%	24.3%	o
Asset renewal and upgrade	Asset renewal and upgrade expenditure / depreciation	5	139.1%	129.9%	148.1%	172.7%	110.5%	113.5%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue		76.2%	79.7%	80.5%	78.0%	77.9%	77.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.14%	0.17%	0.16%	0.17%	0.17%	0.17%	o
Efficiency									
Expenditure level	Total expenses / number of property assessments		\$2,723	\$2,974	\$3,215	\$3,203	\$3,132	\$3,128	o
Revenue level	General rates / Number of property assessments		\$1,960	\$2,006	\$2,061	\$2,104	\$2,146	\$2,189	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. The adjusted underlying result in 2019-20 and 2020-21 are due the impacts of COVID-19 and the 2020-21 Financial Assistance grants of \$2.43 million or 50% brought forward to the 2019-20 financial year, with the operating result returning to normal surplus levels in future years of the Strategic Resource Plan.
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.
3. **Loans and borrowings:** Reflects the extent of reliance on rate revenue to fund all Council's ongoing services. The forecast trend indicates Council's take up of borrowings in 2022 to fund significant major projects.
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 and upgrade:** 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.

5.1 Performance Indicators

In accordance with the *Local Government Act 1989* Section 127, 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 2020-21. These indicators will form Council's Performance Statement and are required to be audited under Section 131 of this Act.

Local Government Performance Measures for the year ending 30 June 2020 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 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 borrowers in municipality (percentage of the municipal population that are active library borrowers).
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 (percentage of successful animal management prosecutions).

Indicator	Description	Measure
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).
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 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) (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 liabilities 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 and upgrade	Assets are renewed as planned.	Asset renewal and upgrade 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).

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).
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).

6. Other budget information

This section presents other budget related information required by the Regulations. It includes the following statements and reports:

- Grants operating
- Grants capital
- Statement of borrowings.

6.1 Grants - operating (\$2.32 million decrease)

Grants include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Operational grants are further classified according to whether they are received each year (recurrent) or received on a once off or short term basis (non-recurrent); refer to the table on the following page. Overall, the level of grant funding is budgeted to decrease by 18.8% or \$2.32 million compared to the 2019-20 forecast primarily due to:

Recurrent Operational Grants \$2.14 million decrease primarily due to:

- Victoria Grants Commission - 50% \$2.43 million of the 2020-21 allocation brought forward to the 2019-20 financial year, and
- Senior and disability support is expected to decrease by \$73,000 with the discontinuation of Metro access funding in 2019-20.

Partially offset by:

- Commonwealth Home Support Programme funding is expected to increase by \$155,000 in 2019-20.

Non-recurrent operating grants - \$176,000 decrease

- Non-recurrent operating grants are forecast to decrease by \$176,000. Council separately funds projects of a non-recurring operating nature which are partly funded by non-recurrent grant funding.

Total operating grants after adjusting for Victoria Grants Commission is expected to increase by 1.0%. 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. a cost shift to local government from State and Commonwealth Governments.

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

Operating grants	2019-20 \$'000	2020-21 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Commonwealth Home Support Programme	5,156	5,311	155
Victoria Grants Commission *	4,789	2,433	(2,356)
Volunteer services	141	144	3
<i>Recurrent - State Government</i>			
Community health and safety	202	206	4
Family and children	1,224	1,341	117
Food services	71	-	(71)
Home and Community Care**	(39)	-	39
Libraries	1,050	1,071	21
School crossing supervisors	704	718	14
Senior and disability support	73	-	(73)
Senior citizens centres	143	146	3
Youth services	238	242	4
Total recurrent operating grants	13,752	11,612	(2,140)
<i>Non-recurrent - Commonwealth Government</i>			
Libraries	14	-	(14)
Stronger communities	10	-	(10)
<i>Non-recurrent State Government</i>			
Community health and safety	10	-	(10)
Environment management	112	-	(112)
Family and Children	-	-	-
Graffiti Prevention and Removal	218	165	(53)
Libraries	77	-	(77)
Senior and disability support	69	-	(69)
Streetscapes and transport	299	521	222
Waste and Recycling	48	-	(48)
<i>Other</i>			
Economic Development	5	-	(5)
Total non-recurrent operating grants	862	686	(176)
Total operating grants	14,614	12,298	(2,316)

* Victoria Grants Commission funding is expected to increase by inflation of 2% or \$103,000 in 2020-21.

**Recoupment of grant funding from the state government for clients who transitioned to the national disability insurance scheme

6.2 Grants - Capital (\$2.13 million increase)

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. 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 table below. Overall, the level of capital grants is forecast to increase by \$2.13 million compared to 2019-20.

Capital works income of \$4.19 million is budgeted in 2020-21, the most significant grants include:

- \$1.5 million - Department of Infrastructure, Regional Development and Cities for the Walmer Street bridge upgrade
- \$720,000 - 2nd instalment of \$1.6 million Canterbury Precinct Department of Education and Training Grant.
- \$593,811 from the *Commonwealth Government Roads to Recovery Program* covering roads pavement renewal works.
- \$593,811 from the *Commonwealth Government Local Roads and Community Infrastructure Program* covering footpath renewal works.

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

Capital grants	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to recovery	594	594	-
Total recurrent capital grants	594	594	-
<i>Non-recurrent - Commonwealth Government</i>			
Local Roads and Community Infrastructure	0	594	594
Stronger communities	10	-	(10)
Sport and recreation	-	280	280
Streetscape and transport	-	1,500	1,500
<i>Non-recurrent State Government</i>			
Environment management	53	-	(53)
Family and Children	800	1,220	420
Strong regions	-	-	-
Sport and recreation	15	-	(15)
Streetscape and transport	588	-	(588)
Total non-recurrent capital grants	1,466	3,594	2,128
Total capital grants	2,060	4,188	2,128

6.3 Statement of borrowings

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

Indicator	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000
Total amount borrowed as at 30 June of the prior year	26,280	24,785
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(1,495)	(1,572)
Amount of borrowings at 30 June	24,785	23,213

7. Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2020-21 year.

The expenditure provided for in each line item is the forecast or projected amount that Council will expend. The actual amount expended could be greater or lesser than the expenditure provided for. As each line item is part of the total capital expenditure being forecast or projected, Council intends that the expenditure authorised through the adoption of the Budget will be the total of the expenditure for the capital works program (regardless of whether, in respect of a particular project, the actual amount expended exceeds or is less than the expenditure that is shown).

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

- New capital works for 2020-21
- Works carried forward from the 2019-20 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 (i.e. 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.

7. Detailed list Capital Works
For the year ending 30 June 2021

1. New works

		Asset expenditure types				Funding sources		
Capital works area	Project cost	New	Renewal	Upgrade	Expansion	Grants	Asset Sales	Council cash
	\$	\$	\$	\$	\$	\$	\$	\$
Property								
Building Improvements								
Low Carbon Strategy Implementation - Energy Performance Contract	256,200	-	-	256,200	-	-	-	256,200
Integrated Water Management Strategy - Facility Retrofit	55,100	-	-	55,100	-	-	-	55,100
Building Improvements Total	311,300	-	-	311,300	-	-	-	311,300
Building								
Camberwell Sports Ground - major pavilion	1,568,070	-	1,568,070	-	-	-	-	1,568,070
Canterbury Tennis pavilion	100,000	-	100,000	-	-	-	-	100,000
Fire service replacement	55,000	-	55,000	-	-	-	-	55,000
Future building renewal design	120,000	-	120,000	-	-	-	-	120,000
Roof access works	103,000	-	103,000	-	-	-	-	103,000
Unscheduled minor building works	670,000	-	670,000	-	-	-	-	670,000
West Hawthorn Preschool - Brook Street	650,000	-	650,000	-	-	-	-	650,000
Former Bowen Street MCHC	454,080	-	454,080	-	-	-	-	454,080
Fordham Avenue Kindergarten	50,000	-	50,000	-	-	-	-	50,000
Unscheduled minor renewal works	300,000	-	300,000	-	-	-	-	300,000
Willsmere Park pavilion	125,000	-	125,000	-	-	-	-	125,000
Roof replacement	300,000	-	300,000	-	-	-	-	300,000
New Public toilets	260,000	260,000	-	-	-	-	-	260,000
Through Road Childcare Centre	50,000	-	50,000	-	-	-	-	50,000
Rathmines Reserve	700,000	-	700,000	-	-	-	-	700,000
Macleay Park pavilion	40,000	-	40,000	-	-	-	-	40,000
Victoria Road Reserve	510,000	-	510,000	-	-	-	-	510,000
Kew Croquet Club pavilion	30,000	-	30,000	-	-	-	-	30,000
Deepdene Park Tennis pavilion	25,000	-	25,000	-	-	-	-	25,000
Balwyn Community Centre (Upgrade)	0	-	-	0	-	-	1,570,000	1,570,000
Kew Recreation Centre (New)	4,250,000	4,250,000	-	-	-	-	-	4,250,000
Kew Recreation Centre (Expansion)	4,250,000	-	-	-	4,250,000	-	-	4,250,000
Camberwell Community Centre	1,080,866	-	1,080,866	-	-	-	-	1,080,866
Camberwell Sports Ground - minor pavilion	150,000	-	150,000	-	-	-	-	150,000
Camberwell Sportsground public toilet	100,000	-	100,000	-	-	-	-	100,000
Small scale compliance projects (switchboards, glazing etc.)	66,000	-	66,000	-	-	-	-	66,000
Canterbury Precinct	4,130,097	-	4,130,097	-	-	-	-	4,130,097

		Asset expenditure types				Funding sources		
Capital works area	Project cost	New	Renewal	Upgrade	Expansion	Grants	Asset Sales	Council cash
	\$	\$	\$	\$	\$	\$	\$	\$
Kew Recreation Centre	8,500,000	-	8,500,000	-	-	-	-	8,500,000
Alamein Neighbourhood and Learning Centre	850,000	-	850,000	-	-	-	-	850,000
Y St Ashburton - Community Services Building	50,000	-	50,000	-	-	-	-	50,000
Camberwell Market (North west wall repair)	250,000	-	250,000	-	-	-	-	250,000
Lewin Reserve	2,100,000	-	2,100,000	-	-	-	-	2,100,000
Public toilet works	100,000	-	100,000	-	-	-	-	100,000
Lock Renewal Program	200,000	-	200,000	-	-	-	-	200,000
West Hawthorn Preschool	500,000	500,000	-	-	-	500,000	-	-
Rathmines Reserve Pavilion	1,350,000	1,350,000	-	-	-	280,000	-	1,070,000
Riversdale Depot Masterplan	50,000	50,000	-	-	-	-	-	50,000
Camberwell Community Centre (New)	432,346	432,346	-	-	-	-	-	432,346
Canterbury Precinct (New)	1,652,039	1,652,039	-	-	-	720,000	-	932,039
Canterbury Precinct (Upgrade)	826,019	-	-	826,019	-	-	-	826,019
Camberwell Community Centre (Upgrade)	216,173	-	-	216,173	-	-	-	216,173
Canterbury Precinct (Expansion)	1,652,039	-	-	-	1,652,039	-	-	1,652,039
Camberwell Community Centre (Expansion)	432,347	-	-	-	432,347	-	-	432,347
Diversity Inclusion and Participation (DIP) Pavilion Program	1,400,000	-	-	-	1,400,000	-	-	1,400,000
Building Total	40,698,076	8,494,385	23,427,113	1,042,192	7,734,386	1,500,000	1,570,000	37,628,076
Property Total	41,009,376	8,494,385	23,427,113	1,353,492	7,734,386	1,500,000	1,570,000	37,939,376
Plant and equipment								
Computers and telecommunications								
Information technology expenditure	750,000	-	750,000	-	-	-	-	750,000
Payroll System Upgrade	140,000	140,000	-	-	-	-	-	140,000
Audiovisual equipment replacement	130,800	-	130,800	-	-	-	-	130,800
Records Management System Upgrade and Enhancements	36,400	36,400	-	-	-	-	-	36,400
Computers and telecommunications Total	1,057,200	176,400	880,800	-	-	-	-	1,057,200
Fixtures, fittings and furniture								
Library and office furniture	75,000	-	75,000	-	-	-	-	75,000
Office furniture renewal	120,000	-	120,000	-	-	-	-	120,000
Library IT Hardware renewal	390,000	-	390,000	-	-	-	-	390,000
Library shelving	100,000	-	100,000	-	-	-	-	100,000
Boroondara Arts - furniture & equipment	45,000	-	45,000	-	-	-	-	45,000
Office refurbishments	200,000	-	200,000	-	-	-	-	200,000

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
Replace analogue CCTV system in Camberwell Offices Buildings 1, 2 and 3 with digital	190,000	-	190,000	-	-	-	-	190,000
Freeway Golf Course - maintenance shed renovations	200,000	-	200,000	-	-	-	-	200,000
Implementation of Public Safety Security Measures	303,474	303,474	-	-	-	-	-	303,474
Fixtures, fittings and furniture Total	1,623,474	303,474	1,320,000	-	-	-	-	1,623,474
Library books								
Library resources	985,000	-	985,000	-	-	-	-	985,000
Library books Total	985,000	-	985,000	-	-	-	-	985,000
Plant, machinery and equipment								
Bin renewal program	300,000	-	300,000	-	-	-	-	300,000
Leisure centres – equipment and pool plant replacement program	295,000	-	295,000	-	-	-	-	295,000
Transfer Station - miscellaneous equipment renewal	180,000	-	180,000	-	-	-	-	180,000
Leisure and aquatic centre mechanical equipment replacement	83,000	-	83,000	-	-	-	-	83,000
Hawthorn Arts Centre - setting up Building Management System notification for entire building for air conditioning	35,000	-	35,000	-	-	-	-	35,000
Provide Air Conditioning at Leased Club Pavilions	41,000	41,000	-	-	-	-	-	41,000
Riversdale Depot - Transfer station floor	120,000	-	120,000	-	-	-	-	120,000
Boroondara Sports Complex - sand filters	80,000	-	80,000	-	-	-	-	80,000
Transfer Station - Ozone generator	110,000	-	110,000	-	-	-	-	110,000
Hawthorn Library - Building Management System Controls	15,000	-	15,000	-	-	-	-	15,000
Sportsgrounds - replacement of existing turf wicket rollers & mowers	48,000	-	48,000	-	-	-	-	48,000
Smart Safe in Customer Service	20,000	20,000	-	-	-	-	-	20,000
Plant, machinery and equipment Total	1,327,000	61,000	1,266,000	-	-	-	-	1,327,000
Plant and equipment Total	4,992,674	540,874	4,451,800	-	-	-	-	4,992,674
Infrastructure								
Bridges								
Minor bridge rehabilitation	63,000	-	63,000	-	-	-	-	63,000
Walmer Street bridge	2,400,000	-	-	2,400,000	-	1,500,000	-	900,000
Bridges Total	2,463,000	-	63,000	2,400,000	-	1,500,000	-	963,000
Drainage								
Future drainage renewal planning	270,000	-	270,000	-	-	-	-	270,000
Sportsground drainage program	70,000	-	70,000	-	-	-	-	70,000
Unscheduled/ emergency drainage works	375,000	-	375,000	-	-	-	-	375,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
WSUD/Wetlands renewal program	70,000	-	70,000	-	-	-	-	70,000
Minor drainage works In easements	400,000	-	400,000	-	-	-	-	400,000
Church Street Hawthorn - 63 Church St to 21 Pine Street	160,000	-	160,000	-	-	-	-	160,000
Tower Hill Road & Munro Street Ashburton- 60 Dent St to 13 Tower Hill Rd & 70 Dent St to 150 High St	320,000	-	320,000	-	-	-	-	320,000
Amery Street Ashburton - Baird Street to Dent Street	200,000	-	200,000	-	-	-	-	200,000
Almond Street Balwyn North - 1 Almond St to 23 Almond St	140,000	-	140,000	-	-	-	-	140,000
Brenbeal Street Balwyn North - 17 Brenbeal St to 481 Whitehorse Rd	120,000	-	120,000	-	-	-	-	120,000
Carrington Street Balwyn North - 19 to 21	180,000	-	180,000	-	-	-	-	180,000
Edward Street and Athlestan Road Camberwell - Diversion from Bowen St, Edward St into Athlestan Rd to mitigate flood risk. Requires modeling and Aflux review	200,000	-	200,000	-	-	-	-	200,000
Clifton Street Balwyn North - 25 Clifton St to 35 Clifton St	120,000	-	120,000	-	-	-	-	120,000
Cobden Street Kew - 22 Cobden Street to McAlpine Lane	150,000	-	150,000	-	-	-	-	150,000
Davis Street & Malin Street Kew - 59 Davis Street to 70 Malin Street	180,000	-	180,000	-	-	-	-	180,000
Fenton Avenue Kew - 10 Fenton Ave to Wellington St	80,000	-	80,000	-	-	-	-	80,000
Kerferd Road Glen Iris - 9 Kerferd Rd to Nettleton Park	260,000	-	260,000	-	-	-	-	260,000
Barnard Grove Kew - 38 to 49 Barnard Grove	70,000	-	70,000	-	-	-	-	70,000
Denmark Street Kew - 46 Denmark St to Stephenson Tennis Complex	60,000	-	60,000	-	-	-	-	60,000
Gellibrand Street & Wellington Street Kew - 30 to 12 Wellington St	70,000	-	70,000	-	-	-	-	70,000
Smart Street Hawthorn - Diverting sheet flow from 2 Smart St	20,000	-	20,000	-	-	-	-	20,000
David Street Surrey Hills - Replace section of pipe outside 6 David St	20,000	-	20,000	-	-	-	-	20,000
Eyre Street Balwyn - Pipe replacement in the rear easement between 1-5 Eyre St	40,000	-	40,000	-	-	-	-	40,000
White Avenue Kew East - Install pipe from outlet race at 30 White Ave to Melb Water drain at Connor Street	120,000	-	120,000	-	-	-	-	120,000
Deepdene Primary School Deepdene - Increase capacity of approx 50m pipe inside school grounds	30,000	-	30,000	-	-	-	-	30,000
French St, Jervis St, Outlook Drive & Through Rd Camberwell	350,000	-	350,000	-	-	-	-	350,000
Ridgeway Avenue Kew - Mitigate sheet flow entering entrance of cemetery	80,000	-	80,000	-	-	-	-	80,000
Stawell Street Kew - Sinkhole Repair at Stawell St & Yarra St intersection	20,000	-	20,000	-	-	-	-	20,000
West Hawthorn Kindergarten Hawthorn - 67 Church St to Smart St Reserve pipe upgrade	80,000	-	80,000	-	-	-	-	80,000
Seaton Street Glen Iris - Inc Vernon St, Vale St, Sherwood St, Hilltop Ave	140,000	-	140,000	-	-	-	-	140,000
Drainage Total	4,395,000	-	4,395,000	-	-	-	-	4,395,000

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
Footpaths and Cycleways								
Bicycle Strategy Implementation	171,200	171,200	-	-	-	-	-	171,200
Condition 4 footpaths	1,164,811	-	1,164,811	-	-	593,811	-	571,000
Shopping centre footpath works	115,000	-	115,000	-	-	-	-	115,000
Unscheduled footpath works	260,000	-	260,000	-	-	-	-	260,000
Bicycle and pedestrian trails - (implementation of Safety Audit Action Plan)	440,000	-	440,000	-	-	-	-	440,000
Minor footpath works	100,000	-	100,000	-	-	-	-	100,000
Reactive Park gravel path renewal program	123,000	-	123,000	-	-	-	-	123,000
Footpaths and Cycleways Total	2,374,011	171,200	2,202,811	-	-	593,811	-	1,780,200
Parks, open space and streetscapes								
Garden bed edging renewal program	21,000	-	21,000	-	-	-	-	21,000
Hard surface play area renewal program	21,000	-	21,000	-	-	-	-	21,000
Park feature wall renewal program	25,000	-	25,000	-	-	-	-	25,000
Park fences renewal program	164,000	-	164,000	-	-	-	-	164,000
Park lighting - unscheduled works	15,000	-	15,000	-	-	-	-	15,000
Park lighting renewal program	78,000	-	78,000	-	-	-	-	78,000
Park playground replacement program	1,015,000	-	1,015,000	-	-	-	-	1,015,000
Park signage renewal program	55,000	-	55,000	-	-	-	-	55,000
Parks and gardens irrigation upgrades	150,000	-	150,000	-	-	-	-	150,000
Playground renewal program - Council properties (childcare)	20,000	-	20,000	-	-	-	-	20,000
Retaining walls - unscheduled works	125,000	-	125,000	-	-	-	-	125,000
Barbeque renewal program	32,000	-	32,000	-	-	-	-	32,000
Park furniture renewal	160,000	-	160,000	-	-	-	-	160,000
Minor playground works	73,000	-	73,000	-	-	-	-	73,000
Shared Path and Park Lighting	209,100	-	-	-	209,100	-	-	209,100
Dog Off Leash Park	470,000	-	-	470,000	-	-	-	470,000
Integrated Water Management Strategy (IWMS)	75,000	75,000	-	-	-	-	-	75,000
Victoria Park Regional Playground	2,620,000	2,620,000	-	-	-	-	-	2,620,000
Drinking fountains renewal program	60,000	-	60,000	-	-	-	-	60,000
Oval fences and coaches boxes renewal program	18,000	-	18,000	-	-	-	-	18,000
Electroplating of Park Furniture	80,000	-	80,000	-	-	-	-	80,000
Bowen Street Community Centre playground	100,000	-	100,000	-	-	-	-	100,000
Riversdale Depot - retaining wall	60,000	-	60,000	-	-	-	-	60,000
Audit Compliance works on play equipment and infrastructure	17,000	-	17,000	-	-	-	-	17,000
Shopping Centre Improvement Plan - Implementation	1,050,000	1,050,000	-	-	-	-	-	1,050,000
Climate Action Plan - emissions reduction work	985,000	985,000	-	-	-	-	-	985,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
Parks, open space and streetscapes Total	7,698,100	4,730,000	2,289,000	470,000	209,100	-	-	7,698,100
Roads								
Condition 4 safety treatments	161,000	-	161,000	-	-	-	-	161,000
Crossing Facilities	110,700	110,700	-	-	-	-	-	110,700
Resheeting	2,766,204	-	2,766,204	-	-	-	-	2,766,204
Traffic treatment - lighting replacement	10,000	-	10,000	-	-	-	-	10,000
Disability Access	50,000	-	50,000	-	-	-	-	50,000
Traffic Management Devices	166,000	166,000	-	-	-	-	-	166,000
Road Safety Strategy Implementation	25,100	-	-	25,100	-	-	-	25,100
Road Reconstruction and kerb replacement	6,994,379	-	6,994,379	-	-	593,811	-	6,400,568
Roads Total	10,283,383	276,700	9,981,583	25,100	-	593,811	-	9,689,572
Recreational, leisure and community facilities								
Cricket practice nets renewal program	153,000	-	153,000	-	-	-	-	153,000
Minor sportsground improvements	190,000	-	190,000	-	-	-	-	190,000
Sports goal post renewal program	8,500	-	8,500	-	-	-	-	8,500
Sports synthetic surface renewal program	28,000	-	28,000	-	-	-	-	28,000
Sportsground irrigation program	87,000	-	87,000	-	-	-	-	87,000
Sportsground reconstruction program	957,000	-	957,000	-	-	-	-	957,000
Sportsground training lights renewal program	194,000	-	194,000	-	-	-	-	194,000
Golf course green, tee and bunker renewal program	163,000	-	163,000	-	-	-	-	163,000
Shade Policy Implementation	150,000	150,000	-	-	-	-	-	150,000
Hawthorn Rowing Ramp	100,000	-	-	100,000	-	-	-	100,000
Field Sports Strategy Implementation	110,000	110,000	-	-	-	-	-	110,000
Hawthorn Aquatic and Leisure Centre - Water Harvesting	150,000	-	150,000	-	-	-	-	150,000
Neighbourhood Shopping Centre Improvement Pilot - Maling Road	200,000	-	-	200,000	-	-	-	200,000
Placemaking for Camberwell Library Outdoor Area	255,000	255,000	-	-	-	-	-	255,000
Recreational, leisure and community facilities Total	2,745,500	515,000	1,930,500	300,000	-	-	-	2,745,500
Off street car parks								
Resurfacing of condition 4 car parks	498,000	-	498,000	-	-	-	-	498,000
Access Plans and Parking Studies Implementation	166,000	166,000	-	-	-	-	-	166,000
Off street car parks Total	664,000	166,000	498,000	-	-	-	-	664,000
Infrastructure Total	30,622,994	5,858,900	21,359,894	3,195,100	209,100	2,687,622	-	27,935,372
Grand Total	76,625,044	14,894,159	49,238,807	4,548,592	7,943,486	4,187,622	1,570,000	70,867,422

2. Works carried forward from the 2019-20 year

		Asset expenditure types				Funding sources		
Capital works area	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
Property								
Building								
Canterbury Tennis pavilion	250,000	-	250,000	-	-	-	-	250,000
Camberwell Building 2 lift replacement	50,000	-	50,000	-	-	-	-	50,000
Victoria Road Reserve	600,000	-	600,000	-	-	-	-	600,000
Kew Traffic School storage facilities	200,000	-	200,000	-	-	-	-	200,000
Canterbury Precinct (Renewal)	310,500	-	310,500	-	-	-	-	310,500
Camberwell Community Centre (New)	500,000	500,000	-	-	-	-	-	500,000
Ashburton Seniors Centre	600,000	600,000	-	-	-	-	-	600,000
Camberwell Community Centre (Expansion)	800,000	-	-	-	800,000	-	-	800,000
Diversity Inclusion and Participation (DIP) Pavilion Program	200,000	-	-	-	200,000	-	-	200,000
Building Total	3,510,500	1,100,000	1,410,500	-	1,000,000	-	-	3,510,500
Property Total	3,510,500	1,100,000	1,410,500	-	1,000,000	-	-	3,510,500
Infrastructure								
Footpaths and Cycleways								
Bicycle Strategy Implementation	110,000	110,000	-	-	-	-	-	110,000
Anniversary Trail missing link through Riversdale Park	497,750	497,750	-	-	-	-	-	497,750
Footpaths and Cycleways Total	607,750	607,750	-	-	-	-	-	607,750
Parks, open space and streetscapes								
Dog Off Leash Park	97,603	-	-	97,603	-	-	-	97,603
Shopping Centre Improvement Plan - Implementation	200,000	200,000	-	-	-	-	-	200,000
Parks, open space and streetscapes Total	297,603	200,000	-	97,603	-	-	-	297,603
Recreational, leisure and community facilities								
Neighbourhood Shopping Centre Improvement Pilot - Maling Road	25,000	-	-	25,000	-	-	-	25,000
Recreational, leisure and community facilities Total	25,000	-	-	25,000	-	-	-	25,000

Capital works area	Project cost \$	Asset expenditure types				Funding sources		
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
Infrastructure Total	930,353	807,750	-	122,603	-	-	-	930,353
Plant and equipment								
Computers and telecommunications								
HACC - Minor Capital Grant	107,067	107,067	-	-	-	-	-	107,067
Youth Services Case Management System	30,000	-	-	30,000	-	-	-	30,000
Information Security Roadmap	100,000	100,000	-	-	-	-	-	100,000
Improve the Council's Network Service Diversity	450,000	-	-	450,000	-	-	-	450,000
Computers and telecommunications Total	687,067	207,067	-	480,000	-	-	-	687,067
Plant, machinery and equipment								
Council Chamber Audiovisual (AV) Uplift	300,000	-	-	300,000	-	-	-	300,000
Plant, machinery and equipment Total	300,000	-	-	300,000	-	-	-	300,000
Plant and equipment Total	987,067	207,067	-	780,000	-	-	-	987,067
Grand Total	5,427,920	2,114,817	1,410,500	902,603	1,000,000	-	-	5,427,920
	Project cost \$	New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Asset Sales \$	Council cash \$
PROPERTY	44,519,876	9,594,385	24,837,613	1,353,492	8,734,386	1,500,000	1,570,000	41,449,876
PLANT AND EQUIPMENT	5,979,741	747,941	4,451,800	780,000	-	-	-	5,979,741
INFRASTRUCTURE	31,553,347	6,666,650	21,359,894	3,317,703	209,100	2,687,622	-	28,865,725
TOTAL	82,052,964	17,008,976	50,649,307	5,451,195	8,943,486	4,187,622	1,570,000	76,295,342

8. Rates and charges

This section presents information about rates and charges that 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 9**), rates and charges were identified as an important source of revenue, accounting for 78 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 2020-21 the FGRS cap has been set at 2.0 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	Forecast 2019-20 cents/\$CIV	Budget 2020-21 cents/\$CIV	Change
General rate for rateable residential properties	0.14041611	0.13851685	-1.4%
General rate for rateable non residential properties	0.14041611	0.13851685	-1.4%

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	Forecast 2019-20 \$	Annualised rates levies 2019-20 \$	Budget 2020-21 \$	Percentage change from annualised rates levied 2019-20 Change
Rateable residential	145,529,572	147,324,174	150,789,248	2.35%
Rateable non residential	11,274,888	11,250,314	10,956,413	-2.61%
Total rateable residential and non residential	156,804,460	158,574,488	161,745,660	2.00%
Total estimated amount to be raised	156,804,460	158,574,488	161,745,660	2.00%

* Cultural and recreational properties are excluded from the State Government's Fair Go Rates System rate cap calculation.

1.3 Fair Go Rates System Compliance - Boroondara City Council is fully compliant with the State Government's Fair Go Rates System

	Forecast 2019-20	Budget 2020-21
Number of rateable properties	77,686	78,516
Base average rate	\$ 1,969.21	\$ 2,019.65
Maximum rate increase (set by the State Government)	2.50%	2.00%
Capped average rate	\$ 2,018.44	\$ 2,060.04
Maximum general rates revenue	\$ 156,804,776	\$ 161,745,978
Budgeted general rates revenue	\$ 156,804,460	\$ 161,745,660

1.4 The estimated total amount to be raised by rates

	Forecast 2019-20 \$	Budget 2020-21 \$	Change
Total rates to be raised (incl additional rate revenue)	158,501,764	163,393,226	3.09%
Additional rate revenue			
Special rate schemes	1,560,850	1,554,226	-0.42%
Supplementary valuations	900,000	900,000	0.00%
Early payment of rates discount	(763,546)	(806,660)	5.65%

1.5 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 2019-20 Numbers	Budget 2020-21 Numbers	Change
Rateable residential	71,927	72,722	1.1%
Rateable non residential	5,759	5,794	0.6%
Total number of assessments	77,692	78,516	1.06%

1.6 The basis of valuation to be used is the Capital Improved Value (CIV)
1.7 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	Forecast 2019-20 \$	Budget 2020-21 \$	Change
Rateable residential	104,919,709,000	108,859,859,000	3.8%
Rateable non residential	8,012,125,000	7,909,805,000	-1.3%
Total	112,931,834,000	116,769,664,000	3.4%

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

Type of charge	Per Rateable Property Forecast 2019-20 \$	Per Rateable Property Budget 2020-21 \$	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)	1,133	1,089	-3.9%
(ii) 240 litre bin commercial	1,133	1,089	-3.9%
(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)	930	894	-3.9%
(iv) 120 litre bin residential and other	465	447	-3.9%
(v) 120 litre bin commercial	465	447	-3.9%
(vi) 80 litre bin residential and other	255	245	-3.9%
(vii) 80 litre bin commercial	255	245	-3.9%
(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).	255	245	-3.9%
(ix) Waste environmental levy residential and other	118	113	-4.2%
(x) Waste environmental levy commercial	118	113	-4.2%

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

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

Type of charge	Budget 2019-20 \$	Budget 2020-21 \$	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)	1,812,000	1,771,000	-2.3%
(ii) 240 litre bin commercial	1,522,000	1,418,000	-6.8%
(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).	1,611,000	1,507,000	-6.5%
(iv) 120 litre bin residential and other	16,744,000	16,006,000	-4.4%
(v) 120 litre bin commercial	538,000	510,000	-5.2%
(vi) 80 litre bin residential and other	5,977,000	5,841,000	-2.3%
(vii) 80 litre bin commercial	186,000	180,000	-3.2%
(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	384,000	380,000	-1.0%
(ix) Waste environmental levy residential and other	957,000	983,000	2.7%
(x) Waste environmental levy commercial	274,000	270,000	-1.5%
Total	30,005,000	28,866,000	-3.8%

NB The percentage change varies across categories due to change in property numbers for each charge type. Refuse collection includes collection of all household rubbish, commingled recyclables and green waste.

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

Type of charge	Budget 2019-20 \$	Budget 2020-21 \$	Change
Rates and charges	\$ 188,506,764	\$ 192,259,226	2.0%

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

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

1.12 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.

Long term strategies

This section includes the following analysis and information:

9. Strategic resource plan
10. Rating information
11. Borrowing Strategy

9. 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.

9.1 Strategic Resource Plan development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, 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 2020-21 to 2023-24 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

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

9.2 Financial resources

The following table summarises the anticipated key financial results for the next four years as set out in the Strategic Resource Plan for the years 2020-21 to 2023-24. **Section 4 – Financial Statements** includes a more detailed analysis of the financial resources to be used over the four year period.

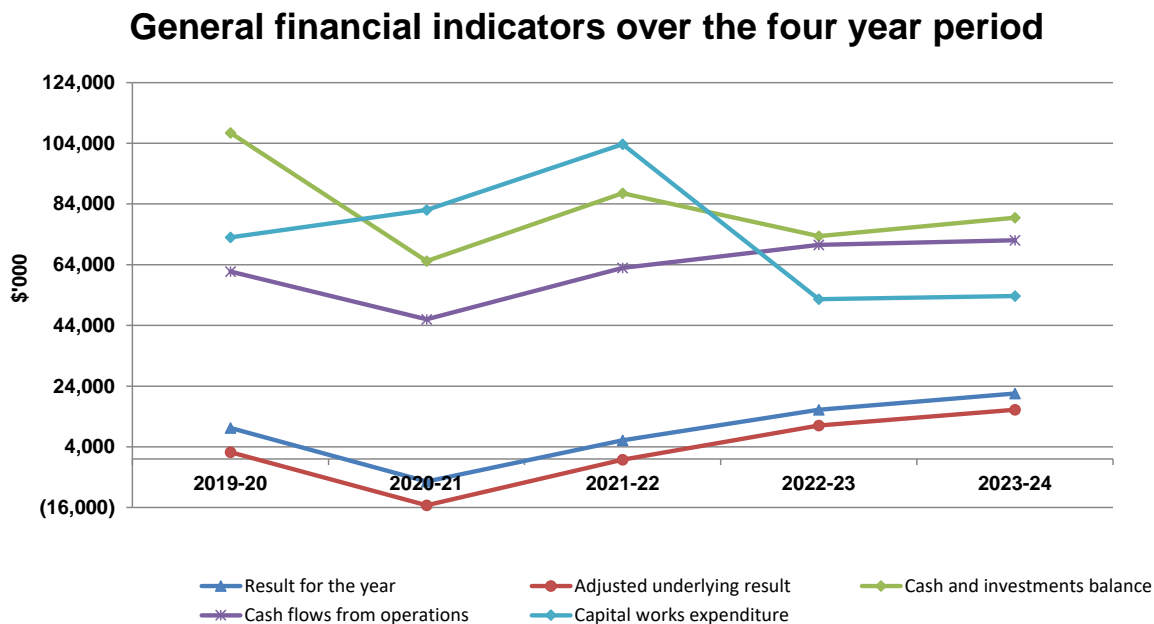
Indicator	Actual	Budget	Projections			Trend +/o/-
	2019-20	2020-21	2021-22	2022-23	2023-24	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	10,256	(7,389)	6,146	16,238	21,545	+
Adjusted underlying result	*2,223	*(15,223)	(234)	11,036	16,239	+
Cash and investments balance	107,456	65,194	87,580	73,439	79,458	o
Cash flows from operations	61,739	46,008	62,913	70,511	72,046	+
Capital works expenditure	73,042	82,053	103,680	52,608	53,647	-

* The operating surplus/(deficit) results are due to one-off impacts of COVID-19 with the operating result returning to surplus levels in future years of the Strategic Resource Plan.

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.



The key outcomes of the SRP are as follows:

- **Financial sustainability**

Cash and investments will exceed Council's minimum working capital ratio at or above 1.20:1. It is budgeted to be 1.51:1 in 2020-21 (includes cash contingency and reserve funds) and continues to be above the minimum requirement for the SRP.

- **Capital Works**

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 10)**

Average property general rates are budgeted to increase in 2020-21 by 2.0%. The SRP assumes increases in accordance with the State Government rate capping practices.

- **Borrowing Strategy (Section 11)**

There are no borrowings budgeted to be drawn down in 2020-21 to specifically fund the capital works program.

- **Asset Management Strategy**

Capital Works capacity over the life of the SRP is \$292 million at an average of around \$73 million per year. This amount will allow the renewal of Council's assets to be undertaken in line with adopted Asset Management plans and provide funding for new community infrastructure.

9.3 Long Term Financial Strategy

A key component of the Strategic Resource Plan is the Long Term Financial Strategy. Council has prepared a Long Term Financial Strategy for the 10-year period 2020-21 to 2029-30 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 which has been based on the 10 year Boroondara Community Plan and expresses them in financial terms.

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

9.4 Financial Strategy Principles

9.4.1 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 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 comply with the Victorian Government's rate capping legislation which limits rate increased to an amount set by the relevant Minister.

A rating strategy that determines the allocation of rate contributions across the municipality will be considered by Council each term.

'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 these 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.

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 a customer centric service model 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 where necessary following finalisation of the annual accounts.

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.

9.4.2 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.

9.4.3 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 will note and monitor the Victorian Auditor-General's Office (VAGO) Financial Sustainability Risk Assessment Criteria being:

- Net result
- Adjusted underlying result
- Liquidity
- Internal Financing
- Indebtedness
- Capital Replacement
- Renewal Gap

Council will endeavour to remain in the low risk category for these criteria in each year of the Long Term Financial Strategy. In the case where operational or investment imperatives require, in a

particular year(s), that one or more of these criteria will be assessed as a medium risk, Council's Long Term Financial Strategy must demonstrate future capacity to recover to low risk status.

Council, unless faced by exceptional circumstances will not endorse decisions generating financial outcomes resulting in high risk outcomes according to these criteria.

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 target for 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 e.g. storm event, and
- cash held in Council's endorsed reserves (see Council's Reserves Principle).

Where operational or investment imperatives require, in a particular year(s), that the ratio falls below 1.20 to 1, Council's Long Term Financial Strategy must demonstrate future capacity to recover to the target level but Council should not fall below a level of 1:1 in any year.

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

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

9.5 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.

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 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
			2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Staff expenditure					
Employee costs	97,002	102,603	104,894	102,059	103,046
Total staff expenditure	97,002	102,603	104,894	102,059	103,046
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	882.3	884.2	836.8	816.6	806.3
Casuals	31.7	11.8	11.8	11.8	11.8
Total staff numbers	914.0	896.0	848.6	828.4	818.1

A statement of Human Resources is included in **Section 4 - 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 2019. 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 \$3.5 billion of assets and infrastructure. Council is making a significant investment in addressing the ongoing challenge associated with reducing the asset management backlog, while also providing excellent facilities for the well-being of the Boroondara community.

Asset Management Plans have been extensively reviewed and adopted by Council. These strategies provide Council with a firm indication of the levels of asset renewal and the individual assets that will need to be replaced over the next four years. The foreshadowed budget for the provision of renewal of Capital Works is \$196 million over the next four years of the SRP, with an additional \$95 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 4 – Financial Statements**.

Information technology

Boroondara has a significant dependency on information technology to provide the services our customers utilise and depend upon. To maintain the availability of these services, there will be a continued focus on increasing the resilience and reliability of the technology that underpins these services, particularly as our customers interact more and more via on-line capabilities. This will be achieved through a variety of initiatives that include the renewal of end-of-life IT assets and upgrades to a number of council's key business systems. We will also be planning for our future needs by establishing a technology blueprint that will enable smarter decision making for future information technology investments. The management of information security risks will be central to everything we do with sound data governance practices as a key pillar of work to help enable this along with investment in security technologies and services.

10. 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.

10.1 Rating context

The Strategic Resource Plan (refer to **Section 4 – 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 79% of total income in 2020-21.

While government grants total \$12.29 million in 2020-21, all but \$2.43 million are tied grants which require Boroondara to perform a service on behalf of the State or Federal government. In most cases the tied grants do not adequately fund the service provided and additional rate revenue is required to subsidise these services. This is known as cost shifting to local government and is widely recognised across the sector as a major issue.

Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by State and Federal Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to \$21.15 per resident in Boroondara (*Source 2019-20 Victoria Grants Commission Annual Report*).

10.2 Current year rates and charges

The 2020-21 operating position is predicted to be impacted by a number of external and internal influences, including COVID19 revenue and expense impacts, wage rises, general inflation increases, and new service initiatives. The general rate will increase by 2.00% and the waste collection costs will decrease on average by 3.9% in 2020-21. This will raise total rates and charges for 2020-21 of \$192.53 million, including \$900,000 generated from supplementary rates. This amount also includes special rates and charges of \$1.55 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 table highlights the indicative rate increase over the forward four 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 which is determined by the Victorian Government. The future years are estimates using Department of Treasury and Finance forecasts of the consumer price index.

Year	Rate increase %
2020	2.50%
2021	2.00%
2022	2.00%
2023	2.00%
2024	2.00%

10.3 Rate in the dollar

The City of Boroondara's 2020-21 Budget provides for a decrease in the rate in the dollar paid by ratepayers, a reduction from 0.14041611 cents in the dollar to 0.13851685 cents in the dollar.

A property in Boroondara at the median residential valuation in 2019 was valued at \$1,340,000 with a general rate of \$1881.57. The new median valuation for 2020 according to the Victorian Valuer General is \$1,380,000 and now attracts a general rate of \$1,911.53, an increase in 2020-21 of \$29.96 per year or \$0.58 per week.

10.4 Rating structure

In accordance with the *Local Government Act 1989*, the method by which local governments are able to raise rate revenue is through use of valuations on properties within their municipalities.

Council rates are levied on the Capital Improved Value (CIV) of properties as determined by and certified by the Valuer General of Victoria. The Valuer General of Victoria has taken over the rateable property general valuation process from 1 July 2018 changing it to once a year rather than every two years.

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 42 properties which are eligible for rate concessions under the *Cultural and Recreational Lands Act 1963*. For the 2020-21 year Council will not require the payment of rate equivalent amounts by occupier of eligible properties. A review of the application of the *Cultural and Recreational Lands Act 1963* is in progress and the outcome of the review will guide the determination of rate equivalent amounts to be levied under the *Cultural and Recreational Lands Act 1963* for the 2021-22 and subsequent financial years.

Type or class of land	Forecast 2019-20 cents/\$CIV	Budget 2020-21 cents/\$CIV	Change
General rate for rateable residential properties	0.14041611	0.13851685	-1.4%
General rate for rateable non residential properties	0.14041611	0.13851685	-1.4%

10.5 General revaluation of properties

Boroondara City Council has moved from biennial to annual valuations in line with the state government changes introduced from 1 July 2018. The valuation function is now centralised with the Valuer-General. A revaluation of all properties within the municipality was undertaken during the 2019-20 year. The revaluation date was 1 January 2020 and the value assessed will be applied to all ratable properties for the financial year 2020-21.

The outcome of the 2019 general revaluation has been a moderate change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 3.40%. Of this increase, residential properties have increased by 3.76% and non- residential properties have decreased by 1.28%.

The following table summarises the valuation changes between the 2019 and 2020 general revaluations for all property types by suburb.

All property types

Property Type	No. Properties	2019 CIV	2020 CIV	CIV % change
Residential Vacant Land	759	\$1,365,195,000	\$1,437,355,000	5.29%
Houses	41,483	\$82,520,345,000	\$86,006,255,000	4.22%
Flats	1,767	\$914,860,000	\$964,995,000	5.48%
Units	28,670	\$19,974,849,000	\$20,301,954,000	1.64%
Specialty (Retirement)	43	\$144,460,000	\$149,300,000	3.35%
Non-residential - rateable	5,794	\$8,012,125,000	\$7,909,805,000	-1.28%
Total	78,516	112,931,834,000	\$116,769,664,000	3.40%

Property Type	No. Properties	2019 CIV	2020 CIV	CIV % change
Residential - rateable	71,927	\$104,919,709,000	\$108,859,859,000	3.76%
Non-residential - rateable	5,759	\$8,012,125,000	\$7,909,805,000	-1.28%
Total properties	77,686	112,931,834,000	116,769,664,000	3.40%

For the 2020-21 financial year no properties declared Cultural and Recreational Lands, under the Cultural and Recreational Lands Act 1963 will be required to pay a rate equivalent amount. A review of the application of the Cultural and Recreational Lands Act 1963 is in progress and the outcome of the review will guide the determination of rate equivalent amounts to be levied under the Cultural and Recreational lands Act 1963 for the 2021-22 and subsequent financial years.

Analysis by suburbs - all property types

Suburb	No. Properties	2019 CIV	2020 CIV	CIV % change
Ashburton	3,289	\$4,299,317,000	\$4,338,530,000	0.91%
Balwyn	6,419	\$9,490,490,000	\$9,929,236,000	4.62%
Balwyn North	8,242	\$12,531,356,000	\$12,967,473,000	3.48%
Camberwell	10,216	\$15,900,629,000	\$16,406,945,000	3.18%
Canterbury	3,428	\$6,974,191,000	\$7,285,003,000	4.46%
Deepdene	986	\$1,827,920,000	\$1,920,171,000	5.05%
Glen Iris	6,434	\$9,571,779,000	\$9,796,682,000	2.35%
Hawthorn	13,421	\$15,796,230,000	\$16,272,051,000	3.01%
Hawthorn East	7,899	\$10,088,729,000	\$10,124,079,000	0.35%
Kew	11,516	\$17,310,697,000	\$18,173,843,000	4.99%
Kew East	2,891	\$3,783,873,000	\$3,858,575,000	1.97%
Mont Albert	59	\$109,615,000	\$119,990,000	9.46%
Surrey Hills	3,716	\$5,247,008,000	\$5,577,086,000	6.29%
Total	78,516	\$112,931,834,000	\$116,769,664,000	3.40%

10.6 Waste Management Strategy

In 2017, Council adopted a revised Waste Minimisation and Recycling Strategy. The key objectives of this strategy are to reduce the amount of waste deposited at landfills maximising recycling and achieve sustainable environmental outcomes by providing best practice services to the Boroondara community. An implementation plan has been developed setting out actions, priorities and resources required.

The following waste bin charges will apply in 2020-21:

Household waste bin size (landfill)	2019-20 charge	2020-21 charge
Waste environment levy residential and other	\$118.00	\$113.00
Waste environment levy commercial	\$118.00	\$113.00
80 litre & minimum waste charge residential and other	\$255.00	\$245.00
80 litre commercial	\$255.00	\$245.00
120 litre residential and other	\$465.00	\$447.00
120 litre commercial	\$465.00	\$447.00
240 litre (only for residential properties with four people)	\$1,133.00	\$1,089.00
240 litre commercial (only for commercial properties)	\$1,133.00	\$1,089.00
240 litre concession (concessional fee for residential properties with 5 or more people in the household OR a specific medical condition)	\$930.00	\$894.00

The net costs of waste management and associated services are recovered by Council through the waste management charges.

Costs considered in waste charges are waste to landfill (inclusive of taxes and levies), food organics and green organics waste service, the recycling service, hard-waste collection, operation of the Riversdale Road 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, bin renewal requirements, disposal of electronic waste and waste management resources and overheads. Waste bin fees and transfer station tipping fees have been set to recover the full costs of all of these services.

The 2020-21 Budget proposes an average decrease of 3.9% in waste charges (inclusive of the Victorian government landfill levy) which is linked directly to the cost of providing the waste services, priced on a full cost recovery basis.

The Victorian Government announced planned increases in the landfill levy from \$65.90 to \$125.90 over three years. In 2020-21 the Victorian Government has delayed the increase by 6 months and it will apply from 1 January 2021 whilst local government, households and businesses are dealing with the impact of COVID-19. The landfill levy is expected to increase by 30.3% or \$20.00 per tonne from \$65.90 in 2019-20 to \$85.90 in 2020-21. The levy changes are part of the State Government's Recycling Victoria package, a 10-year action plan to transition our waste and recycling sectors and encourage more recycling and reduce waste to landfill.

10.7 Rate payment options

In 2020-21, Boroondara will offer a wide range of options for the payment of rates and waste charges.

Council has granted a 2.00% discount for early payment in full by 15 September 2020 of the rates bill.

Payment options include:

- One lump sum payment, with a 2.0% discount on the total rates bill, if payment is made in full, at the reduced amount, by 15 September 2020.
- One lump sum payment, in full, by 15 February 2021 (note, direct debit is 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 to ratepayers when rate notices are issued.

10.8 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 10% which is set by the state government and reviewed annually.

10.9 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 2020-21 weighted average investment earning rate. Council's current weighted average investments earning rate as at 30 April 2020 was 1.43% per annum.

As part of the \$4.5 million support and relief package to help our local community through the challenging and uncertain times brought on by COVID-19, interest will not be charged on late rate payments up to 31 December, 2020.

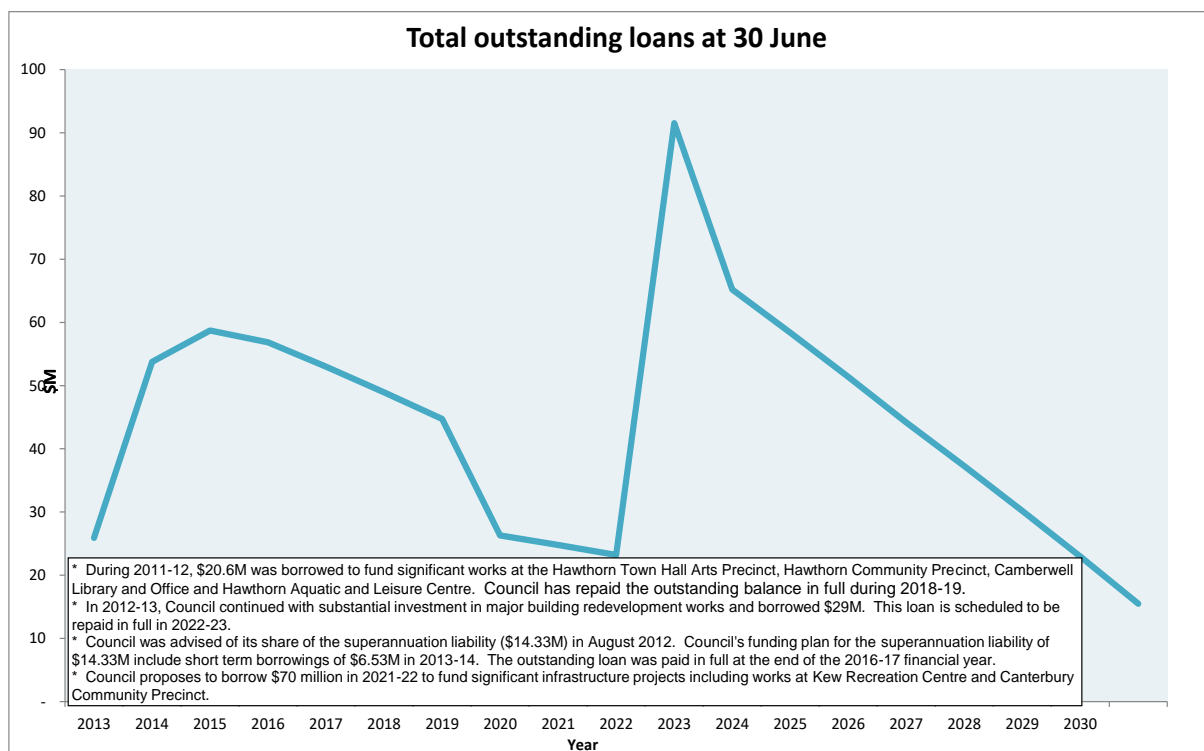
11. Borrowing Strategy

In developing the Strategic Resource Plan, (**Section 9**) borrowings have been identified as a funding source for the creation of income generating assets and assets servicing current and future generations. The following provides information on Council's existing and future planned loan portfolio.

11.1 Introduction

During the 2012-13 financial year borrowings of \$29 million were undertaken to fund major building works. The borrowings 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.

In 2014-2015, Council reviewed its existing loan portfolio and took the opportunity to refinance long term debt to a four year loan. This provided decreased interest rates and interest savings to the community as well as providing increased financial capacity to enable future infrastructure programs.



11.2 Future Borrowing Strategy

The borrowing strategy is to retire existing debt over time to free up capacity to undertake new borrowings for significant infrastructure projects for the community. Council's borrowing strategy allows for the investment in new infrastructure as well as the timely retirement of debt.

Council proposes to borrow \$70 million in 2021-22 to fund significant infrastructure projects including works at Kew Recreation Centre and Canterbury Community Precinct.

An assessment of alternative borrowing strategies will be conducted for each tranche of planned borrowings as they become due. Council's Long Term Financial Strategy details the debt repayment cash flows refer to **Section 9 - Strategic Resource Plan**.

11.3 Existing borrowings

During the 2019-20 year \$1.49 million in principal repayments on existing borrowings have been made. The outstanding amount borrowed will be \$24.75 million as at 30 June 2020. The projected cost of servicing these borrowings will be \$1.42 million during 2019-20.

The following table sets out future proposed borrowings, based on the forecast position of Council as at 30 June 2019. The table also shows the results of prudential ratios that have previously been issued by the Victorian State Government.

Council is projected to be at low risk as defined by VAGO's financial sustainability risk indicator of Indebtedness through the entire period of the Long Term Financial Strategy as shown below.

Financial year ending	\$'000's				Council Policy > 1.2 to 1	VAGO FINANCIAL SUSTAINABILITY RISK INDICATORS		
	New borrowings	Principal paid	Interest expense	Balance 30 June		LIQUIDITY	INTERNAL FINANCING	INDEBTEDNESS
2020	-	1,495	1,424	24,785	1.98	2.32	87.0%	15.0%
2021	-	1,572	1,342	23,213	1.15	1.51	60.3%	13.8%
2022	70,000	1,674	2,163	91,541	1.03	1.32	62.2%	31.4%
2023	-	26,327	2,860	65,214	1.05	1.43	135.6%	28.1%
2024	-	6,819	1,614	58,395	1.08	1.48	135.8%	24.3%
2025	-	7,014	1,415	51,380	1.03	1.45	115.6%	21.2%
2026	-	7,216	1,209	44,164	1.08	1.51	127.8%	17.7%
2027	-	6,890	1,022	37,274	1.01	1.46	115.9%	14.9%
2028	-	7,072	838	30,202	1.03	1.51	122.5%	12.1%
2029	-	7,258	649	22,944	1.15	1.63	137.6%	9.1%
2030	-	7,450	455	15,494	1.21	1.71	128.0%	5.8%
Total	70,000	80,787	14,992					

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

Council targets an adjusted working capital ratio of 1.2 to 1. The adjusted working capital ratio excludes Council adopted reserves which are funds held for a specific purpose and as such are not available for normal business operations (see **Section 9 Strategic Resource Plan** for further details). Where operational or investment imperatives require, in a particular year(s), that the ratio falls below the target, Council's Long Term Financial Strategy must demonstrate future capacity to recover to the target level. The above table projects, that Council will achieve this outcome by 2030.

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

Indicator	Forecast	
	Actual	Budget
	2019-20	2020-21
	\$'000	\$'000
Total amount borrowed as at 30 June of the prior year	26,280	24,785
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(1,495)	(1,572)
Amount of borrowings at 30 June	24,785	23,213

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 11 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

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

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

Council has considered that where cost recovery principles are adopted, fees and charges that have a substantial labour component in the delivery of the service be increased by the expected increase in labour costs. In 2020-21 this means that many fees and charges are increased by an average of 2.30%. This attempts to maintain the relationship of funding between user fees and general rate subsidy for each service.

Fees that do not contain a labour component to deliver the service are proposed to generally increase on average by inflation (forecast to be 2.00% in 2020-21).

Council user fees and charges are subject to change and will be amended in line with any increases determined by Council throughout the 2020-21 year.

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 2020-21 year.

Coronavirus Disease (COVID-19) Pandemic

On 15 March 2020 the Victorian Premier declared a State of Emergency in response to the COVID-19 pandemic outbreak. Council has developed a \$4.50 million support and relief package, which commenced in April 2020, to help our local residents, businesses and community groups through the challenging times brought on by the COVID-19 pandemic.

Our support and relief package are initiatives designed to ease the financial burden for the community. The following measures refer to the adopted fees and charges pages contained in this appendix:

- waive the application fee for 3-year-old and 4-year-old kindergarten enrolments until 30 December 2020.
- waiving all charges for parent information sessions until 30 December 2020.
- no enforcement of time restrictions for parking in and around hospitals, Centrelink offices and under-utilised car parks until 30 September 2020, subject to review by Council.
- suspension of ticket parking machine fees in paid parking areas until September 2020 to assist traders, shoppers and visitors.
- waive lease and licence fees for some community groups, including sporting clubs until facilities can be accessed.
- waive the 2020 winter season sportsground tenancy fees and utilities charges for sporting clubs.
- waive the food premises registration fees up until December 2020.
- waive the fees for residential street parties for 2020-21.
- all footpath trading fees including permits for outdoor dining on Council land will be waived and rebated until March 2021.
- waive trader parking permits fees (quarterly and annual) until September 2020.

- waste management traders fees for the Maling Road, Greythorn and Camberwell shopping districts will be waived up until September 2020.
- waive all fees under the Camberwell Sunday Market licence, including licence fee, stallholder levy and monthly instalments until the market re-opens.
- reduce charges for users of the Anderson Park Meeting Room for 2020.
- Kew Court House and Hawthorn Arts Centre tenants, both community and commercial, will receive reduced rent for their lease/licences to match the period they have been unable to access the venues up until December 2020.

We will continue to monitor the situation during 2020-21 and work with residents, businesses and community groups to review these initiatives.

Waste Services - Charges

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, bin renewal requirements, disposal of electronic waste and waste management resources and overheads.

The 2020-21 Budget includes an average decrease of 3.90% in waste charges (inclusive of the Victorian government landfill levy) which is linked directly to the cost of providing the waste services, priced on a full cost recovery basis. The waste fees for 2020-21 also include expenditure for the Food Organics Green Organics collection service as this directly relates to a waste management service.

The introduction of the Food Organics Green Organics (FOGO) collection service, achieves the primary objective outlined in the Waste Minimisation and Recycling Strategy - to divert food organics from the landfill stream, and increase recovery and recycling of materials collected in the City of Boroondara. This is an important initiative for all residents and a benefit to the environment.

Changes to GST Status

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

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.

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 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Community Development

Family, Youth and Recreation Services

Youth Services

Drug and alcohol free music and cultural events	N	Per ticket	Up to a maximum of \$25			Y
360 Program Room – Not for Profit Youth Providers	N	Per hour	No charge			Y
360 Program Room – Commercial Hire (Youth Related Programs Only)	N	Per hour	\$66.00	\$68.00	3.03%	Y
School program facilitation	N	Per hour	Up to a maximum of \$70.00			Y
			Last YR Fee Up to a maximum of \$69.00			
Boroondara 360 Youth Resource Centre band room hire (community only)	N	2 x 2 hour sessions per week, for a maximum of 6 months	\$20.50	\$21.00	2.44%	Y

Other Fees and Charges

Sleep day stay program fee	N	Rate per day	\$98.40	\$100.50	2.13%	Y
Sleep day stay program fee (health care card holder)	N	Rate per day	No charge			Y
Preschool central enrolment application fee – Three year old child	N	Per application for three year old	\$26.75	\$27.50	2.80%	Y
Preschool central enrolment application fee – Four year old child	N	Per application for four year old	\$26.75	\$27.50	2.80%	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			Y
Information forums for service professionals and parents of children and young people	N	Per ticket maximum	Up to \$15.00 per session			Y
Information forums for parents with Health Care cards	N	Per ticket maximum	No charge			Y
Boroondara Early Years and Youth Providers Conference – Stall trade table display – Not for Profit, community based organisation	N	Per display	No charge			Y
Boroondara Early Years and Youth Providers Conference – Stall trade table display – Commercial operators	N	Per display	\$66.50	\$68.00	2.26%	Y

Meeting or Facility Room hire (From 1 July to 31 December 2020)

Anderson Park Community Centre Meeting Room 1 – Commercial Groups	N	Per hour	\$13.15	\$13.15	0.00%	Y
Anderson Park Community Centre Meeting Room 1 – Community Groups	N	Per hour	\$3.70	\$3.70	0.00%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Meeting or Facility Room hire (From 1 July to 31 December 2020) [continued]

Anderson Park Community Centre Meeting Room 2 – Commercial Groups	N	Per hour	\$26.15	\$26.15	0.00%	Y
Anderson Park Community Centre Meeting Room 2 – Community Groups	N	Per hour	\$7.35	\$7.35	0.00%	Y
Lexia Street Community Meeting Facility – Commercial Groups	N	Per hour	\$13.15	\$13.15	0.00%	Y
Lexia Street Community Meeting Facility – Community Groups	N	Per hour	\$3.70	\$3.70	0.00%	Y
Auburn Centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$26.15	\$26.15	0.00%	Y
Auburn Centre facilities – hire of facility – Community Organisation – not for profit	N	Per term	\$55.55	\$55.55	0.00%	Y
Auburn Centre facilities – Playgroup Contribution	N	Per family per term	\$40.65	\$40.65	0.00%	Y
Maternal and child health centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$26.15	\$26.15	0.00%	Y
Maternal and child health centre facilities – Community Organisation – not for profit	N	Per term	\$55.55	\$55.55	0.00%	Y
Maternal and child health centre facilities – Playgroup Contribution	N	Per family per term	\$40.65	\$40.65	0.00%	Y
Boroondara Early Years and Youth Providers Conference Attendance	N	Per attendee	Up to \$70.00 per person			Y

Meeting or Facility Room hire (From 1 January to 30 June 2021)

Anderson Park Community Centre Meeting Room 1 – Commercial Groups	N	Per hour	\$13.15	\$13.45	2.28%	Y
Anderson Park Community Centre Meeting Room 1 – Community Groups	N	Per hour	\$3.70	\$3.80	2.70%	Y
Anderson Park Community Centre Meeting Room 2 – Commercial Groups	N	Per hour	\$26.15	\$26.75	2.29%	Y
Anderson Park Community Centre Meeting Room 2 – Community Groups	N	Per hour	\$7.35	\$7.50	2.04%	Y
Lexia Street Community Meeting Facility – Commercial Groups	N	Per hour	\$13.15	\$13.45	2.28%	Y
Lexia Street Community Meeting Facility – Community Groups	N	Per hour	\$3.70	\$3.80	2.70%	Y
Auburn Centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$26.15	\$26.75	2.29%	Y
Auburn Centre facilities – hire of facility – Community Organisation – not for profit	N	Per term	\$55.55	\$57.00	2.61%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Meeting or Facility Room hire (From 1 January to 30 June 2021) [continued]

Auburn Centre facilities – Playgroup Contribution	N	Per family per term	\$40.65	\$41.60	2.34%	Y
Maternal and child health centre facilities – hire of facility for delivery of services supporting families with young children – Commercial Groups	N	Per hour	\$26.15	\$26.75	2.29%	Y
Maternal and child health centre facilities – Community Organisation – not for profit	N	Per term	\$55.55	\$57.00	2.61%	Y
Maternal and child health centre facilities – Playgroup Contribution	N	Per family per term	\$40.65	\$41.60	2.34%	Y
Boroondara Early Years and Youth Providers Conference Attendance	N	Per attendee	Up to \$71.50 per person			N

Kew traffic school

Community group bookings	N	Per group booking	\$133.25	\$136.00	2.06%	Y
Wednesday Ride and Play	N	Per child	\$13.85	\$14.00	1.08%	Y
School holiday program – at time of booking	N	Per child	\$13.85	\$14.00	1.08%	Y
Private bookings – at time of booking – two hours (Monday to Friday and weekends)	N	Two hours	\$235.00	\$240.00	2.13%	Y
Private bookings – at time of booking – three hours (Monday to Friday, daylight savings period only)	N	Three hours	\$269.00	\$274.50	2.04%	Y
Safety education (three sessions on same day) at time of booking	N	Per booking	\$315.00	\$323.00	2.54%	Y
Safety education (two sessions on same day) at time of booking	N	Per booking	\$210.00	\$215.00	2.38%	Y
Safety education (one session) at time of booking	N	Per booking	\$133.65	\$137.00	2.51%	Y

Health and Active Ageing Services

Food Act registration and renewal

Class 4: Food premises	N	No charge		No charge		N
Not for profit school canteen, sporting club – Charitable Organisation / Community Group	N	No charge		No charge		N
Temporary food premises registration	N	Per premises		25% of applicable initial registration or renewal of registration fee		N
Temporary food premises – Charitable Organisation / Community group registration	N	No charge		No charge		N
No charge to community groups						
Food Act registration non compliance follow up visit (this will be charged to businesses as appropriate)	N	Per premises	\$247.00	\$253.00	2.43%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Initial Registration

Class 1	N	Per premises	\$597.00	\$611.00	2.35%	N
Class 2: Large Supermarket 3 plus departments	N	Per premises	\$2,175.00	\$2,225.00	2.30%	N
Class 2: Large Supermarket 3 plus departments – Non-standard Food Safety Program	N	Per premises	\$2,510.00	\$2,570.00	2.39%	N
Class 2: Non-standard Food Safety Program	N	Per premises	\$1,014.00	\$1,035.00	2.07%	N
Class 2: Initial Registration Fee	N	Per premises	\$973.00	\$996.00	2.36%	N
Class 3: Initial Registration Fee	N	Per premises	\$543.00	\$556.00	2.39%	N
Initial registration fee (pro rata – 25%)	N	Per premises	25% of applicable initial registration fee			N
			Last YR Fee 25% of applicable initial registration fee			
Initial registration fee (pro rata – 50%)	N	Per premises	50% of applicable initial registration fee			N
			Last YR Fee 50% of applicable initial registration fee			
Initial registration fee (pro rata – 75%)	N	Per premises	75% of applicable initial registration fee			N
			Last YR Fee 75% of applicable initial registration fee			

Renewal Registration

Class 1	N	Per premises	\$437.00	\$448.00	2.52%	N
Class 2: Large Supermarket 3 plus departments	N	Per premises	\$2,015.00	\$2,060.00	2.23%	N
Class 2: Large Supermarket 3 plus departments – Non-standard Food Safety Program	N	Per premises	\$2,350.00	\$2,405.00	2.34%	N
Class 2: Renewal of Registration – Non-standard Food Safety Program	N	Per premises	\$854.00	\$874.00	2.34%	N
Class 2: Renewal of Registration	N	Per premises	\$813.00	\$832.00	2.34%	N
Class 3: Renewal of Registration	N	Per premises	\$463.00	\$474.00	2.38%	N

Public Health and Wellbeing Act registration and renewal

Initial Registration

New Hairdresser and/or Temporary make up premises only – Initial ongoing registration fee	N	Per premises	\$322.00	\$330.00	2.48%	N
Single operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$232.50	\$238.00	2.37%	N
Multiple operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$269.50	\$276.00	2.41%	N
Prescribed accommodation (5 – 10 accommodation beds)	N	Per premises	\$492.00	\$504.00	2.44%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Initial Registration [continued]

Prescribed accommodation (11 – 20 accommodation beds)	N	Per premises	\$672.00	\$688.00	2.38%	N
Prescribed accommodation (21 – 35 accommodation beds)	N	Per premises	\$738.00	\$755.00	2.30%	N
Prescribed accommodation (36 – 55 accommodation beds)	N	Per premises	\$934.00	\$956.00	2.36%	N
Prescribed accommodation (56+ accommodation beds)	N	Per premises	\$1,078.00	\$1,105.00	2.50%	N
Initial registration fee (pro rata – 25%)	N	Per premises	25% of applicable initial registration fee			N
			Last YR Fee 25% of applicable initial registration fee			
Initial registration fee (pro rata – 50%)	N	Per premises	50% of applicable initial registration fee			N
			Last YR Fee 50% of applicable initial registration fee			
Initial registration fee (pro rata – 75%)	N	Per premises	75% of applicable initial registration fee			N
			Last YR Fee 75% of applicable initial registration fee			

Renewal Registration

Hairdresser and/or Temporary make up premises only – Ongoing renewal registration fee	N	Per premises	\$242.00	\$248.00	2.48%	N
Single operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$152.50	\$156.50	2.62%	N
Multiple operation – Hairdresser/Skin penetration/Beauty therapies	N	Per premises	\$189.50	\$194.00	2.37%	N
Prescribed accommodation (5 – 10 accommodation beds)	N	Per premises	\$412.00	\$422.00	2.43%	N
Prescribed accommodation (11 – 20 accommodation beds)	N	Per premises	\$592.00	\$606.00	2.36%	N
Prescribed accommodation (21 – 35 accommodation beds)	N	Per premises	\$658.00	\$674.00	2.43%	N
Prescribed accommodation (36 – 55 accommodation beds)	N	Per premises	\$854.00	\$874.00	2.34%	N
Prescribed accommodation (56+ accommodation beds)	N	Per premises	\$998.00	\$1,020.00	2.20%	N

Other Fees and Charges

Solicitors request – ten working day turnaround	N	Per enquiry	\$247.00	\$253.00	2.43%	N
Solicitors request – five working day turnaround (+50% of Solicitors request (ten working day turnaround))	N	Per enquiry	\$381.00	\$390.00	2.36%	N
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			N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Other Fees and Charges [continued]

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			N
Processing fee for pro rata refund of Public Health and Wellbeing Act or Food Act registration	N	Per enquiry	\$37.05	\$37.90	2.29%	N
Septic tank / onsite waste water treatment system permit fee	N	Per application	\$416.00	\$426.00	2.40%	N
Miscellaneous product sales	N	Per item sold	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			Y
Sharps container sales (free to people with relevant health condition)	N	Per container	No charge			Y
Sharps container – small (registered business)	N	Per container	\$10.05	\$10.20	1.49%	Y
Sharps container – large (registered business)	N	Per container	\$19.50	\$19.90	2.05%	Y
Public Health Training sessions and other services	N	Per session	Cost + 10%			Y

Active Ageing Services

Financially Disadvantaged

Domestic Assistance, Personal Care, Respite Care and Home Delivered Meals	N	No charge	No charge			N
Domestic Assistance, Personal Care, Respite Care and Home Delivered Meals discretionary fee (low and medium income only) – 25% of applicable rate	N	Per hour	25% of applicable rate			N
Domestic Assistance, Personal Care, Respite Care and Home Delivered Meals discretionary fee (low and medium income only) – 50% of applicable rate	N	Per hour	50% of applicable rate			N

Domestic Assistance – Low Income

Single – historical fee (a)	N	Per hour	\$6.40	\$6.50	1.56%	N
Single – historical fee (b)	N	Per hour	\$5.25	\$5.40	2.86%	N
Single	N	Per hour	\$7.30	\$7.50	2.74%	N
Couple – historical fee	N	Per hour	\$7.85	\$8.00	1.91%	N
Aged couple and young persons program	N	Per hour	\$10.10	\$10.40	2.97%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Domestic Assistance – Medium Income

Single – historical fee (a)	N	Per hour	\$9.60	\$9.80	2.08%	N
Single	N	Per hour	\$17.70	\$18.20	2.82%	N
Couple – historical fee (a)	N	Per hour	\$11.25	\$11.50	2.22%	N
Couple – historical fee (b)	N	Per hour	\$14.95	\$15.30	2.34%	N
Aged couple	N	Per hour	\$18.40	\$18.90	2.72%	N

Domestic Assistance – High Income

Single	N	Per hour	\$45.75	\$46.80	2.30%	N
Aged couple	N	Per hour	\$47.10	\$48.20	2.34%	N

Property maintenance/Home maintenance/Home modifications

Low income	N	Per hour + materials	\$15.15	\$15.60	2.97%	N
Medium income	N	Per hour + materials	\$22.45	\$23.10	2.90%	N
High income	N	Per hour + materials	\$57.30	\$59.00	2.97%	N

Personal care

Low income	N	Per hour	\$5.40	\$5.50	1.85%	N
Medium income	N	Per hour	\$10.60	\$10.80	1.89%	N
High income	N	Per hour	\$45.95	\$47.00	2.29%	N

Respite care

Low income	N	Per hour	\$3.80	\$3.90	2.63%	N
Medium income	N	Per hour	\$8.00	\$8.20	2.50%	N
High income	N	Per hour	\$45.95	\$47.00	2.29%	N
Medium income (Younger persons respite families) – Home care – historical/discretionary fee	N	Per couple per hour	\$15.15	\$0.00	-100.00%	N

Social Support

Adult day care / social support activity	N	Per session + meal if applicable	\$8.15	\$8.35	2.45%	N
Adult day care / social support activity	N	Two – three hours	\$4.00	\$4.10	2.50%	N
Adult day care/social support activity – Commercial cost	N	Per hour	\$28.80	\$29.40	2.08%	N
Adult day care/social support activity – Commercial cost	N	Per session (Half day)	\$86.40	\$88.50	2.43%	N
Adult day care/social support activity – Commercial cost – discretionary fee (manager approval required)	N	Per session (Half day)	\$57.60	\$59.00	2.43%	N
Excursions – older person	N	Per person	\$6.60	\$6.75	2.27%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Transport

Community bus hire – community groups	N	Per day	\$105.90	\$108.50	2.46%	Y
Community bus hire – community groups	N	Per half day	\$63.75	\$65.50	2.75%	Y
Community bus fixed runs	N	One way trip and return trip	\$3.50	\$3.60	2.86%	N
Travel charge	N	Per kilometre	\$1.75	\$1.80	2.86%	N
Assisted Transport (one way)	N	Per trip	\$2.50	\$2.50	0.00%	N

Commercial Rates

Commercial – home care – Monday – Friday 7am – 7pm	N	Per hour	\$74.65	\$76.50	2.48%	Y
Commercial – personal care – Monday – Friday 7am – 7pm	N	Per hour	\$76.80	\$79.00	2.86%	Y
Commercial – personal care – Monday – Friday 7pm – midnight	N	Per hour	\$94.70	\$97.00	2.43%	Y
Commercial – respite care – Monday – Friday 7am – 7pm	N	Per hour	\$76.80	\$79.00	2.86%	Y
Commercial – respite care – Monday – Friday 7pm – midnight	N	Per hour	\$94.70	\$97.00	2.43%	Y
Commercial – respite care – Weekend 7am – 12 midday Saturday	N	Per hour	\$110.45	\$113.00	2.31%	Y
Commercial – respite care – Weekend 12 midday Saturday onwards	N	Per hour	\$131.50	\$135.00	2.66%	Y
Commercial – Assessment	N	Per assessment	\$445.00	\$456.00	2.47%	Y
Public holiday (all services) Commercial	N	Per hour	\$131.50	\$135.00	2.66%	Y
Linkages – core hours	N	Per hour	\$6.60	\$6.75	2.27%	N

Meals on Wheels

Soup – low income, medium income and linkages clients	N	Each	\$1.85	\$1.90	2.70%	N
Main meal/vegetables/dessert/juice – low income, medium income and linkages clients	N	Each	\$9.80	\$10.00	2.04%	N
Sandwich – low income, medium income and linkages clients	N	Each	\$5.80	\$5.90	1.72%	N
Soup – Commercial and high income	N	Each	\$4.65	\$4.75	2.15%	N
Main meal/vegetables/dessert/juice – Commercial and high income	N	Each	\$34.25	\$35.00	2.19%	N
Sandwich – Commercial and high income	N	Each	\$8.95	\$9.20	2.79%	N

Canterbury Memorial Home

Main hall hire – Community Groups	N	Per hour	\$4.20	\$4.30	2.38%	Y
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City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	GST
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Canterbury Memorial Home [continued]

Canterbury Memorial Home Units – standard rate	N	Per month	\$580.00	\$594.00	2.41%	N
Canterbury Memorial Home Units – historical fee level one	N	Per month	\$498.00	\$510.00	2.41%	N
Canterbury Memorial Home Units – discretionary fee level two	N	Per month	\$415.00	\$425.00	2.41%	N

Seniors Centre Hire Fees

Community group (per room)	N	Per hour		\$4.20 per hour		Y
				Last YR Fee \$4.10 per hour		
Casual event (Main Hall)	N	Per hour minimum 3 hours	\$68.90	\$70.50	2.32%	Y
Hall – Casual Hire – Community Rate (50% of casual hire)	N	Per hour minimum 3 hours		50% of applicable rate		Y
Multi purpose room – Standard rate	N	Per hour minimum 3 hours	\$15.50	\$15.90	2.58%	Y
Multi purpose room – Community Rate (50% of standard rate)	N	Per hour minimum 3 hours		50% of applicable rate		Y
Small meeting room – Standard rate	N	Per hour minimum 3 hours	\$7.70	\$7.90	2.60%	Y
Small meeting room – Community Rate (50% of standard rate)	N	Per hour minimum 3 hours		50% of applicable rate		Y

Arts and Cultural Services

Eisteddfod

Audience entry fee (section per day) – full	N	Per person	\$11.00	\$11.00	0.00%	Y
Audience entry fee (section per day) – concession	N	Per person	\$9.00	\$9.00	0.00%	Y
Daily audience entrance fee – group booking (5+ tickets)	N	Per ticket	\$9.00	\$9.00	0.00%	Y
Audience entrance fee – Piano concerto event	N	Per ticket	\$25.00	\$25.00	0.00%	Y
Eisteddfod Registration Fee – Ensembles categories	N	Per entry	\$39.95	\$40.00	0.13%	Y
Eisteddfod Registration fee – solo	N	Per entry	\$25.00	\$25.00	0.00%	Y
Performance Accompanist	N	Per performance	\$10.00	\$10.00	0.00%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Meeting or Facility Room hire

Kew Court House

Just Theatre

Standard Rate

Theatre including dressing rooms	N	Per hour minimum 3 hours	\$48.50	\$50.00	3.09%	Y
Theatre including dressing rooms – Monday to Thursday	N	Per day	\$350.00	\$360.00	2.86%	Y
Theatre including dressing rooms – Friday to Sunday	N	Per day	\$420.00	\$430.00	2.38%	Y
Theatre including dressing rooms	N	Per week	\$1,335.00	\$1,360.00	1.87%	Y

Subsidised Rate

Theatre including dressing rooms	N	Per hour minimum 3 hours	\$12.15	\$12.50	2.88%	Y
Theatre including dressing rooms – Monday to Thursday	N	Per day	\$87.50	\$90.00	2.86%	Y
Theatre including dressing rooms – Friday to Sunday	N	Per day	\$105.00	\$107.50	2.38%	Y
Theatre including dressing rooms	N	Per week	\$334.00	\$340.00	1.80%	Y

Community Workshop/Meeting room

Standard Rate

Community workshop/meeting room	N	Per hour minimum 3 hours	\$31.00	\$0.00	-100.00%	Y
Community workshop/meeting room	N	Per day	\$220.00	\$0.00	-100.00%	Y

Subsidised Rate

Community meeting room	N	Per hour minimum 3 hours	\$7.75	\$0.00	-100.00%	Y
Community meeting room	N	Per day	\$55.00	\$0.00	-100.00%	Y

Access Gallery

Standard Rate

Access Gallery	N	Per week	\$162.50	\$166.00	2.15%	Y
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City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Subsidised Rate

Access Gallery	N	Per week	\$41.00	\$41.50	1.22%	Y
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Hawthorn Arts Centre

Hawthorn Arts Centre Venue

Standard Rate

Day rate	N	Per day minimum 8 hours	90% of hourly rate (8 hours)			Y
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Main Hall and Stage

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$230.00	\$235.50	2.39%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$385.00	\$395.00	2.60%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$115.00	\$118.00	2.61%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$192.50	\$197.50	2.60%	Y

Chandelier Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$165.00	\$170.00	3.03%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$295.00	\$300.00	1.69%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$82.50	\$85.00	3.03%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$147.50	\$150.00	1.69%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Mayor's Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$66.00	\$68.00	3.03%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$80.50	\$82.50	2.48%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$33.00	\$34.00	3.03%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$40.25	\$41.25	2.48%	Y

Dora Wilson Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$27.00	\$28.00	3.70%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$32.00	\$33.00	3.13%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$6.75	\$7.00	3.70%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$8.00	\$8.25	3.13%	Y

The Chamber

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$65.50	\$67.00	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$81.00	\$83.00	2.47%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$16.40	\$16.75	2.13%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$20.25	\$20.75	2.47%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

John Beswicke Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$27.00	\$28.00	3.70%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$32.00	\$33.00	3.13%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$6.75	\$7.00	3.70%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$8.00	\$8.25	3.13%	Y

Zelman Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$65.50	\$67.00	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$81.00	\$83.00	2.47%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$32.75	\$33.50	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$40.50	\$41.50	2.47%	Y

Edward C. Rigby Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$41.50	\$42.50	2.41%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$46.00	\$47.00	2.17%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$10.50	\$10.75	2.38%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$11.50	\$11.75	2.17%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Community Arts Space

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$65.50	\$67.00	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$81.00	\$83.00	2.47%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$32.75	\$33.50	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$40.50	\$41.50	2.47%	Y

Second Empire Café

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$65.50	\$67.00	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$81.00	\$83.00	2.47%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$32.75	\$33.50	2.29%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$40.50	\$41.50	2.47%	Y

The Basement – Performance/Rehearsal studio

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$54.50	\$56.00	2.75%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$70.00	\$72.00	2.86%	Y
Monday to Thursday	N	Per day	\$350.00	\$360.00	2.86%	Y
Friday to Sunday	N	Per day	\$420.00	\$430.00	2.38%	Y
Per week	N	Per week	\$1,905.00	\$1,950.00	2.36%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$13.65	\$14.00	2.56%	Y
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City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	GST
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Subsidised Rate [continued]

Friday to Sunday	N	Per hour minimum 3 hours	\$17.50	\$18.00	2.86%	Y
Monday to Thursday	N	Per day	\$87.50	\$90.00	2.86%	Y
Friday to Sunday	N	Per day	\$105.00	\$107.50	2.38%	Y
Per week	N	Per week	\$477.00	\$487.50	2.20%	Y

Artists studios

Per week

Studio 6	N	Per week	\$70.00	\$72.00	2.86%	Y
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Per month

Studio 1	N	Per month	\$560.00	\$570.00	1.79%	Y
Studio 2	N	Per month	\$340.00	\$350.00	2.94%	Y
Studio 3	N	Per month	\$355.00	\$365.00	2.82%	Y
Studio 4	N	Per month	\$130.00	\$135.00	3.85%	Y
Studio 5	N	Per month	\$200.00	\$205.00	2.50%	Y
Studio 6	N	Per month	\$303.00	\$310.00	2.31%	Y

Per year

Studio 1	N	Per year	\$6,720.00	\$6,840.00	1.79%	Y
Studio 2	N	Per year	\$4,080.00	\$4,200.00	2.94%	Y
Studio 3	N	Per year	\$4,260.00	\$4,380.00	2.82%	Y
Studio 4	N	Per year	\$1,560.00	\$1,620.00	3.85%	Y
Studio 5	N	Per year	\$2,400.00	\$2,460.00	2.50%	Y
Studio 6	N	Per year	\$3,640.00	\$3,720.00	2.20%	Y

Staffing Costs – minimum of four hours

Standard Rate – Staffing costs will be met by hirer

Public Holiday surcharge	N	Per hour		50% of staff cost rate		Y
Supervising Technician	N	Per hour	\$64.00	\$65.50	2.34%	Y
Front of House/Duty Manager	N	Per hour	\$64.00	\$65.50	2.34%	Y
Box Office/Hospitality Officer	N	Per hour	\$59.00	\$60.50	2.54%	Y
Usher / Event staff	N	Per hour	\$54.00	\$55.50	2.78%	Y
Technician	N	Per hour	\$59.00	\$60.50	2.54%	Y
Gallery Attendant	N	Per hour	\$59.00	\$60.50	2.54%	Y
Security Guard	N	Per hour per guard	Up to a maximum of \$60.00			Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Subsidised Rate – Council will provide a 50% subsidy of staffing costs for bonafide community groups

Supervising Technician	N	Per hour	\$32.00	\$32.75	2.34%	Y
Front of House/Duty Manager	N	Per hour	\$32.00	\$32.75	2.34%	Y
Box Office/Hospitality Officer	N	Per hour	\$29.50	\$30.25	2.54%	Y
Usher / Event staff	N	Per hour	\$27.00	\$27.75	2.78%	Y
Technician	N	Per hour	\$29.50	\$30.25	2.54%	Y

Other Fees and Charges

Hirer's box office fees – Standard rate	N	Per ticket	\$3.60	\$3.70	2.78%	Y
Hirer's box office fees – Subsidised rate	N	Per ticket	\$1.80	\$1.85	2.78%	Y
Hirer's box office fees – Complimentary Tickets – First 5% of total seating capacity	N	Per ticket	No charge			Y
Hirer's box office fees – Complimentary Tickets – Greater than 5% of total seating capacity	N	Per ticket	\$0.60	\$0.80	33.33%	Y
Venue hire for internal photography not associated with event	N	Per hour	\$130.00	\$135.00	3.85%	Y
Venue rehearsal fee	N	Per hour minimum 3 hours	50% of venue hire rate for standard and subsidised rates			Y
			Last YR Fee 50% of venue hire rate			
Venue bump in fee	N	Per hour minimum 3 hours	50% of venue hire rate for standard and subsidised rates			Y
			Last YR Fee 50% of venue hire rate			
Venue bump out fee	N	Per hour minimum 3 hours	50% of venue hire rate for standard and subsidised rates			Y
			Last YR Fee 50% of venue hire rate			
Commission on consignment stock at The Emporium	N	Per item	35% commission on sale price			Y
Commission on consignment stock at The Emporium – No GST	N	Per item	35% commission on sale price			N
Commission on sales of artwork at the Community Gallery	N	Per item	15% commission on sale price			Y
Commission on sales of artwork at the Community Gallery – No GST	N	Per item	15% commission on sale price			N
Refreshment sales – Kew Court House	N	Per item	Up to \$30.00			Y
The Emporium sales – Emporium Shop	N	Per item	Up to \$500			Y
Artwork Sales – Community Gallery	N	Per item	Up to \$1,500			Y
Standard mail out fee	N	Per transaction	\$2.20	\$2.25	2.27%	Y
Express post mail out fee	N	Per transaction	\$7.30	\$7.45	2.05%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Other Fees and Charges [continued]

External hirer refund fee	N	Per transaction	\$1.60	\$1.65	3.13%	Y
Additional cleaning to Hawthorn Arts Centre Hired Spaces	N	Per booking	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			Y
Additional cleaning to Kew Court House Hired Spaces	N	Per booking	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			Y

Cultural Venue Equipment

Administration fee – Equipment hire – Standard rate	N	Per hire	20% of equipment hire			Y
Administration fee – Equipment hire – Community rate	N	Per hire	No charge			Y
Laptop hire – full day	N	Per unit	\$60.00	\$60.00	0.00%	Y
Laptop hire – half day	N	Per unit	\$30.00	\$30.00	0.00%	Y
Projector hire – full day	N	Per unit	\$120.00	\$120.00	0.00%	Y
Projector hire – half day	N	Per unit	\$60.00	\$60.00	0.00%	Y
Main Hall wall uplighting	N	Per event	\$580.00	\$590.00	1.72%	Y
Main Hall Chandelier repositioning	N	Per chandelier	\$42.00	\$43.00	2.38%	Y
Chandelier colour lighting package	N	Per event	\$180.00	\$185.00	2.78%	Y
Staging (1m x 2m) / Choir Risers	N	Per piece	\$84.00	\$86.00	2.38%	Y
Lectern (including microphone)	N	Per unit	\$40.00	\$40.00	0.00%	Y
Microphone	N	Per unit	\$75.00	\$75.00	0.00%	Y
Flipchart	N	Per chart	\$26.00	\$26.00	0.00%	Y
Whiteboard	N	Per unit	\$26.00	\$26.00	0.00%	Y
Photocopy – A4 black and white	N	Per copy	\$0.25	\$0.20	-20.00%	Y
Photocopy – A4 colour	N	Per copy	\$0.35	\$1.60	357.14%	Y
Town Hall Gallery Exhibition Catalogue	N	Per copy	Up to a maximum of \$50.00			Y
Piano hire	N	Per event	\$515.00	\$515.00	0.00%	Y
Electric keyboard hire	N	Per unit	\$50.00	\$50.00	0.00%	Y
Tune of Piano	N	Per event	\$260.00	\$260.00	0.00%	Y

Ticketing

Council curated event ticket – full	N	Per ticket	Up to a maximum of \$150			Y
Council curated event ticket – concession	N	Per ticket	Up to a maximum of \$115			Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Library Services

Meeting or Facility Room hire (From 1 July to 31 December 2020)

Small library meeting rooms – Discount community rate	N	Per hour	\$3.70	\$3.70	0.00%	Y
Small library meeting rooms – Standard rate	N	Per hour	\$25.00	\$25.00	0.00%	Y
Large library meeting rooms – Discount community rate	N	Per hour	\$7.35	\$7.35	0.00%	Y
Large library meeting rooms – Standard rate	N	Per hour	\$50.00	\$50.00	0.00%	Y

Meeting or Facility Room hire (From 1 January to 30 June 2021)

Small library meeting rooms – Discount community rate	N	Per hour	\$3.70	\$3.80	2.70%	Y
Small library meeting rooms – Standard rate	N	Per hour	\$25.00	\$25.50	2.00%	Y
Large library meeting rooms – Discount community rate	N	Per hour	\$7.35	\$7.50	2.04%	Y
Large library meeting rooms – Standard rate	N	Per hour	\$50.00	\$51.00	2.00%	Y

Other Fees and Charges

Excess cleaning to Library meeting rooms	N	Per booking	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			Y
Overdue library fines – adult items	N	Charge per day	\$0.30	\$0.30	0.00%	N
Overdue library fines – junior and teenage items *	N	Charge per day	\$0.10	\$0.10	0.00%	N

* Grace period of 21 days before fine is applicable.

Debt collection charge	N	Per borrower submission	\$15.50	\$15.50	0.00%	N
Photocopy/Printing fee – A3 black and white	N	Per copy	\$0.40	\$0.40	0.00%	Y
Photocopy/Printing fee – A4 black and white	N	Per copy	\$0.20	\$0.20	0.00%	Y
Photocopy/Printing fee – A3 colour	N	Per copy	\$2.50	\$2.60	4.00%	Y
Photocopy/Printing fee – A4 colour	N	Per copy	\$1.50	\$1.60	6.67%	Y
Inter library loan fee plus any charges from lending libraries	N	Per loan	\$6.10	\$6.25	2.46%	Y
Inter library loan (ILL) fee for items from academic, State or special libraries	N	Per loan	\$16.50	\$16.50	0.00%	Y
Replacement of lost or damaged materials	N	Per item processed	Retail cost as determined at point of purchase			N
Local history publication	N	Per publication	Retail cost as determined at point of purchase			Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Other Fees and Charges [continued]

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			Y
Local history photograph – digital	N	Per image	\$23.50	\$23.50	0.00%	Y
Permission to publish local history image	N	Per image	Price upon application			Y
Lost membership card	N	Per membership card replaced	\$6.00	\$6.15	2.50%	N
Lost key to library storage and charging stations	N	Per key	\$57.60	\$59.00	2.43%	Y
Replacement of single disc	N	Per item	\$11.55	\$11.80	2.16%	N
Replacement of covers/cases	N	Per item	\$5.80	\$6.00	3.45%	N

Finance and Corporate Planning

Dishonoured cheque fee	N	Per dishonoured cheque	\$56.00	\$57.50	2.68%	N
Credit card payment surcharge (includes all credit cards)	N	Per transaction	Cost recovery			Y

Customer Experience and Business Transformation

Chief Information Office

Additional AO facilities map	N	Per map	\$57.40	\$59.00	2.79%	N
Map sales – hourly labour rate	N	Hourly labour rate	\$72.30	\$74.00	2.35%	N
Material costs – A1 thematic maps	N	Per map	\$36.00	\$36.80	2.22%	N
A3 – Aerial map	N	Per map	\$36.00	\$36.80	2.22%	N

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			Y
Sale of tender documents. Minimum charge \$83 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	\$81.25	\$83.00	2.15%	N
Land information certificate	Y	Per certificate issued	\$26.95	\$27.00	0.19%	N
Right of way discontinuance and sales	N	Per right of way	As per Council's Discontinuance Policy			Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

City Planning

Building Services

Building permit fees (within the City of Boroondara)

For dwelling (class 1a) and outbuildings (class 10a and 10b)

Timber and steel fences (not incorporating retaining walls), deck / verandah / pergola (up to \$5,000) and above ground swimming pools	N	Per permit	Minimum \$675.00 or POA			Y
Brick fences, deck / verandah / pergola (up to \$10,000), retaining walls, demolitions and reblocks or similar minor structures	N	Per permit	Minimum \$775.00 or POA			Y
Garages, carports, sheds, deck / verandah / pergola, minor alterations and in ground swimming pools (up to \$15,000)	N	Per permit	Minimum \$970.00 or POA			Y
			Last YR Fee Minimum \$945.00 or POA			
Minor additions and alterations (\$15,000 – \$50,000)	N	Per permit	Minimum \$1,200.00 or POA			Y
Additions and alterations (\$50,000 – \$100,000)	N	Per permit	Minimum \$1,600 or POA			Y
Major additions and alterations (over \$100,000)	N	Per permit	Value / \$157 + GST minimum \$1,650 or POA			Y
New single dwelling / multiple dwelling	N	Per permit	Value / \$157 + GST (\$2,750 minimum per dwelling or POA - multi unit developments POA)			Y
Minor alterations to pool barrier	N	Per permit	\$450.00	\$460.00	2.22%	Y

Commercial building (class 2 to 9) or residential building including a rooming house, boarding house or the like (class 1b)

Minor alterations, signs, verandas up to estimated cost of \$15,000	N	Per permit	\$940.00	\$962.00	2.34%	Y
Works with estimated cost between \$15,000 – \$100,000	N	Per permit	(Value of works / \$94 + \$1,200) + GST or POA			Y
Works with estimated cost between \$100,000 – \$500,000	N	Per permit	(Value of works / 250 + \$2,160) + GST or POA			Y
Works with estimated cost over \$500,000	N	Per permit	(Value / 425 + \$3,810) + GST or POA			Y

Building permit fees (outside the City of Boroondara)

Building permit fees	N	Per permit	POA			Y
Variations to building permits and building permit applications	N	Per permit	POA			Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Other building permit fees

Minor variations to building permit applications	N	Per permit	\$205.00 or POA			Y
Building inspection fees. Permit expired, and no extension granted occupancy permit required	N	Per inspection	\$432.00	\$442.00	2.31%	Y
Building inspection fees. Permit expired, and no extension granted certificate of final inspection required	N	Per inspection	\$247.00	\$253.00	2.43%	Y
Extension in time request	N	Per request	\$319.00	\$327.00	2.51%	Y
Additional mandatory inspection fee	N	Per inspection	\$154.50	\$158.50	2.59%	Y
Additional fee: Lodgement fee where estimated cost of works exceeds \$10,000	Y	Per lodgement per building permit stage (8.23 fee units)	\$121.90	\$121.90	0.00%	N
Consultant fee reports: Professional reports, fire protection etc	N	Per request	POA			Y

Report and consent

Report and consent for siting variations	Y	Per regulation to be varied (19.61 fee units)	\$290.40	\$290.40	0.00%	N
Report and consent for non siting variations	Y	Per regulation to be varied (19.61 fee units)	\$290.40	\$290.40	0.00%	N
Report and consent advertising fee	N	Per application	\$170 for first two properties to be advertised to + \$80 per additional property			N
			Last YR Fee \$160 for first two properties to be advertised to + \$75 per additional property			
Variations to report and consent applications	N	Per application	\$154.50	\$158.50	2.59%	N
Hoarding consents and reports	Y	Per request (19.61 fee units)	\$290.40	\$290.40	0.00%	N
Hoarding inspections	N	Per inspection	\$156.50	\$160.50	2.56%	N
Consent under Section 29A for demolition	Y	Per application (5.75 fee units)	\$85.20	\$85.20	0.00%	N
Request for Council comments	N	Per regulation to be varied	2 x report and consent for siting variations fee			N

POPE applications

Places of public entertainment applications for minor event (less than 10,000 people)	N	Per application	\$813.00	\$832.00	2.34%	N
Places of public entertainment applications for major event (over 100,000 people)	N	Per application	POA			N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Property information requests

Property information request	Y	Per request (3.19 fee units)	\$47.20	\$47.20	0.00%	N
Priority surcharge fee – per property information request (48 hour turnaround time)	N	Per request	Same as Property information request fee			N
			Last YR Fee Same as statutory property information request fee			
Details of any occupancy permit	Y	Per request per permit (3.19 fee units)	\$47.20	\$47.20	0.00%	N
Details of mandatory inspection approval dates	Y	Per request per permit (3.19 fee units)	\$47.20	\$47.20	0.00%	N
Copy of building permit register	N	Per request	\$57.60	\$59.00	2.43%	N
General building enquiries requiring written response	N	Per request	Minimum \$125 for first hour, otherwise \$125 per hour			Y
Adjoining owner details for serving of protection works notices	N	Per application per property	\$55.00 per property or POA			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	\$149.10	\$153.00	2.62%	N
Photocopy – A3 black and white	N	Per request	\$7.75	\$3.20	-58.71%	N
Photocopy – A2 black and white	N	Per request	\$0.00	\$7.60	∞	N

Request for plans for commercial dwellings (class 2 to 9) or residential buildings including a rooming house, boarding house or the like (class 1b)

Building plan request research fee (commercial class 2 to 9) Max up to four X A2 pages or 1 hour research and administration fee – POA thereafter	N	Per request	\$226.50	\$232.00	2.43%	N
Photocopy – A3 black and white	N	Per request	\$7.75	\$3.20	-58.71%	N
Photocopy – A2 black and white	N	Per request	\$0.00	\$7.60	∞	N

Swimming Pool and Spa Regulations

Registration, search and admin fee (for pools and spa built prior to 1 June 2020)	Y	Per registration (2.15 and 3.19 fee units)	\$79.00	\$79.00	0.00%	N
Pool Registration	Y	Per registration (2.15 fee units)	\$31.80	\$31.80	0.00%	N
Information search fee	Y	Per search (3.19 fee units)	\$47.20	\$47.20	0.00%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Swimming Pool and Spa Regulations [continued]

Swimming pool inspection fee – residential	N	Charge per house	\$344.00	\$352.00	2.33%	Y
Lodgement of Certificate of Compliance fee	Y	Per lodgement of certificate (1.38 fee units)	\$20.40	\$20.40	0.00%	N
Lodgement certificate of pool and spa barrier non-compliance	Y	Per non-compliance certificate issued (26 fee units)	\$385.00	\$385.00	0.00%	N
Issue of Certificate of Compliance	N	Per certificate	\$240.00	\$240.00	0.00%	Y
This covers for a resinpection if required and the certificate of compliance.						

Other Fees and Charges

Liquor licence measure and report	N	Per request		Minimum \$660 or POA		Y
Building surveying consultancy	N	Per hour (or part thereof)	\$190.50	\$195.00	2.36%	Y

Statutory Planning

Application for permits under section 47 of the Planning Environment Act (1987) (Regulation 9)

Class 1	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Use only						
Class 2	Y	Per application	\$199.90	\$199.90	0.00%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less						
Class 3	Y	Per application	\$629.40	\$629.40	0.00%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000						
Class 4	Y	Per application	\$1,288.50	\$1,288.50	0.00%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000						
Class 5	Y	Per application	\$1,392.10	\$1,392.10	0.00%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000						
Class 6	Y	Per application	\$1,495.80	\$1,495.80	0.00%	N
To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000						
Class 7	Y	Per application	\$199.90	\$199.90	0.00%	N
VicSmart application if the estimated cost of development is \$10,000 or less						

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Application for permits under section 47 of the Planning Environment Act (1987) (Regulation 9) [continued]

Class 8	Y	Per application	\$429.50	\$429.50	0.00%	N
VicSmart application if the estimated cost of development is more than \$10,000						
Class 9	Y	Per application	\$199.90	\$199.90	0.00%	N
VicSmart application to subdivide or consolidate land						
Class 10	Y	Per application	\$199.90	\$199.90	0.00%	N
VicSmart application (other than a class 7, class 8 or class 9 permit)						
Class 11	Y	Per application	\$1,147.80	\$1,147.80	0.00%	N
To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000						
Class 12	Y	Per application	\$1,547.60	\$1,547.60	0.00%	N
To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000						
Class 13	Y	Per application	\$3,413.70	\$3,413.70	0.00%	N
To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000						
Class 14	Y	Per application	\$8,700.90	\$8,700.90	0.00%	N
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000						
Class 15	Y	Per application	\$25,658.30	\$25,658.30	0.00%	N
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000						
Class 16	Y	Per application	\$57,670.10	\$57,670.10	0.00%	N
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000						
Class 17	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
To subdivide an existing building (other than a class 9 permit)						
Class 18	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
To subdivide land into 2 lots (other than a class 9 or class 17 permit)						
Class 19	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)						
Class 20	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Subdivide land (other than a class 9, class 17, class 18 or class 19 permit) *						
* Per 100 lots created or part thereof						
Class 21	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Applications to:						
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or						
b) create or remove a right of way; or						
c) create, vary or remove an easement other than a right of way; or						
d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant						

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	GST
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Application for permits under section 47 of the Planning Environment Act (1987) (Regulation 9) [continued]

Class 22	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
A permit not otherwise provided for in the regulation						

Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11)

Class 1 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a permit to change the use of land allowed by the permit or allow a new use of land						
Class 2 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit						
Class 3 Amendments	Y	Per application	\$199.90	\$199.90	0.00%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is \$10,000 or less						
Class 4 Amendments	Y	Per application	\$629.40	\$629.40	0.00%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000						
Class 5 Amendments	Y	Per application	\$1,288.50	\$1,288.50	0.00%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000						
Class 6 Amendments	Y	Per application	\$1,392.10	\$1,392.10	0.00%	N
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit if the cost of any additional development permitted by the amendment is more than \$500,000						
Class 7 Amendments	Y	Per application	\$199.90	\$199.90	0.00%	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less						
Class 8 Amendments	Y	Per application	\$429.50	\$429.50	0.00%	N
Amendment to a permit that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000						
Class 9 Amendments	Y	Per application	\$199.90	\$199.90	0.00%	N
Amendment to a class 9 permit						
Class 10 Amendments	Y	Per application	\$199.90	\$199.90	0.00%	N
Amendment to a class 10 permit						
Class 11 Amendments	Y	Per application	\$1,147.80	\$1,147.80	0.00%	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less						
Class 12 Amendments	Y	Per application	\$1,547.60	\$1,547.60	0.00%	N
Amendment to a class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000						

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11) [continued]

Class 13 Amendments	Y	Per application	\$3,413.70	\$3,413.70	0.00%	N
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000						
Class 14 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a class 17 permit						
Class 15 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a class 18 permit						
Class 16 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a class 19 permit						
Class 17 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a class 20 permit * * Per 100 lots created or part thereof						
Class 18 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a class 21 permit						
Class 19 Amendments	Y	Per application	\$1,318.10	\$1,318.10	0.00%	N
Amendment to a class 22 permit						

Subdivision (Fees) Regulations 2016

Regulation 6	Y	Per request	\$174.80	\$174.80	0.00%	N
For certification of a plan of subdivision						
Regulation 7	Y	Per request	\$111.10	\$111.10	0.00%	N
Alteration of plan under section 10(2) of the Act						
Regulation 8	Y	Per request	\$140.70	\$140.70	0.00%	N
Amendment of certified plan under section 11(1) of the Act						
Regulation 9	Y	Per request	0.75% of estimated cost of construction of the works proposed in the engineering plan			N
Checking of engineering plans 0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)						
Regulation 10	Y	Per request	3.5% of estimated cost of works proposed in the engineering plan			N
Engineering plan prepared by council 3.5% of the cost of works proposed in the engineering plan (maximum fee)						
Regulation 11	Y	Per request	2.5% of estimated cost of construction of the works			N
Supervision of works 2.5% of the estimated cost of construction of the works (maximum fee)						

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Planning and Environment (Fees) Regulations 2016

Regulation 10	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s			N
For combined permit applications: Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made						
Regulation 12	Y	Per application	40% of application fee for class of permit			N
Amend an application for a permit or an application to amend a permit: a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9 b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit						
Regulation 13	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s			N
For a combined application to amend permit: Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made						
Regulation 14	Y	Per application	Sum of the highest fee and then 50% of each of the other applicable fee/s			N
For a combined permit and planning scheme amendment, under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made						
Regulation 15	Y	Per certificate	\$325.80	\$325.80	0.00%	N
For a certificate of compliance in accordance with Part 4A of the Planning and Environment Act 1987						
Regulation 16	Y	Per agreement	\$659.00	\$659.00	0.00%	N
For an agreement to a proposal to amend or end an agreement under section 173 of the Act						
Regulation 18	Y	Per application	\$325.80	\$325.80	0.00%	N
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council						

Other Fees and Charges

Developer open space levy (charge dependent on land value)	Y	Sliding scale applies	Statutory fee			N
Preparation of section 173 agreements	N	Per agreement	\$833.00	\$853.00	2.40%	Y
General planning enquiries requiring written response	N	Per enquiry	\$90.50	\$93.00	2.76%	Y
Request for confirmation of existing use rights	N	Per property	\$111.05	\$114.00	2.66%	N
Notification / advertising fee one sign and up to five notices (Applicant undertaking public notice)	N	Per application	\$74.55	\$76.50	2.62%	N
Notification / advertising fee one sign and up to ten notices (Applicant undertaking public notice)	N	Per application	\$135.70	\$139.00	2.43%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Other Fees and Charges [continued]

Notification / advertising fee one sign and up to fifteen notices (Applicant undertaking public notice)	N	Per application	\$197.50	\$202.50	2.53%	N
Planning application – 1st sign. When sign is erected on behalf of applicant (includes lamination)	N	Per sign	\$194.50	\$199.00	2.31%	N
Planning application – 2nd and subsequent signs. When sign is erected on behalf of applicant (includes lamination)	N	Per sign	\$54.00	\$55.50	2.78%	N
For each additional notice (Council and Applicant)	N	Per application	\$9.95	\$10.20	2.51%	N
For any additional sign (Applicant undertaking public notice)	N	Per application	\$12.55	\$12.80	1.99%	N
For lamination of any sign	N	Per application	\$11.50	\$11.80	2.61%	N
Photocopy – A1 black and white	N	Per copy	\$12.20	\$12.40	1.64%	N
Photocopy – A2 black and white	N	Per copy	\$7.50	\$7.60	1.33%	N
Photocopy – A3 black and white	N	Per copy	\$3.10	\$3.20	3.23%	N
Photocopy – A4 black and white	N	Per copy	\$1.80	\$1.85	2.78%	N
Planning search fee (considered as information request)	N	Per request	\$127.50	\$130.50	2.35%	N
Secondary consent requests and requests for an extension of time to a planning permit	N	Per request	\$556.00	\$569.00	2.34%	N
Fee for applications made under the Tree Protection Local Law, including works within 2 metres of a Canopy Tree or works within the Tree Protection Zone of a Significant Tree	N	Per tree sought to be removed, pruned or to have works undertaken within 2 metres of a Canopy Tree or within the Tree Protection zone of a Significant Tree	\$84 (per tree sought to be removed or works within 2 metres of a Canopy Tree or within the Tree Protection zone of a Significant Tree), \$42.00 (per Significant Tree sought to be pruned)			N
			Last YR Fee \$82 (per tree sought to be removed or works within 2 metres of a Canopy Tree or within the Tree Protection zone of a Significant Tree), \$41.00 (per Significant Tree sought to be pruned)			
Request to construct outside construction hours specified in a permit	N	Per day	\$72.50	\$76.50	5.52%	Y

Local Laws

Animal Registration

Registration of animal business	N	Per registration	\$335.00	\$343.00	2.39%	N
Registration fee for a foster carer	N	Per person per annum	\$30.90	\$32.00	3.56%	N
Foster carer dog registration	N	Per animal per annum	\$8.00	\$8.50	6.25%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Animal Registration [continued]

Foster carer cat registration	N	Per animal per annum	\$8.00	\$8.50	6.25%	N
Pet registration register	N	Per inspection	\$36.50	\$37.50	2.74%	N

Cat

Application of a pro-rata amount which represents a proportion of the year for any fee category.

* These fees apply individually without attracting any further discount for a combination of these categories.

Cat aged over ten years – for non pensioner *	Y	Per animal	\$54.00	\$56.00	3.70%	N
Cat aged over ten years – for pensioner *	Y	Per animal	\$27.00	\$28.00	3.70%	N
Cat registered with an applicable organisation – for non pensioner *	Y	Per animal	\$54.00	\$56.00	3.70%	N
Cat registered with an applicable organisation – for pensioner *	Y	Per animal	\$27.00	\$28.00	3.70%	N
Cat (microchipped and registered prior to 11/04/2013) – for non pensioner *	Y	Per animal	\$54.00	\$56.00	3.70%	N
Cat (microchipped and registered prior to 11/04/2013) – for pensioner *	Y	Per animal	\$27.00	\$28.00	3.70%	N
Cat – maximum fee – for non pensioner	Y	Per animal	\$162.00	\$168.00	3.70%	N
Cat – maximum fee – for pensioner	Y	Per animal	\$81.00	\$84.00	3.70%	N
Sterilised cat – proof required – for non pensioner	Y	Per animal	\$39.00	\$40.00	2.56%	N
Sterilised cat – proof required – for pensioner	Y	Per animal	\$19.50	\$20.00	2.56%	N
Cat cages	N	Cage deposit	\$146.00	\$149.50	2.40%	N
Cat cages	N	For two weeks	\$52.00	\$53.00	1.92%	Y
Cat cages	N	Per day in excess of 2 weeks	\$26.00	\$26.60	2.31%	Y

Dog

Application of a pro-rata amount which represents a proportion of the year for any fee category.

* These fees apply individually without attracting any further discount for a combination of these categories.

Dangerous dog / menacing dog	Y	Per animal	\$340.00	\$348.00	2.35%	N
Dangerous dog – non residential premises	Y	Per animal	\$201.00	\$207.00	2.99%	N
Dangerous dog – protection trained	Y	Per animal	\$201.00	\$207.00	2.99%	N
Restricted breed	Y	Per animal	\$340.00	\$348.00	2.35%	N
Dog aged over ten years – for non pensioner *	Y	Per animal	\$67.00	\$69.00	2.99%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Application of a pro-rata amount which represents a proportion of the year for any fee category. [continued]

Dog aged over ten years – for pensioner *	Y	Per animal	\$33.50	\$34.50	2.99%	N
Dog registered with an applicable organisation – for non pensioner *	Y	Per animal	\$67.00	\$69.00	2.99%	N
Dog – registered with an applicable organisation – for pensioner *	Y	Per animal	\$33.50	\$34.50	2.99%	N
Dog (microchipped and registered prior to 11/04/2013) – for non pensioner *	Y	Per animal	\$67.00	\$69.00	2.99%	N
Dog (microchipped and registered prior to 11/04/2013) – for pensioner *	Y	Per animal	\$33.50	\$34.50	2.99%	N
Dog – maximum fee – for non pensioner	Y	Per animal	\$201.00	\$207.00	2.99%	N
Dog – maximum fee – for pensioner	Y	Per animal	\$100.50	\$103.50	2.99%	N
Sterilised dog – proof required – for non pensioner	Y	Per animal	\$61.00	\$63.00	3.28%	N
Sterilised dog – proof required – for pensioner	Y	Per animal	\$30.50	\$31.50	3.28%	N
Dog obedience training – for non pensioner *	Y	Per animal	\$67.00	\$69.00	2.99%	N
Dog obedience training – for pensioner *	Y	Per animal	\$33.50	\$34.50	2.99%	N

Footpath occupation

Portable signs, display of goods, cafes, barbeques and food sampling – Burke Road, Camberwell	N	Per square metre	\$314.00	\$322.00	2.55%	N
Portable signs, display of goods, cafes, barbeques and food sampling – Glenferrie Road, Hawthorn	N	Per square metre	\$240.00	\$246.00	2.50%	N
Portable signs, display of goods, cafes, barbeques and food sampling – all other areas	N	Per square metre	\$142.90	\$146.50	2.52%	N
Promotional permits	N	Per application	\$84.50	\$86.50	2.37%	N
Directory / Finger board descriptions	N	Per description	\$410.00	\$419.00	2.20%	N
First time application	N	One-off fee per application	\$84.50	\$86.50	2.37%	N
Transfer of Permit Holder's Name and Associated Details	N	Per transfer	\$84.50	\$86.50	2.37%	N
Amendment to Items/Configuration Approved in a Permit	N	Per permit	\$84.50	\$86.50	2.37%	N
Real estate agents (portable signs)	N	Per year per company	\$650.00	\$665.00	2.31%	N

Parking

Butler Street car park permit	N	Per quarter	\$556.00	\$569.00	2.34%	Y
Junction West and Fenton Way stage two car parks permit	N	Per quarter	\$556.00	\$569.00	2.34%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Parking [continued]

Hawthorn Town Hall West off street car park permit	N	Per quarter	\$556.00	\$569.00	2.34%	Y
Kent Street off street car park permit	N	Per quarter	\$556.00	\$569.00	2.34%	Y
Hilda Crescent off street car park permit	N	Per quarter	\$345.00	\$353.00	2.32%	Y
Auburn Road off street car park permit	N	Per quarter	\$345.00	\$353.00	2.32%	Y
Rose Street off street car park permit	N	Per quarter	\$345.00	\$353.00	2.32%	Y
Fenton Way car park permit fees applied as per planning application requirements	N	Per quarter	\$545.00	\$558.00	2.39%	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	Y	Per fine	\$83.00	\$83.00	0.00%	N

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.

Four hour paid parking	N	Per four hours	\$5.00	\$5.10	2.00%	Y
Four hour paid parking	N	Per hour	\$3.00	\$3.10	3.33%	Y
Three hour paid parking	N	Per three hours	\$4.10	\$4.20	2.44%	Y
Three hour paid parking	N	Per hour	\$3.00	\$3.10	3.33%	Y
Two hour paid parking	N	Per two hours	\$3.70	\$3.80	2.70%	Y
Two hour paid parking	N	Per hour	\$3.00	\$3.10	3.33%	Y
Paid parking (other areas)	N	Per day	\$6.50	\$6.60	1.54%	Y
Paid parking – Junction West Off Street Car Parking	N	Per day	\$6.50	\$6.60	1.54%	Y
Paid parking	N	Per hour	\$3.00	\$3.10	3.33%	Y
Paid parking (Glenferrie car parks – Park Street, Wakefield Street and Linda Crescent)	N	Per hour after first hour	\$3.00	\$3.10	3.33%	Y
Paid parking – Rose Street Off Street Car Parking (OSCP)	N	Per day	\$6.00	\$6.30	5.00%	Y
Business parking permits – non designated car park bay	N	Per year	\$81.00	\$83.00	2.47%	N
Abandoned vehicles	N	Per release	\$432.00	\$442.00	2.31%	N
Abandoned vehicles	N	Per day commencing upon expiry of 24 hours after vehicle claimant paying release fee	\$10.50	\$11.00	4.76%	N
Abandoned vehicles	N	Per day commencing upon expiry of the third calendar month from date of vehicle impoundment	\$10.50	\$11.00	4.76%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	
Spruik or promote goods or services for commercial purposes on Council controlled land or road	N	Per permit per day	\$150.00	\$150.00	0.00%	N
Residential parking permit replacement fee	N	Per permit	\$16.20	\$16.60	2.47%	N
Permits – to place large item on Council controlled land (placement for 1-5 days)	N	Per application	\$145.00	\$148.50	2.41%	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	\$104.00	\$106.50	2.40%	N
Use of Council controlled land or road for a business	N	Per permit	\$82.00	\$84.00	2.44%	N
Solicit or collect gifts, money or subscription on Council controlled land or road	N	Per permit per day	\$150.00	\$150.00	0.00%	N
Place a bulk rubbish container on Council controlled land or road	N	Per permit	\$145.00	\$145.00	0.00%	N
Person interfere with, build or landscape over an easement in Council's favour or cause any change, obstruction or damage to a drain, sewer or watercourse	N	Per permit	\$82.00	\$84.00	2.44%	N
Owner or occupier – damage or interfere with Council's drainage infrastructure	N	Per permit	\$82.00	\$84.00	2.44%	N
Permit to have two or more caravans or similar on private land	N	Per permit	\$82.00	\$120.00	46.34%	N
Permit to occupy a caravan(s) or similar, tent or any other temporary structure on private land for more than 3 weeks	N	Per permit	\$82.00	\$120.00	46.34%	N
Place a vehicle, caravan, trailer, table, stall or similar structure on Council controlled land or road for selling goods or services or conducting a raffle or lottery	N	Per permit per day	\$150.00	\$150.00	0.00%	N
Out of hours work	N	Per permit per day	\$74.50	\$76.50	2.68%	N
Carry out non-residential building work outside of permitted hours	N	Per permit per day	\$82.00	\$84.00	2.44%	N
Tradesperson parking permit – minor residential refurbishment works (residential parking permit policy)	N	Per permit	\$74.50	\$76.50	2.68%	N
Tradesperson parking permit – residential other	N	Per vehicle per week	\$24.70	\$25.30	2.43%	N
Tradesperson parking permit replacement fee	N	Per permit	\$13.00	\$13.30	2.31%	N
Lost, stolen or damaged trader permit – replacement	N	Per permit	\$28.20	\$28.80	2.13%	N
Permits – skip bins	N	Cost per one – three days	\$66.00	\$67.50	2.27%	N
Permits – skip bins	N	Cost per four – seven days	\$98.70	\$101.00	2.33%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	GST
Permits – skip bins	N	Cost more than seven days	\$100 + \$6 per day			N
			Last YR Fee \$98 + \$6 per day			
Permits for charity recycling bins	N	No charge	No charge			N
Filming permit – occupation of Council controlled land for filming purposes (Full day)	N	Per application	\$1,490.00	\$1,075.00	-27.85%	N
Filming permit – occupation of Council controlled land for filming purposes (Half a day)	N	Per application	\$566.00	\$450.00	-20.49%	N
Filming permit – occupation of Council controlled land for filming purposes (Low impact/less than one hour)	N	Per application	\$154.50	\$120.00	-22.33%	N
Filming permit – occupation of Council controlled land for filming purposes (Student)	N	No charge	No charge			N
Filming permit – occupation of Council controlled land for filming purposes (Community Based/Non-Commercial)	N	No charge	No charge			N
Filming permit – car parking spaces – residential	N	Per space	\$32.40	\$33.00	1.85%	N
Filming permit – car parking spaces – commercial	N	Per space	\$90.50	\$93.00	2.76%	N
Busking permit fee	N	Per week	\$16.90	\$17.30	2.37%	N
Excess animals permit (more than two dogs or two cats)	N	Per application	\$114.00	\$120.00	5.26%	N
Standard local laws permit	N	Per permit	\$82.00	\$84.00	2.44%	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			N
Other permits – replacement fee	N	Per permit	\$13.00	\$13.30	2.31%	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			N
Amenity Local Laws Permit issued in relation to a not-for-profit and/or Community Organisation conducting a community related event	N	Per permit	No charge			N
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, or State election campaigning during the caretaker period and Local Government election campaigning during the election period.	N	Per permit	No charge			N
Amenity Local Laws Permit issued to City of Boroondara Departments and contractors	N	Per permit	No charge			N
Impounded goods	N	Per release	\$319.00	\$50.00	-84.33%	N
Conduct activity contrary to a sign	N	Per permit	\$82.00	\$84.00	2.44%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Permits [continued]

Store or work on a heavy vehicle on private land or council controlled land in a residential area	N	Per permit	\$82.00	\$84.00	2.44%	N
Work on a vehicle on council controlled land or road	N	Per permit	\$82.00	\$84.00	2.44%	N
Deliver to, collect from or provide services to a Commercial Enterprise outside of permitted hours	N	Per permit	\$82.00	\$84.00	2.44%	N
Sell goods or services, seek subscriptions or solicit custom for commercial purposes – door to door in a residential area	N	Per permit per day	\$150.00	\$150.00	0.00%	N
Light a fire, allow to be lit or remain alight in the open air	N	Per permit	\$82.00	\$84.00	2.44%	N
Keep an animal (not specified in Amenity Local Law) on private land	N	Per permit	\$120.00	\$120.00	0.00%	N
Keep an animal on vacant land	N	Per permit	\$120.00	\$120.00	0.00%	N
Operate a bike share scheme	N	Per permit	\$20,000.00	\$20,000.00	0.00%	N
Operate a E-Scooter share scheme	N	Per permit	\$20,000.00	\$20,000.00	0.00%	N

Other Fees and Charges

Carnivals on Council land	N	Per carnival	\$889.00	\$910.00	2.36%	N
Fire hazards, overhanging shrubs, noxious weeds – clearance administration fee	N	Per clearance	\$195.50	\$200.00	2.30%	N
Roadside vending (annual or pro-rata for specific dates with minimum fee \$225)	N	Annual fee	\$14,290.00	\$14,620.00	2.31%	N
Shopping trolleys	N	Release fee, each trolley up to 4 trolleys	\$146.00	\$149.50	2.40%	N
Shopping trolleys	N	Release fee, per batch of trolleys consisting of 5-9 trolleys	\$628.00	\$643.00	2.39%	N
Shopping trolleys	N	Release fee, per batch of trolleys consisting of 10 or more trolleys	\$1,050.00	\$1,075.00	2.38%	N
Street collecting (free – issued only to registered charities)	N	No charge	No charge			N
Street trading stalls (free – issued only to registered charities and community based organisations)	N	No charge	No charge			N

Economic Development

Banner hire fees

Banner hire fees – administration fee	N	Per event	\$401.00	\$410.00	2.24%	Y
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City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Banner hire fees [continued]

Banner hire fees – installation and removal	N	Per banner	\$70.00	\$71.50	2.14%	Y
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Events

Business Events	N	Per person	Less than \$60			Y
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Product Sales

Product Sales	N	Per item sold	Total cost + 10%-15%			Y
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Environment and Infrastructure

Parks and Infrastructure Services

Green Waste

Green waste – bin (service fee)	N	Per bin	\$126.50	\$129.50	2.37%	N
Disposal tipping	N	Car boot/station wagon seat up or down	\$20.50	\$21.00	2.44%	Y
Disposal tipping – trailer	N	Greater than six x four	\$59.50	\$61.00	2.52%	Y
Disposal tipping – trailer	N	Tandem with high sides	\$141.00	\$144.50	2.48%	Y
Disposal tipping – trailer	N	Tandem	\$77.50	\$79.50	2.58%	Y
Disposal tipping – trailer	N	Single axle greater than six x four high sides	\$100.00	\$102.50	2.50%	Y
Disposal tipping	N	Utility/small van/small trailer with high sides	\$65.50	\$67.00	2.29%	Y
Disposal tipping	N	Utility/small van/small trailer	\$40.00	\$41.00	2.50%	Y

Transfer station/tipping fees

Minimum charge fee	N	Per load	\$8.50	\$8.50	0.00%	Y
Domestic refuse	N	Car boot/station wagon seat up or down	\$28.50	\$29.00	1.75%	Y
Domestic refuse – car tyre	N	Per tyre with rim attached	\$21.50	\$22.00	2.33%	Y
Domestic refuse – car tyre	N	Per tyre no rim	\$19.00	\$19.50	2.63%	Y
Domestic refuse – fridge	N	Per fridge	\$20.00	\$20.50	2.50%	Y
Domestic refuse – mattress	N	Per mattress	\$34.00	\$35.00	2.94%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Transfer station/tipping fees [continued]

Domestic refuse – trailer	N	Single axle greater than six x four high sides	\$172.00	\$176.00	2.33%	Y
Domestic refuse – trailer	N	Single axle greater than six x four	\$98.50	\$101.00	2.54%	Y
Domestic refuse – trailer	N	Tandem with high sides	\$207.00	\$212.00	2.42%	Y
Domestic refuse – trailer	N	Tandem	\$140.00	\$143.50	2.50%	Y
Domestic refuse – trailer	N	Utility/small van/small trailer with high sides	\$140.00	\$143.50	2.50%	Y
Domestic refuse (spoil, bricks, concrete & dirt)	N	Utility/small van/small trailer with high sides	\$140.00	\$143.50	2.50%	Y
Domestic refuse – ute/van	N	Utility/small van/small trailer	\$64.00	\$65.50	2.34%	Y

Reinstatement charges

Nature strip (light top soil and seed)	N	Per (m²) (0-10m²)	\$52.50	\$53.50	1.90%	N
Nature strip (light top soil and seed)	N	Per (m²) (10-50m²)	\$40.00	\$41.00	2.50%	N
Nature strip (light top soil and seed)	N	Per (m²) (>50m²)	\$33.50	\$34.30	2.39%	N
Nature strip (excavate/backfill and seeded)	N	Per (m²) (0-10m²)	\$109.00	\$112.00	2.75%	N
Nature strip (excavate/backfill and seeded)	N	Per (m²) (10-50m²)	\$68.00	\$69.50	2.21%	N
Nature strip (excavate/backfill and seeded)	N	Per (m²) (>50m²)	\$52.50	\$53.50	1.90%	N
Channel/kerb (bluestone pitchers, dish gutters and spoon drains concrete kerb)	N	Per lineal metre	\$247.00	\$253.00	2.43%	N
Channel/kerb (concrete)	N	Per lineal metre	\$195.50	\$200.00	2.30%	N
Replace household drainage outlet	N	Per lineal metre	\$0.00	\$125.00	∞	N
Residential crossovers/footpaths 125mm thick concrete	N	Per (m²)	\$230.00	\$235.50	2.39%	N
Commercial crossovers/footpaths 200mm thick concrete	N	Per (m²)	\$260.00	\$266.00	2.31%	N
Dressed bluestone kerb and channel (replacement with existing sawn bluestone)	N	Per lineal metre	\$267.50	\$274.00	2.43%	N
Dressed bluestone kerb and channel (replacement with new sawn bluestone)	N	Per lineal metre	\$576.00	\$590.00	2.43%	N
Dressed bluestone reinstatement laneway	N	Per (m²) (0-2m²)	\$0.00	\$180.00	∞	N
Dressed bluestone reinstatement laneway	N	Per (m²) (2-5m²)	\$0.00	\$170.00	∞	N
Dressed bluestone reinstatement laneway	N	Per (m²) (5-20m²)	\$0.00	\$150.00	∞	N
Dressed bluestone reinstatement laneway	N	Per (m²) (20-50m²)	\$0.00	\$110.00	∞	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Reinstatement charges [continued]

Dressed bluestone reinstatement laneway	N	Per (m²) (>50m²)	\$0.00	\$100.00	∞	N
Footpaths pavers/pitchers	N	Per (m²) (0-2m²)	\$210.00	\$215.00	2.38%	N
Footpaths pavers/pitchers	N	Per (m²) (2.01-5m²)	\$211.00	\$216.00	2.37%	N
Footpaths pavers/pitchers	N	Per (m²) (5.01-20m²)	\$211.00	\$216.00	2.37%	N
Footpaths pavers/pitchers	N	Per (m²) (20.01-50m²)	\$194.50	\$199.00	2.31%	N
Footpaths pavers/pitchers	N	Per (m²) (>50m²)	\$194.50	\$199.00	2.31%	N
Footpaths 75mm concrete	N	Per (m²) (0-5m²)	\$198.00	\$203.00	2.53%	N
Footpaths 75mm concrete	N	Per (m²) (2.01-5m²)	\$179.00	\$0.00	-100.00%	N
Footpaths 75mm concrete	N	Per (m²) (5.01-20m²)	\$146.00	\$149.50	2.40%	N
Footpaths 75mm concrete	N	Per (m²) (20.01-50m²)	\$122.00	\$125.00	2.46%	N
Footpaths 75mm concrete	N	Per (m²) (>50m²)	\$118.00	\$121.00	2.54%	N
Footpaths (asphalt)	N	Per (m²) (0-5m²)	\$189.50	\$194.00	2.37%	N
Footpaths (asphalt)	N	Per (m²) (2.01-5m²)	\$180.00	\$0.00	-100.00%	N
Footpaths (asphalt)	N	Per (m²) (5.01-20m²)	\$146.00	\$149.50	2.40%	N
Footpaths (asphalt)	N	Per (m²) (20.01-50m²)	\$138.50	\$142.00	2.53%	N
Footpaths (asphalt)	N	Per (m²) (>50m²)	\$133.50	\$137.00	2.62%	N
Remedial asphalt infill	N	Per item	\$0.00	\$500.00	∞	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – 75mm to 125mm thick	N	Per (m²) (0-2m²)	\$211.00	\$216.00	2.37%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – 75mm to 125mm thick	N	Per (m²) (2.01-5m²)	\$184.50	\$189.00	2.44%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – 75mm to 125mm thick	N	Per (m²) (>5m²)	\$180.00	\$184.50	2.50%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – over 125mm thick	N	Per (m²) (0-2m²)	\$298.50	\$306.00	2.51%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – over 125mm thick	N	Per (m²) (2.01-5m²)	\$252.00	\$258.00	2.38%	N
Roads (asphalt on crushed rock base, asphalt over macadam, asphalt over pitchers) – over 125mm thick	N	Per (m²) (>5m²)	\$211.00	\$216.00	2.37%	N
Steep driveway reinstatement	N	Per item	\$0.00	\$550.00	∞	N
Traffic management fee	N	Per day	\$0.00	\$1,200.00	∞	N

Other Fees and Charges

Re-locate street furniture – bike hoop	N	Per item	\$700.00	\$717.00	2.43%	Y
Re-locate street furniture – seat	N	Per item	\$1,200.00	\$1,230.00	2.50%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	GST
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Other Fees and Charges [continued]

Re-locate street furniture – bollard	N	Per item	\$761.00	\$779.00	2.37%	Y
Re-locate street furniture – bin surround	N	Per item	\$1,100.00	\$1,125.00	2.27%	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"	N	Per item	\$136.70	\$140.00	2.41%	Y

Waste Collection

Camberwell Traders (Food premises)	N	Per quarter	\$1,275.00	\$1,305.00	2.35%	N
Camberwell Traders (Retail premises)	N	Per quarter	\$820.00	\$839.00	2.32%	N
Camberwell Traders (Office)	N	Per quarter	\$499.00	\$511.00	2.40%	N
Greythorn Shopping Centre Traders (Large Restaurant >100 seats)	N	Per quarter	\$1,080.00	\$1,105.00	2.31%	N
Greythorn Shopping Centre Traders (Restaurant/Café/Food <100 seats)	N	Per quarter	\$542.00	\$555.00	2.40%	N
Greythorn Shopping Centre Traders (Office 240 litre bin)	N	Per quarter	\$225.00	\$230.50	2.44%	N
Greythorn Shopping Centre Traders (Office 120 litre bin)	N	Per quarter	\$93.00	\$95.50	2.69%	N
Greythorn Shopping Centre Traders (Office 80 litre bin)	N	Per quarter	\$52.50	\$53.50	1.90%	N
Maling Road Traders (Restaurant/Café/Food <100 seats)	N	Per quarter	\$0.00	\$555.00	∞	N
Maling Road Traders (Office/Retail 240 litre bin)	N	Per quarter	\$0.00	\$230.50	∞	N
Maling Road Traders (Office/Retail 120 litre bin)	N	Per quarter	\$0.00	\$95.50	∞	N
Maling Road Traders (Office/Retail 80 litre bin)	N	Per quarter	\$0.00	\$53.50	∞	N
Waste Levy – Minimum charge for each residential property	N	Per property	\$255.00	\$245.00	-3.92%	N

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.

Waste environment levy as per exception stated above	N	Per property	\$118.00	\$113.00	-4.24%	N
Waste collection – property garbage charge: 80 litre bin	N	Per bin	\$255.00	\$245.00	-3.92%	N
Waste collection – property garbage charge: 120 litre bin	N	Per bin	\$465.00	\$447.00	-3.87%	N
Waste collection – property garbage charge: 240 litre bin. Only for residential properties with 4 people; and Commercial properties	N	Per bin	\$1,133.00	\$1,089.00	-3.88%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Waste Collection [continued]

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	\$930.00	\$894.00	-3.87%	N
1: Tenants leasing Council owned facilities under the Council Assets - Leasing and Licensing Policy will have waste charges levied as listed in the Fees and Charges schedule - Waste charges for Council tenanted properties.						

Parks

Formal Gardens – Booking fee for weddings, Christmas parties, filming and functions	N	Per hour	\$144.00	\$147.50	2.43%	Y
Parks and Reserves – Booking fee for weddings, Christmas parties, filming and functions	N	Per four hour block	\$144.00	\$147.50	2.43%	Y
Access to private property via Council managed land	N	Per day	\$63.50	\$65.00	2.36%	N
Parks and Reserves – permit to erect a marquee (up to 10 square metres in size)	N	Per request	No charge			N
Parks and Reserves – permit to erect a marquee (11 – 50 square metres in size)	N	Per request	\$281.00	\$287.50	2.31%	N
Parks and Reserves – permit to erect a marquee (51 – 100 square metres in size)	N	Per request	\$482.00	\$494.00	2.49%	N
Parks and Reserves – permit to erect a marquee (101 square metres in size or greater)	N	Per request	\$700.00	\$717.00	2.43%	N
Parks and Reserves – permit to conduct a firework display	N	Per request	\$710.00	\$727.00	2.39%	N
Memorial seats	N	Per seat	\$2,100.00	\$2,150.00	2.38%	Y
Memorial plaques	N	Per plaque	\$205.50	\$210.00	2.19%	Y
Tree removal	N	Per tree	Cost recovery			N
Tree replacement	N	Per tree	Cost recovery			N
Tree relocation	N	Per tree	Cost recovery			N
Administration fee – for event and booking cancellations	N	Per booking	\$54.00	\$55.50	2.78%	N
Late application fee – for event and booking applications submitted with less than 5 working days notice	N	Per booking	\$80.50	\$82.50	2.48%	Y

Sportsgrounds

Casual sportsground booking fee (charges for functions, casual sports games, schools outside Boroondara municipality)	N	Per hour	\$63.70	\$65.00	2.04%	Y
Casual sportsground booking fee – Junior rate (Under 18)	N	Per hour	\$32.00	\$33.00	3.13%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Sportsgrounds [continued]

Casual sportsground booking fee – Schools within Boroondara – Monday to Friday: 8:30am to 3:30pm (inside school hours)	N	Per hour			No charge	Y
Casual sportsground booking fee – Schools within Boroondara – Monday to Friday: Before 8:30am and after 3:30pm (outside school hours)	N	Per hour	\$32.00	\$33.00	3.13%	Y
Hall and pavilion hire – casual use (including changerooms)	N	Per hour	\$64.00	\$65.50	2.34%	Y
Hall and pavilion hire – seasonal hall tenant rate	N	Per booking	\$39.00	\$40.05	2.69%	Y
Sportsgrounds seasonal tenancy fee (formula based on usage and rating of assets)	N	Per unit as allocated to facilities or pro rata appropriate to the booking request	\$11.50	\$11.80	2.61%	Y
Additional turf wicket ground preparation and hire	N	Per booking	\$967.00	\$990.00	2.38%	Y
Additional turf practice wicket	N	Additional turf practice wicket (above the two provided as part of club tenancy) per training session			Cost recovery	Y
Curator – overtime Saturdays	N	Per 3 hours			Cost recovery	Y
Curator – overtime Sundays	N	Per 3 hours			Cost recovery	Y

Traffic and Transport

Road/footpath occupation	N	Per day	\$281.00	\$287.50	2.31%	N
Use of Crane/Travel Tower on Council controlled land	N	Per permit per day	\$145.00	\$148.50	2.41%	N
Parking bay occupation	N	Per bay per day	\$52.00	\$53.00	1.92%	N
Residential street parties	N	Per application	\$100.00	\$100.00	0.00%	N
Work zone signage	N	Per sign	\$232.50	\$238.00	2.37%	Y
Bicycle skills courses	N	Per booking	\$20.50	\$21.00	2.44%	Y
Bicycle skills courses – Concessions (pensioners, youth and students)	N	Per booking	\$10.25	\$10.50	2.44%	Y

Asset Management

Asset Protection Application – Minor works	N	Per application	\$0.00	\$300.00	∞	N
Includes Carports, Pools, Garages, Restumping, Internal Works, Fencing and Landscaping. Fee covers administrative fee to assess the application, and 3 site visits (1st before works and 2 final post works). Minimum \$3,000 Bond (reduced permit fee as less likelihood of damage to Council Asset).						

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Asset Management [continued]

Asset protection application – Standard works	N	Per application	\$345.00	\$450.00	30.43%	N
Includes Demolitions only, House extension, Single Dwellings, Dual Occupancy, multi-unit developments up to \$10,000,000 (not apartment buildings). If demolition is included in the application together with the building works, no separate fee required for demolition. Fee covers administrative fee to assess the application, and 3 site visits (1st before works and 2 final post works). Minimum \$5,000 Bond.						
Asset protection application – Major works	N	Per application	\$540.00	\$750.00	38.89%	N
Multi-units exceeding \$10,000,000 and multi-storey developments and/or any developments requiring a Construction Management Plan. If demolition is included in the application together with the building works, no separate fee required for demolition. Fee covers administrative fee to assess the application, and 3 site visits (3 Inspections and 1 Pre-works meeting). Bond provided on application (Bond equals total asset replacement value).						
Consent – Minor Works – Not Conducted on roadway/pathway/shoulder	Y	Per application (based on 6 fee units)	\$88.90	\$88.90	0.00%	N
Consent – Minor Works – Conducted on road way/pathway/shoulder	Y	Per application (based on 9.3 fee units)	\$137.70	\$137.70	0.00%	N
Consent – other than minor works – Less than 50kph – Not conducted on road way-path-shoulder	Y	Per application (based on 6 fee units)	\$88.90	\$88.90	0.00%	N
Consent – other than minor works – Less than 50kph – Conducted on road way-path-shoulder	Y	Per application (based on 23.5 fee units)	\$348.00	\$348.00	0.00%	N
Consent – other than minor works – Over 50kph – Not conducted on road way-path-shoulder	Y	Per application (based on 23.5 fee units)	\$348.00	\$348.00	0.00%	N
Consent – other than minor works – Over 50kph – Conducted on road way-path-shoulder	Y	Per application (based on 43.1 fee units)	\$638.30	\$638.30	0.00%	N
Road Opening Permit – Minor Works – Not conducted on roadway/pathway/shoulder	Y	Per application (based on 6 fee units)	\$88.90	\$88.90	0.00%	N
Road Opening Permit – Minor Works– Conducted on roadway/pathway/shoulder	Y	Per application (based on 9.3 units)	\$137.70	\$137.70	0.00%	N
Road Opening Permit – other than minor works – Less than 50kph – Not conducted on road way-path-shoulder	Y	Per application (based on fee 6 units)	\$88.90	\$88.90	0.00%	N
Road Opening Permit – other than minor works – Less than 50kph – Conducted on road way-path-shoulder	Y	Per application (based on 23.5 fee units)	\$348.00	\$348.00	0.00%	N
Road Opening Permit – other than minor works – Over 50kph – Not conducted on road way-path-shoulder	Y	Per application (based on 23.5 fee units)	\$348.00	\$348.00	0.00%	N
Road Opening Permit – other than minor works – Over 50kph – Conducted on road way-path-shoulder	Y	Per application (based on 43.1 fee units)	\$638.30	\$638.30	0.00%	N
Inspection fee	N	Per visit	\$0.00	\$120.00	∞	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Asset Management [continued]

Construction of stormwater drainage supervision fee – excluding subdivision works	N	Per application	\$393.90 or 2.5% of the total cost of drainage works, which ever is greater			N
			Last YR Fee \$385 or 2.5% of total cost of drainage works, whichever is greater			
Compliance – stormwater inspection	N	Per application	\$140.00	\$143.00	2.14%	N
Drainage contribution / levy from private developers (estimated value)	N	Per application	\$10.25/sqm + 10% administration fee			N
			Last YR Fee \$10.00/sqm + 10% administration fee			
Legal points of discharge	Y	Per application	\$144.70	\$144.70	0.00%	N
Building over easement – application fee	N	Per application	\$375.00	\$383.00	2.13%	N
Compliance – vehicle crossing permit fee	N	Per application	\$215.00	\$220.00	2.33%	N
Fee includes the administrative fee to assess the application, one inspection of pre-concrete pour works and one final inspection once Council have been informed by the applicant the works have been completed.						

Drainage plan assessment fees

On site detention system assessment fee 1-3 Unit Development	N	Per application	\$135.00	\$138.00	2.22%	N
On site detention system assessment fee 4-10 Unit Development	N	Per application	\$270.00	\$276.00	2.22%	N
On site detention plan assessment 11 + Unit Development	N	Per application	\$540.00	\$552.00	2.22%	N
Flood level assessment fee	N	Per application	\$240.00	\$245.50	2.29%	N

CEO's Office

Governance

Fines for failure to vote in Council elections. Applicable during Council election year	Y	Per infringement	\$78.00	\$83.00	6.41%	N
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Freedom of information and inspection of prescribed documents

Application fee	Y	Per application	\$29.62	\$29.62	0.00%	N
Charge for search time	Y	Per hour or part thereof	\$21.33	\$21.33	0.00%	N
Charge for supervised inspection	Y	Per hour (to be calculated per quarter hour or part of a quarter hour)	\$21.33	\$21.33	0.00%	N
Photocopy – A4 black and white	Y	Per copy	\$0.20	\$0.20	0.00%	N

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Freedom of information and inspection of prescribed documents [continued]

Photocopy – A3 black and white	N	Per copy	\$2.75	\$3.20	16.36%	N
Photocopy – A2 black and white	N	Per copy	\$4.15	\$7.60	83.13%	N
Photocopy – A1 black and white	N	Per copy	\$5.95	\$12.40	108.40%	N
Photocopy – A0 black and white	N	Per copy	\$6.90	\$0.00	-100.00%	N

Meeting or Facility Room hire

Parkview Room

Standard Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$165.00	\$170.00	3.03%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$295.00	\$300.00	1.69%	Y

Subsidised Rate

Monday to Thursday	N	Per hour minimum 3 hours	\$82.50	\$85.00	3.03%	Y
Friday to Sunday	N	Per hour minimum 3 hours	\$147.50	\$150.00	1.69%	Y

Staffing Costs – minimum of four hours

Standard Rate – Staffing costs will be met by hirer

Public Holiday surcharge	N	Per hour	50% of staff cost rate			Y
Supervising Technician	N	Per hour	\$64.00	\$65.50	2.34%	Y
Technician	N	Per hour	\$59.00	\$60.50	2.54%	Y
Security Guard	N	Per hour per guard	Up to a maximum of \$60.00			Y

Subsidised Rate – Council will provide a 50% subsidy of staffing costs for bonafide community groups

Supervising Technician	N	Per hour	\$32.00	\$32.75	2.34%	Y
Technician	N	Per hour	\$29.50	\$30.25	2.54%	Y

Catering Charges

Tea / Coffee Package 1: Tea and instant coffee, disposable cups	N	Per person	\$2.20	\$2.25	2.27%	Y
Tea / Coffee Package 2: Tea and instant coffee, china cups	N	Per person	\$4.95	\$5.00	1.01%	Y

City of Boroondara Fees and Charges 2020-21

Name	Statutory Fee	Unit	Year 19/20	Year 20/21		GST
			Fee (incl. GST)	Fee (incl. GST)	Increase %	

Catering Charges [continued]

Tea / Coffee Package 3: Tea and brewed coffee, china cups	N	Per person	\$6.50	\$6.60	1.54%	Y
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Waste charges for Council Tenanted Properties

Bin charges

Community Group: Aged Care, Disability Service, Scouts and Guides and Toy Library	N	Charge for additional general waste bins: 80 litre at \$245 120 litre at \$447 240 litre at \$1,089	N
		Last YR Fee Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	
Community Group: Boat Shed, Bowling Clubs, Community Centre, Family Centre, Hockey Clubs, Kindergartens, Senior Citizens Centre, Tennis Club	N	Charge for additional general waste bins: 80 litre at \$245 120 litre at \$447 240 litre at \$1,089	N
		Last YR Fee Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	
Community Group: Child Care Centre	N	Charge for additional general waste bins: 80 litre at \$245 120 litre at \$447 240 litre at \$1,089	N
		Last YR Fee Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	
Entitled to 3 x general 240 litre waste bins free of charge			
Community Group: Sportsgrounds, Weight Lifting Centre, Youth Club	N	Charge for additional general waste bins: 80 litre at \$245 120 litre at \$447 240 litre at \$1,089	N
		Last YR Fee Charge for additional general waste bins: 80 litre at \$255 120 litre at \$465 240 litre at \$1,133	

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.

On 9 April 2020, the Minister for Local Government extended the deadline for 2020-21 council budgets until 31 August 2020 to allow councils to consider the implications of COVID-19 on their operations and continue to focus on delivering for the communities they represent.

The 2020-21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021. 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 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 budget delivers on the adopted Boroondara Community Plan 2017-27. It will ensure Council delivers on those facilities and services identified through the extensive community consultation that was undertaken to develop the community plan.

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 on the services and projects 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 Councillors at informal briefings. For the 2020-21 Budget year, the impacts of COVID-19 have been considered during this time. A 'proposed' Budget is prepared in accordance with the Act and submitted to Council in June 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 website. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by Council.

With the introduction of the State Government's Rate Capping legislation in 2015, councils are now unable to determine the level of rate increase and must not exceed the rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May.

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 31 August 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. Minister of Local Government announces maximum rate increase	December
2. Officers prepare operating and capital budgets	December - March
3. Council to advise ESC if it intends to make a rate variation submission	January - February
4. Councillors consider draft budgets at informal briefings	February - April
5. Proposed Budget submitted to Council for approval	1 June
6. Public notice advising the intention to adopt Budget	3 June
7. Budget available for public inspection and submissions	3 June – 1 July
8. Submissions period closes (28 days)	1 July
9. Submissions considered by Council/Committee	13 July
10. Budget and submissions presented to Council for adoption	20 July
11. Copy of adopted Budget submitted to the Minister	July

Appendix C
Priority Projects Program
(including proposed forward commitments to 2020-21)

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Administration					
Conduct of 2020 General Election and Councillor induction	\$728,000	\$0	\$0	\$0	\$728,000
<i>Conduct of 2020 General Election and Councillor induction</i>	<i>-\$360,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$360,000</i>
Council Election - Communications costs	\$20,000	\$4,500	\$4,500	\$4,500	\$33,500
Parks and Infrastructure OHS Health Safety and Wellbeing Plan Implementation (resource)	\$49,903	\$51,134	\$0	\$0	\$101,037
Total Administration	\$437,903	\$55,634	\$4,500	\$4,500	\$502,537
Computers and Telecommunications					
Applications Renewal and Upgrade Program	\$200,000	\$150,000	\$0	\$0	\$350,000
Total Computers and Telecommunications	\$200,000	\$150,000	\$0	\$0	\$350,000
Digital Transformation					
Adopt and implement Cloud Services Strategy	\$200,000	\$250,000	\$250,000	\$0	\$700,000
Digital Early Years Hub	\$178,995	\$124,096	\$127,185	\$130,318	\$560,594
Statutory Planning Paper Files Scan on Demand	\$230,000	\$234,600	\$239,292	\$244,078	\$947,970
Upgrade CoB website content management system to Drupal 9	\$201,000	\$0	\$0	\$0	\$201,000
Total Digital Transformation	\$809,995	\$608,696	\$616,477	\$374,396	\$2,409,564

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Environment					
Biodiversity Strategy (Vegetation) Implementation	\$205,000	\$213,000	\$217,000	\$0	\$635,000
Environmental Project Delivery Professional Services	\$106,318	\$51,574	\$53,097	\$54,653	\$265,642
Sustainable Living Festival	\$42,647	\$0	\$44,804	\$0	\$87,451
Sustainable Schools - Young Leaders Summit	\$13,000	\$0	\$13,500	\$0	\$26,500
Urban Biodiversity Strategy (UBS) Implementation - Priority Actions	\$52,030	\$53,100	\$54,100	\$55,200	\$214,430
Total Environment	\$418,995	\$317,674	\$382,501	\$109,853	\$1,229,023
Information Technology					
Parks and Infrastructure Asset Data Capture	\$44,050	\$44,931	\$0	\$0	\$88,981
Total Information Technology	\$44,050	\$44,931	\$0	\$0	\$88,981
Organisation Development and Change					
One Way of Working Project	\$118,884	\$0	\$0	\$0	\$118,884
People Culture and Development - Programs and Resources	\$184,022	\$0	\$0	\$0	\$184,022
Total Organisation Development and Change	\$302,906	\$0	\$0	\$0	\$302,906

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Parks, Open Space and Streetscapes					
Neighbourhood Shopping Centre Improvements Pilot - Maling Road - Investigation and Design	\$90,000	\$50,000	\$50,000	\$50,000	\$240,000
Total Parks, Open Space and Streetscapes	\$90,000	\$50,000	\$50,000	\$50,000	\$240,000

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Programs and Services					
Boroondara Community Plan Revision	\$240,000	\$0	\$0	\$0	\$240,000
Boroondara Customer First delivery and Projects Support	\$12,639,875	\$11,288,118	\$7,866,586	\$7,426,136	\$39,220,715
Canterbury Community Centre Precinct - Hub Coordination	\$0	\$56,100	\$57,222	\$58,366	\$171,688
Case management approach to enquiries	\$166,370	\$0	\$0	\$0	\$166,370
Christmas in Boroondara Program	\$111,700	\$113,934	\$116,212	\$118,537	\$460,383
Contract for the Provision of Demographic Services for City of Boroondara to be Renewed Following Municipal Association of Victoria (MAV) Procurement Process	\$0	\$0	\$25,000	\$0	\$25,000
Develop a new BVRC strategic service plan	\$40,000	\$0	\$0	\$0	\$40,000
Develop Boroondara community-wide mental health and wellbeing project	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Diversity Inclusion and Participation (DIP) (resource)	\$112,590	\$115,405	\$0	\$0	\$227,995
Engineering solutions for compliance with electric line clearance obligations	\$527,914	\$0	\$0	\$0	\$527,914
Explore the implementation of an infrastructure grant (e.g. lighting) for leased sporting clubs	\$0	\$0	\$120,000	\$120,000	\$240,000
Freeway Golf Course Future Planning	\$0	\$0	\$0	\$80,000	\$80,000
Graffiti Removal Pilot Program	\$165,000	\$0	\$0	\$0	\$165,000
<i>Grant for Graffiti Removal Pilot Program</i>	<i>-\$165,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$165,000</i>

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Implement outcomes from the Information Asset Audit	\$140,000	\$100,000	\$0	\$0	\$240,000
Implementation of Asset Management Plan Actions	\$96,097	\$49,972	\$0	\$0	\$146,069
Individual Grants Program - Low Income Earners or Other Disadvantaged Groups in Sport and Recreation	\$7,000	\$7,000	\$0	\$0	\$14,000
Integrated Transport Strategy Implementation	\$0	\$0	\$57,500	\$58,700	\$116,200
Municipal Wide Heritage Assessment	\$281,900	\$0	\$0	\$0	\$281,900
New Swimming Pool & Spa Building Regulations resources	\$365,705	\$376,766	\$387,029	\$397,554	\$1,527,054
North East Link Resourcing	\$487,760	\$0	\$0	\$0	\$487,760
<i>Contribution for North East Link Resourcing</i>	<i>-\$225,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$225,000</i>
Open Space bookings and events	\$99,593	\$0	\$0	\$0	\$99,593
Pet Expo Implementation	\$0	\$47,638	\$0	\$49,606	\$97,244
Project Support for Delivery of Major Projects	\$295,952	\$250,435	\$0	\$0	\$546,387
Removal of the Union Road Level Crossing - Advocacy to State Government	\$295,934	\$307,783	\$320,206	\$333,047	\$1,256,970
<i>Contribution for Removal of the Union Road Level Crossing</i>	<i>-\$295,934</i>	<i>-\$307,783</i>	<i>-\$320,206</i>	<i>-\$333,047</i>	<i>-\$1,256,970</i>
Respond to Reports of Homelessness	\$53,962	\$0	\$0	\$0	\$53,962
Review and increase operational Library staffing requirements due to increase in Library usage and visitation	\$332,190	\$332,190	\$0	\$0	\$664,380

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
System Development and Implementation	\$6,606,598	\$9,063,472	\$5,106,896	\$3,663,307	\$24,440,273
System Licensing and Maintenance	\$519,300	\$778,503	\$2,892,285	\$3,429,331	\$7,619,419
Tree Strategy Action Plan Implementation	\$448,904	\$384,387	\$0	\$0	\$833,291
Waste Minimisation and Recycling Strategy Implementation	\$260,584	\$163,089	\$5,000	\$0	\$428,673
Women's Australian Rules Football Hub Project (resource)	\$111,647	\$28,835	\$0	\$0	\$140,482
Total Programs and Services	\$23,720,641	\$23,205,844	\$16,683,730	\$15,451,537	\$79,061,752
Recreation, Leisure and Community Facilities					
Barriers to participation - Sporting fields and associated sporting infrastructure	\$147,964	\$0	\$0	\$0	\$147,964
Facilitated Activities in Council's Parks and Open Spaces	\$0	\$50,000	\$51,200	\$52,500	\$153,700
Fritsch Holzer Park Hydrogeological Assessment	\$200,000	\$0	\$0	\$0	\$200,000
Sports Planner	\$124,542	\$132,632	\$135,881	\$0	\$393,055
Total Recreation, Leisure and Community Facilities	\$472,506	\$182,632	\$187,081	\$52,500	\$894,719

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Shopping Centre Development					
Placemaking Projects Coordination	\$919,052	\$1,214,854	\$276,928	\$0	\$2,410,834
Shopping centre marketing program	\$120,000	\$0	\$0	\$0	\$120,000
Total Shopping Centre Development	\$1,039,052	\$1,214,854	\$276,928	\$0	\$2,530,834

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Forward Commitments from 2019-20 (net)					
Access & Inclusion Plan Project Imp - Disability Programming	\$19,175	\$0	\$0	\$0	\$19,175
Analysis of Access to Sporting Fields for Participation by G	\$66,909	\$0	\$0	\$0	\$66,909
Annual Grants Small - Innovation Grant	\$5,286	\$0	\$0	\$0	\$5,286
Balwyn Community Centre Opening	\$15,000	\$0	\$0	\$0	\$15,000
Boroondara Customer First Delivery and project support	\$1,205,250	\$0	\$0	\$0	\$1,205,250
Business System Integration Project	\$178,060	\$0	\$0	\$0	\$178,060
Customer centricity support project	\$128,923	\$0	\$0	\$0	\$128,923
Data Mobility Project	\$140,000	\$0	\$0	\$0	\$140,000
Develop Engagement Tool	\$6,000	\$0	\$0	\$0	\$6,000
Digital Early Years Hub	\$95,000	\$0	\$0	\$0	\$95,000
Enterprise Architecture	\$61,752	\$0	\$0	\$0	\$61,752
Enterprise Change and Communications	\$90,974	\$0	\$0	\$0	\$90,974
Enterprise Transactional Services	\$686,112	\$0	\$0	\$0	\$686,112

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Field Sports Strategy implementation	\$51,800	\$0	\$0	\$0	\$51,800
Glenferrie Road Placemaking Project	\$500,000	\$0	\$0	\$0	\$500,000
Introduction of a Special Building Overlay	\$129,511	\$0	\$0	\$0	\$129,511
IT Service Management Upgrade	\$265,000	\$0	\$0	\$0	\$265,000
Library Systems Support	\$29,718	\$0	\$0	\$0	\$29,718
Line of Business Systems Upgrade	\$141,176	\$0	\$0	\$0	\$141,176
Municipal Wide Heritage Assessment	\$220,000	\$0	\$0	\$0	\$220,000
Neighbourhood Shopping Centre Improvements Pilot	\$180,000	\$0	\$0	\$0	\$180,000
Park Events management	\$50,000	\$0	\$0	\$0	\$50,000
Parks and Infrastructure - One Way of Working Implementation	\$21,176	\$0	\$0	\$0	\$21,176
Parks and Infrastructure Asset Data Capture	\$15,000	\$0	\$0	\$0	\$15,000
Payment Gateway	\$90,974	\$0	\$0	\$0	\$90,974
People Culture and Development - Programs and Resources	\$30,000	\$0	\$0	\$0	\$30,000
Program Management Office	\$22,939	\$0	\$0	\$0	\$22,939

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Seniors Participation Grant	\$55,774	\$0	\$0	\$0	\$55,774
Sport Development Officer	\$19,354	\$0	\$0	\$0	\$19,354
Target Operating Model	\$64,755	\$0	\$0	\$0	\$64,755
Tree Strategy Action Plan Implementation	\$180,000	\$0	\$0	\$0	\$180,000
Waste minimisation strategy - external expert advice	\$20,000	\$0	\$0	\$0	\$20,000
Total Forward Commitments from 2019-20 (net)	\$4,785,618	\$0	\$0	\$0	\$4,785,618

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

Priority Projects

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Total Priority Projects gross expenditure	\$33,367,600	\$26,138,048	\$18,521,423	\$16,375,833	\$94,402,904
Total Priority Projects unallocated expenditure	\$0	\$0	\$1,144,345	\$1,942,941	\$3,087,286
Total Priority Projects Program expenditure	\$33,367,600	\$26,138,048	\$19,665,768	\$18,318,774	\$97,490,190
Total Priority Projects grants and contributions	\$1,045,934	\$307,783	\$320,206	\$333,047	\$2,006,970
Total Priority Projects net expenditure	\$32,321,666	\$25,830,265	\$19,345,562	\$17,985,727	\$95,483,220

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

Appendix D Capital Works Program

This appendix presents a listing of capital works projects that will be undertaken for the 2020-21 year.

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

- Capital Works Program
(including proposed forward commitments to 2020-21)
- Major Projects foreshadowed 2020-24

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
PROPERTY					
Buildings					
Major Projects					
Camberwell Community Centre	\$1,080,866	\$0	\$0	\$0	\$1,080,866
Canterbury Community Precinct	\$4,130,097	\$1,035,000	\$0	\$0	\$5,165,097
Kew Recreation Centre	\$8,500,000	\$24,240,769	\$0	\$0	\$32,740,769
Library Redevelopment Kew	\$0	\$0	\$65,675	\$436,950	\$502,625
Major Projects - total	\$13,710,963	\$25,275,769	\$65,675	\$436,950	\$39,489,357
Buildings - refurbishment					
West Hawthorn Preschool - Brook Street	\$650,000	\$0	\$0	\$0	\$650,000
Alamein Neighbourhood and Learning Centre	\$850,000	\$0	\$0	\$0	\$850,000
Former Bowen Street MCHC	\$454,080	\$0	\$0	\$0	\$454,080
Fordham Avenue Kindergarten	\$50,000	\$650,000	\$0	\$0	\$700,000
Through Road Childcare Centre	\$50,000	\$650,000	\$0	\$0	\$700,000
Y St Ashburton - Community Services Building	\$50,000	\$800,000	\$0	\$0	\$850,000
Maranoa Gardens Groundskeeper building	\$0	\$50,000	\$500,000	\$0	\$550,000
Rowen Street Kindergarten	\$0	\$50,000	\$650,000	\$0	\$700,000
North Balwyn Senior Citizens Centre - Marwal Avenue	\$0	\$50,000	\$450,000	\$0	\$500,000
Auburn South Preschool (Anderson Park)	\$0	\$65,000	\$750,000	\$0	\$815,000
Anderson Road Family Centre	\$0	\$50,000	\$550,000	\$0	\$600,000
Estrella Preschool	\$0	\$0	\$40,000	\$670,000	\$710,000
Summerhill Park Kindergarten	\$0	\$0	\$40,000	\$670,000	\$710,000
J J McMahon Kindergarten	\$0	\$0	\$0	\$40,000	\$40,000
Camberwell Market (North west wall repair)	\$250,000	\$0	\$0	\$0	\$250,000
Future building expenditure	\$0	\$3,254,457	\$2,578,987	\$4,405,666	\$10,239,110
Future building renewal design	\$120,000	\$120,000	\$120,000	\$120,000	\$480,000
Unscheduled minor building works	\$670,000	\$695,000	\$720,000	\$750,000	\$2,835,000
Unscheduled minor renewal works	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Buildings - refurbishment total	\$3,444,080	\$6,734,457	\$6,698,987	\$6,955,666	\$23,833,190
Pavilions					
Canterbury Tennis pavilion	\$100,000	\$0	\$0	\$0	\$100,000
Camberwell Sports Ground - minor pavilion	\$150,000	\$0	\$0	\$0	\$150,000
Lewin Reserve	\$2,100,000	\$0	\$0	\$0	\$2,100,000

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
Camberwell Sports Ground - major pavilion	\$1,568,070	\$0	\$0	\$0	\$1,568,070
Rathmines Reserve	\$700,000	\$150,000	\$0	\$0	\$850,000
Victoria Road Reserve	\$510,000	\$150,000	\$0	\$0	\$660,000
Willsmere Park pavilion	\$125,000	\$2,383,156	\$0	\$0	\$2,508,156
Kew Croquet Club pavilion	\$30,000	\$270,000	\$0	\$0	\$300,000
Deepdene Park Tennis pavilion	\$25,000	\$300,000	\$0	\$0	\$325,000
Macleay Park pavilion	\$40,000	\$450,000	\$0	\$0	\$490,000
Frog Hollow Reserve	\$0	\$200,000	\$1,500,000	\$0	\$1,700,000
Lynden Park	\$0	\$150,000	\$1,500,000	\$0	\$1,650,000
Myrtle Park Pavilion	\$0	\$150,000	\$1,500,000	\$0	\$1,650,000
Hartwell South Reserve	\$0	\$200,000	\$1,125,000	\$1,400,000	\$2,725,000
Greythorn Park pavilion	\$0	\$200,000	\$1,125,000	\$1,300,000	\$2,625,000
Highfield Park	\$0	\$0	\$250,000	\$2,500,000	\$2,750,000
Pavilions total	\$5,348,070	\$4,603,156	\$7,000,000	\$5,200,000	\$22,151,226
Public toilet					
Camberwell Sportsground public toilet	\$100,000	\$0	\$0	\$0	\$100,000
Public toilet works	\$100,000	\$100,000	\$100,000	\$250,000	\$550,000
Public toilet total	\$200,000	\$100,000	\$100,000	\$250,000	\$650,000
Safety and statutory					
Fire service replacement	\$55,000	\$55,000	\$0	\$0	\$110,000
Building Condition Audit	\$0	\$0	\$200,000	\$0	\$200,000
Lock Renewal Program	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Roof access works	\$103,000	\$105,000	\$107,000	\$110,000	\$425,000
Roof replacement	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Small scale compliance projects (switchboards, glazing etc.)	\$66,000	\$66,000	\$66,000	\$66,000	\$264,000
Safety and statutory total	\$724,000	\$726,000	\$873,000	\$676,000	\$2,999,000
Buildings total	\$23,427,113	\$37,439,382	\$14,737,662	\$13,518,616	\$89,122,773
PROPERTY total	\$23,427,113	\$37,439,382	\$14,737,662	\$13,518,616	\$89,122,773

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
INFRASTRUCTURE					
Bridges					
Minor bridge rehabilitation	\$63,000	\$64,575	\$65,931	\$67,000	\$260,506
Bridges total	\$63,000	\$64,575	\$65,931	\$67,000	\$260,506
Drainage					
Brick drain					
Church Street Hawthorn - 63 Church St to 21 Pine Street	\$160,000	\$0	\$0	\$0	\$160,000
Brick drain total	\$160,000	\$0	\$0	\$0	\$160,000
Concrete drain					
Concrete drain relining	\$0	\$1,600,000	\$1,600,000	\$1,600,000	\$4,800,000
Concrete drain total	\$0	\$1,600,000	\$1,600,000	\$1,600,000	\$4,800,000
Drainage replacement					
Tower Hill Road & Munro Street Ashburton- 60 Dent St to 13 Tower Hill Rd & 70 Dent St to 150 High St	\$320,000	\$0	\$0	\$0	\$320,000
Amery Street Ashburton - Baird Street to Dent Street	\$200,000	\$0	\$0	\$0	\$200,000
Almond Street Balwyn North - 1 Almond St to 23 Almond St	\$140,000	\$0	\$0	\$0	\$140,000
Brenbeal Street Balwyn North - 17 Brenbeal St to 481 Whitehorse Rd	\$120,000	\$0	\$0	\$0	\$120,000
Carrington Street Balwyn North - 19 to 21	\$180,000	\$0	\$0	\$0	\$180,000
Edward Street and Athlestan Road Camberwell - Diversion from Bowen St, Edward St into Athlestan Rd to mitigate flood risk. Requires modeling and Aflux review	\$200,000	\$0	\$0	\$0	\$200,000
Clifton Street Balwyn North - 25 Clifton St to 35 Clifton St	\$120,000	\$0	\$0	\$0	\$120,000
Cobden Street Kew - 22 Cobden Street to McAlpine Lane	\$150,000	\$0	\$0	\$0	\$150,000
Davis Street & Malin Street Kew - 59 Davis Street to 70 Malin Street	\$180,000	\$0	\$0	\$0	\$180,000
Fenton Avenue Kew - 10 Fenton Ave to Wellington St	\$80,000	\$0	\$0	\$0	\$80,000
Kerferd Road Glen Iris - 9 Kerferd Rd to Nettleton Park	\$260,000	\$0	\$0	\$0	\$260,000
Barnard Grove Kew - 38 to 49 Barnard Grove	\$70,000	\$0	\$0	\$0	\$70,000
Denmark Street Kew - 46 Denmark St to Stephenson Tennis Complex	\$60,000	\$0	\$0	\$0	\$60,000
Gellibrand Street & Wellington Street Kew - 30 to 12 Wellington St	\$70,000	\$0	\$0	\$0	\$70,000
Smart Street Hawthorn - Diverting sheet flow from 2 Smart St	\$20,000	\$0	\$0	\$0	\$20,000
David Street Surrey Hills - Replace section of pipe outside 6 David St	\$20,000	\$0	\$0	\$0	\$20,000
Eyre Street Balwyn - Pipe replacement in the rear easement between 1-5 Eyre St	\$40,000	\$0	\$0	\$0	\$40,000

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
White Avenue Kew East - Install pipe from outlet race at 30 White Ave to Melb Water drain at Connor St	\$120,000	\$0	\$0	\$0	\$120,000
Deepdene Primary School Deepdene - Increase capacity of approx 50m pipe inside school grounds	\$30,000	\$0	\$0	\$0	\$30,000
French St, Jervis St, Outlook Drive & Through Rd Camberwell	\$350,000	\$0	\$0	\$0	\$350,000
Ridgeway Avenue Kew - Mitigate sheet flow entering entrance of cemetery	\$80,000	\$0	\$0	\$0	\$80,000
Stawell Street Kew - Sinkhole Repair at Stawell St & Yarra St intersection	\$20,000	\$0	\$0	\$0	\$20,000
West Hawthorn Kindergarten Hawthorn - 67 Church St to Smart St Reserve pipe upgrade	\$80,000	\$0	\$0	\$0	\$80,000
Seaton Street Glen Iris - Inc Vernon St, Vale St, Sherwood St, Hilltop Ave	\$140,000	\$370,000	\$0	\$0	\$510,000
WSUD/Wetlands renewal program	\$70,000	\$70,000	\$70,000	\$70,000	\$280,000
Sportsground drainage program	\$70,000	\$70,000	\$70,000	\$70,000	\$280,000
Minor drainage works in easements	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Unscheduled/ emergency drainage works	\$375,000	\$380,000	\$385,000	\$390,000	\$1,530,000
Future drainage renewal planning	\$270,000	\$280,000	\$290,000	\$300,000	\$1,140,000
Future drainage renewal expenditure	\$0	\$1,553,603	\$2,840,114	\$3,356,000	\$7,749,717
Drainage replacement total	\$4,235,000	\$3,123,603	\$4,055,114	\$4,586,000	\$15,999,717
Drainage total	\$4,395,000	\$4,723,603	\$5,655,114	\$6,186,000	\$20,959,717
Footpaths and cycleways					
Bicycle and pedestrian					
Bicycle and pedestrian trails - (implementation of Safety Audit Action Plan)	\$440,000	\$445,000	\$450,000	\$455,000	\$1,790,000
Bicycle and pedestrian total	\$440,000	\$445,000	\$450,000	\$455,000	\$1,790,000
Footpaths					
Reactive Park gravel path renewal program	\$123,000	\$124,000	\$125,000	\$127,000	\$499,000
Shopping centre footpath works	\$115,000	\$118,000	\$119,000	\$120,000	\$472,000
Unscheduled footpath works	\$260,000	\$270,000	\$275,000	\$280,000	\$1,085,000
Condition 4 footpaths	\$571,000	\$585,100	\$586,000	\$588,000	\$2,330,100
Minor footpath works	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Footpaths total	\$1,169,000	\$1,197,100	\$1,205,000	\$1,215,000	\$4,786,100
Footpaths and cycleways total	\$1,609,000	\$1,642,100	\$1,655,000	\$1,670,000	\$6,576,100

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
Off street car parks					
Resurfacing of condition 4 car parks	\$498,000	\$510,450	\$521,169	\$532,000	\$2,061,619
Off street car parks total	\$498,000	\$510,450	\$521,169	\$532,000	\$2,061,619
Parks, open space and streetscapes					
Utilities					
Park lighting - unscheduled works	\$15,000	\$16,000	\$17,000	\$20,000	\$68,000
Park lighting renewal program	\$78,000	\$80,000	\$81,000	\$82,000	\$321,000
Utilities total	\$93,000	\$96,000	\$98,000	\$102,000	\$389,000
Irrigation/fencing/signs					
Park signage renewal program	\$55,000	\$55,000	\$55,000	\$55,000	\$220,000
Oval fences and coaches boxes renewal program	\$18,000	\$147,000	\$18,500	\$150,000	\$333,500
Park fences renewal program	\$164,000	\$170,000	\$175,000	\$177,000	\$686,000
Parks and gardens irrigation upgrades	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Irrigation/fencing/signs total	\$387,000	\$522,000	\$398,500	\$532,000	\$1,839,500
Park furniture and streetscape					
Electroplating of Park Furniture	\$80,000	\$0	\$0	\$0	\$80,000
Garden bed edging renewal program	\$21,000	\$22,000	\$22,000	\$23,000	\$88,000
Drinking fountains renewal program	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
Barbeque renewal program	\$32,000	\$30,000	\$32,000	\$35,000	\$129,000
Park furniture renewal	\$160,000	\$165,000	\$165,000	\$165,000	\$655,000
Hard surface play area renewal program	\$21,000	\$35,000	\$30,000	\$35,000	\$121,000
Park furniture and streetscape total	\$374,000	\$312,000	\$309,000	\$318,000	\$1,313,000
Playgrounds					
Bowen Street Community Centre playground	\$100,000	\$0	\$0	\$0	\$100,000
Playground renewal program - Council properties (childcare)	\$20,000	\$77,000	\$77,000	\$77,000	\$251,000
Park playground replacement program	\$1,015,000	\$1,040,000	\$1,060,000	\$1,080,000	\$4,195,000
Minor playground works	\$73,000	\$74,000	\$75,000	\$76,000	\$298,000
Playgrounds total	\$1,208,000	\$1,191,000	\$1,212,000	\$1,233,000	\$4,844,000

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
Retaining walls					
Park feature wall renewal program	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Riversdale Depot - retaining wall	\$60,000	\$0	\$0	\$0	\$60,000
Retaining walls - unscheduled works	\$125,000	\$130,000	\$132,000	\$134,000	\$521,000
Retaining walls total	\$210,000	\$155,000	\$157,000	\$159,000	\$681,000
Safety and statutory					
Audit Compliance works on play equipment and infrastructure	\$17,000	\$20,000	\$22,000	\$25,000	\$84,000
Safety and statutory total	\$17,000	\$20,000	\$22,000	\$25,000	\$84,000
Parks, open space and streetscapes total	\$2,289,000	\$2,296,000	\$2,196,500	\$2,369,000	\$9,150,500
Recreational, leisure and community facilities					
Sportsground reconstruction program	\$957,000	\$635,000	\$888,000	\$1,080,000	\$3,560,000
Sportsground irrigation program	\$87,000	\$229,000	\$60,000	\$105,000	\$481,000
Sportsground training lights renewal program	\$194,000	\$460,000	\$204,000	\$420,000	\$1,278,000
Golf course green, tee and bunker renewal program	\$163,000	\$165,000	\$167,000	\$169,000	\$664,000
Minor sportsground improvements	\$190,000	\$195,000	\$197,000	\$300,000	\$882,000
Sports synthetic surface renewal program	\$28,000	\$30,000	\$30,000	\$30,000	\$118,000
Cricket practice nets renewal program	\$153,000	\$148,000	\$125,000	\$160,000	\$586,000
Sports goal post renewal program	\$8,500	\$8,500	\$8,000	\$11,500	\$36,500
Hawthorn Aquatic and Leisure Centre - Water Harvesting	\$150,000	\$0	\$0	\$0	\$150,000
Recreational, leisure and community facilities total	\$1,930,500	\$1,870,500	\$1,679,000	\$2,275,500	\$7,755,500
Roads					
Road reconstructions and kerb replacements					
Road Reconstruction and kerb replacement	\$6,994,379	\$7,137,934	\$7,081,079	\$7,379,450	\$28,592,842
Disability Access	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Road reconstructions and kerb replacements total	\$7,044,379	\$7,187,934	\$7,131,079	\$7,429,450	\$28,792,842

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
Road resheeting					
Resheeting	\$2,766,204	\$2,843,503	\$3,812,889	\$3,973,550	\$13,396,146
Road resheeting total	\$2,766,204	\$2,843,503	\$3,812,889	\$3,973,550	\$13,396,146
Roads to recovery funding					
Roads to recovery funding	-\$593,811	-\$593,811	-\$593,811	\$0	-\$1,781,433
Roads to recovery funding total	-\$593,811	-\$593,811	-\$593,811	\$0	-\$1,781,433
Traffic management					
Condition 4 safety treatments	\$161,000	\$163,000	\$165,000	\$167,000	\$656,000
Traffic treatment - lighting replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Traffic management total	\$171,000	\$173,000	\$175,000	\$177,000	\$696,000
Roads total	\$9,387,772	\$9,610,626	\$10,525,157	\$11,580,000	\$41,103,555
INFRASTRUCTURE total	\$20,172,272	\$20,717,854	\$22,297,871	\$24,679,500	\$87,867,497
PLANT AND EQUIPMENT					
Computers and telecommunications					
Information technology expenditure	\$750,000	\$750,000	\$750,000	\$766,000	\$3,016,000
Audiovisual equipment replacement	\$130,800	\$134,000	\$136,400	\$140,834	\$542,034
Computers and telecommunications total	\$880,800	\$884,000	\$886,400	\$906,834	\$3,558,034
Fixtures, fittings and furniture					
Office refurbishments	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Freeway Golf Course - maintenance shed renovations	\$200,000	\$0	\$0	\$0	\$200,000
Replace analogue CCTV system in Camberwell Offices Buildings 1, 2 and 3 with digital	\$190,000	\$0	\$0	\$0	\$190,000
Library and office furniture	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Boroondara Arts - furniture & equipment	\$45,000	\$45,000	\$45,000	\$45,000	\$180,000
Office furniture renewal	\$120,000	\$120,000	\$120,000	\$120,000	\$480,000
Library shelving	\$100,000	\$105,000	\$110,000	\$115,000	\$430,000
Library IT Hardware renewal	\$390,000	\$400,000	\$410,000	\$415,000	\$1,615,000
Fixtures, Fittings and Furniture total	\$1,320,000	\$945,000	\$960,000	\$970,000	\$4,195,000

Capital Works - Renewal

Project	Proposed Expenditure 2020-21	Foreshadowed Expenditure 2021-22	Foreshadowed Expenditure 2022-23	Foreshadowed Expenditure 2023-24	Total 4 year expenditure
Library books					
Library resources	\$985,000	\$990,000	\$995,000	\$1,000,000	\$3,970,000
Library books total	\$985,000	\$990,000	\$995,000	\$1,000,000	\$3,970,000
Plant, machinery and equipment					
Riversdale Depot - Transfer station floor	\$120,000	\$0	\$0	\$0	\$120,000
Boroondara Sports Complex - sand filters	\$80,000	\$0	\$0	\$0	\$80,000
Transfer Station - Ozone generator	\$110,000	\$0	\$0	\$0	\$110,000
Hawthorn Library - Building Management System Controls	\$15,000	\$0	\$0	\$0	\$15,000
Sportsgrounds - replacement of existing turf wicket rollers & mowers	\$48,000	\$32,000	\$33,000	\$35,000	\$148,000
Transfer Station - miscellaneous equipment renewal	\$180,000	\$180,000	\$180,000	\$180,000	\$720,000
Bin renewal program	\$300,000	\$350,000	\$350,000	\$350,000	\$1,350,000
Leisure and aquatic centre mechanical equipment replacement	\$83,000	\$85,000	\$85,000	\$85,000	\$338,000
Leisure centres – equipment and pool plant replacement program	\$295,000	\$300,000	\$300,000	\$300,000	\$1,195,000
Hawthorn Arts Centre - setting up Building Management System notification for entire building for air conditioning	\$35,000	\$20,000	\$20,000	\$20,000	\$95,000
Future Plant, machinery and equipment	\$0	\$0	\$0	\$393,000	\$393,000
Plant, machinery and equipment total	\$1,266,000	\$967,000	\$968,000	\$1,363,000	\$4,564,000
PLANT AND EQUIPMENT total	\$4,451,800	\$3,786,000	\$3,809,400	\$4,239,834	\$16,287,034
FORWARD COMMITMENTS FROM 2019-20 (NET)					
Victoria Road Reserve	\$600,000	\$0	\$0	\$0	\$600,000
Canterbury Community Precinct (Renewal)	\$310,500	\$0	\$0	\$0	\$310,500
Canterbury Tennis pavilion	\$250,000	\$0	\$0	\$0	\$250,000
Kew Traffic School storage facilities	\$200,000	\$0	\$0	\$0	\$200,000
Camberwell Building 2 lift replacement	\$50,000	\$0	\$0	\$0	\$50,000
Total forward commitments from 2019-20	\$1,410,500	\$0	\$0	\$0	\$1,410,500
Total renewal capital works gross expenditure	\$50,055,496	\$62,537,047	\$41,438,744	\$42,437,950	\$196,469,237
Total renewal capital works grants	-\$593,811	-\$593,811	-\$593,811	\$0	-\$1,781,433
Total renewal capital works program net expenditure	\$49,461,685	\$61,943,236	\$40,844,933	\$42,437,950	\$194,687,804

Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Bridges					
Walmer Street Bridge	\$2,400,000	\$0	\$0	\$0	\$2,400,000
<i>Contribution for Walmer Street Bridge</i>	<i>-\$1,500,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$1,500,000</i>
Total Bridges	\$900,000	\$0	\$0	\$0	\$900,000
Building Improvements					
Integrated Water Management Strategy (IWMS) Implementation - Facility Retrofit Program	\$55,100	\$56,500	\$57,900	\$59,400	\$228,900
Our Low Carbon Future Strategy Implementation - Energy Performance Contract (EPC)	\$256,200	\$262,700	\$269,200	\$275,900	\$1,064,000
Total Building Improvements	\$311,300	\$319,200	\$327,100	\$335,300	\$1,292,900
Buildings					
Diversity Inclusion and Participation (DIP) Pavilion Program	\$1,400,000	\$4,950,000	\$0	\$0	\$6,350,000
Fritsch Holzer Stadium and Sportsground	\$0	\$1,200,000	\$0	\$0	\$1,200,000
<i>Contribution for Fritsch Holzer Stadium and Sportsground</i>	<i>\$0</i>	<i>-\$1,200,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$1,200,000</i>
Library Redevelopment Kew	\$0	\$0	\$98,513	\$0	\$98,513
New Public Toilets	\$260,000	\$26,000	\$270,000	\$30,000	\$586,000
Rathmines Reserve Pavilion - DIP	\$1,350,000	\$0	\$0	\$0	\$1,350,000
<i>Grant for Rathmines Reserve Pavilion - DIP</i>	<i>-\$280,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$280,000</i>
Riversdale Depot Masterplan	\$50,000	\$235,000	\$2,154,000	\$2,208,000	\$4,647,000
West Hawthorn Preschool	\$500,000	\$0	\$0	\$0	\$500,000
<i>Grant for West Hawthorn Preschool</i>	<i>-\$500,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$500,000</i>
Total Buildings	\$2,780,000	\$5,211,000	\$2,522,513	\$2,238,000	\$12,751,513

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

Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Computers and Telecommunications					
Modernise Payroll project	\$140,000	\$0	\$0	\$0	\$140,000
Records Management System Upgrade and Enhancements	\$36,400	\$37,300	\$38,200	\$39,200	\$151,100
Total Computers and Telecommunications	\$176,400	\$37,300	\$38,200	\$39,200	\$291,100
Fixture, Fitting and Furniture					
Implementation of Public Safety Security Measures	\$303,474	\$241,580	\$0	\$0	\$545,054
Total Fixture, Fitting and Furniture	\$303,474	\$241,580	\$0	\$0	\$545,054
Footpaths and Cycleways					
Bicycle Strategy Implementation	\$171,200	\$174,600	\$178,000	\$182,000	\$705,800
Total Footpaths and Cycleways	\$171,200	\$174,600	\$178,000	\$182,000	\$705,800
Major Projects					
Camberwell Community Centre	\$1,080,866	\$0	\$0	\$0	\$1,080,866
Canterbury Precinct	\$4,130,097	\$1,035,000	\$0	\$0	\$5,165,097
<i>Grant funding for Canterbury Community Precinct</i>	<i>-\$720,000</i>	<i>-\$80,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$800,000</i>
Kew Recreation Centre	\$8,500,000	\$24,240,769	\$0	\$0	\$32,740,769
Library Redevelopment Kew	\$0	\$0	\$98,513	\$655,460	\$753,973
Total Major Projects	\$12,990,963	\$25,195,769	\$98,513	\$655,460	\$38,940,705

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

Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Off Street Car Parks					
Access Plans and Parking Study Implementation	\$166,000	\$0	\$0	\$0	\$166,000
Total Off Street Car Parks	\$166,000	\$0	\$0	\$0	\$166,000
Parks, Open Space and Streetscapes					
Climate Action Plan - bringing forward emissions reduction works	\$985,000	\$0	\$0	\$0	\$985,000
Dog Off Leash Park - Design and Delivery Program	\$470,000	\$40,000	\$0	\$80,000	\$590,000
Integrated Water Management Strategy (IWMS)	\$75,000	\$1,600,000	\$25,000	\$567,000	\$2,267,000
Shared Path and Park Lighting	\$209,100	\$213,300	\$217,500	\$221,900	\$861,800
Shopping Centre Improvement Plan - Design and Implementation	\$1,050,000	\$0	\$2,000,000	\$1,700,000	\$4,750,000
Victoria Park Regional Playground	\$2,620,000	\$0	\$0	\$0	\$2,620,000
Total Parks, Open Space and Streetscapes	\$5,409,100	\$1,853,300	\$2,242,500	\$2,568,900	\$12,073,800
Plant, Machinery and Equipment					
Provide Air Conditioning at Leased Club Pavilions	\$41,000	\$42,000	\$0	\$0	\$83,000
Smart safe in Customer Service	\$20,000	\$0	\$0	\$0	\$20,000
Town Hall Gallery Collection Acquisitions	\$0	\$0	\$82,900	\$85,000	\$167,900
Total Plant, Machinery and Equipment	\$61,000	\$42,000	\$82,900	\$85,000	\$270,900

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

Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Recreation, Leisure and Community Facilities					
Field Sport - Risk and Sporting Code Compliance Program	\$110,000	\$250,000	\$0	\$0	\$360,000
Hawthorn Rowing Ramp	\$100,000	\$0	\$0	\$0	\$100,000
Neighbourhood Shopping Centre Improvements Pilot - Maling Road - Implementation	\$200,000	\$800,000	\$0	\$0	\$1,000,000
Placemaking for Camberwell Library Outdoor Area	\$255,000	\$0	\$0	\$0	\$255,000
Shade Policy Implementation	\$150,000	\$256,000	\$95,000	\$136,000	\$637,000
Total Recreation, Leisure and Community Facilities	\$815,000	\$1,306,000	\$95,000	\$136,000	\$2,352,000
Roads					
Crossing Facilities	\$110,700	\$113,000	\$115,000	\$117,500	\$456,200
Road Safety Strategy Implementation	\$25,100	\$25,602	\$26,114	\$26,636	\$103,452
Traffic Management Devices	\$166,000	\$169,320	\$172,706	\$176,160	\$684,186
Total Roads	\$301,800	\$307,922	\$313,820	\$320,296	\$1,243,838

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

Capital Works - New, Upgrade and Expansion

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Forward Commitments from 2019-20 (net)					
Anniversary trail missing link through Riversdale Park	\$497,750	\$0	\$0	\$0	\$497,750
Ashburton Seniors Centre	\$600,000	\$0	\$0	\$0	\$600,000
Bicycle Strategy Implementation	\$110,000	\$0	\$0	\$0	\$110,000
Camberwell Community Centre	\$1,300,000	\$0	\$0	\$0	\$1,300,000
Council Chamber Audiovisual (AV) Uplift	\$300,000	\$0	\$0	\$0	\$300,000
Diversity Inclusion and Participation (DIP) Pavilion Program	\$200,000	\$0	\$0	\$0	\$200,000
Dog Off Leash Park	\$97,603	\$0	\$0	\$0	\$97,603
HACC - Minor Capital Grant	\$107,067	\$0	\$0	\$0	\$107,067
Improve the Council's Network Service Diversity	\$450,000	\$0	\$0	\$0	\$450,000
Information Security Roadmap	\$100,000	\$0	\$0	\$0	\$100,000
Neighbourhood Shopping Centre Improvements Pilot - Maling Road	\$25,000	\$0	\$0	\$0	\$25,000
Shopping Centre Improvement Plan - Implementation	\$200,000	\$0	\$0	\$0	\$200,000
Youth Services Case Management System	\$30,000	\$0	\$0	\$0	\$30,000
Total Forward Commitments from 2019-20 (net)	\$4,017,420	\$0	\$0	\$0	\$4,017,420

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

Total Capital Works

Project	Budget expenditure 2020-21	Foreshadowed expenditure* 2021-22	Foreshadowed expenditure* 2022-23	Foreshadowed expenditure* 2023-24	Total 4 year expenditure
Total New, Upgrade and Expansion Capital Works gross expenditure	\$31,403,657	\$35,968,671	\$5,898,546	\$6,560,156	\$79,831,030
Total New, Upgrade and Expansion Capital Works unallocated expenditure	\$0	\$5,175,000	\$5,271,192	\$4,649,663	\$15,095,855
Total New, Upgrade and Expansion Capital Works Program expenditure	\$31,403,657	\$41,143,671	\$11,169,738	\$11,209,819	\$94,926,885
Total New, Upgrade and Expansion Capital Works grants and contributions	\$3,000,000	\$1,280,000	\$0	\$0	\$4,280,000
Total New, Upgrade and Expansion Capital Works net expenditure	\$28,403,657	\$39,863,671	\$11,169,738	\$11,209,819	\$90,646,885
Total Capital Works Program					
Total Renewal Capital Works Program expenditure	\$50,649,307	\$62,536,768	\$41,437,675	\$42,437,949	\$197,061,699
Total New, Upgrade and Expansion Capital Works Program expenditure	\$31,403,657	\$41,143,671	\$11,169,738	\$11,209,819	\$94,926,885
Total Capital Works Program expenditure	\$82,052,964	\$103,680,439	\$52,607,413	\$53,647,768	\$291,988,584
Funding statement					
Funding from asset sales	\$1,570,000	\$1,840,000	\$0	\$0	\$3,410,000
Funding from grants and contributions	\$4,187,622	\$1,873,811	\$593,811	\$593,811	\$7,249,055
Funding from loan borrowings	\$0	\$70,000,000	\$0	\$0	\$70,000,000
Funding from Council cash	\$76,295,342	\$29,966,628	\$52,013,602	\$53,053,957	\$211,329,529
Total Funding	\$82,052,964	\$103,680,439	\$52,607,413	\$53,647,768	\$291,988,584

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

Major Projects - combined renewal, new, upgrade and expansion

Net expenditure 2020-21 to 2023-24

Major project	Budget expenditure 2020-21 *	Foreshadowed expenditure 2021-22**	Foreshadowed expenditure 2022-23**	Foreshadowed expenditure 2023-24**	Total expenditure 2020-21 to 2023-24
Ashburton Senior Centre (Fully redevelop the Ashburton Seniors Centre, including provision of basement parking)	\$600,000	\$0	\$0	\$0	\$600,000
Camberwell Community Centre (Fully redevelop the Camberwell Community Centre at the 33-35 Fairholm Grove, incorporating a relocated Maternal Child and Health centre and including provision of basement parking)	\$3,461,732	\$0	\$0	\$0	\$3,461,732
Canterbury Community Precinct (Redevelopment of the site, incorporating a relocated kindergarten and neighbourhood centre and provision for basement parking)	\$8,570,693	\$2,070,000	\$0	\$0	\$10,640,693
<i>Canterbury Community Precinct - grant funding</i>	<i>-\$720,000</i>	<i>-\$80,000</i>	<i>\$0</i>	<i>\$0</i>	<i>-\$800,000</i>
Kew Recreation Centre (Fully redevelop the Kew Recreation Centre site including provision for basement parking)	\$17,000,000	\$48,481,537	\$0	\$0	\$65,481,537
Library Redevelopment Kew (Revitalised library facility which will cater to community information requirements as we all traditional library services)	\$0	\$0	\$164,188	\$1,092,410	\$1,256,598
Grand total major projects (net)	\$28,912,425	\$50,471,537	\$164,188	\$1,092,410	\$80,640,560

* Proposed expenditure 2020-21 includes forward commitments from 2019-20

** Foreshadowed expenditure with anticipated project cost 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	<p>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.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i></p>
Adjusted underlying surplus (or deficit)	<p>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.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 - Schedule 3.</i></p>
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	<p>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.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>
Asset renewal expenditure	<p>Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.</p> <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>
Asset upgrade expenditure	<p>Expenditure that:</p> <ul style="list-style-type: none"> (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life. <p><i>Local Government (Planning and Reporting) Regulations 2014 – Section 5.</i></p>

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 2020-21 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	A category of non-current fixed assets comprising a number of asset classes including roads, drains, footpaths and cycleways, bridges, off-street car parks, recreational, leisure and community facilities and parks, open space and streetscapes.
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>	<p>Regulations, made under Section 243 of the <i>Local Government Act 1989</i> prescribe:</p> <ul style="list-style-type: none"> a) The content and preparation of the financial statements of a Council b) The performance indicators and measures to be included in a budget, revised budget and annual report of a Council c) The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report d) (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	<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>
Performance statement	<p>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</p>

Term	Definition
	indicators, financial performance indicators and sustainable capacity indicators for the financial year.
Rate structure (Rating information)	Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Regulations	<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 (in strategic resource plan)	A key outcome of a strategic resource plan, service delivery must be linked with performance strategies in order to assess the adequacy of service delivery and the impact on long term budget preparation.
Services, 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 mean 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>

Term	Definition
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.
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>