



GLEN EIRA
CITY COUNCIL

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BRIGHTON EAST
CARNEGIE
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ELSTERNWICK
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MURRUMBEENA
ORMOND
ST KILDA EAST

GLEN EIRA CITY COUNCIL

2023–2024 BUDGET

For the year ended 30 June 2024

Special Council Meeting
Tuesday 27 June 2023



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Mayor's and CEO's Introduction

We are pleased to present the 2023-24 Budget.

Like all other Councils and businesses across Victoria, Council is operating in increasingly constrained financial circumstances. Council's financial position has been materially impacted by the decline in revenue from the COVID pandemic, rate capping and increasing debtors coupled with escalating costs for construction, utilities and borrowing. Escalating CPI increases have added wage growth pressure, and the impact of increased regulation and cost shifting from other levels of Government has also been significant. This rate of change in the operating environment presents a level of increasing risk to Council's financial sustainability.

The 2023-24 Budget is based on the Ministerially determined rate cap of 3.5 per cent in 2023-24, which is 0.5 per cent below the expected inflation rate and the Essential Services Commission's independent recommendation.

Our costs will therefore continue to increase faster than the amount of revenue we collect through rates and charges and other sources.

Over the last few months, we have undertaken a significant piece of work to understand our financial capacity, and we now have a clearer picture and better understanding of the financial commitments and constraints that are impacting Council for the next two financial years.

In comparison to our peers, Glen Eira has the lowest rates per assessment, is cost efficient in the delivery of services, and has continually used available funds to invest in facilities, services and spaces for the community rather than delivering annual surpluses. The outcome of continued investment is that Council draws on its cash reserve.

The 2023-24 Budget reflects the substantial challenge of the times. This will all have an impact on Council's long-term financial position and liquidity.

Council has proposed a 2023-24 Budget which strikes the right balance between ambition for new initiatives, maintaining quality service delivery and remaining financially sustainable.

The 2023-24 Budget seeks to respond to the five strategic directions of our *Council Plan 2021-2025*. These are:



The *Council Plan 2021-2025* is Council's four-year plan outlining how it will deliver highly valued services and infrastructure and work collaboratively with, and for, the community. The *Council Plan* sets out our strategic plan to deliver our shared vision over the full term of the Council. The Annual Action Plan for the third year of the Council Plan outlines a range of initiatives and projects which will be progressed and delivered during 2023-24.

The Budget also details the resources required to fund the large range of services we provide to the community. It includes details of capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets. In addition, it includes details of how we intend to invest in technology and other improvements that will enable us to continue to deliver high quality, responsive and accessible services at a reasonable cost.

Our focus for the next year is to continue to support and lead our community's recovery from the pandemic; deliver quality projects and services that make our City a great place to live, work and do business; and to demonstrate our commitment to deep community engagement through our actions.

(a) Rate Capping

The 2023-24 Budget has been prepared in accordance with the State Government's *A Fair Go Rates System*. The Budget incorporates a rate increase of 3.5 per cent for the 2023-24 year and total rate revenue will be 54 per cent of Council's total income.

The budget is in line with the Fair Go Rates System which caps rate increases by Victorian councils to a figure determined by the Minister for Local Government and generally aligned to the forecast movement in the Consumer Price Index (CPI) and Wage Price Index.

This 'cap' applies to the average, per property increase, for all rates in the municipality. It does not apply to individual rate notices. We anticipate that Glen Eira will remain the lowest rating Council in metropolitan Melbourne.

(b) Funding

Council's Budget always seeks to balance demand for services and infrastructure within revenue constraints. This is challenging, as inevitably compromises and/or choices need to be made about what to do when, and to what standard.

We are committed to delivering good value for money to you, our community. We will continue to deliver the high-quality services and projects that you already enjoy that make our City a great place to live.

(c) Capital Works Program

Council continues to allocate five per cent of capital budgets for sustainability measures. This includes \$8.5m for environmentally sustainable design, climate emergency initiatives and investment in maintaining existing and new open space. In the 2023-24 Budget, Council has allocated new funding of \$63.5m for asset renewals, upgrades and expansions. Key areas of investment include:

- **Renewal Projects (\$13.8m)** — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and carparks. Other renewals include building improvements and upgrade of community facilities, replacement of plant and machinery; furniture and equipment; information technology and telecommunications; and library collections.

- **Recreation & Open Space (\$5.5m)** — this includes *Open Space Strategy* Initiatives, parks; playing surfaces; and playground equipment.
- **Climate & Sustainability (\$1.2m)** — direct sustainability initiatives include the installation of photovoltaic systems to generate renewable energy, double glazing and insulation of council assets and other building sustainability improvements. Included in sustainability is funding for the implementation of the *Urban Forest Strategy* which aims to contribute to the increase of canopy cover in our open spaces by planting additional trees and extending the already established planting areas. Additional expenditure on climate and sustainability is included within the Operating Budget.
- **Community Facilities (\$39.5m)** — comprises buildings and building improvements, upgrade and renewal of community facilities; municipal offices; sports facilities; and pavilions. Funding includes the construction of the Carnegie Memorial Swimming Pool.
- **Community Safety (\$500k)** — this includes safety projects: cross intersection, pedestrian crossings and safer speed limits; school safety; shopping centres; sustainable transport and disabled parking upgrades.
- **Strategic Projects (\$700k)** — Activity Centre minor improvements works and Cycling Action.
- **Transformation & Technology (\$2.3m)** — includes technological solutions to enable customers to better transact with Council; the tools we need to ensure we can deliver our services effectively and to keep our data safe. Council is developing information technology and digital strategies which seek to lay out a roadmap for the uplift and implementation of critical parts of our organisation's technology framework.

We are also anticipating a carry forward of \$18m to continue works from the 2022-23 Budget. This mainly relates to the timing of construction of the Carnegie Memorial Swimming Pool and infrastructure projects such as roads and drains.

For a full listing of the Capital Works Program refer to Appendix C.

(d) Challenges

The year will not be without challenges. Specifically, this budget responds to our need to:

- Manage escalating costs for construction, utilities and borrowings and CPI increases.
- Continue to operate and enhance our Residential Aged Care service in a way that responds to the recommendations of the Royal Commission for the aged care sector, despite declining income and increased cost of operation.
- Reduce our reliance on self-sourced income through parking revenue. This reflects a shift in our philosophy to one that prioritises community education over infringements to achieve behaviour change.
- Respond to the general slow-down in economic activity that will impact income streams.
- Manage our finances within the constraints set by the State Government's rate capping regime.
- Continue to provide top-up funding for services that we provide on behalf of the State and Federal Government to the local community (such as School Crossing Supervision and Home and Community Care). Over time the funds received by local governments have not increased in line with real cost increases – leaving a gap. At this time, we do not know what increases if any will be applied.

- Maintain investment in our ageing community and infrastructure assets.
- Respond to growth and increasing diversity in the population within the municipality.

Council endorses this Budget as financially responsible.

We look forward to working with you to achieve the commitments that we have made.

Key budget information is provided in the following pages about: Council's rate cap rise; operating result; services; cash and investments; capital works; financial position; financial sustainability; and strategic objectives.

For more information about Council's 2023-24 Budget visit www.gleneira.vic.gov.au



Cr Jim Magee, Mayor and Rebecca McKenzie, Chief Executive Officer

Executive Summary

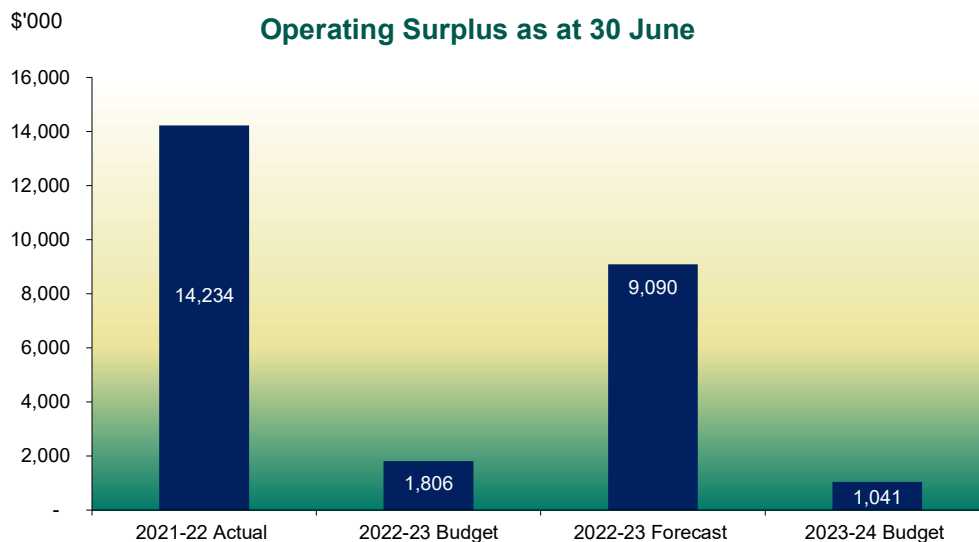
Summary of Financial Position

This section provides key information about rates, operating result, cash and investments, the capital works program, financial position and financial sustainability.

	2022-23 Forecast	2023-24 Budget
• Total Revenue	\$196.74 million	\$203.99 million
• Total Expenditure	\$187.65 million	\$202.95 million
• Operating Surplus	\$9.09 million	\$1.04 million
• Capital Expenditure	\$51.84 million	\$81.29 million

Refer to Financial Statements - Section 4.

Operating Result



The expected operating result for the 2023-24 year is a surplus of \$1.04m which is a decrease of \$8.05m from the 2022-23 forecast. The forecast operating result for 2022-23 varies to the budget mainly due to the timing of grant funding.

Underlying Result

The adjusted underlying result, which excludes items such as capital grants, contributions and non-monetary contributions to fund capital expenditure and other one-off adjustments, is expected to be a loss of \$7.52m. 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.

Cash Result

Total cash and investments are expected to decrease by \$19.82m during the year to \$37.1m as at 30 June 2024. Council should hold sufficient cash to cover 'Restricted Assets' such as:

- **Residential Accommodation Deposits (\$14m)** - relate to resident accommodation deposits for Council's aged care facility, Warrawee Community. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable Deposits (\$7m)** - These deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

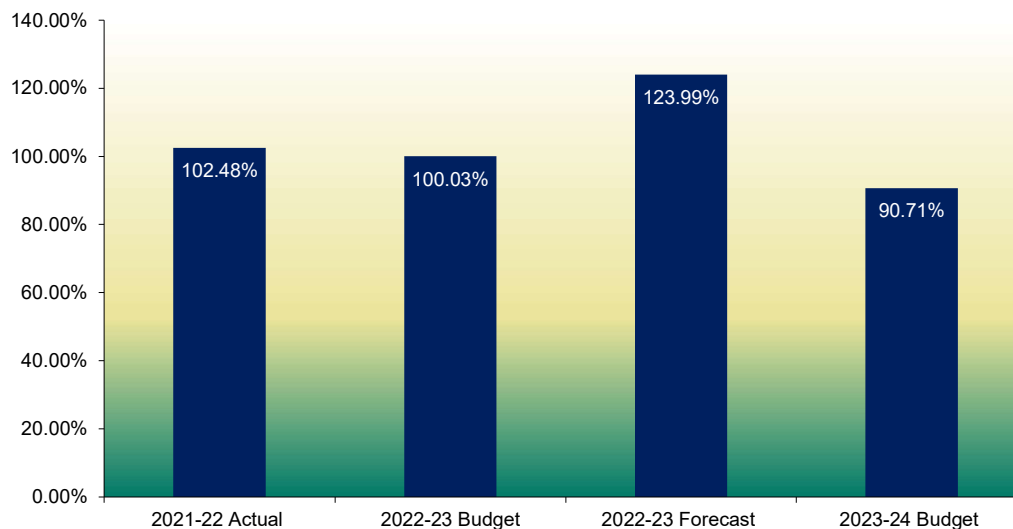
Liquidity

Council needs to ensure working capital is maintained and that sufficient cash reserves are available to meet normal cash flow requirements. Council invests in accordance with section 104 of the *Local Government Act 2020*.

The Working Capital expresses the level of current assets Council has available to meet its current liabilities which are likely to fall due in the next 12 months. Working Capital will decrease from 124 per cent forecasted in 2022-23 to 91 per cent as at 30 June 2024.

Council will be using cash reserves and borrowings to fund the Capital Works Program over the next few years and this will reduce our liquidity below 100 per cent.

Financial Position - Working Capital as at 30 June

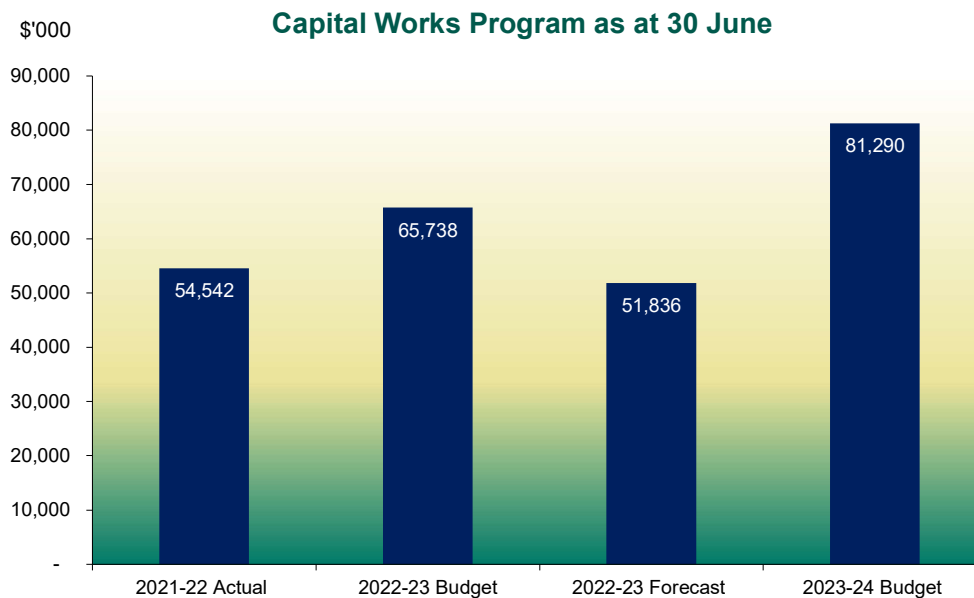


Borrowings

New loan drawdowns of \$34m are projected in 2023-24 to fund our major projects in the capital works program.

Our total borrowings will include \$10m of low interest loans through the State Government's *Community Infrastructure Loan Scheme* and \$10m from the *Community Sports Infrastructure Loan Scheme*. Loan repayments of \$2.1m have been included in 2023-24 and borrowings outstanding as at 30 June 2024 are projected to be \$61.8m.

Capital Works Projects



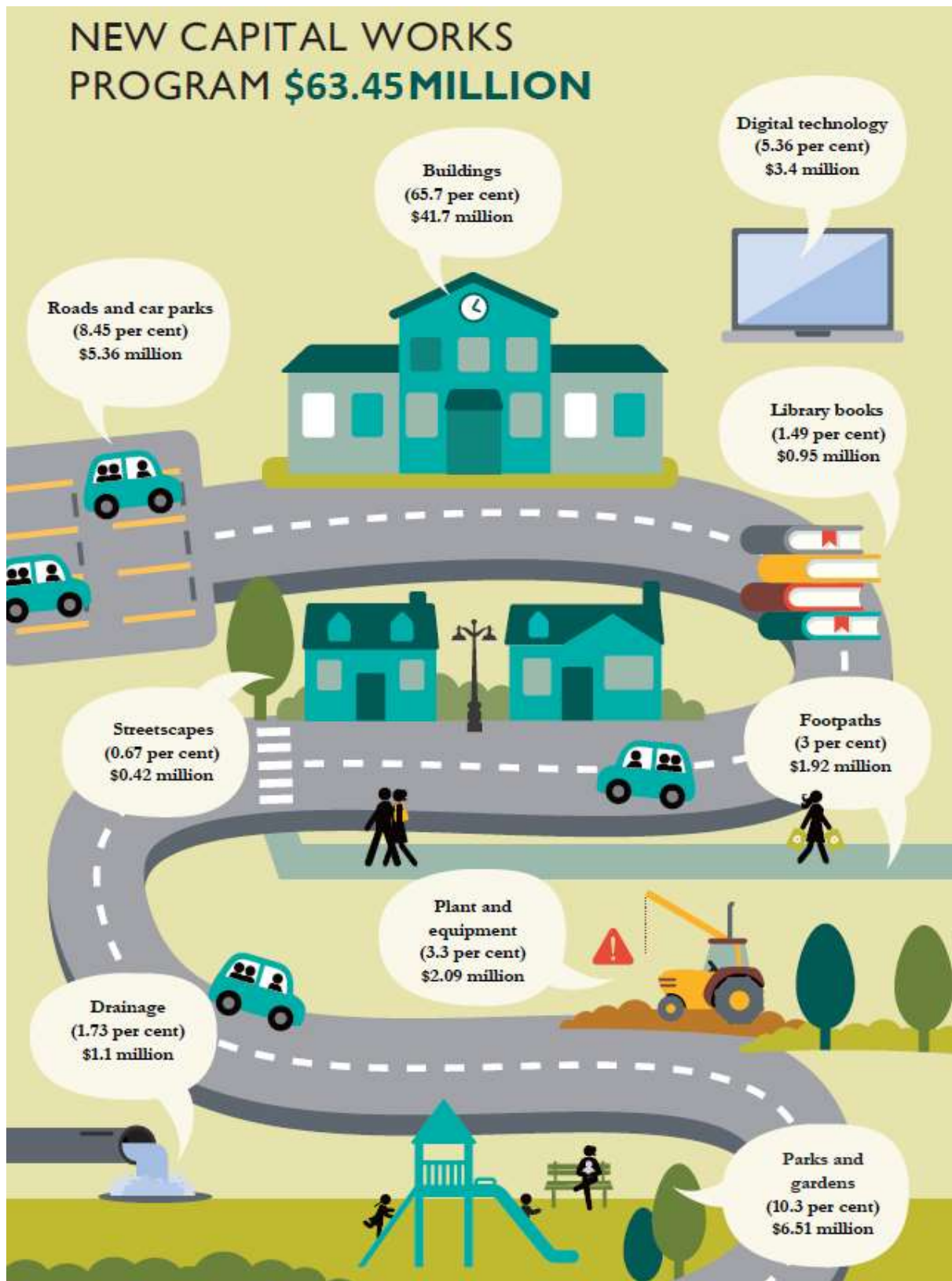
The *Capital Works Program* for the 2023-24 year is expected to be \$81.29m of which an estimated \$18m relates to projects which will be carried forward from the 2022-23 year.

The *Capital Works Program* has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

The carried forward component is fully funded from the 2022-23 Budget. Carried forward projects relate to projects that were either incomplete or not commenced due to project planning issues, weather delays, extended consultation etc.

Capital expenditure levels have been set to address our *Asset Management Strategy* and *Open Space Strategy* Initiatives. Our infrastructure and community facilities require considerable investment to ensure they last their full life cycle and to ensure the community gets the best use out of them.

Refer to Section 4.5 on Capital Works for details.



Note: This diagram represents new works only. In addition, an estimated \$18m of works will be carried over from the 2022-23 financial year.

Transformation & Technology

Technology continues to be a key enabler in transforming Council services and operations helping to ensure they are customer focused, efficient and meet the diverse needs of our community.

Over the next twelve months Council will deliver a range of technology and digital improvements, streamline processes and ensure the security of our systems and data.

The projects proposed for the 2023-24 Budget will deliver a range of benefits including:

- Upgrading the technology which supports our Customer Service Centre to assist in reducing hold wait times, call dropouts, and enabling faster response times for community enquiries;
- Improving our online and digital platforms in response to emerging community needs, enhancing the ways customers and community members can interact and transact with us;
- Strengthening the security of our data, and reducing the risk of cyber-attacks and data breaches;
- Improving how Council governs, stores and utilises data to inform service design, ensure transparency and help inform decision making;
- Implementing key initiatives within Council's Smart City Roadmap including creating a 3D digital model to enhance our planning activities and continuing to provide options like Snap Send Solve for the community; and
- Reviewing our services and delivering process improvements in response to the changing needs of our community, to ensure our services remain highly valued and relevant.

Public Open Space

Council collects a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The requirement for this is in the Glen Eira Planning Scheme at clause 53.01.

As part of applicable subdivisions, a landowner is required to make a contribution based on the site value, which Council uses to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by the City of Glen Eira *Open Space Strategy*.

There are different contribution rates that apply in different parts of the municipality. These include:

- In the area known as Caulfield Village, 5 per cent of the site value of the land which is contained within the Mixed Use Precinct and the Smith Street Precinct, and 4 per cent of the site value of the land which is contained within the Residential Precinct.
- In the area known as East Village, in accordance with the East Village Comprehensive Development Plan, May 2020 and East Village Development Contributions Plan, May 2020.
- All other land, 8.3 per cent of the site value of the land effective March 2023. Previously this was 5.7 per cent.

Urban Forest Strategy

The implementation of the *Urban Forest Strategy* (UFS) will require the development of long-term plans and programmes through the continued investment across a range of Council areas.

Year three of the UFS will focus on further strategic development and building on the programs that have previously been developed. The following actions are proposed:

- Seek endorsement for the draft Urban Forest Tree Management Guidelines;
- Investigate the feasibility of better protection for Council trees through Councils asset protection program;

- Implement the new tree planting palette and investigate appropriate species selection for individual streets with Glen Eira;
- Prepare a draft vegetation protection local law for private vegetation;
- Undertake further community planting programs to increase biodiversity within our parks and reserves;
- \$350,000 has been allocated within the capital budget for UFS Implementation, in particular biodiversity and innovative street tree planting opportunities identified across the city;
- Develop and implement a pro-active park tree maintenance program; and
- Continued active Engagement and Promotion of the UFS Initiatives.

In addition to the capital budget, Council's annual operational budget, dedicated to the management of trees, will continue to provide a significant contribution to Council's commitment to the UFS Implementation Plan resourcing:

- \$827,000 – Tree planting and replacement in streets and parks;
- \$3,085,600 – Tree pruning and maintenance; and
- \$947,000 – Tree protection including the continued roll out of the Classified Tree Register, the assessment of planning applications and implementation of risk mitigation strategies such as tree root management programs.

Across these programs the delivery of the UFS will be enhanced and will see an uplift of \$200k in funding in 2023-24 compared to the 2022-23 budget.

Climate Emergency

The 2023-24 budget has allocated \$793,000 to implement the actions in *Our Climate Emergency Response Strategy* and support our community to reduce emissions and transition to a circular economy. This represents a 12% increase on the 2022-23 Budget. Programs and projects funded in the operating budget include:

- Training residents to be Sustainability Champions, to help them create change and deliver local environmental projects
- Assisting community members to protect themselves from climate change impacts
- Citizen science and biodiversity education programs, to connect people to nature and help our local ecosystem flourish
- Providing sustainability support and advice to residents and businesses
- Working with and learning from First Nations peoples
- Partnering with community groups to deliver gardening and sustainability events
- Circular economy training and support programs for local businesses
- Connecting local businesses to exchange resources and materials
- Circular Resource Practices at Retail Business Precincts
- Best Practice Reusable Nappy Program
- Rollout of a 'Circular Glen Eira' communications and education campaign
- Continuation of best-practice recycling in multi-unit dwellings
- Connecting residents to online circular economy platforms

Additional expenditure of \$250k relating to planning and delivery of precinct scale resource recovery hubs has been provided included in the Capital Works Program.

Waste and Recycling

Council's policy is to levy waste and recycling charges on the basis of cost recovery. This is consistent with the position of the majority of Councils given that waste charges are outside the State Government's Council rate cap set.

The budget reflects the continued rise in costs to deliver waste and amenity services, due to increased transport and materials costs across most contracts. However, these increases are somewhat offset by the current weekly green and fortnightly red bin collection frequencies, which ensures the community diverts more from landfill and minimises the impact of the EPA waste levy charged for every tonne of waste sent to landfill. In 2021-22 the community diverted 61.9 per cent from landfill, a 26 per cent increase compared to 2020-21.

Council is also investing in more education, litter prevention and waste reduction initiatives than ever before. The budget includes key projects to support our community transition to a circular economy where the primary aim is to prevent waste in the first place and recycle better so the life of products and materials can be extended. This includes the implementation of a best practice reusable nappy program following the successful completion of the feasibility study in 2022-23, and programs to support local businesses participate in a circular economy.

Residential garbage charges for 2023-24 are set at:

Type of Charge	Per Rateable Property	Per Rateable Property
	2022-23 \$	2023-24 \$
240 Litre Bin	590	636
120 Litre Bin	295	318
Flats Sharing 240 litre bin	295	318
Family 240 litre bin	295	318
Litter Management Charge	82	88
240 Litre Medical	295	318
Additional Recycling	60	65
Additional Green Waste	40	43

The Waste Levy component is estimated at \$75 for a 240L bin and \$37 for a 120L bin.

Footpaths

Council's budget allocation for footpaths ensures the continuation of the critical footpath renewal program, which is identified through Council's inspection programs.

The allocation towards footpaths renewal has been increased slightly to \$1.92m, however the critical advancement in our footpath renewal program is in the revised approach. This includes removal of asphalt wedges (approx. 6,000 in 2022-23 and 8,000 planned in 2023-24), grinding program to remove minor deformities (approx. 20,000 in 2022-23, to continue in 2023-24), and a review of contract specifications for the delivery of concreting works (increased from 5,000m² to almost 10,000m²). The revised proactive approach has seen an improvement in Council's overall footpath condition and has increased our ability to respond promptly to any urgent footpath request. This superior outcome is being achieved with only a modest increase in the footpath budget.

Cycling Infrastructure

Council has a *Cycling Action Plan* to improve opportunities for cycling around Glen Eira. The plan identifies areas for improvement to help support cycling as a safe and viable transport option for the community. This includes improvements to recognise the role that the cycling network plays in linking people to public transport and walking routes. The plan includes action around infrastructure, policy and enforcement and education/behaviour.

Funding of \$250k has been included in the 2023-24 Capital Works Program to implement initiatives under Council's *Integrated Transport Strategy* and the *Cycling Action Plan*. This includes continuation of the Rosstown Rail Trail improvements.

Early Learning Centres

The 2023-24 fees will be as follows:

- For 0–3 year old's \$150 per day (\$146 in 2022-23)
- For 3–5 year old's \$142 per day (\$138 in 2022-23)

Based on the fee structure, Council's Early Learning Centres will operate at a subsidy from Council's general rates income of \$570k.

The number of Early Learning Centre places in the municipality currently exceeds the demand for places. A large proportion of Early Learning Centres in Glen Eira, including Council Centres do not have 100 per cent utilisation rates.

A \$4 increase is anticipated to keep fees at Council's Early Learning Centres just below average when compared against the other 56 private and not-for-profit Centres operating in Glen Eira.

Residential Aged Care

Council operates 90 Residential Aged Care beds at Warrawee Community, Bentleigh East.

Glen Eira's Residential Aged Care service is a large and complex business. The service is budgeted to have an operating cash deficit of \$4.3m for the 2023-24 financial year. Glen Eira is the only Council in Victoria that still operates residential aged care.

Property Valuation

From 1 July 2018, the Valuer-General is the sole valuation authority for all municipal districts to undertake general and supplementary property valuations annually. Previously valuations were conducted every two years.

Rate increases are impacted by both the average rate increase and the relative change of an individual property's value when compared to others across the municipality. For 2023-24, the actual rate increase applicable to a property may therefore be either less or more than the rate cap of 3.5 per cent based on whether the value of the property has changed at the same or lesser rate than the average across Glen Eira.

Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved **relative to the average**. Therefore, if your property increases by more in value than the average within the municipality, your rates will increase by more than 3.5 per cent. And by the same token if your property value increased by less than the average, your rates will increase by less than 3.5 per cent and may in fact be reduced from the previous year.

Superannuation Defined Benefits

Defined benefit plans are required by law to have an actuarial investigation at least once every three years. Vision Super monitors the vested benefit position of the defined benefits plan on a quarterly basis.

The Vested Benefits Index (VBI) is the key index that the super fund regulator, APRA, considers when assessing the financial position of the Defined Benefit Plan. In simple terms, this measures whether there would be enough assets to meet the liabilities of the Defined Benefit Plan if it became necessary to pay all members their total entitlements on a particular day.

Under the superannuation prudential standards, VBI's must generally be kept above a fund's nominated shortfall threshold, currently 97 per cent. The higher the index the less chance of a future call. For the Plan to be in a satisfactory financial position requires a VBI of 100 per cent or more. As at 31 March 2023 the VBI was 104.2.

Budget Influences

The four years represented within the Budget are 2023-24 through to 2026-27. In preparing the *2023-24 Budget*, a number of external influences have been taken into consideration. These are outlined below:

External Influences

- The Victorian State Government has introduced a cap on rate increases. The cap for 2023-24 has been set at 3.5 per cent (2022-23 1.75 per cent).
- CPI for Victoria is forecast to be 4.25 per cent for the 2023-24 year (*Victorian Department of Treasury & Finance*).
- The current *Enterprise Bargaining Agreement* (EBA).
- Waste Disposal Costs – The *Environment Protection Agency* (EPA) regulation has a sustained impact on Council with regards to compliance with existing and past landfill sites. Waste disposal costs are also impacted by industry changes such as increasing EPA waste levies and negotiation of contracts e.g., recycling sorting and acceptance. Since July 2020, the State Government's Waste Levy has increased from \$66 to \$126 per tonne (a 90 per cent increase).
- 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. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Due to the Federal and State Governments continuing to withdraw funding from programs and transferring responsibility for some functions to Local Government, members of the community need to contribute more towards some of the services that they use.
- Financial Assistance Grants – The largest source of government funding to Council is through the annual Victorian Grants Commission allocation. The overall state allocation is determined by the Federal Financial Assistance Grant.
- Councils are entrusted with the maintenance of more than 30 per cent of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- 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*. The money collected on behalf of the State Government is excluded from Council's financial position.
- The *Defined Benefit Superannuation Scheme* (for pre-1993 employees) continues to meet prudential requirements. This means for the plan to be in a satisfactory financial position, the Vested Benefits Index (VBI) needs to be 100 per cent or more. At present the actuarial ratios are at a level that additional calls from Local Government are not expected in the next 12 months.
- Cost escalations associated with construction works have been significant.
- After the release of both State and Federal Government Budgets there may be announcements made that could apply to Local Government.

- Prevailing economic conditions, which are expected to remain tight during the budget period, could have or are having the following impacts:
 - Volatile interest rate environment;
 - Financial viability of suppliers – may need to undertake due diligence on suppliers who rely on the private sector for sustainability;
 - Cost of services – the current economic conditions may influence the cost for service delivery from a positive and a negative point of view; and
 - Uncertain future of the recycling industry.
- The City is substantially developed and while it is experiencing an increase in property numbers, these mainly arise from higher density developments. This impacts on the budget as Council has to deal with the replacement of infrastructure, such as drains, that cannot cope with the higher density. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.

Internal influences

As well as external influences, there are a number of internal influences which are expected to impact the 2023-24 Budget. These include:

- Costs associated with maintaining Council's infrastructure assets to an acceptable standard for community use;
- Depreciation is expected to increase due to the impact of the revaluations of Council's infrastructure assets and capitalisation of capital works projects;
- Application of realistic expenditure escalation with consideration to CPI where appropriate;
- Council passed a motion to declare a climate emergency. Council also committed to new carbon emission reduction targets — zero net emissions for corporate emissions by 2025 and zero net community emissions by 2030. Responding to this declaration through our work program will require a substantial increase in investment;
- Continued investment of resources in Council's Technology and Digital Program in order to support operational efficiencies and enhanced customer outcomes; and
- Financial Sustainability planning – progression of initiatives that will underpin Council's long-term financial sustainability.

Budget Principles

In response to these significant influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels;
- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Service levels to be maintained at 2022-23 levels with an aim to use less resources and to place the emphasis on innovation and efficiency;
- The current *Enterprise Bargaining Agreement* (EBA) increase in salaries for the 2023-24 year has been provided;
- Use of contract labour to be minimised wherever possible but utilised as necessary when demand requires;
- New initiatives or projects which are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in income identified in 2022-23 to be preserved;
- Operating revenues and expenses arising from completed 2022-23 capital projects to be included;
- Waste Management Charges to be levied on a cost recovery basis;
- Achievement and maintenance of operating surpluses to ensure Council is financially sustainable;
- Ensuring cash reserves remain sufficient to cover Council's residential aged care deposits;
- Fund asset renewal requirements; and
- All capital works projects to go through a comprehensive business case analysis including alignment to the *Council Plan*.

Long Term Strategies

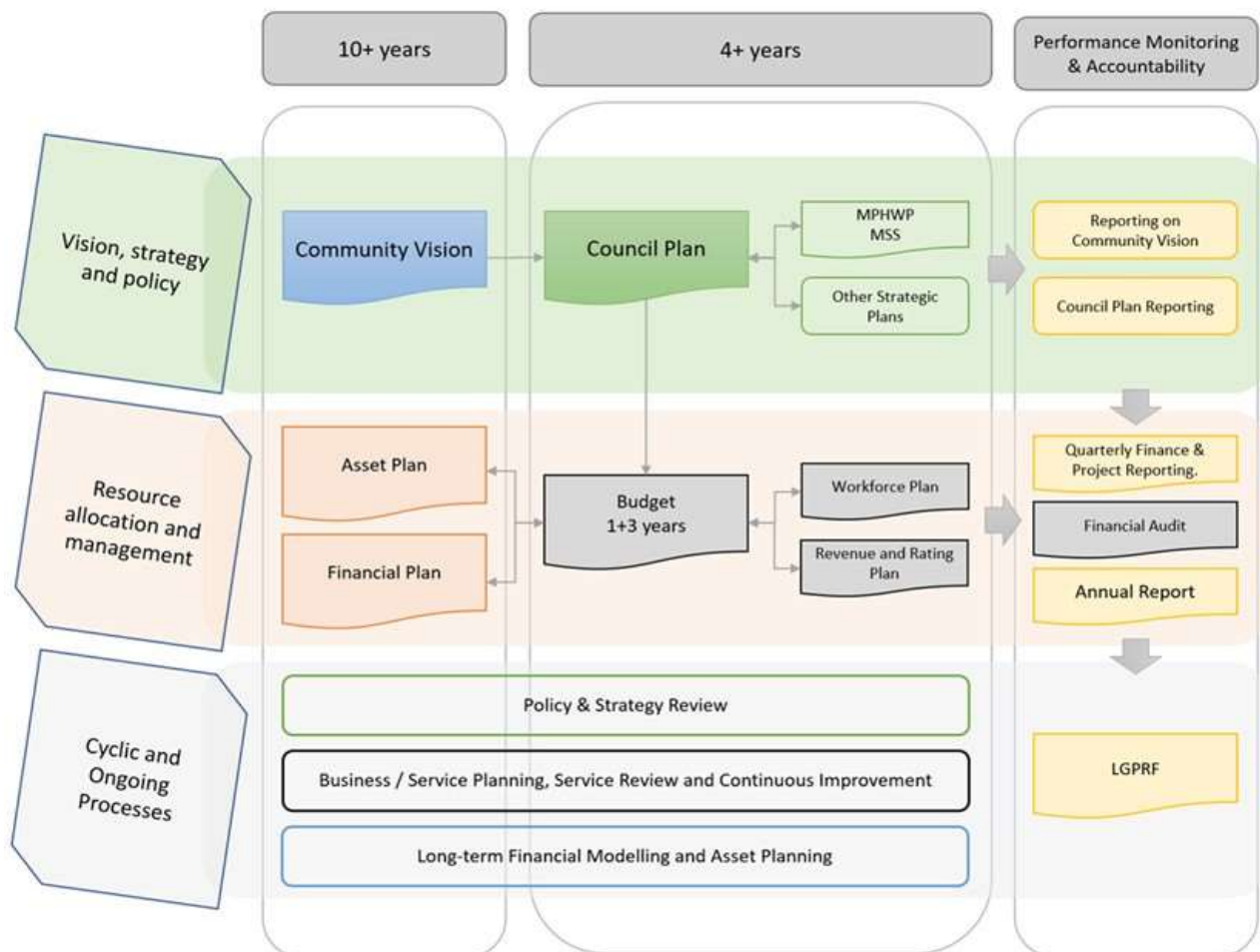
The Budget includes consideration of a number of long-term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a *Financial Plan* for 2022-23 to 2031-32, a 2022-23 to 2025-26 *Revenue and Rating Plan* and other long term strategies including Borrowings and Infrastructure. Please refer to the *Financial Plan* for details.

1. Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the *Community Vision* and *Council Plan* within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (*Community Vision and Financial Plan*), medium term (*Council Plan, Workforce Plan, and Revenue and Rating Plan*) and short-term (*Budget*) and then holding itself accountable (*Annual Report*).

1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the *Council Plan*. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.2 Key planning considerations

Service Level Planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with Council's adopted *Community Engagement Policy* and *Strategy* and *Public Transparency Policy*.

Our Purpose – 'Glen Eira City Council works with and for the community':

- to provide quality facilities, services, safeguards and supports;
- towards goals that are beyond the capacity of individuals, but achievable when working together;
- according to overall community values, needs and priorities;
- in a caring, accountable and professional manner; and
- to provide value-for-money for present and future generations.

Our Functions:

Our functions include:

- Advocating and promoting proposals in the best interests of the community;
- Planning and providing community services and facilities;
- Providing and maintaining community infrastructure in the municipal district;
- Conducting strategic and land use planning;
- Raising revenue to allow us to perform our functions;
- Making and enforcing local laws;
- Performing our duties, functions and powers under the *Local Government Act 2020* and other Acts; and
- Other functions related to the peace, order and good government of the municipal district.

Our Guiding Values:

a) **Community focused, responsive and inclusive**

Council works to develop an inclusive and caring community, where everyone can feel they belong and participate in the decision-making that leads to achieving the best possible health, safety and lifestyle options within the City.

b) **Accountable and relevant leadership**

Council consults, listens and takes note of community views to determine its priorities and needs, and then acts through open, transparent processes that are financially and environmentally responsible and sustainable. Council constantly works to find innovative ways of providing services measured against recognised benchmarks to improve services and set better standards that will meet tomorrow's increasing demands.

c) **Community wellbeing**

Council, with an increasingly diverse community, treats all people with respect and dignity, providing equal access for all to services and resources. Council operates to identify gaps and lift standards not currently being met by other community providers or levels of government, within the constraints of its limited resources.

1.3 Strategic Objectives

Council undertakes a comprehensive community consultation process to develop the *Council Plan* and incorporate the issues emerging in the research, community meetings and response process.

Our *Council Plan 2021-25* responds to the *Glen Eira 2040 Community Vision* and includes five strategic directions as our priorities for the four-year Council term as shown below. These provide a description of the activities and initiatives to be funded in the Budget and how these will contribute to achieving the strategic outcomes specified in the *Council Plan*.



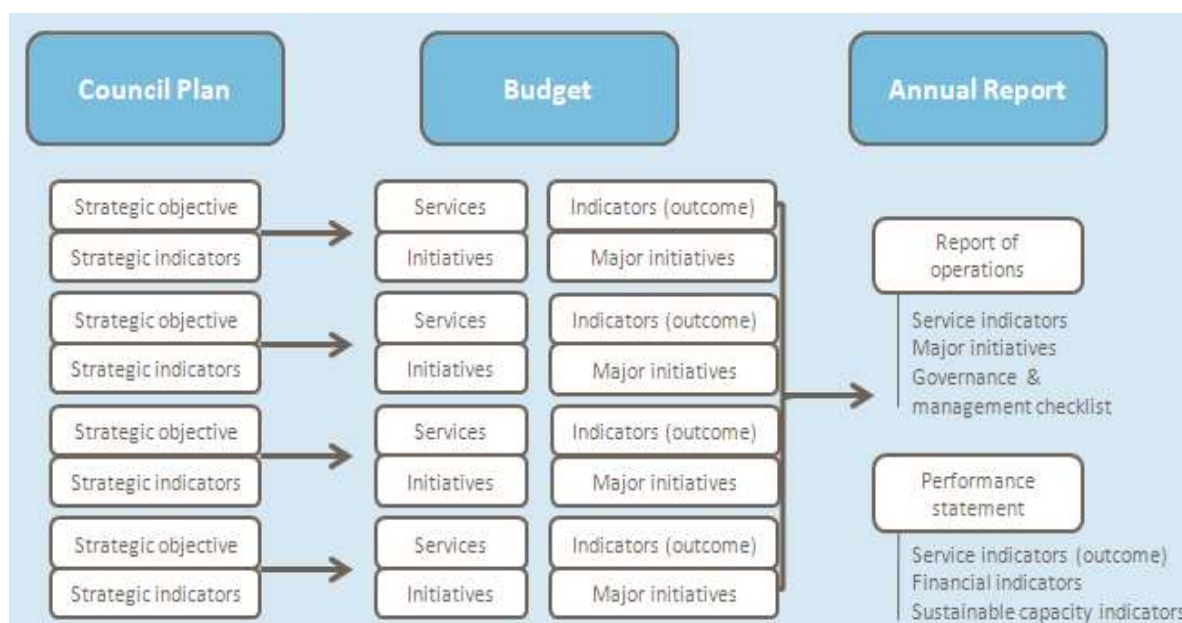
Council has developed an Action Plan for 2023-24 which outlines key action items to be undertaken during the 2023-24 year.

Refer to Appendix G for details of the 2023-24 Action Plan.

2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the *Budget* for the 2023-24 year and how these will contribute to achieving the strategic outcomes outlined in the *Council Plan 2021-25*.

It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives and service performance outcome indicators in the *Budget* and report against them in its *Annual Report* to support transparency and accountability. The relationship between these accountability requirements in the *Council Plan*, the *Budget* and the *Annual Report* is shown below.



Source: Department of Jobs, precincts and Regions.

2.1 Performance Statement

The service performance indicators detailed in the following pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 94 (2)(d) of the *Local Government Act 2020* and included in the *2023-24 Annual Report*. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity.

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 Action Plan (refer to Appendix G), will be reported in the *Annual Report* in the form of a statement of progress in the Report of Operations.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of 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
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
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)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.2 Functional activities of Council

Reconciliation with budgeted operating result for the years ending 30 June				
Function/Activity		Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Variance \$'000
Capital Grants				
Grant income relating to Capital projects	Income	4,771	8,565	3,794
City Futures				
Shapes the future of the City of Glen Eira through strategic land use planning, integrating local heritage, sustainable transport and urban design. Administers the Glen Eira Planning Scheme, including planning scheme amendments and implementing structure plans across major activity centres. Delivers programs to local businesses and supports placemaking activities to promote a vibrant local economy.	Income	51	-	(51)
	Expenses	5,191	5,329	(137)
	Net Result	(5,141)	(5,329)	(188)
Community Care				
Provides home and community-based services for residents who are older or have disabilities, supporting them to live independently. Services include personal care, community transport, in-home support, home maintenance, disability and respite care, independent living units, property maintenance, meal delivery, social and recreational programs and an adult day-activity centre.	Income	7,548	7,487	(62)
	Expenses	7,640	8,477	(837)
	Net Result	(91)	(990)	(899)
Corporate Counsel				
Facilitates the compliant delivery of the Council's programs and services by providing legal, governance, freedom of information requests, risk management, business continuity and insurance services to the organisation.	Income	13	2	(11)
	Expenses	2,920	3,467	(547)
	Net Result	(2,907)	(3,466)	(559)
Cultural Services				
Delivers a comprehensive arts and cultural program with exhibitions, events, concerts and festivals to provide opportunities to engage with, connect and celebrate our diverse community.	Income	24	26	2
	Expenses	1,807	1,871	(64)
	Net Result	(1,783)	(1,845)	(62)
Customer Service & Council Governance				
As the first point of contact with Council, our Service Centre provides exceptional customer experience across multiple channels — by telephone, face-to-face at the Town Hall front counter and via digital channels. Councillor Governance supports our Councillors to represent and make decisions in the best interests of the municipal community, managing Council meetings and delivering civic functions.	Income	9	-	(9)
	Expenses	5,531	6,988	(1,457)
	Net Result	(5,522)	(6,988)	(1,466)
Environmental Strategy & Services				
Coordinates Council's climate emergency response and environmental initiatives, embedding climate action in everything that we do to work towards net zero Council emissions by 2025 and net zero community emissions by 2030.	Income	23,914	25,898	1,984
Manages recycling and waste including household collection of garbage, mixed recyclables, green waste, bundled branches, and ard rubbish and street litter bins. Delivers waste management education and enforcement.	Expenses	24,875	27,152	(2,277)
	Net Result	(962)	(1,254)	(293)
Family and Community Wellbeing				
Supports families, children, and young people. Services include maternal and child health, immunisation, early years childcare and education and youth services. Early years includes family day care, Council's early learning centres, partnership with local kindergartens, central kindergarten enrolment, and occasional care. We offer young people aged 10 to 25 and their families community and school-based support services.	Income	5,955	6,364	409
Plans and supports community wellbeing through strategic planning, social policy and delivering programs to facilitate inclusion and respect for people of abilities, ages, cultures and identities. Supports community groups and delivers the community grants program.	Expenses	12,562	14,242	(1,681)
	Net Result	(6,606)	(7,878)	(1,272)
Corporate Services				
Administrative functions of Council that are necessary for the organisation to function effectively. Includes rates services, financial management, corporate performance, auditing, procurement, fleet management and information technology, records management as well as human resource management to support our workforce of over 1,500 staff to realise Council's Vision.	Income	6,644	3,400	(3,244)
	Expenses	17,740	24,009	(6,269)
	Net Result	(11,096)	(20,609)	(9,513)
Glen Eira Leisure (GEL)				
Manages three facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Swim Centre and Caulfield Recreation Centre. GESAC provides sport, leisure and wellbeing activities including hydrotherapy, learn-to-swim classes, swimming, basketball, netball, gym, fitness classes, body therapy, and massage. Carnegie Swim Centre is currently closed for re-development. Caulfield Recreation Centre has a variety of activities and programs to suit all fitness levels and ages.	Income	13,835	13,971	136
	Expenses	13,049	13,651	(602)
	Net Result	786	320	(466)

2.8 Functional activities of Council continued.

Function/Activity		Forecast	Budget	Variance
		2022-23	2023-24	
		\$'000	\$'000	\$'000
Libraries & Learning Centres				
Provides access to reference materials, books, DVDs, magazines, games, e-books and e-magazines at Caulfield, Elsternwick, Carnegie and Bentleigh Libraries. Offers programs to support community connection and learning including school holiday programs, book-reading sessions and access to computers and community rooms.	Income	1,095	1,093	(3)
	Expenses	4,492	4,763	(270)
	Net Result	(3,397)	(3,670)	(273)
Communications, Advocacy and Engagement				
Manages Council's external and internal communications, including publications such as the monthly Glen Eira News. Engages with the community via the Community Voice group, Have Your Say online forum and in person community events to inform our plans and decisions. Coordinates advocacy to other levels of government to promote policy that supports our community's wellbeing and vision for our City.	Expenses	2,732	2,908	(177)
	Net Result	(2,732)	(2,908)	(177)
	Open Space Contributions			
Public Open Space contributions when land is subdivided within the municipality. As part of applicable subdivisions, a landowner is required to make a contribution of the site value, which Council uses to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by the City of Glen Eira Open Space Strategy Refresh 2020.	Income	4,918	4,000	(918)
	Park Services			
	Maintains and enhances our public parks, gardens and recreational spaces. Manages facilities such as barbecues, garden beds, park lighting, and irrigation systems. Maintains, protects and grows the trees that make up our City's urban forest.	Income	387	488
Expenses		12,608	14,086	(1,478)
Net Result		(12,221)	(13,598)	(1,377)
Planning & Community Safety				
Determines planning applications and subdivision applications. Conducts planning appeals and enforces planning decisions. Manages regulatory functions that support a safe and healthy community, including animal registration and control, traffic, parking, school crossings, and monitoring building sites. Upholds Council's Local Law. Delivers public health services to ensure the safety of food, health and accommodation businesses.	Income	13,209	13,856	646
	Expenses	15,403	15,023	379
	Net Result	(2,193)	(1,168)	1,026
	Proceeds, Depreciation/Amortisation & WDV			
Recognised the consumption of Council assets, disposald and profit and loss on sale of assets.	Income	343	465	122
	Expenses	30,497	29,035	1,462
	Net Result	(30,154)	(28,570)	1,584
Rates				
Ensures the timely levying, collection and reporting of rates and other charges, by accurately maintaining the centralised name and address register, pensioner rebate, fire services property levy, the rates accounting, property and valuation databases.	Income	105,187	109,423	4,236
	Recreation			
Plans for the use and development of our reserves to provide diverse sporting facilities and to support recreational activities. Manages the use of facilities within our reserves, including sportsgrounds, pavilions and sports facilities, and other venues such as community hubs, youth centres and meeting rooms for the benefit of sporting clubs and community groups.	Income	1,050	1,077	27
	Expenses	2,110	2,198	(88)
	Net Result	(1,060)	(1,121)	(61)
Residential Aged Care				
Our residential facility is Warrawee Community. This service provides low and high-level care to eligible residents and older people with ties to our City. The Commonwealth Aged Care Assessment Service decides on eligibility.	Income	6,975	7,200	225
	Expenses	11,644	11,532	111
	Net Result	(4,669)	(4,332)	337
Roads, Drains & Building Maintenance				
Maintains and develops infrastructure including roads, footpaths, kerbs, gutters, drains, and buildings. Manages Council assets, properties, facilities and capital works. Includes street lighting, street furniture, public toilets, engineering design and construction, line marking, and emergency services.	Income	1,152	1,143	(9)
	Expenses	17,189	18,685	(1,496)
	Net Result	(16,037)	(17,542)	(1,505)
Surplus		9,090	1,041	(8,049)

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023-23 has been supplemented with projections to 2026-27.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Comprehensive Income Statement for the years ending 30 June

		Forecast 2022-23	Budget 2023-24	Projections 2024-25	2025-26	2026-27
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue						
Rates Revenue*	4.1.1	105,099	109,423	113,960	118,936	124,121
Supplementary Rates	4.1.1	524	600	600	600	600
Waste and Recycling Charges	4.1.1	23,868	25,847	26,752	27,688	28,657
Statutory Fees and Fines	4.1.2	9,066	9,637	9,796	9,919	10,038
User Fees	4.1.3	23,892	24,482	29,787	30,636	31,477
Interest Received	4.1.4	1,341	1,043	1,484	1,334	1,278
Contributions - Monetary	4.1.5	4,918	4,000	7,000	7,000	7,000
Grants - Operating	4.1.6	21,405	18,508	22,279	22,835	23,384
Grants - Capital	4.1.6	4,771	8,565	7,938	449	459
Other Income	4.1.7	1,852	1,886	1,948	1,997	2,045
Total Income / Revenue		196,736	203,992	221,544	221,394	229,059
Expenses						
Employee Costs	4.1.8	81,848	91,972	97,686	101,192	104,380
Materials and Consumables	4.1.9	5,100	4,896	4,945	4,994	5,044
Contractor Payments	4.1.10	47,457	52,857	47,652	47,989	50,729
Maintenance	4.1.11	7,337	7,832	8,191	8,395	8,597
Utilities	4.1.12	4,905	5,076	5,253	5,384	5,514
Insurance		1,582	1,787	1,846	1,892	1,938
Grants and Subsidies		1,326	1,491	1,540	1,579	1,617
Other Expenses	4.1.13	6,481	6,281	6,488	6,650	6,810
Borrowing Costs	4.1.14	404	1,630	2,401	2,269	2,133
Finance Costs - Leases		104	59	41	27	27
Depreciation	4.1.15	25,504	26,119	27,167	27,703	28,417
Amortisation - Intangible Assets	4.1.15	1,094	1,229	1,254	1,279	1,304
Amortisation - Right of Use Assets	4.1.15	991	514	307	302	308
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	4.1.16	3,514	1,209	1,209	1,209	1,209
Total Expenses		187,646	202,951	205,980	210,865	218,026
Surplus for the year		9,090	1,041	15,564	10,529	11,033

*Assumes a rate increase of 3.5 per cent for 2023-24 based on the average rates per assessment and allows for an additional 570 property assessments. The average Rates per assessment for 2023-24 is \$1,536.

Balance Sheet for the years ending 30 June

		Forecast	Budget	Projections		
		2022-23	2023-24	2024-25	2025-26	2026-27
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS						
Current Assets						
Cash and Cash Equivalents		56,920	37,101	33,353	31,954	32,184
Trade and Other Receivables		17,722	19,222	19,722	20,222	20,222
Other Financial Assets		3,121	1,900	1,900	1,900	1,900
Total Current Assets	4.2.1	77,764	58,223	54,975	54,076	54,306
Non-Current Assets						
Investments in Associates		136	136	136	136	136
Financial Assets		5	5	5	5	5
Intangible Assets		2,512	1,383	3,930	2,651	1,747
Right of Use Assets		1,415	901	594	2,792	2,484
Property, Infrastructure, Plant & Equipment		2,787,302	2,840,699	2,853,733	2,863,069	2,870,765
Total Non-Current Assets	4.2.1	2,791,371	2,843,124	2,858,398	2,868,653	2,875,137
TOTAL ASSETS		2,869,134	2,901,347	2,913,373	2,922,729	2,929,443
LIABILITIES						
Current Liabilities						
Trade and Other Payables		18,122	18,401	18,901	19,401	19,401
Unearned income		5,185	4,734	4,282	3,831	3,379
Trust Funds and Deposits		21,692	21,692	21,692	21,692	21,692
Provisions		15,773	15,773	15,773	15,773	15,773
Lease Liabilities		604	368	373	383	86
Interest-Bearing Liabilities	4.2.3	1,340	3,218	3,349	3,486	3,628
Total Current Liabilities	4.2.2	62,717	64,186	64,370	64,566	63,959
Non-Current Liabilities						
Provisions		974	974	974	974	974
Interest-Bearing Liabilities	4.2.3	28,552	58,624	55,275	51,789	48,161
Lease Liabilities		994	626	253	2,370	2,285
Other Liabilities	4.2.4	3,755	3,755	3,755	3,755	3,755
Total Non-Current Liabilities	4.2.2	34,275	63,978	60,256	58,887	55,175
TOTAL LIABILITIES		96,992	128,164	124,627	123,453	119,134
NET ASSETS		2,772,143	2,773,183	2,788,747	2,799,276	2,810,309
Represented by:						
EQUITY						
Accumulated Surplus		999,511	1,000,746	1,016,209	1,026,638	1,037,572
Reserves		1,772,632	1,772,437	1,772,537	1,772,637	1,772,737
TOTAL EQUITY		2,772,143	2,773,183	2,788,747	2,799,276	2,810,309

Statement of Changes in Equity as at 30 June

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
Notes	\$'000	\$'000	\$'000	\$'000

2022-23 Forecast Actual

Balance at beginning of the financial year	2,763,053	986,938	1,756,508	19,607
Comprehensive result	9,090	9,090	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	3,483	-	(3,483)
Balance at end of financial year	2,772,143	999,511	1,756,508	16,124

2023-24 Budget

Balance at beginning of the financial year	2,772,143	999,511	1,756,508	16,124
Comprehensive result	1,041	1,041	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	4.3.1 -	195	-	(195)
Balance at end of financial year	4.3.2 2,773,183	1,000,747	1,756,508	15,929

2024-25 Budget

Balance at beginning of the financial year	2,773,183	1,000,747	1,756,508	15,929
Comprehensive result	15,564	15,564	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	(100)	-	100
Balance at end of financial year	2,788,747	1,016,210	1,756,508	16,029

2025-26 Budget

Balance at beginning of the financial year	2,788,747	1,016,210	1,756,508	16,029
Comprehensive result	10,529	10,529	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	(100)	-	100
Balance at end of financial year	2,799,276	1,026,639	1,756,508	16,129

2026-27 Budget

Balance at beginning of the financial year	2,799,276	1,026,639	1,756,508	16,129
Comprehensive result	11,033	11,033	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	(100)	-	100
Balance at end of financial year	2,810,309	1,037,573	1,756,508	16,229

Statement of Cash Flows for the years ending 30 June

	Notes	Forecast	Budget	Projections		
		2022-23	2023-24	2024-25	2025-26	2026-27
		Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
Cash Flows from Operating Activities	4.4.1					
Rates Revenue		110,623	110,023	114,560	119,536	124,721
Waste and Recycling Charges		23,868	25,847	26,752	27,688	28,657
Statutory Fees and Fines		9,066	9,637	9,796	9,919	10,038
User Fees		23,892	24,482	29,787	30,636	31,477
Other Receipts		1,852	1,435	1,497	1,546	1,594
Interest Received		1,341	1,043	1,484	1,334	1,278
Contributions - Monetary		4,918	4,000	7,000	7,000	7,000
Grants - Operating		21,405	18,126	22,279	22,835	23,384
Grants - Capital		4,771	8,565	7,938	449	459
Employee Costs		(81,848)	(91,972)	(97,686)	(101,192)	(104,380)
Materials and Services		(67,545)	(72,845)	(68,701)	(69,494)	(72,683)
Short-term, low value and variable lease payments		(163)	(712)	(726)	(740)	(755)
Other Payments		(10,481)	(6,281)	(6,488)	(6,650)	(6,810)
Net Cash provided by/(used in) Operating Activities		41,700	31,349	47,491	42,866	43,980
Cash Flows from Investing Activities	4.4.2					
Proceeds from Sale of Property, Plant and Equipment		343	465	300	300	300
Payments for Property, Infrastructure, Plant and Equipment		(51,836)	(81,290)	(45,511)	(38,547)	(38,022)
Net Cash provided by/(used in) Investing Activities		(51,493)	(80,825)	(45,211)	(38,247)	(37,722)
Cash Flows from Financing Activities	4.4.3					
Proceeds from Borrowings		26,669	34,000	-	-	-
Repayment of Borrowings		(3,919)	(2,051)	(3,218)	(3,349)	(3,486)
Finance Costs		(404)	(1,630)	(2,401)	(2,269)	(2,133)
Interest paid - lease liability		(104)	(59)	(41)	(27)	(27)
Repayment of lease liabilities		(1,109)	(604)	(368)	(373)	(383)
Net Cash provided by/(used in) Financing Activities		21,133	29,656	(6,027)	(6,018)	(6,028)
Net Increase/(Decrease) in Cash and Cash Equivalents		11,339	(19,819)	(3,748)	(1,399)	230
Cash and Cash Equivalents at Beginning of Year		45,581	56,920	37,101	33,353	31,954
Cash and Cash Equivalents at the end of the financial year	4.4.4	56,920	37,101	33,353	31,954	32,184

Statement of Capital Works for the years ended 30 June

Capital Works Program		Forecast	Budget	Projections		
		2022-23	2023-24	2024-25	2025-26	2026-27
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Carried forward projects from previous financial year	4.5.2	33,938	17,840	-	-	-
New Works						
Property						
Land		5,645	4,000	6,035	6,379	5,940
Buildings		3,605	41,692	14,708	9,635	2,553
Total Property	4.5.3	9,250	45,692	20,743	16,015	8,492
Plant and Equipment						
Plant, Machinery and Equipment		3,146	1,772	1,624	1,644	2,736
Computers and Telecommunications		3,479	3,402	2,306	2,018	1,800
Library Books and Materials		928	947	966	985	985
Other Plant and Equipment		219	321	694	673	624
Total Plant and Equipment	4.5.4	7,772	6,442	5,590	5,320	6,145
Infrastructure						
Roads		8,083	4,490	7,589	5,665	4,956
Footpaths		2,147	1,925	1,963	2,002	2,043
Drainage		3,441	1,100	4,121	4,224	4,330
Open Space and Recreation		4,275	2,506	4,608	4,057	5,524
Car Parks		520	870	697	714	732
Streetscape Works		250	424	200	550	5,800
Total Infrastructure	4.5.5	18,716	11,315	19,178	17,213	23,385
Total New Works		35,738	63,450	45,511	38,547	38,022
Carried forward projects to the next financial year (estimated)		(17,840)	-	-	-	-
Total Capital Works Expenditure (including carry forwards)		51,836	81,290	45,511	38,547	38,022
Represented by:						
4.5.6						
Asset Renewal Expenditure		22,257	41,784	17,227	18,883	18,783
Asset Upgrade Expenditure		15,044	28,818	17,362	9,724	9,602
Asset Expansion Expenditure		1,749	1,045	2,030	1,189	1,175
Asset New Expenditure		12,786	9,643	8,892	8,752	8,461
Total Capital Works Expenditure		51,836	81,290	45,511	38,547	38,022
Funding Sources Represented By:						
4.5.7						
Grants		4,771	8,565	7,938	449	459
Council Cash		20,396	38,724	37,574	38,099	37,562
Borrowings		26,669	34,000	-	-	-
Total Capital Works Expenditure		51,836	81,290	45,511	38,547	38,022

Statement of Human Resources

Staff Expenditure	Forecast	Budget	Projections		
	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs - Operating	81,847	91,971	97,686	101,192	104,380
Employee Costs - Capital	2,856	2,854	2,957	3,063	3,160
Total Staff Expenditure	84,703	94,825	100,643	104,255	107,539
	FTE	FTE	FTE	FTE	FTE
Employees (Full-time Equivalent)	858.81	858.97	888.97	888.97	888.97

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

Description	Budget 2023-24	Permanent		Casual
		Full Time	Part Time	
	\$'000	\$'000	\$'000	\$'000
City Management	569	569	-	-
Corporate Services	9,825	8,552	1,273	98
Community Wellbeing	30,939	12,178	18,761	1,451
Sustainability Assets & Leisure	18,482	16,484	1,999	5,830
Customer and Community Experience	6,191	4,164	2,027	67
Planning and Place	14,930	12,651	2,279	576
Total Permanent Staff expenditure	80,936	54,597	26,339	8,022
Casuals, temporary and other expenditure	11,036			
Capitalised labour costs	2,854			
Total Staff Expenditure	94,825			

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

Description	Budget 2023-24	Permanent		Casual
		Full Time	Part Time	
	FTE	FTE	FTE	FTE
City Management	2.00	2.00	-	-
Corporate Services	76.22	66.00	10.22	1.00
Community Wellbeing	312.09	110.00	202.09	15.38
Sustainability Assets & Leisure	172.52	151.00	21.52	67.80
Customer and Community Experience	52.72	31.00	21.72	0.68
Planning and Place	124.13	102.00	22.13	6.43
Total Permanent Staff expenditure	739.68	462.00	277.68	91.29
Casuals, temporary and other expenditure	91.29			
Capitalised labour costs	28.00			
Total Staff	858.97			

The *Gender Equality Act 2020* (commenced on 31 March 2021) will improve workplace gender equality in the Victorian public sector, universities and local councils. The legislation requires organisations to regularly collect and report data on gender equality in the workplace by doing workplace gender audits.

Planned Human Resources Expenditure					
Description	2022-23 Forecast	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Community Wellbeing					
Permanent Full-time	11,814	12,178	12,616	13,070	13,482
Female	9,836	10,140	10,505	10,883	11,226
Male	1,978	2,038	2,111	2,187	2,256
Permanent Part-time	17,511	18,761	19,436	20,136	20,770
Female	15,750	16,874	17,481	18,111	18,681
Male	1,761	1,887	1,955	2,025	2,089
Total Community Wellbeing	29,325	30,939	32,053	33,206	34,252
Sustainability, Assets & Leisure					
Permanent Full-time	13,698	16,484	17,077	17,692	18,249
Female	4,230	5,090	5,273	5,463	5,635
Male	9,467	11,393	11,803	12,228	12,613
Permanent Part-time	1,986	1,999	3,270	3,388	3,495
Female	1,328	1,337	1,385	1,435	1,480
Male	658	662	686	711	733
Total Sustainability, Assets & Leisure	15,684	18,482	20,348	21,080	21,744
Planning & Place					
Permanent Full-time	11,839	12,651	13,106	13,578	14,005
Female	4,994	5,337	5,529	5,728	5,909
Male	6,845	7,314	7,577	7,850	8,097
Permanent Part-time	2,210	2,279	2,361	2,446	2,523
Female	1,767	1,822	1,888	1,956	2,017
Male	443	457	473	490	506
Total Planning & Place	14,049	14,930	15,467	16,024	16,529
Corporate Services					
Permanent Full-time	7,977	8,552	8,860	9,179	9,468
Female	4,930	5,286	5,476	5,673	5,852
Male	3,047	3,266	3,384	3,505	3,616
Permanent Part-time	1,320	1,273	1,319	1,366	1,409
Female	1,162	1,121	1,161	1,203	1,241
Male	158	152	157	163	168
Total Corporate Services	9,297	9,825	10,179	10,545	10,878
Customer and Community Experience					
Permanent Full-time	4,321	4,164	4,314	4,469	4,610
Female	2,399	2,312	2,395	2,481	2,560
Male	1,922	1,852	1,919	1,988	2,050
Permanent Part-time	1,697	2,027	2,100	2,176	2,244
Female	1,492	1,782	2,496	2,586	2,667
Male	205	245	804	833	859
Total Customer and Community Experience	6,018	6,191	6,414	6,645	6,854
City Management					
Permanent Full-time	545	569	589	611	630
Female	545	569	589	611	630
Permanent Part-time	-	-	-	-	-
Total City Management	545	569	589	611	630
Total Permanent Staff Expenditure	74,918	80,936	85,049	88,111	90,887
Casuals and Other Expenditure	6,929	11,036	12,637	13,081	13,493
Capitalised Labour Costs	2,856	2,854	2,957	3,063	3,160
Total Expenditure	84,703	94,825	100,643	104,255	107,539

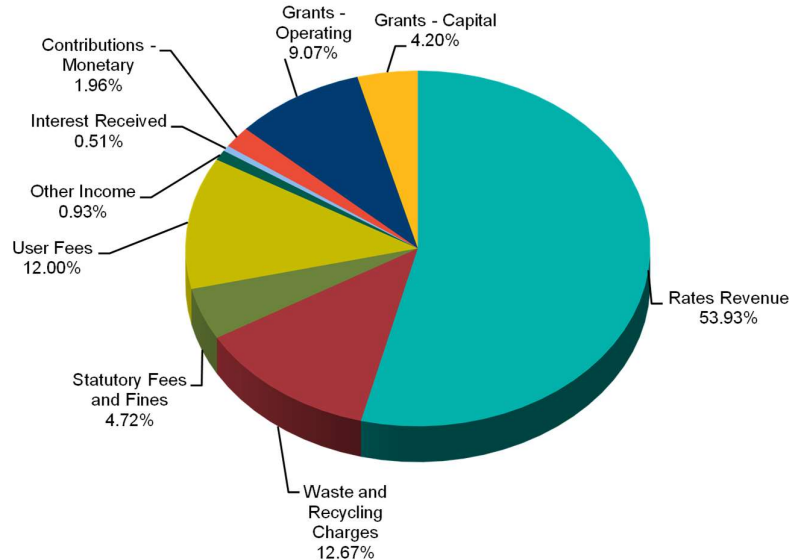
Planned Human Resources FTE					
Description	2022-23 Forecast FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE
Community Wellbeing					
Permanent Full-time	111.00	110.00	110.00	110.00	110.00
Female	94.00	93.00	93.00	93.00	93.00
Male	17.00	17.00	17.00	17.00	17.00
Permanent Part-time	202.03	202.09	202.09	202.09	202.09
Female	180.74	180.79	180.79	180.79	180.79
Male	21.29	21.30	21.30	21.30	21.30
Total Community Wellbeing	313.03	312.09	312.09	312.09	312.09
Sustainability, Assets & Leisure					
Permanent Full-time	151.00	151.00	151.00	151.00	151.00
Female	43.00	43.00	43.00	43.00	43.00
Male	108.00	108.00	108.00	108.00	108.00
Permanent Part-time	22.35	21.52	36.52	36.52	36.52
Female	15.25	14.68	22.68	22.68	22.68
Male	7.10	6.84	13.84	13.84	13.84
Total Sustainability Assets & Leisure	173.35	172.52	187.52	187.52	187.52
Planning & Place					
Permanent Full-time	102.00	102.00	102.00	102.00	102.00
Female	45.00	45.00	45.00	45.00	45.00
Male	57.00	57.00	57.00	57.00	57.00
Permanent Part-time	22.33	22.13	22.13	22.13	22.13
Female	16.88	16.72	16.72	16.72	16.72
Male	5.45	5.41	5.41	5.41	5.41
Total Planning & Place	124.33	124.13	124.13	124.13	124.13
Corporate Services					
Permanent Full-time	64.00	66.00	66.00	66.00	66.00
Female	41.00	43.00	43.00	43.00	43.00
Male	23.00	23.00	23.00	23.00	23.00
Permanent Part-time	11.22	10.22	10.22	10.22	10.22
Female	10.06	9.17	9.17	9.17	9.17
Male	1.16	1.05	1.05	1.05	1.05
Total Corporate Services	75.22	76.22	76.22	76.22	76.22
Customer and Community Experience					
Permanent Full-time	31.00	31.00	31.00	31.00	31.00
Female	17.00	17.00	17.00	17.00	17.00
Male	14.00	14.00	14.00	14.00	14.00
Permanent Part-time	21.72	21.72	21.72	21.72	21.72
Female	18.90	18.90	18.90	18.90	18.90
Male	2.82	2.82	2.82	2.82	2.82
Total Customer and Community Experience	52.72	52.72	52.72	52.72	52.72
City Management					
Permanent Full-time	2.00	2.00	2.00	2.00	2.00
Female	2.00	2.00	2.00	2.00	2.00
Permanent Part-time	-	-	-	-	-
Total City Management	2.00	2.00	2.00	2.00	2.00
Total Permanent Staff	740.65	739.68	754.68	754.68	754.68
Casuals and Other	91.16	91.29	106.29	106.29	106.29
Capitalised Labour	27.00	28.00	28.00	28.00	28.00
Total Staff	858.81	858.97	888.97	888.97	888.97

4. Notes to the Financial Statements

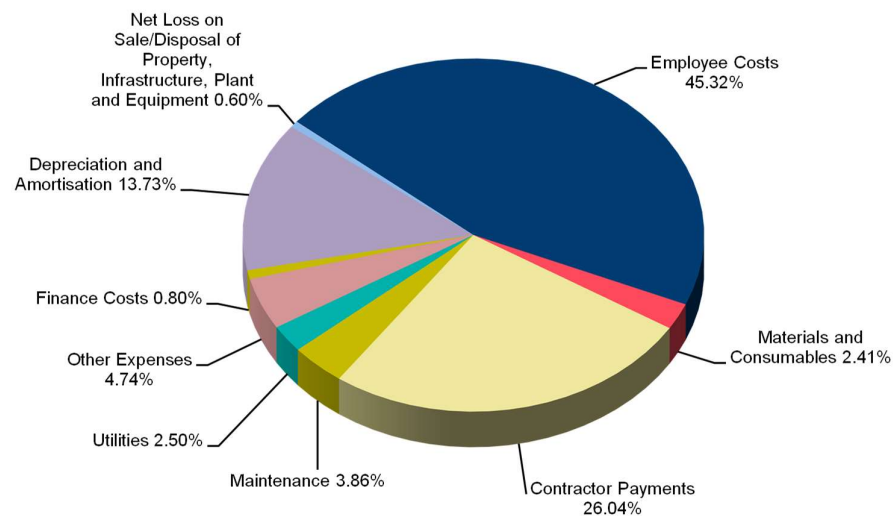
4.1 Comprehensive Income Statement

The graphs below show the allocation of income and expenditure for the *2023-24 Budget*:

Operating Revenue - 2023-24



Operating Expenditure - 2023-24



4.1.1 Rate Revenue

In 2023-24, the rate increase will be 3.5 per cent and total rate revenue will be 54 per cent of Council's total income.

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four-year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023-24 the FGRS cap has been set at 3.5 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 community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.5 per cent in line with the rate cap.

This will raise total rates and charges for 2023-24 to \$135.87m.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2022-23 Forecast Actual \$'000	2023-24 Budget \$'000	Change \$'000	%
Waste management charge	23,868	25,847	1,979	8.29%
General Rates ⁺	104,172	108,544	4,372	4.20%
Cultural & Recreation Land	237	279	42	17.75%
Supplementary rates and rate adjustments	524	600	76	14.50%
Interest on rates and charges	690	600	(90)	-13.04%
Total rates and charges	129,491	135,870	6,379	4.93%

⁺These items are subject to the rate cap established under the FGRS

4.1.1(b) 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	2022-23 cents/\$NAV	2023-24 cents/\$NAV	Change
General Rate	2.4565	2.7217	10.80%
Cultural & Recreation with Liquor	1.4739	1.6330	10.79%
Cultural & Recreation without Liquor	1.2283	1.3608	10.79%
Cultural & Recreation MRC*	1.8669	2.0685	10.80%
Trust Reserve*	1.2283	-	-100.00%
Yarra Yarra Golf Club	1.2283	1.3608	10.79%

4.1.1(c) 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	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
General Rate	104,172	108,544	4,372	4.20%
Cultural & Recreation with Liquor	27	26	(1)	-3.70%
Cultural & Recreation without Liquor	38	35	(3)	-7.89%
Cultural & Recreation MRC*	113	154	41	36.28%
Trust Reserve*	23	-	(23)	-100.00%
Yarra Yarra Golf Club	59	64	5	8.47%
Total amount to be raised by general rates	104,432	108,823	4,391	4.20%

4.1.1(d) 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	2022-23	2023-24	Change	
	Number	Number	Number	%
General Rate	70,079	70,649	570	0.81%
Cultural & Recreation with Liquor	6	6	-	0.00%
Cultural & Recreation without Liquor	18	17	(1)	-5.56%
Cultural & Recreation MRC*	1	3	2	200.00%
Trust Reserve*	1	-	(1)	-100.00%
Yarra Yarra Golf Club	1	1	-	0.00%
Total number of assessments	70,106	70,676	570	0.81%

4.1.1(e) The basis of valuation to be used is the Net Annual Value.

4.1.1(f) 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	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
General Rate	4,240,754	3,988,110	(252,644)	-5.96%
Cultural & Recreation with Liquor	1,828	1,612	(216)	-11.82%
Cultural & Recreation without Liquor	3,103	2,555	(548)	-17.66%
Cultural & Recreation MRC*	6,061	7,430	1,369	22.59%
Trust Reserve*	1,927	1,927	-	0.00%
Yarra Yarra Golf Club	4,784	4,725	(59)	-1.23%
Total value of land	4,258,457	4,006,359	(252,098)	-5.92%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022-23	2023-24	\$	%
	\$	\$		
Municipal	-	-	-	0.00%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2022-23	2023-24	Change	
	\$	\$	\$	%
Municipal	-	-	-	0.00%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022-23	2023-24	\$	%
	\$	\$		
240 Litre Bin	590	636	46	7.80%
120 Litre Bin	295	318	23	7.80%
Flats Sharing 240 litre bin	295	318	23	7.80%
Family 240 litre bin	295	318	23	7.80%
Litter Management Charge	82	88	6	7.32%
240 Litre Medical	295	318	23	7.80%
Additional Recycling	60	65	5	8.33%
Additional Green Waste	40	43	3	7.50%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
240 Litre Bin	9,810	10,539	728	7.42%
120 Litre Bin	12,445	12,979	534	4.29%
Flats Sharing 240 Litre Bin	670	752	82	12.19%
Family 240 Litre Bin	148	640	493	333.99%
Litter Management Charge	658	758	99	15.07%
240 Litre Medical	13	34	21	164.59%
Additional Recycling	98	114	16	16.65%
Additional Green Waste	27	32	5	18.43%
Total	23,868	25,847	1,979	8.29%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
General Rates	104,432	108,823	4,391	4.20%
Waste management charges	23,868	25,847	1,979	8.29%
Total Rates and charges	128,300	134,670	6,370	4.96%

4.1.1(l) Fair Go Rates System Compliance

Glen Eira City Council is fully compliant with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2022-23	2023-24
Total Rates	\$ 102,382,809	\$ 104,873,105
Number of rateable properties	70,079	70,649
Base Average Rate	\$ 1,460.96	\$ 1,484.42
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 1,486.53	\$ 1,536.38
Maximum General Rates and Municipal Charges Revenue	\$ 104,174,508	\$ 108,543,664
Budgeted General Rates and Municipal Charges Revenue	\$ 104,174,508	\$ 108,543,664
Budgeted Supplementary Rates	\$ 523,834	\$ 600,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 104,698,342	\$ 109,143,664

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

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

Rates and changes in rates are assessed by independent valuers under the supervision of the Valuer General for Victoria. Values and rates assessed for Council's purposes may also be used by the State Government to levy the *Fire Services Property Levy* and Land Tax.

***Note:**

The Cultural and Recreational Land rates associated with the Caulfield Racecourse involve 4 assessments.

- 1) Reserve 31 Station Street which is under control of the Caulfield Racecourse Reserve Trust (exempt for three years from 2023-24).
- 2) 31 Station Street which is leased to the MRC and includes the racetrack and grandstands.
- 3) Car Park 31 Station Street which is owned by the MRC.
- 4) 132-142 Kambrook Road (previously rated as the stables) which is owned by the MRC.

The general rate is applied to all other assessments relating to the racecourse. Any further development that may occur which changes the usage of the land on Cultural and Recreational Land assessments, will cease to be rated under the *Cultural and Recreational Lands Act 1963* and will be rated under the General Rate. This is likely to take the form of a series of Supplementary Rate assessments. At the same time, back rates will be applied in accordance with *Cultural and Recreational Lands Act 1963* section 4(5), which will also be for increased amounts.

Income variances

		Forecast 2022-23	Budget 2023-24	Variance	
	Notes	\$'000	\$'000	\$'000	%
Income / Revenue					
Rates Revenue*	4.1.1	105,099	109,423	4,324	4.1%
Supplementary Rates	4.1.1	524	600	76	14.5%
Waste and Recycling Charges	4.1.1	23,868	25,847	1,979	8.3%
Statutory Fees and Fines	4.1.2	9,066	9,637	571	6.3%
User Fees	4.1.3	23,892	24,482	590	2.5%
Interest Received	4.1.4	1,341	1,043	(298)	(22.2%)
Contributions - Monetary	4.1.5	4,918	4,000	(918)	(18.7%)
Grants - Operating	4.1.6	21,405	18,508	(2,897)	(13.5%)
Grants - Capital	4.1.6	4,771	8,565	3,794	79.5%
Other Income	4.1.7	1,852	1,886	34	1.8%
Total Income / Revenue		196,736	203,992	7,256	3.7%

Positive variance movements relate to an increase in revenue and negative figures (in brackets), relate to a decrease in revenue.

4.1.2 Statutory Fees and Fines (\$571k increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. The movement for 2023-24 is an expected increase in parking infringements (\$386k) and urban planning fees (\$261k).

A detailed listing of statutory fees and fines are disclosed as part of the user charges and other fees schedule in Appendix E 'Schedule of User Charges and Other Fees'.

4.1.3 User Fees (\$590k increase)

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care Services.

The main driver of this increase is the fee escalation in family and children's services (\$219k), and residential care services (\$139k).

A detailed listing of user fees is disclosed as part of the user charges and other fees schedule in Appendix E 'Schedule of User Charges and Other Fees' and Appendix F 'Schedule of GEL User Charges and Other Fees'.

4.1.4 Interest Received (\$298k decrease)

Our interest revenue is projected to decrease due to a lower than expected level of cash holdings.

4.1.5 Contributions (\$918k decrease)

Council receives open space levies pursuant to clause 52.01 of the *Glen Eira Planning Scheme*. These contributions are levied on multi-unit property developments in order to fund open space and are volatile and depend on decisions made by developers, not Council.

4.1.6 Grants (\$897k increase)

Grants are required by the Act and the Regulations to be disclosed in Council's *Budget*.

A list of operating grants by type and source is included below:

Operating Grants				
Grant Funding Types and Source (Operating)	Forecast 2022-23	Budget 2023-24	Variance	
	\$'000	\$'000	\$'000	%
Recurrent - Commonwealth Government				
Aged Care	5,414	5,500	86	2%
Early Learning Centres	1,422	1,474	52	4%
Family Day Care	505	550	45	9%
Victoria Local Government Grants Commission	4,525	1,157	(3,367)	(74%)
Recurrent - State Government				
Delivered Meals	261	283	22	8%
Early Learning	44	106	62	100%
Healthy Ageing	56	84	28	51%
Home Care	4,077	4,087	10	0%
Home Maintenance	255	254	(2)	(1%)
Immunisation	93	116	23	24%
In-home Assessment	888	895	7	1%
Libraries & Learning Centres	1,039	1,020	(19)	(2%)
Maternal and Child Health	1,429	1,465	36	3%
Public Health & Safety	15	9	(6)	(39%)
Social Support	682	632	(50)	(7%)
Supervision of School Crossings	532	532	0	0%
Youth Services	45	45	-	0%
Non Recurrent - State Government				
Circular Economy and Sustainability	24	-	(24)	(100%)
Digital Planning	-	300	300	100%
Pandemic Support and Recovery	100	0	(100)	(100%)
Total Operating Grants	21,405	18,508	(2,897)	(14%)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

Council has secured grant funding for several 2023-24 capital projects and will continue to advocate for grant funding on a project-by-project basis.

Movements in capital grant funding are summarised below:

Capital Grants				
Grant Funding Types and Source	Forecast 2022-23	Budget 2023-24	Variance	
	\$'000	\$'000	\$'000	%
Recurrent - State Government				
Roads to Recovery	424	424	-	0%
Non Recurrent - State Government				
Community Infrastructure	2,225	492	(1,733)	(78%)
Eat Street Community Space (\$1.3m total grant)	325	-	(325)	(100%)
Electric Vehicle Charging Stations	139		(139)	100%
Recreational Projects	659	150	(509)	(77%)
Non Recurrent - Commonwealth Government				
Carnegie Memorial Swimming Pool (\$15.0m total grant)	-	7,500	7,500	
Murrumbeena Park Community Hub (\$4.0m total grant)	1,000	-	(1,000)	100%
Total Capital Grants	4,771	8,565	3,794	80%

4.1.7 Other Income (\$34k increase)

Other income includes lease and rental income, non-statutory licences and reimbursements.

Expenditure Variances

		Forecast 2022-23	Budget 2023-24	Variance	
	Notes	\$'000	\$'000	\$'000	%
Expenses					
Employee Costs	4.1.8	81,848	91,972	(10,124)	(12.4%)
Materials and Consumables	4.1.9	5,100	4,896	204	4.0%
Contractor Payments	4.1.10	47,457	52,857	(5,400)	(11.4%)
Maintenance	4.1.11	7,337	7,832	(495)	(6.7%)
Utilities	4.1.12	4,905	5,076	(170)	(3.5%)
Insurance		1,582	1,787	(206)	(13.0%)
Grants and Subsidies		1,326	1,491	(165)	(12.4%)
Other Expenses	4.1.13	6,481	6,281	200	3.1%
Borrowing Costs	4.1.14	404	1,630	(1,226)	(303.8%)
Finance Costs - Leases		104	59	45	42.9%
Depreciation	4.1.15	25,504	26,119	(615)	(2.4%)
Amortisation - Intangible Assets	4.1.15	1,094	1,229	(135)	(12.4%)
Amortisation - Right of Use Assets	4.1.15	991	514	477	48.1%
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	4.1.16	3,514	1,209	2,305	65.6%
Total Expenses		187,646	202,951	(15,305)	(8.2%)

Positive variance movements relate to a decrease in expenditure and negative figures (in brackets), relate to an increase in expenditure.

4.1.8 Employee Costs (\$10.1m increase)

Employee costs include all labour related expenditure and on-costs such as allowances, leave entitlements and employer superannuation.

The movement in employee costs is represented by:

- Increase for Council's Enterprise Agreement (EA)
- New positions to support growth in Council Services – this is partially offset by increased income and diversion from consultancy spend
- Award increases and increases in hours and allowances
- Super Guarantee increase from 10.5 per cent to 11 per cent.

The remainder of the variance relates to the reduced labour spend in the 2022-23 Forecast. This is due to staff movements and reduced demand for some services.

Council has budgeted for a staffing level of 858.97 EFT for 2023-24.

4.1.9 Materials and Consumables (\$204k decrease)

This movement mainly relates to one-off purchases in the 2022-23 year.

4.1.10 Contractors (\$5.4m increase)

Contractor costs relate mainly to the provision of Council services by external providers. External contractors are expected to increase due to:

- Waste and recycling contract costs and landfill expenses, overall increase of \$1.95m. These are in line with contractual arrangements and are recovered from waste management fee income.
- A reserve of \$3m has been set aside to enable Council to progress initiatives that will underpin Council's long-term financial sustainability. An efficiency target has been factored in for financial years 2025, 2026 and 2027 as the outcome of this program.

4.1.11 Maintenance (\$495k increase)

Maintenance costs include building security, plumbing, electrical works, cleaning and parks grounds maintenance. This increase mainly reflects savings in the forecast year.

4.1.12 Utilities (\$170k increase)

Utility charges relate to utilities such as water, gas, electricity, as well as telecommunication costs.

4.1.13 Other expenses (\$200k decrease)

Other expenses include provision for doubtful debts for parking infringement debtors, court lodgements, short term leases and rentals, and councillor allowances.

4.1.14 Borrowing costs (\$1.2m increase)

Borrowing costs relate to the interest component of Council's loan borrowings. The increase in interest expenses is in line with planned borrowings.

4.1.15 Depreciation and Amortisation - non-cash item (\$273k increase)

Depreciation and amortisation are accounting measures which allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. This increase is due to the impact of asset replacements and upgrades.

4.1.16 Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment (\$2.3m decrease)

The 2022-23 forecast includes the loss on disposal of large assets including the Carnegie Memorial Swimming pool as part of redevelopment of the site.

These amounts are difficult to predict when the budget is set. Items include disposal of buildings, road surfaces, pavements, kerb and channels, footpaths, drains, right of ways and local area traffic management.

4.2 Balance Sheet

The budgeted Balance Sheet shows the expected financial position at the end of the reporting year. This section of the Budget analyses the movements in assets (what is owned), liabilities (what is owed) and equity between the 2023-24 budget year and 2022-23 forecast. The 'bottom line' of this Statement is net assets which is the net worth of Council.

The change in net assets between two year's Budgeted Balance Sheet shows how the financial position has changed over that period which is described in more detail in the Budgeted Balance Sheet. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which fall due in the next twelve months.

Balance Sheet Key Assumptions

In preparing the budgeted Balance Sheet for the year ended 30 June 2024 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- The total of rates and charges raised will be collected in the 2023-24 year.
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and amortisation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2022-23 levels.
- Proceeds from the sale of property, infrastructure, plant and equipment will be received in full in the 2023-24 year.
- Employee entitlements to be increased in line with the EA.
- Principal repayments on our loans are estimated to be \$2.05m.
- Lease liability and right of use assets calculation based on terms of existing leases.
- *Defined Benefit Superannuation Scheme* (for pre-1993 employees) continues to meet prudential requirements.

4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits. These balances are projected to decrease by \$19.82m mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the Budget and other debtor balances are at acceptable levels.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$81.29m of new assets), depreciation of assets (\$27.3m) and the disposal of property, plant and equipment (\$1.7m).

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

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

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities as at 30 June.

One of the items which has placed additional pressure on Council's Liquidity Ratio is classification of leave entitlements. Notwithstanding most leave entitlements are not expected to be settled within 12 months, almost all leave entitlements are classified as current liability provisions in Council's balance sheet, placing greater pressure on the liquidity ratio.

Liquidity Ratio (Working Capital)					
	Forecast 2022-23	Budget 2023-24	Projections		
	2024-25	2025-26	2026-27		
	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets					
Cash and Cash Equivalents	56,920	37,101	33,353	31,954	32,184
Trade and Other Receivables	17,722	19,222	19,722	20,222	20,222
Other Financial Assets	3,121	1,900	1,900	1,900	1,900
Total Current Assets	77,763	58,223	54,975	54,076	54,306
Current Liabilities					
Trade and Other Payables	18,122	18,401	18,901	19,401	19,401
Trust Funds and Deposits	21,692	21,692	21,692	21,692	21,692
Unearned Income	5,185	4,734	4,282	3,831	3,379
Provisions	15,773	15,773	15,773	15,773	15,773
Lease Liabilities	604	368	373	383	86
Interest-Bearing Liabilities	1,340	3,218	3,349	3,486	3,628
Total Current Liabilities	62,717	64,186	64,370	64,566	63,959
Working Capital	15,046	(5,963)	(9,395)	(10,490)	(9,654)
Working Capital Ratio	123.99%	90.71%	85.40%	83.75%	84.91%

4.2.3 Borrowings

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to increase loan borrowings by \$34m and make loan principal payments of \$2.05m in the 2023-24 year.

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

Borrowings					
	Forecast 2022-23	Budget 2023-24	2024-25	Projections 2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Amount borrowed as at 1 July	7,142	29,891	61,841	58,623	55,274
Amount proposed to be borrowed	26,669	34,000	-	-	-
Amount projected to be redeemed	(3,919)	(2,051)	(3,218)	(3,349)	(3,486)
Amount of borrowings as at 30 June	29,891	61,841	58,623	55,274	51,788

Council intends to use borrowings to partly fund its strategic and major works within the Capital Works Program. In the current low interest rate environment this is considered an appropriate funding source for new assets that will increase community amenity.

4.2.4 Other Liabilities

Other liabilities represent the provision for environmental rehabilitation works for Council's share of the Regional Landfill Clayton South Joint Venture (21.1 per cent). These are the estimated costs associated with remediation of the site over a period of 28 years. Remediation is expected to be completed by 2045. The 2023-24 budget includes \$419k for post closure rehabilitation costs.

4.3 Statement of changes in Equity

4.3.1 Reserves

The *Open Space Reserve* is budgeted to reduce by \$195k during the 2023-24 financial year. This is based on \$4.2m being used to fund *Open Space Strategy* projects in our capital works program and new contributions to the reserve of \$4m.

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds have been reflected in Council's *Financial Plan* and any changes in future use of the funds will be made in the context of the future funding requirements set out in the *Financial Plan*.

Council approved its *Open Space Strategy* on 8 April 2014 refreshed by Council on 9 June 2020 following community consultation. Pursuant to Clause 52.01 of the *Glen Eira Planning Scheme* a person who proposes to subdivide land into 3 or more lots must make a contribution to Council for public open space.

4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

4.4 Statement of Cash Flows

The Budgeted Statement of Cash Flows shows the expected cash movements during the budget year and the difference in the cash balance at the beginning and the end of the year. The net cash flows from operating activities, shows how much are expected to remain after providing day to day services to the community. Any surpluses from operating activities are invested in areas such as capital works.

The information in the Budgeted Statement of Cash Flows assists in the assessment of the ability of Council to generate cash flows, meet financial commitments as they fall due, including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance. The Budgeted Statement of Cash Flows analyses the expected cash flows for the 2023-24 financial year.

The cash flow is based on three main categories. In summary these are:

4.4.1 Net cash flows provided by/ (used in) operating activities

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

The net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Statement of Cash Flows. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table:

Reconciliation of operating result and net cash from operating activities 30 June					
	Forecast	Budget	Projections		
	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Surplus	9,090	1,041	15,564	10,529	11,033
Movement in Residential Aged Care bonds	(4,000)	-	-	-	-
Movement in rates debtors	5,000	-	-	-	-
Income received in advance		(452)	(452)	(452)	(452)
Debt Servicing Costs	508	1,689	2,442	2,296	2,160
Loss on Disposal of Property, Infrastructure, Plant and Equipment	3,514	1,209	1,209	1,209	1,209
Depreciation and Amortisation	27,588	27,862	28,728	29,283	30,030
Cash Flows Available from Operating Activities	41,700	31,349	47,491	42,866	43,980

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The decreased cash from operating activities is mainly due to increased outflows of Employee Costs of \$10.1m and Materials and Services of \$5.3m.

4.4.2 Net cash flows provided by/ (used in) investing activities

Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc.

The increase in payments for investing activities of \$29m represents an increase in capital works payments for the 2023-24 budget year.

4.4.3 Net cash flows provided by/ (used in) financing activities

Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

Financing activities refer to cash generated or used in the financing of Council functions. We intend to draw down new borrowings of \$34m in 2023-24. The outflow in financing activities represents payments to reduce loans and lease liabilities of \$2.7m and interest payments for loans and leases of \$1.7m.

4.4.4 Cash and Cash Equivalents

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates each year (governed by the rate cap) and providing a guide to the level of capital works expenditure that Council can sustain using existing cash reserves.

The Budgeted Statement of Cash Flows shows a decrease in the overall cash position as compared to the 2022-23 annual forecast.

Funds held are mainly to cover current liabilities, as Council pays its creditors at the end of the month following the receipt of an invoice.

The reduction in working capital held in the Balance Sheet from the 2022-23 forecast reflects the increased payments for investing activities and demonstrates Council's commitment to ensuring capital projects are a major priority.

Overall, total cash and investments are forecast to decrease from \$56.92m to \$37.1m as at 30 June 2024.

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations as shown in the following table. Unrestricted cash and investments for the period ending June 2024 are estimated to be \$15.41m.

Restricted and Unrestricted Cash and Investments			
	Forecast 2022-23	Budget 2023-24	Variance
	Inflow/(Outflow)	Inflow/(Outflow)	Inflow/(Outflow)
	\$'000	\$'000	\$'000
Total Cash and Investments	56,920	37,101	(19,819)
Restricted Cash and Investments			
Trust Funds and Deposits	(21,692)	(21,692)	-
Unrestricted Cash and Investments	35,228	15,409	(19,819)
Discretionary Reserves (Open Space)	(17,913)	(17,718)	195
Unrestricted Cash adjusted for Discretionary Reserves	17,315	(2,309)	(19,624)

Included in trust funds and deposits are:

- **Residential Aged Care Deposits** - relate to resident accommodation deposits for Council's nursing home at Warrawee. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable deposits** - are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Unrestricted cash and investments

These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

4.5 Capital Works Program

The Budgeted Statement of Capital Works sets out all the expected capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure which is expected to be expanding, renewing or upgrading Council's asset base. This is important because each of these categories has a different impact on Council's future costs. The total expenditure on capital works projects for the 2023-24 financial year is \$81.29m (including carry overs of \$18m from 2022-23). The following tables show the total capital works from various views.

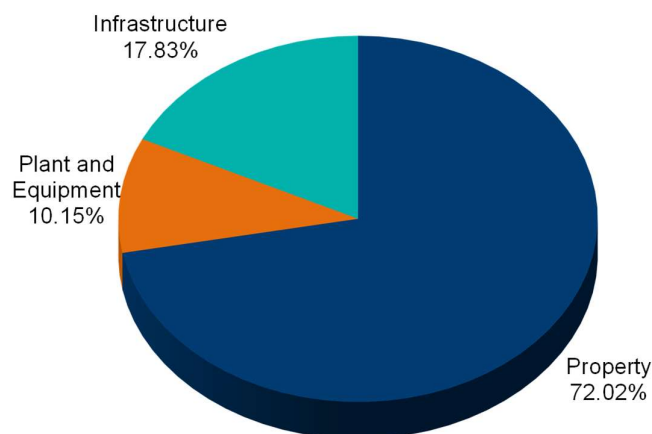
4.5.1 Summary

	Forecast 2022-23	Budget 2023-24	Change	
New Works	\$'000	\$'000	\$'000	%
Property	9,250	45,692	(36,442)	(394.0%)
Plant and Equipment	7,772	6,442	1,330	17.1%
Infrastructure	18,716	11,315	7,401	39.5%
Total	35,738	63,450	(27,711)	(77.5%)

4.5.2 Carried Forward Works (\$18m)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2022-23 year it is forecast that \$18m of capital works will be incomplete and be carried forward into the 2023-24 year.

2023-24 Capital Works Budget by Category



4.5.3 Property (\$45.7m)

The property class comprises buildings and building improvements including community facilities, Municipal offices, sports facilities and pavilions. During 2022-23 we commenced work on our Carnegie Memorial Swimming Pool, these major works will occur over the next few years.

4.5.4 Plant and Equipment (\$6.44m)

Plant and equipment include plant, machinery and equipment, computers and telecommunications, and library collections.

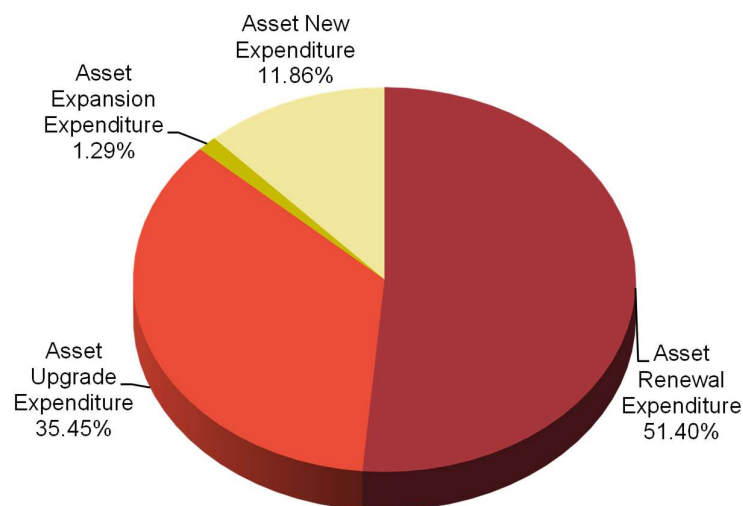
4.5.5 Infrastructure (\$11.32m)

Infrastructure includes roads, footpaths, drainage works (in road reserves, sportsgrounds and irrigation) open space (includes open space initiatives, parks, playing surfaces and playground equipment), car parks and streetscape works (street beautification of Council's streets and shopping precincts).

Refer to Appendix B and C for detailed listings of 2023-24 Capital Works projects.

	Project Cost	Asset expenditure types				Summary of Funding Sources		
		New	Renewal	Upgrade	Expansion	Grants	Council Cash	Borrowing
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	45,692	4,603	20,723	20,366	-	7,500	11,192	27,000
Plant and Equipment	6,442	1,218	4,480	744	-	-	6,442	-
Infrastructure	11,315	2,096	7,024	2,195	-	1,065	10,250	-
Total New Works	63,450	7,917	32,228	23,305	-	8,565	27,884	27,000
Carried forward capital works from 2022-23	17,840	1,726	9,556	5,513	1,045	-	10,840	7,000
Total Capital Works Expenditure	81,290	9,643	41,784	28,818	1,045	8,565	38,724	34,000

2023-24 Capital Works - by Type



4.5.6 Asset Renewal (\$41.78m), Upgrade (\$28.82m), Expansion (\$1.05m) and New (\$9.64m)

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

4.5.7 Funding Sources

Grants - Capital (\$8.57m)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Below are the project related Grants factored into the Budget:

Capital Grants	Total Grants (All Years) \$'000	2023-24 Allocation \$'000
Roads to Recovery	Recurrent	424
Carnegie Memorial Swimming Pool	15,000	7,500
Community Infrastructure	5,312	492
Recreational Projects	150	150
Total 2023-24 Capital Grants		8,565

Council will continue to advocate for grant funding on a project-by-project basis.

Council Cash (\$38.72m)

Council generates cash from its operating activities, which is used as a funding source for the Capital Works Program. It is forecast that \$38.72m will be generated in Council cash (including reserves) to fund the 2023-24 Capital Works program.

Borrowings (\$34m)

Council will be entering into loan facilities to fund our major projects in 2023-24. Information on Council's loans is in section 4.2.3.

Refer to Appendix B and C for detailed listings of Capital Works projects.

5. Targeted Performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	+ o -
Governance								
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council		60.00	60.00	60.00	60.00	60.00	o
Roads								
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads		89.52%	91.18%	91.18%	91.18%	91.18%	o
Statutory planning								
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made		83.00%	80.00%	80.00%	80.00%	80.00%	-
Waste management								
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	1	60.05%	60.00%	60.35%	60.65%	60.95%	-

Key to Target Trend:

- + increase in Council's overall targets
- o maintaining Council's overall targets
- decrease in Council's overall targets

Notes

1. The impact of La Nina subsiding, may result in less garden organics generated in the green bin, compared to recent years. This could result in a slightly lower diversion rate from landfill.

Targeted performance indicators - Financial

Indicator	Measure	Note	2022/23 Forecast	2023/24	2024/25	2025/26	2026/27	Trend +/-
Operating Position								
Adjusted Underlying Result	Adjusted Underlying Surplus Adjusted Underlying Revenue	1	2.25%	-3.85%	3.57%	4.56%	4.63%	+
Liquidity								
Working Capital	Current Assets/ Current Liabilities	2	123.99%	90.71%	85.40%	83.75%	84.91%	o
Unrestricted Cash	Unrestricted Cash/ Current Liabilities		27.73%	24.01%	18.12%	15.89%	16.40%	-
Obligations								
Loans and Borrowings	Interest-bearing Loans and Borrowings Rate Revenue	3	23.08%	45.52%	41.49%	37.54%	33.77%	-
Loans and Borrowings	Interest and Principal Repayments Rate Revenue		3.34%	2.71%	3.98%	3.82%	3.66%	-
Indebtedness	Non-current Liabilities Own Source Revenue		20.69%	37.00%	32.69%	30.81%	27.84%	+
Asset Renewal	Asset Renewal+Upgrade Asset Depreciation	4	146.26%	270.31%	125.48%	97.85%	84.05%	-
Stability								
Rates Concentration	Rate Revenue Adjusted Underlying Revenue	5	67.46%	69.52%	66.16%	66.63%	67.09%	o
Rates Effort	Rate Revenue Property Values (CIV)		0.16%	0.16%	0.16%	0.16%	0.16%	o
Efficiency								
Expenditure Level	Total Expenditure No. of Assessments		\$ 2,655	\$ 2,847	\$ 2,866	\$ 2,909	\$ 2,984	+
Revenue Level	Sum of all General Rates and Municipal Charges No. of Assessments		\$ 1,494	\$ 1,544	\$ 1,594	\$ 1,649	\$ 1,707	+
Workforce Turnover	No. of Resignations & Terminations Average Number of Staff		20.41%	12.60%	12.46%	12.44%	12.43%	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 Financial Performance Indicators (LGPRF)

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. Our result is expected to fall below zero in 2023-24 however Council expects to retain a positive result over the subsequent years.

2. Working Capital

This is the proportion of current liabilities represented by current assets and measures the ability to pay existing liabilities in the next 12 months. A ratio of more than 100 per cent means there are more short-term assets than short-term liabilities.

Council needs to ensure working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements. Over the next few years, Council will invest heavily in its capital works program by fully utilising cash reserves and taking advantage of the current interest rate environment to fast-track major projects using borrowings.

The trend of working capital is forecast to be below 100 per cent and be approximately 85 per cent over the 2023-2027 period.

Council should hold sufficient cash to cover 'Restricted Assets' such as: Residential Aged Care Deposits, Contract Deposits and *Fire Services Property Levy*.

3. Loans and borrowings

Trend indicates Council's reliance on debt against its annual rate revenue. New borrowings will affect this indicator from 2021-22 onwards.

4. Asset Renewal

This percentage indicates the extent of Council's renewal and upgrade expenditure on new capital works projects against its depreciation charge.

5. Rates Concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will still be consistently reliant on rate revenue compared to all other revenue sources.

Overview to Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report. Statutory disclosures are in accordance with the *Local Government 2020*, *Local Government (Planning and Reporting) Regulations 2020* and Local Government Model Financial Report.

This information has not been included in the main body of the *Budget* in the interests of clarity and conciseness. Council has decided that whilst the budget 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	Budget Processes
B	Capital Works Program (as required by the Local Government Regulations)
C	New Capital Works Program
D	Summary of Planned Capital Works Expenditure
E	Schedule of User Charges and Other Fees
F	Schedule of GEL User Charges and Other Fees
G	Council Plan – Action Plan 2023-24

Appendix A – Budget Processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 2020* (the *Act*) and Local Government (Planning and Reporting) Regulations 2020 (the Regulations).

As required by *Act*, Council undertook community engagement for the preparation of the Budget in accordance with its engagement practices. These practices are outlined in Council's *Community Engagement Policy*.

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

The 2023-24 Budget, which is included in this report, is for the year 1 July 2023 to 30 June 2024 and is prepared in accordance with the *Act* and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

These Statements have been prepared for the year ending 30 June 2024 in accordance with the *Act* and Regulations and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The *Budget* also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the Budget.

A proposed Budget is prepared in accordance with the *Act* and submitted to Council for approval by 30 June.

With the introduction of the State Government's Rate Capping legislation in 2015, Councils are capped to a maximum 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). Glen Eira City Council has determined not to submit an application for a variation in 2023-24.

The final step is for Council to adopt the Budget after receiving and considering any feedback from interested parties. The Budget is required to be adopted by 30 June. The key dates for the budget process are summarised below:

Budget Process	Timing
1. Community engagement for the preparation of the Planning and Budget process	Oct - Dec
2. Minister of Local Government announces maximum rate increase	Dec
3. Council to advise ESC if it intends to make a rate variation submission	Jan
4. Council submits formal rate variation submission to ESC (if applicable)	Mar
5. Proposed budget submitted to Council for approval	May
6. ESC advises whether rate variation submission is successful (if applicable)	May
8. Budget available for community feedback and comment	May
9. Budget information sessions for the public	May
10. Community feedback considered by Council	Jun
11. Budget presented to Council for adoption	Jun

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



			Asset Expenditure Types				Funding Sources		
Project Name	Location	2023-24 Budget Allocation	Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
PROPERTY									
Land									
Open Space Land Acquisitions	Municipality Wide	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000
Buildings									
Carnegie Memorial Swimming Pool	Koornang Park, Moira Ave, Carnegie	\$ 39,000,000	\$ 19,500,000	\$ 19,500,000	\$ -	\$ -	\$ 7,500,000	\$ -	\$ 31,500,000
Town Hall Refurbishment	Glen Eira Town Hall, Caulfield	\$ 442,000	\$ 221,000	\$ 221,000	\$ -	\$ -	\$ -	\$ -	\$ 442,000
Community Facilities - Pavilions Construction (Mackie Road Reserve)	Mackie Road Reserve, Bentleigh East	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Sustainability Initiatives - Solar and Energy Efficiency Projects	Additional Solar panels for Bentleigh Library and Moorleigh, Solar Panels to McKinnon Progress Hall and Double Glazing to Moorleigh including battery installation, subject to market prices.	\$ 303,000	\$ -	\$ -	\$ -	\$ 303,000	\$ -	\$ -	\$ 303,000
Sustainability Initiatives	Conversion of HVAC and hot water systems at Carnegie Library and Community Centres, Moorleigh Community Village and other sites subject to budget.	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Planning and delivery of precinct scale resource recovery hub/s	Commercial precincts to be identified through an expression of interest process with traders in FY22/23.	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
Roof Renewals	Oak Tree House Caulfield Early Learning Centre	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Disability Discrimination Act (DDA) Works	Caulfield Town Hall Clock Tower Entry Bentleigh Senior Citizens Centre	\$ 340,000	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000
Electrical Component Renewal	Caulfield Park New Pavilion Duncan MacKinnon Pavilion Bentleigh Senior Citizens Centre	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Security Component Renewal	Caulfield Park, Town Hall and Oak Tree House	\$ 80,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Fire Component Renewal	Fixture and Fittings and DDA works: Elsternwick Library. DDA works: 1. Glen Eira Town Hall. 2. Grandstands - East Caulfield Reserve Pavilion, McKinnon Reserve Pavilion, EE Gunn. 3. Pavilions internally - Moorleigh Reserve Pavilion, Marlborough Reserve Pavilion.	\$ 200,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Hydraulic Component Renewal	Bentleigh McKinnon Youth Hall	\$ 106,800	\$ 106,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,800
Floor covering - Renewal	DC Bricker Social. Centre Road Kindergarten. Town Hall Gallery and Portico. Ormond Senior Citizen Centre	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



Project Name	Location	2023-24 Budget Allocation	Asset Expenditure Types				Funding Sources		
			Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
Mechanical Component Renewals	Ormond Kindergarten Park Services Depot Town Hall Gallery Carnegie Library Moorleigh Village Murrumbeena Family Centre Warrawee Community	\$ 210,000	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ 210,000
ILU Refurbishments	Various locations where Council has Independent Living Units. This is done when residents exit the property.	\$ 200,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
TOTAL PROPERTY		\$ 45,691,800	\$ 20,722,800	\$ 20,366,000	\$ -	\$ 4,603,000	\$ 7,500,000	\$ -	\$ 38,191,800

PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
GEL - Furniture and Equipment Renewal	GESAC and Caulfield Recreation Centre	\$ 224,400	\$ 224,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 224,400
GESAC - Asset Management Plan - Renewal	GESAC - 200 East Boundary Road, Bentleigh East	\$ 447,950	\$ 447,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 447,950
Fleet and Plant Replacement Program	Various Council locations	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Total Plant, Machinery and Equipment		\$ 1,772,350	\$ 1,772,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,772,350
Computers and Telecommunications									
IT Hardware Renewals	Council Offices	\$ 1,065,000	\$ 1,065,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,065,000
Telephone and Call Centre Technology Replacement	Council Offices	\$ 335,000	\$ 100,500	\$ 167,500	\$ -	\$ 67,000	\$ -	\$ -	\$ 335,000
Digital and image library repository technology replacement	Council Offices	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
Transformation Program initiatives	Council Offices	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 100,000
Technology platform to securely store sensitive client files for participants in Youth Services programs	Council Offices	\$ 22,000	\$ -	\$ 11,000	\$ -	\$ 11,000	\$ -	\$ -	\$ 22,000
Finance System	Council Offices	\$ 1,150,000	\$ -	\$ 230,000	\$ -	\$ 920,000	\$ -	\$ -	\$ 1,150,000
Data Governance	Council Offices	\$ 300,000	\$ 150,000	\$ 120,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 300,000
Cyber Security Uplift	Council Offices	\$ 350,000	\$ 175,000	\$ 140,000	\$ -	\$ 35,000	\$ -	\$ -	\$ 350,000
Legal Matter Management System	Council Offices	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
Total Computers and Telecommunications		\$ 3,402,000	\$ 1,540,500	\$ 668,500	\$ -	\$ 1,193,000	\$ -	\$ -	\$ 3,402,000

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



Project Name			Location	2023-24 Budget Allocation	Asset Expenditure Types				Funding Sources		
					Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
Library Books and Materials											
Purchase of library collections	Bentleigh Library, Carnegie Library, Caulfield Library and Elsternwick Library.			\$ 946,888	\$ 946,888	\$ -	\$ -	\$ -	\$ -	\$ 946,888	
Other Plant and Equipment											
Minor FF&E - Renewal	Duncan MacKinnon, Packer Park and other locations.			\$ 50,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 50,000	
Fixtures and Fittings	Caulfield Senior Citizen Centre Kitchen Ormond Senior Citizen Centre Kitchen Moorleigh Centre Wing Toilet			\$ 101,250	\$ 50,625	\$ 50,625	\$ -	\$ -	\$ -	\$ 101,250	
Residential Aged Care Services - Furniture and Equipment	Warrawee Community - 854a Centre Road, Bentleigh East			\$ 170,000	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	
Total Other Plant and Equipment				\$ 321,250	\$ 220,625	\$ 75,625	\$ -	\$ 25,000	\$ -	\$ 321,250	
TOTAL PLANT AND EQUIPMENT				\$ 6,442,488	\$ 4,480,363	\$ 744,125	\$ -	\$ 1,218,000	\$ -	\$ 6,442,488	

INFRASTRUCTURE									
Roads									
Cycling Action Plan Implementation	Rosstown Rail Trail	\$ 250,000	\$ -	\$ 100,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 250,000
Pedestrian Safety	Intersection of Royal Avenue and Woodville Avenue, Glen Huntly	\$ 220,000	\$ -	\$ -	\$ -	\$ 220,000	\$ 67,831	\$ -	\$ 152,169
Residential Street safety (Speed Humps)	Bundeera Road, Caulfield South or Valkstone Street, Bentleigh East. (Please note the budget allocation would support one of these streets being completed next financial year and updated traffic data would be completed to confirm location priority)	\$ 130,000	\$ -	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ 130,000
School Safety	Design works for the following locations: 1. McKinnon Primary School, McKinnon (\$150k construction cost) 2. Shelford Grammar - Hood Crescent, Caulfield (\$150k construction cost) 3. Sebastapol Street, St. Kilda East detailed design and planning finalisation (\$1.3M construction cost which will be part funded through road renewal).	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Improve walkability across the municipality	Laneway improvements - Glen Huntly Road, Elsternwick	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Shopping Centre Safety	Design and delivery of one only - Raised crossing on side streets Glen Huntly Road/ Victoria Street/Hopetoun Street, Elsternwick.	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Road Reconstruction Program	Lawrance Street from Poath Road to Wilson Street, Murrumbeena. Emily Street from Elbena Grove to McLaurin Road, Carnegie. Miriam Street From Booran Rd To Dead End, Caulfield. Elimatta Road From North Rd To Leila Rd, Carnegie. Marlborough Street From Orrong Rd To Alma Rd, Caulfield North.	\$ 1,000,000	\$ 800,000	\$ 200,000	\$ -	\$ -	\$ 423,694	\$ -	\$ 576,306

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



Project Name	Location	2023-24 Budget Allocation	Asset Expenditure Types				Funding Sources		
			Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
Local Road Resurfacing Program	Sections of the Following: 1. Kooyong Road, Caulfield 2. Alma Road, Caulfield North 3. Almond Street, Caulfield South 4. Can Robert Street, Caulfield North 5. Kambrook Road, Caulfield 6. Toolambool Road, Carnegie 7. Rosanna Court, Carnegie 8. Rosanna Street, Carnegie 9. Regent Street, Elsternwick 10. Elizabeth Street, Elsternwick 11. Burreel Avenue, Elsternwick 12. Tyrone Street, Ormond 13. Wicklow Street, Ormond 14. Cushing Avenue, Bentleigh 15. Balmoral Avenue, McKinnon 16. Abergeldie Avenue, McKinnon 17. Osborne Avenue, Bentleigh 18. St James Avenue, Bentleigh 19. Preston Street, Bentleigh East 20. Mawby Road, Bentleigh East 21. Wamba Road, Bentleigh East 22. Curdies Street, Bentleigh East, 23. Chesterville Road, Bentleigh East 24. Majdal Street, Bentleigh East 25. Small Road, Bentleigh 26. Mortimore Street, Bentleigh 27. Normanby Road, Caulfield	\$ 1,615,336	\$ 1,615,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,615,336
Right-Of-Way Renewal Program	Construction: Allison Road - Seymore Road, Elsternwick Malane Street - Dalmor Avenue, Bentleigh East Bendigo Avenue off Daley Street, Bentleigh St Vincent Street North East, Caulfield East Design: Jersey Parade South, Carnegie Egan Street North, Carnegie	\$ 440,640	\$ 374,544	\$ 66,096	\$ -	\$ -	\$ -	\$ -	\$ 440,640
Unmade Right of Ways Construction Program	Unmade ROW Construction in 2023/24: Wattle Avenue to Garden Avenue East (ROW 255_1) Glen Huntly. Waratah Avenue to Rosedale Avenue West (ROW 250_1) Glen Huntly. Unmade ROW Design in 2023/24: Wattle Avenue to Garden Avenue ROW 253 to 255 (ROW 254_1) Glen Huntly. Rowan St ROW SOUTH (Off No. 13 Rowan St to Archibald St, 260_1 and 260_2)	\$ 236,640	\$ 201,144	\$ 35,496	\$ -	\$ -	\$ -	\$ -	\$ 236,640
Kerb and Channel Renewal Program	Various locations in the Municipality	\$ 216,487	\$ 216,487	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 216,487
Local Area Traffic Management Renewal Program	Various locations in the Municipality.	\$ 271,320	\$ 217,056	\$ 54,264	\$ -	\$ -	\$ -	\$ -	\$ 271,320
Total Roads		\$ 4,490,423	\$ 3,424,567	\$ 630,856	\$ -	\$ 435,000	\$ 491,525	\$ -	\$ 3,998,898

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



			Asset Expenditure Types				Funding Sources		
Project Name	Location	2023-24 Budget Allocation	Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
Footpaths									
Footpath Program - Renewal and Upgrade	Various locations in the Municipality	\$ 1,924,740	\$ 1,924,740	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,924,740
Total Footpaths		\$ 1,924,740	\$ 1,924,740	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,924,740
Drainage									
Drainage Improvement Program	Foch Street, Ormond. (Stage Two) East Boundary Rd & Rayern Crt to South Rd, Bentleigh East	\$ 1,100,000	\$ 275,000	\$ 825,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Total Drainage		\$ 1,100,000	\$ 275,000	\$ 825,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Parks and Open Space									
Major Playground Design Program - Mackie Road	Mackie Road Reserve	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
Open Space Strategy Implementation- Implementation of MasterPlans (Porter Road)	Porter Road, Bentleigh	\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ 95,000
Open Space Strategy Implementation- Implementation of MasterPlans (Rosstown Aged Care)	Rosstown Aged Care Centre, Carnegie	\$ 650,000	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ 650,000
Sports Ground Lighting Upgrade - Bailey Reserve	Bailey Reserve, Bentleigh East	\$ 372,000	\$ -	\$ 74,400	\$ -	\$ 297,600	\$ -	\$ -	\$ 372,000
Tennis Strategy Implementation	Bentleigh Reserve, Bentleigh	\$ 58,000	\$ -	\$ -	\$ -	\$ 58,000	\$ -	\$ -	\$ 58,000
Bentleigh Reserve Multipurpose Court	Bentleigh Reserve, Bentleigh	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -
Minor Playground Upgrade and Renewal program	Various locations	\$ 75,000	\$ 37,500	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Urban Forest Strategy (UFS) Implementation	Understory Planting: 1. Moorleigh Reserve 2. Centenary Park 3. Packer Park 4. King George Reserve 5. Victory Park 6. Boyd Park/Outer Circle Railway Linear Park 7. Wattle Grove Reserve Tree Planting: 1. Mallanbool Reserve 2. Riley Reserve 3. Moorleigh Reserve 4. Caulfield Park 5. Joyce Park 6. Murrumbeena Park 7. Virginia Park 8. Colin Street Reserve	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



Project Name	Location	2023-24 Budget Allocation	Asset Expenditure Types				Funding Sources		
			Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
Replacement of Aged Infrastructure in Parks	Various Council locations	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Park Furniture and Infrastructure Program- New	Various Council locations	\$ 100,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Park Pathway - Renewals	Various Council locations including but not limited to Caulfield Park, Duncan MacKinnon Reserve, Centenary Park	\$ 78,832	\$ 39,416	\$ 39,416	\$ -	\$ -	\$ -	\$ -	\$ 78,832
Minor Park/Open Space Improvements - Renewal	1. Packer Park, Carnegie 2. Caulfield Park, Caulfield 3. Greenmeadows Gardens, St. Kilda East	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Attenuation under surfacing for Playgrounds i.e. Rubber/Soft Fall	Various Council playground locations	\$ 68,920	\$ 34,460	\$ 34,460	\$ -	\$ -	\$ -	\$ -	\$ 68,920
Upgrade of shade structures/sails in Parks	Various Council playground locations	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Synthetic Cricket Wicket Renewal Program	Various Council sports ground locations	\$ 63,672	\$ 63,672	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,672
Parks and Open Space Signage Renewal	Municipality Wide	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Parks and Open Space		\$ 2,506,424	\$ 570,048	\$ 260,776	\$ -	\$ 1,675,600	\$ 150,000	\$ -	\$ 2,356,424

Appendix B: 2023-2024 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2023-24 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.



			Asset Expenditure Types				Funding Sources		
Project Name	Location	2023-24 Budget Allocation	Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Borrowings \$	Council Cash \$
Car Parks									
Parking Policy - Empathetic and disabled parking upgrades	Various locations in the Municipality	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Car Park Renewal Program	Construction: Dudley Street Caulfield Car Park; Elsternwick Library Car Park, 22-26 Stanley Street Elsternwick Mitchell to Daly Street Bentleigh Design: Carnegie Library & Community Centre Carpark - Carnegie.	\$ 830,000	\$ 830,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 830,000
Total Car Parks		\$ 870,000	\$ 830,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 870,000
Streetscapes									
Activity Centre Minor Improvements Program	Splitter Island and associated line markings on Clarence Street south of Shooobra Road Treatment: Raised Threshold Treatment on Brentani Avenue south of Clarence Street Traffic Calming / Slow point treatment at Denver Crescent (mid-block) Speed limit Reduction to 40kph at Brentani Avenue, Nagle Avenue, St James Parade, Clonard Avenue, Gough Street, Duffy Avenue and College Street, south of the Leibler Yavneh College.	\$ 423,694	\$ -	\$ 423,694	\$ -	\$ -	\$ 423,694	\$ -	\$ -
Total Streetscapes		\$ 423,694	\$ -	\$ 423,694	\$ -	\$ -	\$ 423,694	\$ -	\$ -
TOTAL INFRASTRUCTURE		\$ 11,315,281	\$ 7,024,355	\$ 2,180,326	\$ -	\$ 2,110,600	\$ 1,065,219	\$ -	\$ 10,250,062
Borrowings to fund strategic and major projects								\$ 27,000,000	-\$ 27,000,000
Total 2023-2024 New Works		\$ 63,449,569	\$ 32,227,518	\$ 23,290,451	\$ -	\$ 7,931,600	\$ 8,565,219	\$ 27,000,000	\$ 27,884,350
Estimated value of projects being carried forward from the 2022-23 year		\$ 17,839,786	\$ 9,556,266	\$ 5,512,520	\$ 1,045,000	\$ 1,726,000	\$ -	\$ 7,000,000	\$ 10,839,786
Total 2023-2024 Capital Works Program		\$ 81,289,355	\$ 41,783,784	\$ 28,802,971	\$ 1,045,000	\$ 9,657,600	\$ 8,565,219	\$ 34,000,000	\$ 38,724,136

Appendix C: 2023-24 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2023-24 year. The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.



Project Name		Description	Location	2023-24 Budget Allocation \$	Estimated investment in Environmental Sustainable Design and Climate Emergency initiatives	Estimated investment in maintaining existing and new Open Space	Grants \$	Borrowings \$	Council Cash \$
STRATEGIC PROJECTS									
Cycling Action Plan Implementation	In FY23/24 the works are associated with the implementation of the Rosstown Rail Trail, we will see the delivery of eleven speed humps along the route and associated signage.	Rosstown Rail Trail	\$250,000	\$250,000	\$-	\$-	\$-	\$250,000	
Activity Centre Minor Improvements Program	Minor capital works, including tree planting, as identified through the annual review of each centre. This project is funded through the Federal Government's Local Roads and Community Infrastructure (LRCI) Program.	Splitter Island and associated line markings on Clarence Street south of Shoobra Road Treatment: Raised Threshold Treatment on Brentani Avenue south of Clarence Street Traffic Calming / Slow point treatment at Denver Crescent (mid-block) Speed limit Reduction to 40kph at Brentani Avenue, Nagle Avenue, St James Parade, Clonard Avenue, Gough Street, Duffy Avenue and College Street, south of the Leibler Yavneh College.	\$423,694	\$42,369	\$-	\$423,694	\$-	\$-	
TOTAL STRATEGIC PROJECTS			\$673,694	\$292,369	\$-	\$423,694	\$-	\$250,000	
RECREATION & OPEN SPACE									
Major Playground Design Program - Mackie Road	Construction of playspace where new open space was created following acquisition of two residential properties. This is the first phase of the Mackie Road Reserve Master Plan Implementation and is staged to occur prior to the pavilion redevelopment which received external funding. FY23/24 Budget Allocation: Detailed Design	Mackie Road Reserve	\$75,000	\$7,500	\$7,500	\$-	\$-	\$75,000	
Open Space Strategy Implementation- Implementation of MasterPlans (Porter Road)	Detailed Design of recently acquired land in Porter Road to convert to open space. FY23/24 Budget Allocation: Detailed Design	Porter Road, Bentleigh	\$95,000	\$9,500	\$95,000	\$-	\$-	\$95,000	
Open Space Strategy Implementation- Implementation of MasterPlans (Rosstown Aged Care)	The demolition of Rosstown Aged Care facility and Detailed Design of recently acquired land to convert to open space. (Detailed Design \$150k and Demolition costs \$500k) FY23/24 Budget Allocation: Detailed Design and Demolition	Rosstown Aged Care Centre, Carnegie	\$650,000	\$65,000	\$100,000	\$-	\$-	\$650,000	
Open Space Land Acquisitions	To fund land acquisitions that meet the conditions of the Open Space Strategy focusing on increasing open space in identified gap areas, improving connection to existing open space and enhancing existing spaces. The Glen Eira Open Space Strategy (OSS) provides guidance and recommendations on how to manage, provide and meet the open space needs of our community now and into the future. Recommendations include the creation of new open spaces across the municipality. This funding will enable the strategic acquisition of properties to convert into open space. The location of land acquisitions is prioritised by recommendations in the Glen Eira Open Space Strategy, and as unique opportunities arise. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals as it is contributing to the creation of open space.	Municipality Wide	\$4,000,000	\$-	\$4,000,000	\$-	\$-	\$4,000,000	
Sports Ground Lighting Upgrade - Bailey Reserve	To upgrade the current electrical infrastructure at Bailey Reserve in order to address the frequent lighting and building blackouts that have been reported and to ensure the safety of the community using the reserve. The project will involve the supply and installation of energy-efficient LED sports lights, an upgraded electrical supply and necessary safety improvements to ensure constant lighting and electrical supply to the Reserve. FY23/24 Budget Allocation: Installation	Bailey Reserve, Bentleigh East	\$372,000	\$100,000	\$372,000	\$-	\$-	\$372,000	
Tennis Strategy Implementation	Implementation of actions from the Tennis Strategy. This project will be in conjunction with the Bentleigh Reserve Multipurpose Facility project and will include minor upgrades to six existing tennis courts, including Book-A-Court and lighting at one set of courts.	Bentleigh Reserve, Bentleigh	\$58,000	\$-	\$58,000	\$-	\$-	\$58,000	
Bentleigh Reserve Multipurpose Court	Council received State Government funding up to \$500,000 to construct a multicourt facility (cricket and netball) at Bentleigh Reserve. FY23/24 Budget Allocation: Detailed Design	Bentleigh Reserve, Bentleigh	\$150,000	\$-	\$150,000	\$150,000	\$-	\$-	
Minor Playground Upgrade and Renewal program	This project will address a variety of important playground equipment upgrades. Outdated playground equipment may pose risk management issues for park users and require ongoing maintenance. This project will identify and upgrade any faulty or deteriorating equipment throughout the year.	Various locations	\$75,000	\$-	\$75,000	\$-	\$-	\$75,000	
TOTAL RECREATION AND OPEN SPACE			\$5,475,000	\$182,000	\$4,857,500	\$150,000	\$-	\$5,325,000	

Appendix C: 2023-24 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2023-24 year. The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.



Project Name		Description	Location	2023-24 Budget Allocation \$	Estimated investment in Environmental Sustainable Design and Climate Emergency initiatives	Estimated investment in maintaining existing and new Open Space	Grants \$	Borrowings \$	Council Cash \$
COMMUNITY FACILITIES									
Carnegie Memorial Swimming Pool	The construction of Carnegie Memorial Swimming Pool includes: <ul style="list-style-type: none">• an outdoor 50-metre, eight-lane pool• an outdoor diving pool• an indoor warm water program pool and 25-metre learn-to-swim pool• a concourse spa• indoor sauna, steam room and accessible changerooms• indoor program rooms• a café• outdoor children's splash pad• lawn areas and open spaces (including retention of the eastern mound)• barbecues and shaded seating• the retention of character and local charm Council will pursue a 6-Star Green Star Green Building Council of Australia (GBCA) certification process for the new centre, in line with Council's declaration of a climate emergency. FY23/24 Budget Allocation: Construction	Koornang Park, Moira Ave, Carnegie	\$ 39,000,000	\$ 4,960,000	\$ -	\$ 7,500,000	\$ -	\$ 31,500,000	
Town Hall Refurbishment	The continuation of the refurbishment of the office accommodation at the Town Hall. The ground floor has been completed. It is likely that the total project costs for first floor and service centre back office project stage will exceed the annual allocated project budget, due to the cost of fit out and staff relocation costs. However, within the broader redevelopment program these costs can be covered but will require a review of the program and timing for the level three works. These funds will also be used to decant staff from 840 Dandenong Road and to undertake any "make good" works to ensure we meet our obligations prior to ending the lease on 31 August 2023. The balance of the budget (\$658k) for the Town Hall refurbishment project will not be required within FY23/24, as the Level three works will not occur next year, as the works need to programmed to occur within a later financial year. FY23/24 Budget Allocation: To complete the construction of Level 1 and the Service Centre back office.	Glen Eira Town Hall, Caulfield	\$ 442,000	\$ 44,200	\$ -	\$ -	\$ -	\$ 442,000	
Community Facilities - Pavilions Construction (Mackie Road Reserve)	We have received a \$3M election promise from State Labor Party to build a new pavilion at Mackie Road Reserve. FY23/24 Budget Allocation: Concept Design	Mackie Road Reserve, Bentleigh East	\$ 50,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 50,000	
TOTAL COMMUNITY FACILITIES			\$ 39,492,000	\$ 5,009,200	\$ -	\$ 7,500,000	\$ -	\$ 31,992,000	
CLIMATE AND SUSTAINABILITY									
Sustainability Initiatives - Solar and Energy Efficiency Projects	To install solar panels on Council buildings, this work will provide renewable energy which will reduce power bills. This project also includes the scoping and delivery of energy efficiency projects across council assets in line with emission reduction objectives. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals by installing infrastructure for on- site renewable energy production.	Additional Solar panels for Bentleigh Library and Moorleigh, Solar Panels to McKinnon Progress Hall and Double Glazing to Moorleigh including battery installation, subject to market prices.	\$ 303,000	\$ 303,000	\$ -	\$ -	\$ -	\$ 303,000	
Sustainability Initiatives	Delivery of actions aligned to Climate Emergency Plan and the getting off gas roadmap implementation. As part of this project we are delivering gas to electric conversion of HVAC and water heating.	Conversion of HVAC and hot water systems at Carnegie Library and Community Centres, Moorleigh Community Village and other sites subject to budget.	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	
Planning and delivery of precinct scale resource recovery hub/s	Planning and delivery of precinct scale resource recovery hub/s. (This cost is offset by the waste services charge). FY23/24 Budget Allocation: Purchase of waste management infrastructure.	Commercial precincts to be identified through an expression of interest process with traders in FY22/23.	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	

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Project Name		Description	Location	2023-24 Budget Allocation \$	Estimated investment in Environmental Sustainable Design and Climate Emergency initiatives	Estimated investment in maintaining existing and new Open Space	Grants \$	Borrowings \$	Council Cash \$
Urban Forest Strategy (UFS) Implementation	Implementation of the Urban Forest Strategy (UFS) to support the five key Strategy Goals: 1. Maintain and protect Glen Eira's public and private land urban forest; 2. Grow the future urban forest through designed solutions for trees and innovative green infrastructure on public and private land; 3. Adapt to climate change and reduce urban heat impacts through embedding leading practice urban forest management into Council's decision-making, investment and processes; 4. Engage and collaborate across sectors with the community, developers and other agencies; and 5. Monitor and evaluate the progress of the urban forest, including progress towards targets. Planting of new trees and shrubs in line with the recommendations of the Urban Forest Strategy Implementation plan. Construction of new streetscapes with hard surface tree planting pits to maximise tree canopy to reach Councils 2040 target. This project is aligned with the Climate Emergency Response Strategy and will contribute to achieving Council's climate emergency goals through increasing canopy cover which will assist with greening and cooling outcomes and support local biodiversity.	Understory Planting: 1. Moorleigh Reserve 2. Centenary Park 3. Packer Park 4. King George Reserve 5. Victory Park 6. Boyd Park/Outer Circle Railway Linear Park 7. Wattle Grove Reserve Tree Planting: 1. Mallanbool Reserve 2. Riley Reserve 3. Moorleigh Reserve 4. Caulfield Park 5. Joyce Park 6. Murrumbeena Park 7. Virginia Park 8. Colin Street Reserve	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ 350,000	
TOTAL CLIMATE AND SUSTAINABILITY				\$ 1,203,000	\$ 1,203,000	\$ 350,000	\$ -	\$ -	\$ 1,203,000
COMMUNITY SAFETY									
Pedestrian Safety	Construction of a shared path crossing to give cyclists and pedestrians priority over vehicles improving safety for pedestrians and cyclists crossing Woodville and Royal Avenue. The project will be jointly funded by Council and TAC, after a successful Local Government Grant submission.	Intersection of Royal Avenue and Woodville Avenue, Glen Huntly	\$ 220,000	\$ -	\$ -	\$ 67,831	\$ -	\$ 152,169	
Parking Policy - Empathetic and disabled parking upgrades	Prioritised all access upgrades including improvement to existing disabled parking and pram crossing and continued roll out of empathetic parking program.	Various locations in the Municipality	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	
Residential Street safety (Speed Humps)	Area wide Local Area Traffic Management (LATM) design and implementation through development of strategies and reactive works to treat residential streets and school zones.	Bundeera Road, Caulfield South or Valkstone Street, Bentleigh East. (Please note the budget allocation would support one of these streets being completed next financial year and updated traffic data would be completed to confirm location priority)	\$ 130,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 130,000	
School Safety	Area wide design and implementation of pedestrian safety around school zones including parking, LATM, crossing and intersection treatment. FY23/24 Budget Allocation: Design	Design works for the following locations: 1. McKinnon Primary School, McKinnon (\$150k construction cost) 2. Shelford Grammar - Hood Crescent, Caulfield (\$150k construction cost) 3. Sebastapol Street, St. Kilda East detailed design and planning finalisation (\$1.3M construction cost which will be part funded through road renewal).	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	
Improve walkability across the municipality	Further pedestrian safety and accessibility studies would be commissioned across the municipality, similar to recent studies undertaken for Elsternwick and Patterson Train Stations, to implement the actions listed in Council's Walking and Accessibility Action Plan, particularly Action 1.6: "Deliver improvements for pedestrian access and high quality lighting to public transport, within 1.2km of the station or stop." Given that the budget is for design and minor improvements, this may include line marking, signage and some minor infrastructure improvements in key pedestrian links including laneways within 1.2km of public transport hubs.	Laneway improvements - Glen Huntly Road, Elsternwick	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	
Shopping Centre Safety	Road and pedestrian safety improvements in response to Council's Walking and Accessibility Action Plan.	Design and delivery of one only - Raised crossing on side streets Glen Huntly Road/ Victoria Street/Hopetoun Street, Elsternwick.	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	
TOTAL COMMUNITY SAFETY				\$ 500,000	\$ 10,000	\$ -	\$ 67,831	\$ -	\$ 432,169

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RENEWALS										
Purchase of library collections	Purchase of books, magazines, DVDS, eBooks, audiobooks, eMagazines, online resources and subscriptions.			Bentleigh Library, Carnegie Library, Caulfield Library and Elsternwick Library.	\$ 946,888	\$ 62,500	\$ -	\$ -	\$ -	\$ 946,888
Roof Renewals	Ongoing strategic roof renewal of Council buildings, to ensure building assets are fit for purpose. This project consists of: 1. Removal of invasive ivy to barge capping and replace damaged barge capping tiles 2. Roof pointing and removal of porous tiles 3. Replace box and valley gutters to flat roofs. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling demolition and construction waste.			Oak Tree House Caulfield Early Learning Centre	\$ 50,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 50,000
Disability Discrimination Act (DDA) Works	To renew fixtures and fittings which have reached the end of their natural life in Council buildings. Includes DDA works assessed by DDA audits. Upgrade access ramp and pavers (tripping hazards), Town Hall portico, and upgrade disability toilet in line with DDA Report action program.			Caulfield Town Hall Clock Tower Entry Bentleigh Senior Citizens Centre	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ 340,000
Electrical Component Renewal	Renewal of electrical components across Council assets. FY23/24 Budget Allocation: Replacement of existing cooking appliances.			Caulfield Park New Pavilion Duncan MacKinnon Pavilion Bentleigh Senior Citizens Centre	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Security Component Renewal	Replacement of security cameras around Town Hall, Oak Tree House and Town Hall Gallery. This project includes upgraded software and coverage to newly installed electric vehicle charging station's in the Town Hall carpark. As part of this project we will also upgrade access control at Caulfield Park.			Caulfield Park, Town Hall and Oak Tree House	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Minor FF&E - Renewal	Upgrade and purchase of new furniture and fittings as required, such as tables and chairs across facilities that are damaged and are at replacement stage. FY23/24 Budget Allocation: New chairs at Duncan MacKinnon and Packer Park. Minor AV replacement i.e. general consumables.			Duncan MacKinnon, Packer Park and other locations.	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Fire Component Renewal	Ampac system (fire panel) needs replacing as parts are not readily available. Includes rewiring and replacement of detectors as well as the Building Permit i.e. for alterations to Essential Service Measure.			Fixture and Fittings and DDA works: Elsternwick Library. DDA works: 1. Glen Eira Town Hall. 2. Grandstands - East Caulfield Reserve Pavilion, McKinnon Reserve Pavilion, EE Gunn. 3. Pavilions internally - Moorleigh Reserve Pavilion, Marlborough Reserve Pavilion.	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Hydraulic Component Renewal	Renewal of hydraulic components and the replacement of collapsed earthenware sewer line.			Bentleigh McKinnon Youth Hall	\$ 106,800	\$ -	\$ -	\$ -	\$ -	\$ 106,800
Floor covering - Renewal	This program is an ongoing renewal of floor coverings that are nearing the end of their useful life. FY23/24 Budget Allocation: 1. Replace carpet and vinyl throughout Centre Road Kindergarten. 2. Floor Sanding at Town Hall Gallery and portico floor to meet BCA slip standards, sanding of different surfaces includes replacement of threadbare entry mat. 3. Replacement of threadbare carpet in social room DC Bricker.			DC Bricker Social. Centre Road Kindergarten. Town Hall Gallery and Portico. Ormond Senior Citizen Centre	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Fixtures and Fittings	To renew fixtures and fittings which have reached the end of their natural life in Council buildings. Includes Disability Discrimination Act (DDA) works assessed by DDA audits. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the specification of efficient fittings/fixtures and recycling of replaced items. FY23/24 Budget Allocation: Replacement of kitchens at two senior centres and an accessible toilet upgrade at Moorleigh Centre Wing.			Caulfield Senior Citizen Centre Kitchen Ormond Senior Citizen Centre Kitchen Moorleigh Centre Wing Toilet	\$ 101,250	\$ 5,000	\$ -	\$ -	\$ -	\$ 101,250
Mechanical Component Renewals	Strategic renewal program for replacing HVAC units at various Council buildings. The project includes upgrading HVAC units and plant that will be more energy efficient. FY23/24 Budget Allocation: 1. Replacement of three roof top condensers connected the chillers and fridges at Warrawee Community. 2. Replacement of Town Hall Gallery humidifier. 3. Replacement of existing split systems at Ormond Kindergarten, Parks Depot, Carnegie Library, Moorleigh Village and Murrumbeena Village.			Ormond Kindergarten Park Services Depot Town Hall Gallery Carnegie Library Moorleigh Village Murrumbeena Family Centre Warrawee Community	\$ 210,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 210,000

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Project Name			Description	Location	2023-24 Budget Allocation \$	Estimated investment in Environmental Sustainable Design and Climate Emergency initiatives	Estimated investment in maintaining existing and new Open Space	Grants \$	Borrowings \$	Council Cash \$
ILU Refurbishments	To refurbish independent living units (ILU) as they become available/vacant, in readiness for other tenants to occupy. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the specification of efficient fittings/fixtures, the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials.	Various locations where Council has Independent Living Units. This is done when residents exit the property.	\$ 200,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 200,000		
Drainage Improvement Program	Renewal of the existing drainage network by replacing damaged, ageing or under capacity pipes, and providing new pipes and pits where properties are subjected to frequent flooding. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials. Due to delivery delays in FY22/23, we are expecting to carry forward a significant sum into FY23/24. FY23/24 Budget Allocation: Construction	Foch Street, Ormond. (Stage Two) East Boundary Rd & Rayern Crt to South Rd, Bentleigh East	\$ 1,100,000	\$ 110,000	\$ -	\$ -	\$ -	\$ 1,100,000		
Footpath Program - Renewal and Upgrade	Replacement of broken and cracked footpaths throughout the municipality in priority locations. Tree root damage to footpaths is a significant driver of intervention for footpath renewals. It is important for Council to maintain the integrity and renewal of ageing footpath assets in order to improve the safety, appearance and functionality of existing footpath assets. Grinding of the surface of concrete footpath at joints where differential movement of adjoining panels has created steps at the joints. The footpath is ground to eliminate the trip hazard. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials.	Various locations in the Municipality	\$ 1,924,740	\$ 400,000	\$ -	\$ -	\$ -	\$ 1,924,740		
Road Reconstruction Program	Reconstruction Program for sustainable maintenance of the Local Roads Network. This program aims to protect the long-term integrity and sustainability of the existing local road network. Safety and level of service of the road network is to be maintained and improved as appropriate to Council's current standards. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials. Due to delivery delays in FY22/23, we are expecting to carry forward a significant sum into FY23/24. FY23/24 Budget Allocation: Reconstruction.	Lawrance Street from Poath Road to Wilson Street, Murrumbeena. Emily Street from Elbena Grove to McLaurin Road, Carnegie. Miriam Street From Booran Rd To Dead End, Caulfield. Elimatta Road From North Rd To Leila Rd, Carnegie. Marlborough Street From Orrong Rd To Alma Rd, Caulfield North.	\$ 1,000,000	\$ 100,000	\$ -	\$ 423,694	\$ -	\$ 576,306		
Local Road Resurfacing Program	Resurfacing of the existing road network to prevent ingress of water into the road pavement and ensure that the life of the pavement is not compromised but preserved. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials.	Sections of the Following: 1. Kooyong Road, Caulfield 2. Alma Road, Caulfield North 3. Almond Street, Caulfield South 4. Can Robert Street, Caulfield North 5. Kambrook Road, Caulfield 6. Toolambool Road, Carnegie 7. Rosanna Court, Carnegie 8. Rosanna Street, Carnegie 9. Regent Street, Elsternwick 10. Elizabeth Street, Elsternwick 11. Burreel Avenue, Elsternwick 12. Tyrone Street, Ormond 13. Wicklow Street, Ormond 14. Cushing Avenue, Bentleigh 15. Balmoral Avenue, McKinnon 16. Abergeldie Avenue, McKinnon 17. Osborne Avenue, Bentleigh 18. St James Avenue, Bentleigh 19. Preston Street, Bentleigh East 20. Mawby Road, Bentleigh East 21. Wamba Road, Bentleigh East 22. Curdies Street, Bentleigh East, 23. Chesterville Road, Bentleigh East 24. Majdal Street, Bentleigh East 25. Small Road, Bentleigh 26. Mortimore Street, Bentleigh 27. Normanby Road, Caulfield	\$ 1,615,336	\$ 325,000	\$ -	\$ -	\$ -	\$ 1,615,336		
Right-Of-Way Renewal Program	Program for sustaining Council's Right-Of-Way (ROW) network. Right-Of-Way conditions deteriorate over time with an increase in safety issues and liability issues. This program aims to protect the long-term sustainability and viability of the existing constructed Right-Of- Way network. The safety and quality of the existing Right-Of-Way network is to be maintained/improved. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials.	Construction: Allison Road - Seymore Road, Elsternwick Malane Street - Dalmor Avenue, Bentleigh East Bendigo Avenue off Daley Street, Bentleigh St Vincent Street North East, Caulfield East Design: Jersey Parade South, Carnegie Egan Street North, Carnegie	\$ 440,640	\$ 44,064	\$ -	\$ -	\$ -	\$ 440,640		
Unmade Right of Ways Construction Program	To construct unmade Right-of-Ways (ROW) and to provide a sealed surface and associated drainage, ensuring that Council assets meet community requirements and are funded in a sustainable manner. Unmade ROW's are not included in the register, as they do not meet the Council policy on "Register of Public Roads" which among other requirements means that they should be constructed to council standards. The safety and level of service of these unmade ROW's needs to be improved as appropriate. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials. FY23/24 Budget Allocation: Construction	Unmade ROW Construction in 2023/24: Wattle Avenue to Garden Avenue East (ROW 255_1) Glen Huntly. Waratah Avenue to Rosedale Avenue West (ROW 250_1) Glen Huntly. Unmade ROW Design in 2023/24: Wattle Avenue to Garden Avenue ROW 253 to 255 (ROW 254_1) Glen Huntly. Rowan St ROW SOUTH (Off No. 13 Rowan St to Archibald St, 260_1 and 260_2)	\$ 236,640	\$ 23,664	\$ -	\$ -	\$ -	\$ 236,640		

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Kerb and Channel Renewal Program	A detailed survey of the condition of Council's kerb and channel was conducted in 2017. Issues were raised regarding the ageing infrastructure. This project is for the replacement of broken, cracked or displaced and misaligned kerb and channel. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials. FY23/24 Budget allocation: Construction	Various locations in the Municipality	\$ 216,487	\$ 20,000	\$ -	\$ -	\$ -	\$ 216,487	
Local Area Traffic Management Renewal Program	Renewal of speed cushions, speed humps, splitter islands and roundabouts in need of maintenance. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials. FY23/24 Budget Allocation: Reconstruction	Various locations in the Municipality.	\$ 271,320	\$ 27,132	\$ -	\$ -	\$ -	\$ 271,320	
Car Park Renewal Program	Council has car parks that are in poor condition and in need of renewal. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the use of recycled and/or lower embodied energy materials in construction and recycling of demolition/construction materials. FY23/24 Budget Allocation: Design and Construction	Construction: Dudley Street Caulfield Car Park; Elsternwick Library Car Park, 22-26 Stanley Street Elsternwick Mitchell to Daly Street Bentleigh Design: Carnegie Library & Community Centre Carpark - Carnegie.	\$ 830,000	\$ 83,000	\$ -	\$ -	\$ -	\$ 830,000	
Replacement of Aged Infrastructure in Parks	To maintain the condition and standard of park infrastructure within parks and reserves which will benefit local residents and the community. This project will ensure Council's obligation to provide a safe environment for all park users.	Various Council locations	\$ 100,000	\$ 30,000	\$ 100,000	\$ -	\$ -	\$ 100,000	
Park Furniture and Infrastructure Program- New	Provide new park furniture and address safety issues (such as protective fencing) in our parks and reserves.	Various Council locations	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	
Park Pathway - Renewals	Maintenance of granitic and concrete paths to address safety issues within Parks.	Various Council locations including but not limited to Caulfield Park, Duncan MacKinnon Reserve, Centenary Park	\$ 78,832	\$ 8,000	\$ 78,832	\$ -	\$ -	\$ 78,832	
Minor Park/Open Space Improvements - Renewal	Various minor upgrades to parks including replanting of garden beds upgrades to irrigation systems, returfing, planting etc	1. Packer Park, Carnegie 2. Caulfield Park, Caulfield 3. Greenmeadows Gardens, St. Kilda East	\$ 120,000	\$ 50,000	\$ 120,000	\$ -	\$ -	\$ 120,000	
Attenuation under surfacing for Playgrounds i.e. Rubber/Soft Fall	Replacement of end-of-life under surfacing to enable safe and accessible all ability access for all playground users. Under surfacing is audited to ensure compliance with Australian Standards.	Various Council playground locations	\$ 68,920	\$ 7,000	\$ 68,920	\$ -	\$ -	\$ 68,920	
Upgrade of shade structures/sails in Parks	Upgrade of shade structures/sails in parks throughout the municipality.	Various Council playground locations	\$ 50,000	\$ 5,000	\$ 50,000	\$ -	\$ -	\$ 50,000	
Synthetic Cricket Wicket Renewal Program	Renewal program - minor repairs synthetic wickets and covers. Often reactive maintenance. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the sourcing of lower embodied energy materials in construction and recycling of demolition/construction materials.	Various Council sports ground locations	\$ 63,672	\$ 10,000	\$ 63,672	\$ -	\$ -	\$ 63,672	
GEL - Furniture and Equipment Renewal	Equipment that needs replacing over time due to use by the public and general wear and tear. By replacing this plant and equipment we are ensuring that the level of service delivery remains high. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the sourcing of recycled, natural, or lower embodied energy materials in construction and recycling of demolition/construction materials.	GESAC and Caulfield Recreation Centre	\$ 224,400	\$ 23,000	\$ -	\$ -	\$ -	\$ 224,400	
GESAC - Asset Management Plan - Renewal	Plant Capital Expenditure for GESAC in accordance with Asset Management Plan. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the installation of more efficient plant systems.	GESAC - 200 East Boundary Road, Bentleigh East	\$ 447,950	\$ 100,000	\$ -	\$ -	\$ -	\$ 447,950	
Fleet and Plant Replacement Program	Renewal of Council's fleet including motor vehicles, small plant, trucks, mowers. This project is aligned with the Sustainable Building and Infrastructure Policy and will contribute to achieving Council's climate emergency goals through the purchase of lower emission vehicles, including electric vehicles.	Various Council locations	\$ 1,100,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 1,100,000	
Parks and Open Space Signage Renewal	Replacement of ageing open space signage including park signage for identification, wayfinding, and dog on/off leash areas.	Municipality Wide	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	
IT Hardware Renewals	This project covers all the capital IT equipment and hardware costs of Council. (Laptops, monitors, desktops, infrastructure etc.)	Council Offices	\$ 1,065,000	\$ -	\$ -	\$ -	\$ -	\$ 1,065,000	

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Residential Aged Care Services - Furniture and Equipment	Ongoing expenditure for furniture and equipment for Warrawee that is required to ensure compliance with Aged Care Quality and Safety Commission standards and OHS. This covers purchase of beds, lifting machines, mobility aids, slings, furniture, etc.	Warrawee Community - 854a Centre Road, Bentleigh East	\$ 170,000	\$ 17,000	\$ -	\$ -	\$ -	\$ 170,000	
TOTAL RENEWALS			\$ 13,768,875	\$ 1,815,360	\$ 681,424	\$ 423,694	\$ -	\$ 13,345,181	
TRANSFORMATION AND TECHNOLOGY									
Telephone and Call Centre Technology Replacement	This project will replace the technology platforms for the call centre and call management functions. It will implement a contemporary and flexible telephony and contact centre solution for community and staff that facilitates an improved customer experience.	Council Offices	\$ 335,000	\$ -	\$ -	\$ -	\$ -	\$ 335,000	
Digital and image library repository technology replacement	Council requires a new digital asset management system to store digital, video and image related media content used in our communications activities. The current solution (CUMULUS) is being retired by the vendor.	Council Offices	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	
Transformation Program initiatives	The 2023/24 program supports the delivery of a range of technology and process change programs.	Council Offices	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	
Technology platform to securely store sensitive client files for participants in Youth Services programs	To implement a case file system to securely store sensitive client notes for participants in Youth Services programs in order to comply with confidentiality requirements.	Council Offices	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	
Finance System	The current finance system Computron is dated and is creating a risk to the organisation. A redesign of the finance system will improve data collection and reporting. A more modern interface will create ease of use and improve connections to other software. New software will reduce the risk of an inflexible legacy system. In FY2022-23, we will explore what other options are available that could replace Computron. Full scope and design process in 2023- 24 and build from 2024-25.	Council Offices	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000	
Data Governance	Glen Eira City Council holds large volumes of unmanaged data creating risk. This multi-year program of work will incorporate the actions required to ensure we have well governed and highly trusted data which can simplify delivery of services, reduce fraud and human error, and catalyse massive operational efficiencies. This program will also address increasing requirements regarding data protection and data privacy as mandated by the Victoria Privacy and Data Protection Act 2014 and Victorian Data Sharing Act 2017.	Council Offices	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	
Cyber Security Uplift	The development of Council's second year Cyber Security program. The program will deliver: 1. Security incident response planning 2. Updated security policies and procedures 3. Alerting and monitoring platforms.	Council Offices	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	
Legal Matter Management System	Corporate Services requests funding for a new Legal Matter Management System, which will record any legal matters and provides the capacity for review and reporting on these items to ensure compliance with legislative requirements, policy and procedures. This project is supported by an audit requirement.	Council Offices	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	
TOTAL TRANSFORMATION AND TECHNOLOGY			\$ 2,337,000	\$ -	\$ -	\$ -	\$ -	\$ 2,337,000	
Borrowings to fund strategic and major projects							\$ 27,000,000	-\$ 27,000,000	
TOTAL 2023-24 NEW WORKS			\$ 63,449,569	\$ 8,511,929	\$ 5,888,924	\$ 8,565,219	\$ 27,000,000	\$ 27,884,350	
Estimated value of projects being carried forward from the 2022-23 year			\$ 17,839,786	\$ -	\$ -		\$ 7,000,000	\$ 10,839,786	
2023-24 CAPITAL WORKS PORTFOLIO			\$ 81,289,355	\$ 8,511,929	\$ 5,888,924	\$ 8,565,219	\$ 34,000,000	\$ 38,724,136	

APPENDIX D Summary of Planned Capital Works Expenditure 2023-2027

Summary of Planned Capital Works Expenditure

2023-2024	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	4,000	-	-	-	4,000	4,000	-	4,000	-
Buildings	41,692	20,723	20,366	-	603	41,692	7,500	34,192	-
Total Property	45,692	20,723	20,366	-	4,603	45,692	7,500	38,192	-
Plant and Equipment									
Plant, Machinery and Equipment	1,772	1,772	-	-	-	1,772	-	1,772	-
Computers and Telecommunications	3,402	1,541	669	-	1,193	3,402	-	3,402	-
Library Books and Materials	947	947	-	-	-	947	-	947	-
Other Plant and Equipment	321	221	76	-	25	321	-	321	-
Total Plant and Equipment	6,442	4,480	744	-	1,218	6,442	-	6,442	-
Infrastructure									
Roads	4,490	3,425	631	-	435	4,490	492	3,999	-
Footpaths	1,925	1,925	0	-	-	1,925	-	1,925	-
Drainage	1,100	275	825	-	-	1,100	-	1,100	-
Open Space	2,506	570	261	-	1,676	2,506	150	2,356	-
Car parks	870	830	40	-	-	870	-	870	-
Streetscape Works	424	-	424	-	-	424	424	-	-
Total Infrastructure	11,315	7,024	2,180	-	2,111	11,315	1,065	10,250	-
Borrowings								(27,000)	27,000
New Capital Works Expenditure	63,450	32,228	23,290	-	7,932	63,450	8,565	27,884	27,000
Carried forward from 2022-23	17,840	9,556	5,513	1,045	1,726	17,840	-	10,840	7,000
Total Capital Works Expenditure	81,290	41,784	28,803	1,045	9,658	81,290	8,565	38,724	34,000

Summary of Planned Capital Works Expenditure

2024-25	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	6,035	-	-	-	6,035	6,035	-	6,035	-
Buildings	14,708	2,342	12,063	-	303	14,708	7,500	7,208	-
Total Property	20,743	2,342	12,063	-	6,337	20,743	7,500	13,243	-
Plant and Equipment									
Plant, Machinery and Equipment	1,624	1,624	-	-	-	1,624	-	1,624	-
Computers and Telecommunications	2,306	652	326	109	1,220	2,306	-	2,306	-
Library Books and Materials	966	869	-	97	-	966	-	966	-
Other Plant and Equipment	694	360	-	-	335	694	-	694	-
Total Plant and Equipment	5,590	3,504	326	205	1,555	5,590	-	5,590	-
Infrastructure									
Roads	7,589	5,188	1,093	1,090	218	7,589	438	7,151	-
Footpaths	1,963	1,865	-	98	-	1,963	-	1,963	-
Drainage	4,121	1,236	2,060	824	-	4,121	-	4,121	-
Open Space	4,608	1,569	2,045	213	781	4,608	-	4,608	-
Car parks	697	523	174	-	-	697	-	697	-
Streetscape Works	200	-	100	100	-	200	-	200	-
Total Infrastructure	19,178	10,380	5,473	2,325	1,000	19,178	438	18,740	-
Total Capital Works Expenditure	45,511	16,227	17,862	2,530	8,892	45,511	7,938	37,573	-

Summary of Planned Capital Works Expenditure									
2025-2026	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	6,379	-	-	-	6,379	6,379	-	6,379	-
Buildings	9,635	3,534	5,792	-	310	9,635	-	9,635	-
Total Property	16,015	3,534	5,792	-	6,689	16,015	-	16,015	-
Plant and Equipment									
Plant, Machinery and Equipment	1,644	1,644	-	-	-	1,644	-	1,644	-
Computers and Telecommunications	2,018	665	332	111	910	2,018	-	2,018	-
Library Books and Materials	985	887	-	99	-	985	-	985	-
Other Plant and Equipment	673	513	-	-	160	673	-	673	-
Total Plant and Equipment	5,320	3,708	332	209	1,070	5,320	-	5,320	-
Infrastructure									
Roads	5,665	3,342	1,119	980	224	5,665	449	5,216	-
Footpaths	2,002	1,902	-	100	-	2,002	-	2,002	-
Drainage	4,224	1,267	2,112	845	-	4,224	-	4,224	-
Open Space	4,057	1,593	1,415	280	769	4,057	-	4,057	-
Car parks	714	536	179	-	-	714	-	714	-
Streetscape Works	550	-	275	275	-	550	-	550	-
Total Infrastructure	17,213	8,641	5,099	2,480	993	17,213	449	16,764	-
Total Capital Works Expenditure	38,547	15,883	11,224	2,689	8,752	38,547	449	38,098	-

Summary of Planned Capital Works Expenditure									
2026-2027	Asset Expenditure Types					Funding Sources			
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	5,940	-	-	-	5,940	5,940	-	5,940	-
Buildings	2,553	843	1,393	0	317	2,553	-	2,553	-
Total Property	8,492	843	1,393	-	6,256	8,492	-	8,492	-
Plant and Equipment									
Plant, Machinery and Equipment	2,736	2,736	-	-	-	2,736	-	2,736	-
Computers and Telecommunications	1,800	678	339	113	670	1,800	-	1,800	-
Library Books and Materials	985	887	-	99	-	985	-	985	-
Other Plant and Equipment	624	464	-	-	160	624	-	624	-
Total Plant and Equipment	6,145	4,764	339	212	830	6,145	-	6,145	-
Infrastructure									
Roads	4,956	2,501	1,146	1,080	229	4,956	459	4,497	-
Footpaths	2,043	1,940	-	102	-	2,043	-	2,043	-
Drainage	4,330	1,299	2,165	866	-	4,330	-	4,330	-
Open Space	5,524	1,387	2,477	515	1,146	5,524	-	5,524	-
Car parks	732	549	183	-	-	732	-	732	-
Streetscape Works	5,800	0	2,900	2,900	-	5,800	-	5,800	-
Total Infrastructure	23,385	7,676	8,870	5,463	1,375	23,385	459	22,926	-
Total Capital Works Expenditure	38,022	13,283	10,602	5,675	8,461	38,022	459	37,563	-

Appendix E: Schedule of User Charges and Other Fees

This listing presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2023-2024 year.

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)

COMMUNITY WELLBEING

LIBRARY AND INFORMATION SERVICES

3620 - Library and Information Operations

Interlibrary Loans	Charge per item + any costs charged by the lending library	Non Statutory	Taxable	\$5.00 + any costs charged by the lending library	\$5.30 + any costs charged by the lending library
				Charge varies according to program/event; \$6.00 - \$20.00	Charge varies according to program/event; \$6.30 - \$21.00
Holiday Programs/Special Events	Charge varies according to program/event	Non Statutory	Taxable		
Library bags	Per bag	Non Statutory	Taxable	2.00	2.10
Replacement of unreturned/lost or damaged items	Per item	Non Statutory	Taxable	Various	Cost of replacement
Repair of damaged items	Per item	Non Statutory	Taxable	Various	3.00

3621 - Caulfield Library

Replacement Membership Card		Non Statutory	Free	4.00	4.20
PCs - Printing	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Sale of Memory Sticks		Non Statutory	Taxable	5.00	5.30
Charges on Overdue Material	Per item per day - maximum \$10	Non Statutory	Free	0.20	0.00
Photocopying	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	1.00	1.10

3622 - Elsternwick Library

Replacement Membership Card		Non Statutory	Free	4.00	4.20
PC's - Printing	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Sale of Memory Sticks		Non Statutory	Taxable	5.00	5.30
Charges on Overdue Material	Per Item Per Day - Maximum \$10	Non Statutory	Free	0.20	0.00
Photocopying	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	1.00	1.10

3623 - Carnegie Library

Replacement Membership Card		Non Statutory	Free	4.00	4.20
PC's - Printing	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Sale of Memory Sticks		Non Statutory	Taxable	5.00	5.30
Charges on Overdue Material	Per item per day - max \$10	Non Statutory	Free	0.20	0.00
Photocopying	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	1.00	1.10

3624 - Bentleigh Library

Replacement Membership Card		Non Statutory	Free	4.00	4.20
PC's - Printing	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Sale of Memory Sticks		Non Statutory	Taxable	5.00	5.30
Charges on Overdue Material	Per item per day - max \$10	Non Statutory	Free	0.20	0.00
Photocopying	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.00	1.10
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	1.00	1.10

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)

ARTS AND CULTURAL SERVICES

3510 - Gallery

Arts Unit Gallery Hire for Exhibitions - Per Week	Full - General	Non Statutory	Taxable	Various rates apply according to size/duration	Various rates apply according to size/duration
Gallery Management Fees	Held every second year	Non Statutory	Taxable	7,000.00	7,460.00
Public programs	Children's programs	Non Statutory	Taxable	5.00	5.30

3520 - Storytelling Festival

Miscellaneous Income		Non Statutory	Taxable	Between \$10-\$35	Between \$10-\$35
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3551 - Carols by Candlelight

	Food vendor site fees - Single space 3x3 metres	Non Statutory	Taxable	150.00	160.00
	Food vendor site fees - Double space 3x6 metres	Non Statutory	Taxable	300.00	320.00

3580 - Party in the Parks

	Food vendor site fees - Single space 3x3 metres	Non Statutory	Taxable	150.00	160.00
	Food vendor site fees - Double space 3x6 metres	Non Statutory	Taxable	300.00	320.00

RESIDENTIAL AGED CARE FACILITIES

Resident Fees are set by the Commonwealth Government and are subject to change.

5436 - Warrawee Aged Care Facility - Administration

Maximum Refundable Accommodation Deposits (RAD) - House 1 & 2		Statutory	Free	475,000	475,000
Maximum Refundable Accommodation Deposits (RAD) - House 4 & 5		Statutory	Free	525,000	525,000
Maximum Refundable Accommodation Deposits (RAD) Extra Service - House 6		Statutory	Free	550,000	550,000
Maximum Refundable Accommodation Deposits (RAD) - House 7		Statutory	Free	375,000	375,000
Basic Daily Care Fee		Statutory	Free	53.56	56.87
Respite Care		Statutory	Free	53.56	56.80

5461 - Independent Living Units

	One bedroom per fortnight	Non Statutory	Input	Rent Assistance Entitlement plus 25% of Total Income	Rent Assistance Entitlement plus 25% of Total Income
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FAMILY AND CHILDREN SERVICES

4759 - GESAC Occasional Care

Members	10 x Creche Members Casual Rate	Non Statutory	Free	68.95	73.7
	Creche Members Casual Rate	Non Statutory	Free	7.65	8.1
	10 x Creche Platinum Members Rate	Non Statutory	Free	58.50	Not Applicable in 2023-24
Non-Members	Creche Non-Members Casual Rate	Non Statutory	Free	11.95	12.7
	10 x Creche Day Time Ladies Netball Rate	Non Statutory	Free	42.50	Not Applicable in 2023-24
	Day Creche Time Ladies Netball	Non Statutory	Free	5.30	Not Applicable in 2023-24

5212 - Kindergartens

Kindergarten Central Registration Fee	Full Fee	Non Statutory	Free	26.50	28.00
	Full Fee - 2 years of kindergarten	Non Statutory	Free	51.00	54.50
	Healthcare Card Holders	Non Statutory	Free	0.00	0.00

5301 - Family and Children's Services Administration

FCS Ticketing Sales - Parents/Carers/Guardians		Non Statutory	Taxable	10.00	10.50
Educator Session (online)		Non Statutory	Free	10.00	10.50
Educator Session (face-to-face)		Non Statutory	Free	35.00	37.50

5306 - Family Day Care

Family Day Care Administration Fee		Non Statutory	Free	2.00	2.10
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2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
5346 - Occasional Care					
Carnegie Occasional Care Fees per session		Non Statutory	Free	33.00	35.00
	Health Care Card Holder Fee	Non Statutory	Free	28.00	30.00
	Second Child Discount	Non Statutory	Free	31.00	33.00
5316 - Carnegie Early Learning Centre					
Daily Fee	0-3 Year Old Room	Non Statutory	Free	146.00	150.00
Daily Fee	3-5 Year Old Room	Non Statutory	Free	138.00	142.00
5321 - Caulfield Early Learning Centre					
Daily Fee	0-3 Year Old Room	Non Statutory	Free	146.00	150.00
Daily Fee	3-5 Year Old Room	Non Statutory	Free	138.00	142.00
5341 - Murrumbene Early Learning Centre					
Daily Fee	0-3 Year Old Room	Non Statutory	Free	146.00	150.00
Daily Fee	3-5 Year Old Room	Non Statutory	Free	138.00	142.00
5286 - Resource and Development					
Hire General - Glen Huntly MCH - Community Room		Non Statutory	Taxable	14.00	15.00
5386 - Youth Services					
School Holiday Program Tickets	Excursion fee	Non Statutory	Free	10.00	11.00
	Incursion fee	Non Statutory	Free	5.00	6.00
	Healthcare Card Holders	Non Statutory	Free	0.00	0.00
AGED CARE AND INDEPENDENT LIVING					
5484 - In Home Support Carers					
Domestic Assistance	Low Fee	Non Statutory	Free	8.50	9.10
	Medium Fee	Non Statutory	Free	17.85	19.10
	High Fee	Non Statutory	Free	40.00	42.80
Personal Care	Low Fee	Non Statutory	Free	7.00	7.50
	Medium Fee	Non Statutory	Free	14.50	15.50
	High Fee	Non Statutory	Free	40.00	42.80
Respite Care HACC	Low Fee	Non Statutory	Free	8.50	9.10
	Medium Fee	Non Statutory	Free	17.85	19.10
	High Fee	Non Statutory	Free	40.00	42.80
Shopping Unescorted	Low Fee	Non Statutory	Free	7.00	9.10
	Medium Fee	Non Statutory	Free	14.50	19.10
	High Fee	Non Statutory	Free	40.00	42.80
Social Support Individual	Low Fee	Non Statutory	Free	8.50	9.10
	Medium Fee	Non Statutory	Free	17.85	19.10
	High Fee	Non Statutory	Free	40.00	42.80
5482 - Home Maintenance					
Home Maintenance	Low Fee	Non Statutory	Free	16.50	17.65
	Medium Fee	Non Statutory	Free	23.50	25.15
	High Fee	Non Statutory	Free	58.00	62.05
5500 - Delivered Meals					
Delivered Meals	Low Fee	Non Statutory	Free	8.85	9.45
	Medium Fee	Non Statutory	Free	10.20	10.90
	High Fee	Non Statutory	Free	14.80	15.85
	Packages & Linkages	Non Statutory	Taxable	22.00	23.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
5476 - Community Transport					
Community Bus Hire (per half day)	Community - Non Profit	Non Statutory	Taxable	45.00	48.15
Community Bus Hire (per full day)	Community - Non Profit	Non Statutory	Taxable	62.00	66.35
Community Bus Hire (per half day)	Schools, Sporting Groups	Non Statutory	Taxable	66.00	70.60
Community Bus Hire (per full day)	Schools, Sporting Groups	Non Statutory	Taxable	117.00	125.20
Community Bus Service	Per Each Way Trip	Non Statutory	Taxable	2.25	2.40
5496 - Social Support					
Exercise program	Low Fee	Non Statutory	Free	5.00	5.35
	Medium Fee	Non Statutory	Free	5.00	6.50
	High Fee	Non Statutory	Free	5.00	7.50
Full Cost Income	Packages and Linkages	Non Statutory	Taxable	5.00	8.50
Social Support	Low Fee	Non Statutory	Free	20.50	21.90
	Medium Fee	Non Statutory	Free	26.00	27.85
	High Fee	Non Statutory	Free	36.50	39.05
Full Cost Income	Packages & Linkages	Non Statutory	Taxable	61.00	65.25
Social Support Group - Individual Activity Sessions	Low Fee	Non Statutory	Free	5.00	5.35
	Medium Fee	Non Statutory	Free	6.10	6.55
	High Fee	Non Statutory	Free	15.30	16.35
	Packages & Linkages	Non Statutory	Taxable	20.50	21.95
Social Support Session Meal	Low Fee	Non Statutory	Free	8.85	9.45
	Medium Fee	Non Statutory	Free	10.20	10.95
	High Fee	Non Statutory	Free	14.80	15.85
Full Cost Income	Packages & Linkages	Non Statutory	Taxable	22.00	23.55

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)

SUSTAINABILITY, ASSETS AND LEISURE

WORKS DEPOT

4100 - Project and Asset Management

Asset Consent Permits		Non Statutory	Free	198.00	210.00
Vehicle Crossing Permits		Non Statutory	Free	265.00	281.00
Building Over Easements Permits		Non Statutory	Free	332.00	352.00
User Fees - General	Cost recovered depending on complexity of S173 agreement + 10% administration fee	Non Statutory	Taxable	at cost plus 10% admin fee	at cost plus 10% admin fee
Point of Discharge Income	Permit referred under regulation 610(2)	Statutory	GST Exempt	146.80	149.30
Asset Protection Permits		Non Statutory	GST Exempt	260.00	276.00
Flood Information Reports	A fee for providing flood information for land susceptible to flooding from a major stormwater overflow in the council drainage system.	Non Statutory	Free	135.00	145.00

4422 - Asphalt Road and Footpath Reinstatement

Asphalt reinstatement works. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non-utility and non-public authorities).

Asphalt Footpath 30mm thick	per Sq.m.	Non Statutory	Taxable	340.00	360.00
Asphalt Road Pavement 50mm thick	per Sq.m.	Non Statutory	Taxable	355.00	376.00
Asphalt Reinstatement in front crossing	per Lin.m.	Non Statutory	Taxable	190.00	201.00

4441 Concrete Maintenance - Concrete Openings

Reinstating Concrete openings. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non-utility and non-public authorities).

a) Footpath and Vehicle Crossing Reinstatements

Concrete Footpath - 75mm thick	per Sq.m.	Non Statutory	Taxable	135.00	165.00
Footpath Combination with 300mm spoon drain	per Sq.m.	Non Statutory	Taxable	150.00	185.00
Residential Vehicle Crossings - 125mm thick	per Sq.m.	Non Statutory	Taxable	155.00	225.00
Commercial Vehicle Crossings - 150mm thick	per Sq.m.	Non Statutory	Taxable	180.00	290.00
Industrial Vehicle Crossings - 200mm thick	per Sq.m.	Non Statutory	Taxable	235.00	325.00

b) Kerb and Channel Reinstatements

(Taxable charges apply to non-utility and non-public authorities).

Concrete Kerb & Channel - 450mm wide	per Lin.m.	Non Statutory	Taxable	185.00	196.00
Concrete Kerb & Channel - 600mm wide	per Lin.m.	Non Statutory	Taxable	185.00	200.00
Concrete Kerb & Channel - Extra Wide Channel - 900mm wide	per Lin.m.	Non Statutory	Taxable	200.00	235.00

c) Miscellaneous Reinstatements

(Taxable charges apply to non-utility and non-public authorities).

Brick Paving	per Sq.m.	Non Statutory	Taxable	190.00	270.00
Pram Crossing - Unit	per number	Non Statutory	Taxable	1,240.00	1,290.00
Bluestone - Kerb	per Lin.m.	Non Statutory	Taxable	140.00	160.00
Bluestone - Kerb & Channel	per Lin.m.	Non Statutory	Taxable	165.00	175.00
Bluestone - Paving	per Sq.m.	Non Statutory	Taxable	315.00	335.00
Storm Water Kerb Adaptors	per number	Non Statutory	Taxable	145.00	180.00
Storm Water Pipe - 100mm diameter	per Lin.m.	Non Statutory	Taxable	130.00	180.00
Nature Strip (which includes level off, top dressing & seeding)	per Sq.m.	Non Statutory	Taxable	50.00	50.00
Nature Strip (which includes excavation Maximum Depth 200mm, top soiling & seeding)	per Sq.m.	Non Statutory	Taxable	45.00	47.70
Saw Cutting	per Lin.m.	Non Statutory	Taxable	15.00	25.00
Street Furniture temporary removal and reinstallation	per number	Non Statutory	Taxable	360.00	382.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)

PARKS SERVICES

4650 - Urban Forest

Tree Removal for Cross-Overs	per request	Non Statutory	Taxable	Variable	Variable
Non-destructive tree root investigation	per request	Non Statutory	Taxable	New Fee	Variable
Nature Strip Planting Application	Approved permits include voucher for 20-30 indigenous tube stock	Non Statutory	Taxable	New Fee	50.00
Turf Curator Fee for Cricket Wickets	Additional Turf Wicket Preparation (weekends 3Hr Min)	Non Statutory	Taxable	New Fee	198.00

RECREATION AND OPEN SPACE

4804 - Duncan Mackinnon Reserve - Bond - Casual hire
track/court bookings:
Minimum \$1,000 - Maximum \$5,000

Community: Glen Eira schools, groups and residents.
Casual: schools, groups and residents outside of Glen Eira and commercial businesses.

Athletics Track - Community hire	Community track hire per hour	Non Statutory	Taxable	94.00	99.50
	Community half day track hire (up to 3 hours)	Non Statutory	Taxable	257.00	272.00
	Community track hire full day (3+ hours)	Non Statutory	Taxable	432.00	458.00
Athletics Track - Casual hire	Casual track hire per hour	Non Statutory	Taxable	122.00	129.00
	Casual half day track hire (up to 3 hours)	Non Statutory	Taxable	337.00	357.00
	Casual track hire full day (3+ hours)	Non Statutory	Taxable	574.00	608.00
Athletics Track Equipment Hire - Hurdles and High Jump	Equipment Hire (Half Day - 3 hours)	Non Statutory	Taxable	88.00	93.50
	Equipment Hire (Full Day - 6+ hours)	Non Statutory	Taxable	174.00	184.00
Athletics Track Equipment - Starting Blocks	Equipment Hire - Starting Blocks (half day - up to 3 hours)	Non Statutory	Taxable	36.00	38.00
	Equipment Hire - Starting Blocks (full day - 3+ hours)	Non Statutory	Taxable	72.00	76.50
Athletics Track Equipment hire - Timing Gates	Timing Gates	Non Statutory	Taxable	290.00	307.00
Athletics Track - Timing Gates Operator	Timing Gates Operator (weekday) - compulsory fee for timing gates hire	Non Statutory	Taxable	235.00	249.00
	Timing Gates Operator (Weekend/Public Holiday) - compulsory fee for timing gates hire	Non Statutory	Taxable	317.00	336.00
Athletics Track Lighting	Lighting (per hour)	Non Statutory	Taxable	36.00	38.00
Duncan Mackinnon Reserve Caretaker Fee	Compulsory fee for athletics track and netball court/s booking. Weekday hourly rate with minimum 2 hours attached to booking.	Non Statutory	Taxable	38.50	41.00
	Compulsory fee for athletics track and netball court/s booking. Weekend hourly rate with minimum 2 hours attached to booking.	Non Statutory	Taxable	76.50	81.00
	Compulsory fee for athletics track and netball court/s booking. Public holiday hourly rate with minimum 2 hours attached to booking.	Non Statutory	Taxable	96.00	102.00
Netball Court - Community hire	Community hire per court per hour	Non Statutory	Taxable	22.00	23.50
	Community hire per court full day hire (3+ hours)	Non Statutory	Taxable	82.00	87.00
Netball Court - Casual hire	Casual hire per court per hour	Non Statutory	Taxable	44.00	46.50
	Casual hire per court full day hire (3+ hours)	Non Statutory	Taxable	176.00	187.00
Netball Facility - Community hire	Community hire 6-10 courts for half day hire (up to 3 hours)	Non Statutory	Taxable	295.00	313.00
	Community hire 6-10 courts for full day hire (3+ hours)	Non Statutory	Taxable	493.00	523.00
Netball Facility - Casual hire	Casual hire 6-10 courts for half day hire (up to 3 hours)	Non Statutory	Taxable	635.00	673.00
	Casual hire 6-10 courts for full day hire (3+ hours)	Non Statutory	Taxable	1,060.00	1,124.00
Netball Court Lighting	Lighting (per hour per court, min 2 courts)	Non Statutory	Taxable	12.00	12.50

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)
4816 - Open Space (passive)		Community: Glen Eira and non-Glen Eira residents, schools and not-for-profit groups. Commercial: commercial businesses			
Bond - Special Events: Minimum \$500 - Maximum \$20,000 (Day Rate)					
Bond - Advertising Board	Bond for Advertising Board per board	Non Statutory	Free	53.00	56.00
Hire of Rotundas, picnic shelters and bandstand	Day Rate	Non Statutory	Taxable	148.00	150.00
Hire of Picnic Shelters at Booran Reserve	Booking session hire rate - 2 booking times per day (9:00am to 1:30pm or 2:00pm to 6:30pm)	Non Statutory	Taxable	148.00	150.00
Bandstand and Rotunda Power Use	Use of power at Caulfield Park bandstand and Joyce Park Rotunda (per booking)	Non Statutory	Taxable	25.00	26.50
Open Space hire - Community	Community hire for open space in parks and civic space for <200 people (day rate)	Non Statutory	Taxable	148.00	150.00
Open Space - Commercial hire	Commercial hire for open space in parks and civic space for <200 people (day rate)	Non Statutory	Taxable	221.00	234.00
Open Space hire with infrastructure	Hire for less than 200 people (includes bringing 1-2 items into the open space)	Non Statutory	Taxable	470.00	498.00
Open Space hire fee for a special event - (includes bringing 1-2 items into the open space: additional event item fee applies when more than 2 items included in booking)	Community and Commercial hire for Special Events - 200 - 2,000 people (day rate)	Non Statutory	Taxable	930.00	986.00
	Community and Commercial hire for Special Events - 2,000 - 5,000 people (day rate)	Non Statutory	Taxable	1,390.00	1,473.00
	Community and Commercial hire for Special Events - 5,000 - 10,000 people (day rate)	Non Statutory	Taxable	2,090.00	2,215.00
	Community and Commercial hire for Special Events - 10,000 > people (day rate)	Non Statutory	Taxable	3,135.00	3,323.00
Open Space hire - Additional item fee for special events	This fee is in addition to the open space hire fee for an event. This day rate is charged against each 'item' as outlined in the Event Guidelines	Non Statutory	Taxable	470.00	498.00
Site Inspection for events	Compulsory fee for pre and post event inspections for special events.	Non Statutory	Taxable	54.00	57.00
Car Park hire in Open Space/Reserve/Park	Per car park space per day	Non Statutory	Taxable	57.00	60.50
Filming/photography Permit (in park/reserve) - Community hire	Community hire for student and low impact filming or photography (no equipment). Fee per day.	Non Statutory	Free	37.00	39.00
Filming/photography Permit (in park/reserve) - Commercial hire	Commercial hire of open space for filming or photography per hour			148.00	157.00
	Commercial hire of open space for filming or photography per half day (up to 3 hours)	Non Statutory	Free	370.00	392.00
	Commercial hire of open space for filming or photography (per day)	Non Statutory	Free	570.00	604.00
Balloon landing in open space	Per landing in park (notified)	Non Statutory	Taxable	188.00	199.00
	Per Landing in park (no notification)	Non Statutory	Taxable	380.00	403.00
4816 - Open Space (active)		Community: Glen Eira schools, groups and residents. Casual: Schools, Groups and residents outside of Glen Eira; and commercial businesses.			
Sportsgrounds - School hire (school hours)	Glen Eira school rate per sportsground during school hours	Non Statutory	Taxable	53.00	61.50
	Glen Eira school rate per sportsground during school hours (cap per term)	Non Statutory	Taxable	300.00	330.00
Sportsgrounds hire - community	Community hire per sportsground per day, including Glen Eira school bookings outside school hours	Non Statutory	Taxable	148.00	157.00
Sportsgrounds - Casual hire	Casual hire per sportsground per day	Non Statutory	Taxable	221.00	234.00
Sportsgrounds (turf wicket) - Community hire	Community rate for use of turf wicket (per day)	Non Statutory	Taxable	371.00	393.00
Sportsgrounds (turf wicket) - Casual hire	Casual rate for use of turf wicket (per day)	Non Statutory	Taxable	554.00	587.00
Sportsground lighting fee	Lighting (per hour). Applicable to casual sportsground hire where a utilities bill cannot be charged (e.g. sports club)	Non Statutory	Taxable	24.00	25.50
Personal Training Permit Fee	Annual Fee - standard one year permit	Non Statutory	Taxable	450.00	477.00
Personal Training - Participant Fee	Fee per participant per day (GST Inc.)	Non Statutory	Taxable	Combined into Personal Training Permit Fee	Combined into Personal Training Permit Fee
Personal Training - Participant Fee (student)	Fee per student participant per day (GST Inc.)	Non Statutory	Taxable	Combined into Personal Training Permit Fee	Combined into Personal Training Permit Fee
Velodrome hire - Community	Community velodrome hire per hour	Non Statutory	Taxable	55.00	58.50
	Community velodrome hire full day (3+ hours)	Non Statutory	Taxable	298.00	316.00
Velodrome - Casual hire	Casual velodrome hire per hour	Non Statutory	Taxable	108.00	114.00
	Casual velodrome hire full day (3+ hours)	Non Statutory	Taxable	595.00	631.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Cricket training nets - facility hire	Hire of cricket net training facility (not including multipurpose training facilities)	Non Statutory	Taxable	51.00	54.00
Tennis Court hire - Community hire	Off-peak court hire (before 6pm). Per court per hour.	Non Statutory	Taxable	21.00	22.00
	Peak court hire (after 6pm). Per court per hour. Includes lights	Non Statutory	Taxable	29.00	30.00
Bailey Reserve Skate Park - hire for events	Skate park hire (per day)	Non Statutory	Taxable	470.00	498.00
East Caulfield Reserve Multi Sport Facility					
East Caulfield Reserve Multi Sport Facility (Court 1) - Community hire	Off-peak community hire of court 1 per hour (7am-6pm)	Non Statutory	Taxable	34.00	35.00
	Peak community hire of court 1 per hour (6pm-10pm incl lights)	Non Statutory	Taxable	45.00	46.50
East Caulfield Reserve Multi Sport Facility (Court 1) - Casual hire	Off-peak casual hire of court 1 per hour (7am-6pm)	Non Statutory	Taxable	55.00	56.50
	Peak casual hire of court 1 per hour (6pm-10pm incl lights)	Non Statutory	Taxable	65.00	67.00
	Casual hire (half day) of court 1 (up to 3 hours)	Non Statutory	Taxable	148.00	153.00
	Casual hire (full day) of court 1 (3+ hours)	Non Statutory	Taxable	253.00	260.00
East Caulfield Reserve Multi Sport Facility (Courts 2 or 3) - Community hire	Off-peak community hire of court 2 or 3 per hour (7am-6pm)	Non Statutory	Taxable	24.00	25.00
	Peak community hire of court 2 or 3 per hour (6pm-10pm incl lights)	Non Statutory	Taxable	34.00	35.00
East Caulfield Reserve Multi Sport Facility (Court 2 or 3) hire - Commercial/casual Off-peak	Off-peak casual hire of court 2 or 3 per hour (7am-6pm)	Non Statutory	Taxable	45.00	46.50
	Peak casual hire of court 2 or 3 per hour (6pm-10pm incl lights)	Non Statutory	Taxable	55.00	56.50
	Casual hire (half day) of court 2 or 3 (up to 3 hours)	Non Statutory	Taxable	120.00	124.00
	Casual hire (full day) of court 2 or 3 (3+ hours)	Non Statutory	Taxable	206.00	212.00
Moorleigh Reserve Multi Sports Facility					
Moorleigh Reserve Multi Sport Facility - Community hire	Off-peak community hire per hour (7am-6pm)	Non Statutory	Taxable	34.00	35.00
	Peak community hire per hour (6pm-10pm incl lights)	Non Statutory	Taxable	45.00	46.50
Moorleigh Reserve Multi Sport Facility hire - Casual hire	Off-peak casual hire per hour (7am-6pm)	Non Statutory	Taxable	55.00	56.50
	Peak casual hire per hour (6pm-10pm incl lights)	Non Statutory	Taxable	65.00	67.00
	Casual hire (half day, up to 3 hours)	Non Statutory	Taxable	148.00	153.00
	Casual hire (full day, 3+ hours)	Non Statutory	Taxable	253.00	260.00
Caulfield Park Multi Sports Facility (New Facility)					
Caulfield Park Multi Sport Facility - Community hire	Off-peak community hire per hour (7am-6pm)	Non Statutory	Taxable	34.00	35.00
	Peak community hire per hour (6pm-10pm incl lights)	Non Statutory	Taxable	45.00	46.50
Caulfield Park Multi Sport Facility hire - Casual hire	Off-peak casual hire per hour (7am-6pm)	Non Statutory	Taxable	55.00	56.50
	Peak casual hire per hour (6pm-10pm incl lights)	Non Statutory	Taxable	65.00	67.00
	Casual hire (half day, up to 3 hours)	Non Statutory	Taxable	148.00	153.00
	Casual hire (full day, 3+ hours)	Non Statutory	Taxable	253.00	260.00
Koornang Park Multi Sports Facility (New Facility)					
Koornang Park Multi Sport Facility - Community hire	Off-peak community hire per hour (7am-6pm)	Non Statutory	Taxable	34.00	35.00
	Peak community hire per hour (6pm-10pm incl lights)	Non Statutory	Taxable	45.00	46.50
Koornang Park Multi Sport Facility hire - Casual hire	Off-peak casual hire per hour (7am-6pm)	Non Statutory	Taxable	55.00	56.50
	Peak casual hire per hour (6pm-10pm incl lights)	Non Statutory	Taxable	65.00	67.00
	Casual hire (half day, up to 3 hours)	Non Statutory	Taxable	148.00	153.00
	Casual hire (full day, 3+ hours)	Non Statutory	Taxable	253.00	260.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
4803 - Pavilions					
Sports club afterhours call out fee	Per call to after hours officer	Non Statutory	Taxable	104.00	110.00
Additional pavilion swipe card fee	Per additional swipe card	Non Statutory	Taxable	New Fee	11.00
Sports Pavilions/Change Rooms/Kitchens hire - Casual	Available for hire by Sporting Clubs & Schools (non profit) Hourly Flat Rate Casual	Non Statutory	Taxable	29.00	30.50

SUSTAINABILITY AND WASTE

4300 - Waste and Recycling Charges					
Large 240L Waste Charge (including an estimated \$75 State Levy)	Per bin	Non Statutory	Free	590.00	636.00
Small 120L Waste Charge (including an estimated \$36 State Levy)	Per bin	Non Statutory	Free	295.00	318.00
Residential Flat Shared Bins (240L) Waste Charge per assessment (including an estimated \$36 State Levy)	Per household	Non Statutory	Free	295.00	318.00
240L Family Bin (including an estimated \$75 State Levy)	Per bin	Non Statutory	Free	295.00	318.00
Medical 240L Waste Charge (including an estimated \$75 State Levy)	Per bin	Non Statutory	Free	295.00	318.00
Litter Management Charge		Non Statutory	Free	82.00	88.00
Additional Recycling Bin	Per bin	Non Statutory	Free	60.00	65.00
Additional Green Waste Bin	Per bin	Non Statutory	Free	40.00	43.00
Additional 120L Red Bin	Per bin	Non Statutory	Free	368.75	Not applicable for 2023-24
Additional 240L Red Bin	Per bin	Non Statutory	Free	737.50	Not applicable for 2023-24
Commercial 240L Red Bin	Per bin	Non Statutory	Free	598.00	Not applicable for 2023-24
Bentleigh Traders					
Low	L1 Small to Medium Office/Retail/small Real estate/ Travel Agent Etc	Non Statutory	Free	564.00	579.00
	L2 Medium Real estate, large office (such as Solicitors, brokers etc)	Non Statutory	Free	1,276.00	1,335.00
Medium	M1 Small to Medium retail shop (Fashion, optometrist)/ Large Real estate etc	Non Statutory	Free	1,421.00	1,457.00
	M2 Large Retail shop (fashion, optometrist), Pharmacy	Non Statutory	Free	2,030.00	2,081.00
	M3 Large Pharmacy	Non Statutory	Free	5,730.00	5,874.00
High	HA Very small food shop/Café	Non Statutory	Free	508.00	579.00
	H1 Small/ light food shop & coffee shops, butcher	Non Statutory	Free	1,667.00	1,709.00
	H2 Medium food shops/Café	Non Statutory	Free	2,683.00	2,751.00
	H3 Large food shops/Bakery/Medium Café	Non Statutory	Free	3,698.00	3,791.00
	H4 Very Larger food shops/Café	Non Statutory	Free	9,352.00	9,586.00
	H5 Large Greengrocer (Fruit/Veg)	Non Statutory	Free	12,973.00	13,298.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)

PLANNING AND PLACE

URBAN PLANNING

3121 - Urban Planning - Statutory Fees

Fees for applications under Section 47 of the Planning and Environment Act 1987 (regulation 9) - Table 2 in the Planning and Environment (Fees) Regulations 2016

Class 1 Use only	Statutory	Free	Statutory Charges	Statutory Charges
Class 2 To develop single dwelling <\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 3 To develop single dwelling \$10,000-\$100,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 4 To develop single dwelling \$100,000-\$500,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 5 To develop single dwelling \$500,000-\$1,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 6 To develop single dwelling \$1,000,000-\$2,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 7 VicSmart <\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 8 VicSmart >\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 9 VicSmart subdivision	Statutory	Free	Statutory Charges	Statutory Charges
Class 10 VicSmart other than class 7, 8 or 9	Statutory	Free	Statutory Charges	Statutory Charges
Class 11 Other development <\$100,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 12 Other development \$100,000-\$1,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 13 Other development \$1,000,000-\$5,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 14 Other development \$5,000,000-\$15,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 15 Other development \$15,000,000-\$50,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 16 Other development >\$50,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 17 Subdivide existing building	Statutory	Free	Statutory Charges	Statutory Charges
Class 18 Subdivide land into two lots (other than VicSmart)	Statutory	Free	Statutory Charges	Statutory Charges
Class 19 Realignment or consolidation	Statutory	Free	Statutory Charges	Statutory Charges
Class 20 Subdivide land (3 or more lots)	Statutory	Free	Statutory Charges	Statutory Charges
Class 21 (Remove or vary a restriction)	Statutory	Free	Statutory Charges	Statutory Charges
Class 22 Permit not otherwise provided for in the regulations (i.e. Sale or consumption of liquor, reduction or waiver of car parking)	Statutory	Free	Statutory Charges	Statutory Charges

Fees for applications under Section 72 of the Planning and Environment Act 1987 (regulation 11) - Table 3 in the Planning and Environment (Fees) Regulations 2016

Class 1 Use only	Statutory	Free	Statutory Charges	Statutory Charges
Class 2 Amendment to a permit (other than to use and/or development of a single dwelling), to change a statement of what the permit allows, or to change any or all of the conditions of a permit	Statutory	Free	Statutory Charges	Statutory Charges
Class 3 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost <\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 4 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$10,000-\$100,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 5 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$100,000-\$500,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 6 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost >\$500,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 7 Amendment to a permit that is a VicSmart application where additional cost <\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 8 Amendment to a permit that is a VicSmart application where additional cost >\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 9 Amendment to a class 9 permit *	Statutory	Free	Statutory Charges	Statutory Charges
Class 10 Amendment to a class 10 permit*	Statutory	Free	Statutory Charges	Statutory Charges
Class 11 Amendment to a class 11, 12, 13, 14, 15 or 16 permit where additional cost <\$100,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 12 Amendment to a class 11, 12, 13, 14, 15 or 16 permit where additional cost \$100,000-\$1,000,000	Statutory	Free	Statutory Charges	Statutory Charges
Class 13 Amendment to a class 11, 12, 13, 14, 15 or 16 permit where additional cost >\$1,000,000	Statutory	Free	Statutory Charges	Statutory Charges

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
	Class 14 Amendment to a class 17 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 15 Amendment to a class 18 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 16 Amendment to a class 19 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 17 Amendment to a class 20 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 18 Amendment to a class 21 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 19 Amendment to a class 22 permit*	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 10 of the Planning and Environment (Fees) Regulations 2016	For combined permit applications	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 12 of the Planning and Environment (Fees) Regulations 2016	To amend an application under Section 57A(3)(a)	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 13 of the Planning and Environment (Fees) Regulations 2016	For a combined application to amend a permit	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 14 of the Planning and Environment (Fees) Regulations 2016	For a combined permit and planning scheme amendment	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 15 of the Planning and Environment (Fees) Regulations 2016	For a certificate of compliance	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 16 of the Planning and Environment (Fees) Regulations 2016	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 17 of the Planning and Environment (Fees) Regulations 2016	For a planning certificate	Statutory	Free	Statutory Charges	Not applicable for 2023-24
Fee under Regulation 18 of the Planning and Environment (Fees) Regulations 2016	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 6 of the Subdivision (Fees) Regulations 2016	For certification of a plan of subdivision	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 7 of the Subdivision (Fees) Regulations 2016	Alteration of a plan under Section 10(2) of the Subdivision Act 1988	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 8 of the Subdivision (Fees) Regulations 2016	Amendment of a certified plan under Section 11(1) of the Subdivision Act 1988	Statutory	Free	Statutory Charges	Statutory Charges
3121 - Urban Planning - Non-statutory fees					
Procedural requests (All Secondary Consent fees are to be set at the cost for Section 72 Amendments as set out in the Planning and Environment (Fees) Regulations, as amended from time to time)	Secondary Consent in respect of a Class 1 Use only	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 2 Amendment to a permit (other than to use and/or development of a single dwelling), to change a statement of what the permit allows, or to change any or all of the conditions of a permit	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 3 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost <\$100,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 4 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$10,000-\$100,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 5 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$100,000-\$500,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 6 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost >\$500,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 7 Amendment to a permit that is a VicSmart application where additional cost <\$10,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 8 Amendment to a permit that is a VicSmart application where additional cost >\$10,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 9 Amendment to a class 9 permit *	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 10 Amendment to a class 10 permit*	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 11 Amendment to a class 11, 12, 13, 14, 15 or 16 permit where additional cost <\$100,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 12 Amendment to a class 11, 12, 13, 14, 15 or 16 permit where additional cost \$100,000-\$1,000,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 13 Amendment to a class 11, 12, 13, 14, 15 or 16 permit where additional cost >\$1,000,000	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
Procedural requests					

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)
	Secondary Consent in respect of a Class 14 Amendment to a class 17 permit*	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 15 Amendment to a class 18 permit*	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 16 Amendment to a class 19 permit*	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 17 Amendment to a class 20 permit*	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 18 Amendment to a class 21 permit*	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
	Secondary Consent in respect of a Class 19 Amendment to a class 22 permit	Statutory	Free	As per relevant S72 cost	As per relevant S72 cost
Procedural requests	Request to extend the expiry date of a planning permit (first request)	Non Statutory	Free	660.00	700.00
Procedural requests	Request to extend the expiry date of a planning permit (second and subsequent request)	Non Statutory	Free	965.00	1,000.00
Procedural requests	Request to endorse plans or documents under a condition or a planning permit (second and subsequent request)	Non Statutory	Free	135.00	200.00
Public notification	Per public notice to be displayed on site	Non Statutory	Free	25.00	30.00
Public notification	Fixed fee (for up to 10 public notices sent by post)	Non Statutory	Free	125.00	170.00
Public notification	For each additional public notice sent by post	Non Statutory	Free	12.00	17.00
Planning information and pre-application advice	Request for specific planning information	Non Statutory	Free	200.00	225.00
Planning information and pre-application advice	Pre-application advice (written advice) (minor applications)	Non Statutory	Free	200.00	250.00
Planning information and pre-application advice	Pre-application advice (written advice) (major applications)	Non Statutory	Free	310.00	350.00
Planning information and pre-application advice	Pre-application meeting (in addition to written advice)	Non Statutory	Free	310.00	400.00
Planning information and pre-application advice	Subsequent pre-application advice following initial response (written advice)	Non Statutory	Free	200.00	250.00
Administrative fees	Search and copy fees	Non Statutory	Free	130.00	Not applicable for 2023-24
Administrative fees	Search and copy fees (post 2016 - provided electronically)	Non Statutory	Free	40.00	Not applicable for 2023-24
Administrative fees	Digitisation fee (any submission that includes paper size larger than A3 size)	Non Statutory	Taxable	125.00	133.00
Administrative fees	Digitisation fee (any submission that includes A3 and/or A4 size only)	Non Statutory	Taxable	62.50	66.30
Photocopies of Plans	Size A0: 1 - 3 Copies - Per Copy	Non Statutory	Taxable	15.50	31.00
	Size A1: 4 or More - Per Copy	Non Statutory	Taxable	15.50	31.00
	Size A2: 4 or More - Per Copy	Non Statutory	Taxable	15.50	31.00
	Size A4 - Per Copy	Non Statutory	Taxable	4.20	4.50
	Size A3 - Per Copy	Non Statutory	Taxable	5.20	5.50
Administrative fees	Copy of planning permit (*pre 2016 decisions also must pay planning file retrieval fee)	Non Statutory	Taxable	New Fee	45.00
Administrative fees	Copy of endorsed plans (*pre 2016 decisions also must pay planning file retrieval fee)	Non Statutory	Taxable	New Fee	45.00
Administrative fees	Copy of Council planning recommendation report (*pre 2016 decisions also must pay planning file retrieval fee)	Non Statutory	Taxable	New Fee	45.00
Administrative fees	Planning file retrieval fee (for hard copy files pre-2016)	Non Statutory	Taxable	New Fee	100.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023	Charges per unit 2023-2024
				(\$)	(\$)

CITY FUTURES

City Futures

Fee under Regulation 6 of the Planning and Environment (Fees) Regulations 2016

Stage 1	For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment.	Statutory	Free	3,141.50	3,149.70
Stage 2	For: a) considering				
	(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Statutory	Free	15,570.25	15,611.10
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Statutory	Free	31,110.00	31,191.60
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and b) providing assistance to a panel in accordance with section 158 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment.	Statutory	Free	41,586.75	41,695.80
Stage 3	For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	Statutory	Free	495.63	496.90
Stage 4	Consideration of a request for the Minister to approve the amendment under Section 35 Giving notice of the approval of the amendment under Section 36 (1).	Statutory	Free	495.63	496.90

3700 - Parklet renewal program

Annual Fee - standard one year permit	Apply to existing parklet holder	Non Statutory	Taxable	N/A	2500.00
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BUILDING AND PROPERTIES

3400 - Building Control

Permits	Fences Permit Fee	Non Statutory	Taxable	583.00	618.00
	Reblocks, Garages, Carports, Verandas Permit Fee	Non Statutory	Taxable	798.00	846.00
	Other Garages and Swimming Pools	Non Statutory	Taxable	789.00	836.00
	Pool Fences only	Non Statutory	Taxable	451.00	478.00
Dwelling Additions (including 4 inspections)	Minimum Fee - Owner Builder	Non Statutory	Taxable	2,239.00	2,373.00
Dwelling Additions (including 4 inspections)	Minimum Fee - Registered Builder	Non Statutory	Taxable	1,842.00	1,953.00
Dwellings (including 4 inspections)	Minimum Fee - Owner Builder	Non Statutory	Taxable	3,012.00	3,193.00
Dwellings (including 4 inspections)	Minimum Fee - Registered Builder	Non Statutory	Taxable	2,526.00	2,678.00
Commercial	Up to \$20k - including 2 inspects	Non Statutory	Taxable	937.00	993.00
	\$20k and over	Non Statutory	Taxable	Cost/100	Cost/100
Demolition Fees	Domestic - within Municipality	Non Statutory	Taxable	691.00	732.00
	Commercial	Non Statutory	Taxable	Price on application	Price on application
Special Assessments	Domestic - per hour (minimum 1 hour)	Non Statutory	Taxable	180.00	191.00
	Commercial - per hour (minimum 1 hour)	Non Statutory	Taxable	484.00	513.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Application fee to retain works constructed without a building permit	Fee for the assessment of documentation submitted to Council to justify if a building or works are to remain that has been constructed or carried out without a building permit. Additional fee may be applicable according to the complexity of the illegal works and documentation submitted for assessment. Total fee to be determined by the Manager.	Non Statutory	Taxable	Min \$616	Min \$616
Inspection Rates	Within Municipality	Non Statutory	Taxable	168.00	178.00
	Lapsed Permits	Non Statutory	Taxable	445.00	472.00
	Additional Inspections	Non Statutory	Taxable	168.00	178.00
External Inspections		Non Statutory	Taxable	395.00	419.00
Occupancy Permits	Prescribed Temporary Structures	Non Statutory	Free	630.00	668.00
	Place for Public Entertainment	Non Statutory	Free	3,112.00	3,299.00
	Amendment to above CO Certificates	Non Statutory	Free	395.00	419.00
Siting approval- Prescribed Temporary Structures	Siting approval of prescribed temporary structures - Building Act s 57(1)(a)	Non Statutory	Free	308.00	326.00
Council Dispensation Applications (Building Regulations 2006)	Council Consent (Part 5 siting, Building Regulations 2018) per Regulation Applicable. Maximum fee set by Legislation, charges are currently estimated.	Non Statutory	Free	301.00	319.00
	Corner fences combined application	Non Statutory	Free	421.00	446.00
	Domestic buildings- Dispensation or performance determination Reg. 233, 231, 229	Non Statutory	Free	364.00	386.00
	Commercial buildings- Dispensation or performance determination Reg. 233, 213, 229	Non Statutory	Free	722.00	765.00
Hoarding Permits	Hoarding Permits - Fee Per Month	Non Statutory	Free	\$182+ (value) * (value) * \$4.70	\$193+ (value) * (value) * \$4.60
	Renewal	Non Statutory	Free	\$92 + (value) * (value) * \$4.70	\$92 + (value) * (value) * \$4.70
Statutory Inspections	Pool Certificate/ Subdivisions	Non Statutory	Taxable	451.00	478.00
Protection of Public	Statutory Reg. 116	Statutory	Taxable	304.00	322.00
Modifications for Existing Building Redevelopment	Domestic - Per Modification	Non Statutory	Taxable	374.00	396.00
Extensions	Domestic	Non Statutory	Taxable	198.00	210.00
Cancellations of Permits	Domestic	Non Statutory	Free	198.00	210.00
Construction Management Plan Variation Fee	Assessment of variations to construction management plans	Non Statutory	Free	122.00	129.00
Building Appeals Commission/Melbourne Water Fees Re Modifications	Various Fees Depending on Modifications	Non Statutory	Free	Various	Various
Plan Copies	Search and document fee	Non Statutory	Free	210.00	223.00
Copies of building permit documentation		Non Statutory	Free	210.00	223.00
Building Permit Levy (State Government)	Statutory Fee - works >10,000	Statutory	Free	Set by State Government	Set by State Government
Computation Checking	Recovery of Charges to GECC	Non Statutory	Taxable	Various	Various
Property Information Fee - GECC	Statutory (Set by Legislation - Charges are currently estimated)	Statutory	Free	49.00	51.90
Permit Lodgement Fees	Statutory Fee - Domestic (Set by Legislation Charges are currently estimated)	Statutory	Free	126.00	134.00
	Statutory Fee - Commercial (Set by Legislation Charges are currently estimated)	Statutory	Free	126.00	134.00
Swimming pool and spa registration	Registration Fee (Maximum)	Statutory	Free	33.00	35.00
	Compliance lodgement fee (Maximum)	Statutory	Free	21.00	22.30
	Non-compliance lodgement fee (Maximum)	Statutory	Free	400.00	424.00
	Information Search fee (Maximum)	Statutory	Free	49.00	51.90
Certificate from Council to enable a Demolition permit to be issued	Section 29A	Statutory	Free	88.00	93.30

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Pavilions Concessions - Not for profit 25% discount to full fee and Glen Eira Residents 12.5% discount.					
Duncan Mackinnon, Murrumbeena Pavilion, and Caulfield Park					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	47.00	50.00
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	88.50	94.00
Meeting Room Hire (if hired separately)	Per Hour (minimum two hours)	Non Statutory	Taxable	21.50	23.00
2264 - Carnegie Multipurpose Room					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	31.50	33.50
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	42.00	48.00
2293 - Bentleigh McKinnon Youth Centre Studio Room					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	New Fee	22.00
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	New Fee	32.00
2269 - Moorleigh Community Village					
Monday to Sunday	Per Hour (minimum one hour)	Non Statutory	Taxable	New Fee	37.00
Other Facilities Includes McKinnon Hall, East Caulfield Reserve, DC Bricker Reserve, Glen Huntly Park, Packer Park, Bentleigh McKinnon Youth Centre (except studio room) and the Boyd Room.					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	36.50	37.00
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	75.50	80.00
Meeting Room Hire (if hired separately)	Per Hour (minimum two hours)	Non Statutory	Taxable	16.50	24.00
Town Hall Auditorium & Theatre Concessions - Not for profit 25% discount to full fee and Glen Eira Residents 12.5% discount.					
Auditorium with Kitchen					
Monday to Thursday	Per Hour (minimum two hours)	Non Statutory	Taxable	N/A	187.40
Friday to Sunday and Public Holidays	Per Hour (minimum two hours)	Non Statutory	Taxable	N/A	286.70
Auditorium without Kitchen					
Monday to Thursday	Per Hour (minimum two hours)	Non Statutory	Taxable	N/A	143.30
Friday to Sunday and Public Holidays	Per Hour (minimum two hours)	Non Statutory	Taxable	N/A	220.60
Theatre with Kitchen					
Monday to Thursday	Per session (8 hours per session)	Non Statutory	Taxable	562.00	596.00
Friday to Sunday and Public Holidays	Per session (8 hours per session)	Non Statutory	Taxable	760.00	806.00
Theatre without Kitchen					
Monday to Thursday	Per session (8 hours per session)	Non Statutory	Taxable	458.00	485.00
Friday to Sunday and Public Holidays	Per session (8 hours per session)	Non Statutory	Taxable	655.00	694.00
Kitchen					
Business Hours: Monday to Thursday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	42.00	44.10
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	52.00	66.10
Town Hall Meeting Rooms Concessions - Not for profit 25% discount to full fee and Glen Eira Residents 12.5% discount.					
Councillor Room (10 pax), Ogaki Room (12 pax) Labassa Room (14 pax), Rippon Lea Room (16 pax).					
Business Hours: Monday to Friday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	62.00	65.70
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	83.50	88.50
Caulfield Cup Room (Capacity: Standing 100 pax, seated 60 pax)					
Business Hours: Monday to Friday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	124.50	132.00
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	146.00	155.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Yarra Yarra Room (20 pax)					
Business Hours: Monday to Friday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	83.50	88.50
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	104.00	110.00
Buildings & Properties - General					
Bond: Minimum \$300 - Maximum \$5,000					
Hire of AV / PA equipment	General Hire	Non Statutory	Taxable	208.00	220.00
Hall Caretaker Fee	Weekday	Non Statutory	Taxable	38.50	42.00
Hall Caretaker Fee	Weekend	Non Statutory	Taxable	76.50	82.00
Hall Caretaker Fee	Public Holiday rate	Non Statutory	Taxable	96.00	102.00
Staff After Hours Call Out Fee		Non Statutory	Taxable	104.00	110.00
Store Room - Per month		Non Statutory	Taxable	43.00	45.60
Properties					
Road Discontinuance/Sale & Reserve Sale application fee		Non Statutory	Taxable	550.00	583.00
COMMUNITY SAFETY AND COMPLIANCE					
3224 - Animal Control Services					
Cat Registration	Sterilised and Microchipped (including \$4.10 State Levy)	Non Statutory	Free	41.00	45.60
	Non Sterilised (Max fee) (including \$4.10 State Levy)	Non Statutory	Free	117.50	136.90
	Over 10 years (including \$4.10 State Levy)	Non Statutory	Free	41.00	45.60
	FCC/Reg (including \$4.10 State Levy)	Non Statutory	Free	41.00	45.60
	Microchipped Non Sterilised (existing registrations only) (including \$4.10 State Levy)	Non Statutory	Free	41.00	45.60
	Pensioner Rate - Cat Sterilised and Micro chipped (including \$4.10 State Levy)	Non Statutory	Free	23.60	25.00
	Pensioner Rate - Cat Non Sterilised (including \$4.10 State Levy)	Non Statutory	Free	61.00	68.50
Dog Registration	Sterilised and Microchipped (including \$4.10 State Levy)	Non Statutory	Free	61.10	68.50
	Non Sterilised (Max fee) (including \$4.10 State Levy)	Non Statutory	Free	175.10	199.20
	Over 10 years (including \$4.10 State Levy)	Non Statutory	Free	61.10	68.50
	FCC/Reg (including \$4.10 State Levy)	Non Statutory	Free	61.10	68.50
	Microchipped Non Sterilised (existing registrations only) (including \$4.10 State Levy)	Non Statutory	Free	61.10	68.50
	Pensioner Rate - Dog Sterilised and Microchipped (including \$4.10 State Levy)	Non Statutory	Free	32.60	34.60
	Pensioner Rate - Dog Non Sterilised (including \$4.10 State Levy)	Non Statutory	Free	90.00	97.60
	Obedience Trained (including \$4.10 State Levy)	Non Statutory	Free	32.60	34.60
	Obedience Trained - Pensioner Rate (including \$4.10 State Levy)	Non Statutory	Free	19.30	20.50
	Restricted Breed and Declared Dangerous Dog (including \$4.10 State Levy)	Non Statutory	Free	355.00	376.30
	Dangerous Dog which is a Guard Dog or Protection Trained (including \$4.10 State Levy)	Non Statutory	Free	175.10	376.30
Domestic Animal Business	Pet Shop Registration (Includes \$20.00 State Levy)	Non Statutory	Free	393.10	417.00
Animal Registration Register	Copy of Pet Registration Information	Statutory	Free	53.90	57.10
Impoundment Fees	Fee Prior to Delivery to Pound	Non Statutory	Free	105.00	111.00
	Pound Release Fee within 8 days (if animal is unregistered at time of impoundment)	Non Statutory	Free	\$357.00 plus pound contractor variable costs including vaccination and holding costs	\$357.00 plus pound contractor variable costs including vaccination and holding costs
	Seized animals - charge per day after 8 days - pound contractor cost.	Non Statutory	Free	33.00	35.00
	Permit for more than 2 cats/dogs	Non Statutory	Free	68.30	72.40

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
3210 - Civic Compliance					
Waste Bin Permits (Road Occupancy Permits)		Non Statutory	Free	85.20	90.30
Materials on Nature Strips	Flat Rate Per Week	Non Statutory	Free	85.20	90.30
Footpath Trading Permits	External chairs (up to 6 chairs) or Bench seat (up to 6 patrons)	Non Statutory	Free	250.00	265.00
	Extra chairs (if over 6 chairs) or Bench seat (if over 6 patrons)	Non Statutory	Free	40.80	43.20
	A-Frame Signs	Non Statutory	Free	124.50	132.00
	Windbreaks/Screening Barriers/Umbrellas	Non Statutory	Free	No Charge	No Charge
	Heater	Non Statutory	Free	102.00	108.00
	Display of goods (per display)	Non Statutory	Free	260.50	276.00
Footpath/road occupancy permit	Footpath/road Occupancy Permits - Fee Per Day	Non Statutory	Free	\$182.20 + \$4.40/ Sqm	\$193.10 + \$4.60/ Sqm
Mobile Crane Permits	Flat Fee + Value of Footpath Rental/Car Spaces Taken	Non Statutory	Free	183.70	195.00
Works Zone Permits	Three months or less per zone	Non Statutory	Free	1,036.00	1,098.00
	Six months	Non Statutory	Free	1,843.00	1,954.00
	Nine months	Non Statutory	Free	2,395.00	2,539.00
	12 Months	Non Statutory	Free	2,925.00	3,101.00
	Extension per month	Non Statutory	Free	492.00	522.00
	Additional bays per month	Non Statutory	Free	192.00	204.00
Property Clean Up		Non Statutory	Free	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Removal of Rubbish	Per Site	Non Statutory	Taxable	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Removal of Overhanging Shrubs	Contractor Fees	Non Statutory	Taxable	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Street Closure Permit (Street Parties)	Permit Fee	Non Statutory	Free	174.00	184.00
Reserved Parking- Film sites etc.	Unrestricted Time Zones Per Car Space	Non Statutory	Free	55.30	58.60
	Time Restricted Zones Per Car Space	Non Statutory	Free	102.00	108.00

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
3320 - Environmental Health					
Registration Fees - Public Health and Wellbeing Act	Annual Registration Fee	Statutory	Free	152.00	161.00
	Ongoing Registration Fee (Low Risk)	Statutory	Free	152.00	161.00
	Late Registration Fee Surcharge	Non Statutory	Free	Dependant on Volumes	Not applicable for 2023-24
Transfer Administration Fees	Food Act	Non Statutory	Free	88.00	Not applicable for 2023-24
Transfer Administration Fees	Public Health and Wellbeing Act	Non Statutory	Free	88.00	93.00
Registration Fees - Food Act					
Food Act Registration Fees	Late Registration Fee Surcharge	Non Statutory	Free	Dependant on Volumes	Not applicable for 2023-24
	Class 1 - 5 Star (Hospitals, facilities for the aged, child care and delivered meal organisations)	Statutory	Free	368.00	451.00
	Class 1 - No award (Hospitals, facilities for the aged, child care and delivered meal organisations)	Statutory	Free	505.00	551.00
	Class 2 - 5 Star (Premises that handle potentially hazardous unpackaged foods)	Statutory	Free	374.00	410.00
	Class 2- No award (Premises that handle potentially hazardous unpackaged foods)	Statutory	Free	510.00	510.00
	Class 2 - (Community groups or not for profit organisations)	Statutory	Free	211.00	255.00
	Class 3A - (Accommodation getaways and home-based businesses using a hot fill process)	Statutory	Free	330.00	470.00
	Class 3A - Low Risk Rating (Accommodation getaways and home-based businesses using a hot fill process)			Not applicable in 2022-23	370.00
	Class 3 - (Other premises handling unpackaged low risk food, pre-packaged potentially hazardous food or warehousing or distribution of pre-packaged food)	Statutory	Free	294.00	470.00
	Class 3 - Low Risk Rating (Other premises handling unpackaged low risk food, pre-packaged potentially hazardous food or warehousing or distribution of pre-packaged food)			Not applicable in 2022-23	370.00
	Class 3 - (Community groups or not for profit organisations)	Statutory	Free	152.00	162.00
Additional Follow Up Inspection Fees	Classes 1 and 2	Statutory	Free	147.00	161.00
	Class 3	Statutory	Free	103.00	120.00
Registration Fees - Streatrader					
Annual Registration Fee	Class 2 - (Mobile premises, temporary premises and vending machines)	Statutory	Free	211.00	243.00
	Class 3 - (Mobile premises, temporary premises and vending machines)	Statutory	Free	152.00	182.00
Public Health Legal Fee Income	Legal Fees Income	Non Statutory	Free	Dependant on Volumes	Dependant on Volumes
Application fees - Onsite Wastewater Management Systems					
<u>Current Fee Unit values available from Department of Treasury and Finance</u>					
Domestic Waste Water Management System Approval	Application to construct, install or alter Onsite Waste Water Management System	Statutory	Free	Variable application fee - Minimum 48.88 fee units to Maximum 135.43 fee units	Variable application fee - Minimum 48.88 fee units to Maximum 135.43 fee units
	Application for minor alterations to Onsite Waste Water Management System	Statutory	Free	Flat application fee of 37.25 fee units	Flat application fee of 37.25 fee units
	Application to transfer a permit (OWMS)	Statutory	Free	Flat application fee of 9.93 fee units	Flat application fee of 9.93 fee units
	Application to amend a permit (OWMS)	Statutory	Free	Flat application fee of 10.38 fee units	Flat application fee of 10.38 fee units
	Application to renew a permit (OWMS)	Statutory	Free	Flat application fee of 8.31 fee units	Flat application fee of 8.31 fee units
	Application for exemption (OWMS)	Statutory	Free	Variable application fee - Minimum 14.67 fee units to Maximum 64.41 fee units	Variable application fee - Minimum 14.67 fee units to Maximum 64.41 fee units

2023-24 BUDGET

Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
3220 - Parking Management					
Magistrate Court Fees		Statutory	Free	Various	Various
Parking Infringements	Non Compliance of Road Rules	Statutory	Free	Various	Various
Fines Victoria Parking Infringements		Statutory	Free	Various	Various
Parking Fees Caulfield Racecourse		Non Statutory	Taxable	Various	Various
	First Two Hours (all areas)	Non Statutory	Taxable	2.60	2.80
	All Day Areas Nos. 1 & 2	Non Statutory	Taxable	6.40	6.80
User Fees General		Non Statutory	Free	Various	Various
Miscellaneous Income		Non Statutory	Taxable	Various	Various
Car Share Parking Bay	Establishment Fee	Non Statutory	Taxable	1,000.00	1,060.00
	Annual Renewal Fee		Taxable	500.00	530.00

CORPORATE SERVICES

CORPORATE COUNSEL

2400 - Statutory & Local Government Act					
Freedom of Information Fees	Set Statutory Fees per Application	Statutory	Free	Statutory Fees Set By State Government	Statutory Fees Set By State Government

FINANCE

2210 - Rates and Valuations					
<u>Current Fee Unit values available from Department of Treasury and Finance</u>					
Land Information Certificate	Set at 1.82 Fee units (Victoria)	Statutory	Free	27.83	28.94

Appendix F: Schedule of Glen Eira Leisure (GEL) User Charges and Other Fees

This appendix presents the fees and charges which will be charged in respect to various goods and services provided during the 2023-24 year. In order to allow for promotional and marketing programs, the GEL Manager will have limited delegated authority to vary a fee:

- by not more than 5 per cent; and for not more than two months.

All the fees below are of a non-statutory nature.

2023-24 BUDGET				
Glen Eira Leisure User Charges and Other Fees				
User Charges and Other Fees	Description	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Glen Eira Sports & Aquatic Centre - (GESAC)				
4761 - Administration & Human Resource - Consumables				
Sundry Income	Member Wrist Band	Taxable	5.00	5.00
Sundry Income	Member Wrist Band - Upgrade	Taxable	5.00	5.00
Sundry Income	Replacement Card	Taxable	5.00	5.00
Uniform Purchase	Uniform	Taxable	75.00	75.00
4762 - GESAC Aquatics - Learn To Swim				
Learn To Swim	Gold Swim School Membership	GST free	24.50	25.50
Learn To Swim	Foundation Swim School Membership	GST free	20.00	21.00
Learn To Swim	Swim School Membership	GST Free	20.50	21.50
Learn To Swim	Swim School Membership Flexi	GST free	22.00	23.00
Learn To Swim	Swim School 3 month Term	GST free	307.00	322.00
Learn To Swim	Private Lesson	GST free	65.00	67.00
Holiday Program	Swim School Fastlane - Member	GST Free	59.00	59.00
Holiday Program	Swim School Fastlane - Non Member	GST Free	115.00	120.00
Joining Fees	Administration Fee	Taxable	30.00	30.00
4763- GESAC Aquatics - Schools				
July 2023 - December 2024 Prices (Prices to be reset in January 2024)				
School Swimming Program	Max 6 per class	GST Free	12.70	13.30
School Swimming Program	Max 8 per class	GST Free	12.30	12.90
School Swimming Program	Max 10 per class	GST Free	11.20	11.75
January 2024 - June 2024 Prices				
School Swimming Program	Max 6 per class	GST Free	13.30	13.90
School Swimming Program	Max 8 per class	GST Free	12.90	13.50
School Swimming Program	Max 10 per class	GST Free	11.75	12.30
4765- GESAC Aquatics - Birthday Parties				
Birthday Party Program	Birthday Party Program - Snack Menu	Taxable	37.00	38.00
Birthday Party Program	Birthday Party Program - Meal Menu	Taxable	39.50	41.00
Birthday Party Program	Birthday Party Program - Feast Menu	Taxable	41.00	43.00
Birthday Party Program	Birthday Party Program - No Food	Taxable	24.00	25.00
Birthday Party Program	Birthday Party Deposit	Taxable	100.00	100.00
4766- GESAC Aquatics - Casual Entry				
Adult Swims	10x Adult Swim General Admission	Taxable	98.10	102.60
Adult Swims	Adult Swim General Admission	Taxable	10.90	11.40
Adult Swims	Adult Swim Off Peak	Taxable	8.70	9.10
Over 70's with concession Swim Glen Eira Resident	Adult Swim General Admission	Taxable	2.00	2.00
Over 70's Swim Glen Eira Resident	Adult Swim General Admission	Taxable	7.50	7.80
Over 70's with concession Swim Glen Eira Resident	Over 70s Wellness Concession Admission	Taxable	6.00	6.20
Over 70's Swim Glen Eira Resident	Over 70s Wellness General Admission	Taxable	12.50	13.10
Concession Swims	10 x Concession General Admission	Taxable	78.30	81.90
Concession Swims	Concession Swim General Admission	Taxable	8.70	9.10
Concession Swims	Concession Swim Off Peak	Taxable	7.50	7.80
Child Swims	10 x Child General Admission	Taxable	78.30	81.90
Child Swims	Child Swim General Admission	Taxable	8.70	9.10
Child Swims	Child Swim Off Peak	Taxable	7.50	7.80
Group Swims	10 x Group Swim General Admission	Taxable	288.00	302.00
Group Swims	Group Swim General Admission	Taxable	36.50	38.00

2023-24 BUDGET Glen Eira Leisure User Charges and Other Fees				
User Charges and Other Fees	Description	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Group Swims	Group Swim Off Peak	Taxable	29.80	31.00
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	141.30	147.60
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	15.70	16.40
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	112.50	117.90
Aquatic Wellness	Aquatic Wellness Concession	Taxable	12.50	13.10
Bulk Visit Passes	GESAC Club Card Fee	Taxable	50.00	50.00
Spectator Fees	Spectator Fees	Taxable	3.90	2.50
Health Professionals	Casual professional fee - single user	Taxable	19.50	19.95
4769 - GESAC Aquatics - Pool Hire July 2023 - December 2023 Prices (Prices to be reset in January 2024)				
Pool Hire	25m Pool - Lane	Taxable	76.50	79.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	69.00	71.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	60.50	63.00
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	59.50	62.00
Pool Hire	25m Pool - Whole Pool	Taxable	435.00	450.00
Pool Hire	50m Pool - Lane	Taxable	77.50	80.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	71.00	73.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	61.50	64.00
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	59.50	62.00
Pool Hire	50m Pool - Whole Pool	Taxable	445.00	460.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	230.00	240.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	60.50	63.00
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	30.00	31.00
Pool Hire	Wellness Program Pool - Whole Pool	Taxable	240.00	250.00
Pool Hire	LTS Pool - Lane	Taxable	38.00	40.00
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	34.50	36.00
Pool Hire	LTS Pool - Lane (Contract)	Taxable	27.00	28.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	25.00	26.00
Pool Hire	LTS Pool - Whole Pool	Taxable	155.00	160.00
Pool Hire	Leisure Pool	Taxable	230.00	240.00
Pool Hire	Water Slides	Taxable	230.00	240.00
Pool Hire	Ultimate Package	Taxable	800.00	825.00
Pool Hire	Ultimate Package - After 9pm	Taxable	990.00	990.00
Pool Hire	Fun Package	Taxable	590.00	610.00
Pool Hire	Fun Package - After 9pm	Taxable	765.00	790.00
Pool Hire	Child Care Room	Taxable	70.00	72.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	40.00	41.00
Pool Hire	Instructor	Taxable	67.00	69.00
Pool Hire	Lifeguard	Taxable	67.00	69.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	67.00	69.00
Pool Hire	Inflatable	Taxable	230.00	240.00
Pool Hire	Carnival Equipment	Taxable	70.00	72.00
January 2024 - June 2024 Prices				
Pool Hire	25m Pool - Lane	Taxable	79.00	82.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	71.00	74.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	63.00	66.00
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	62.00	65.00
Pool Hire	25m Pool - Whole Pool	Taxable	450.00	470.00
Pool Hire	50m Pool - Lane	Taxable	80.00	84.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	73.00	76.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	64.00	67.00
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	62.00	65.00

2023-24 BUDGET Glen Eira Leisure User Charges and Other Fees				
User Charges and Other Fees	Description	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Pool Hire	50m Pool - Whole Pool	Taxable	460.00	483.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	240.00	252.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	63.00	66.00
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	31.00	32.50
Pool Hire	Wellness Program Pool - Half Pool	Taxable	250.00	262.00
Pool Hire	LTS Pool - Lane	Taxable	40.00	42.00
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	36.00	37.80
Pool Hire	LTS Pool - Lane (Contract)	Taxable	28.00	29.40
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	26.00	27.30
Pool Hire	LTS Pool - Whole Pool	Taxable	160.00	168.00
Pool Hire	Leisure Pool	Taxable	240.00	252.00
Pool Hire	Water Slides	Taxable	240.00	252.00
Pool Hire	Ultimate Package	Taxable	825.00	850.00
Pool Hire	Ultimate Package - After 9pm	Taxable	990.00	990.00
Pool Hire	Fun Package	Taxable	610.00	640.00
Pool Hire	Fun Package - After 9pm	Taxable	790.00	820.00
Pool Hire	Child Care Room	Taxable	72.00	75.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	41.00	43.00
Pool Hire	Instructor	Taxable	69.00	72.00
Pool Hire	Lifeguard	Taxable	69.00	72.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	69.00	72.00
Pool Hire	Inflatable	Taxable	240.00	252.00
Pool Hire	Carnival Equipment	Taxable	72.00	75.00
4774 - GESAC Operations - Administration				
Lockers	Medium Locker	Taxable	3.50	3.50
4775 - GESAC Sales & Marketing - Foundation				
Foundation Membership	Foundation Membership Stage 1	Taxable	19.95	20.95
Foundation Membership	Foundation Membership Stage 2	Taxable	20.95	21.95
Foundation Membership	Foundation Membership Stage 3	Taxable	22.95	23.95
4777 - GESAC Sales & Marketing				
Full Membership	GOLD Membership Direct Debit - 12 month minimum - weekly fee	Taxable	23.95	24.95
Full Membership	GOLD Membership Direct Debit - 1 month minimum - weekly fee	Taxable	27.95	28.95
Full Membership	GOLD Membership 3 month Term	Taxable	413.00	426.00
Full Membership	GOLD Membership 6 month Term	Taxable	776.00	802.00
Full Membership	GOLD Membership 12 month Term	Taxable	1,295.00	1,347.00
Concession Membership	GOLD Concession Membership Direct Debit - 12 month minimum	Taxable	20.95	21.95
Concession Membership	GOLD Concession Membership Direct Debit - 1 month minimum	Taxable	24.95	25.95
Concession Membership	GOLD Concession Membership 3 month Term	Taxable	374.00	387.00
Concession Membership	GOLD Concession Membership 6 month Term	Taxable	698.00	724.00
Concession Membership	GOLD Concession Membership 12 month Term	Taxable	1,139.00	1,191.00
	GOLD My Physio/Mind/Glen Eira Carer 10 Week	Taxable	100.00	100.00
Aquatic Membership	Aquatic Membership Direct Debit - 12 month	Taxable	16.50	16.95
Aquatic Membership	Aquatic Membership Direct Debit - 1 month	Taxable	19.50	19.95

2023-24 BUDGET

Glen Eira Leisure User Charges and Other Fees

User Charges and Other Fees	Description	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Aquatic Membership	Aquatic Membership 3 month Term	Taxable	303.00	309.00
Aquatic Membership	Aquatic Membership 6 month Term	Taxable	557.00	568.00
Aquatic Membership	Aquatic Membership 12 month Term	Taxable	908.00	931.00
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 12 month	Taxable	14.50	14.95
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 1 month	Taxable	17.50	17.95
Aquatic Concession Membership	Aquatic Concession Membership 3 month Term	Taxable	277.00	283.00
Aquatic Concession Membership	Aquatic Concession Membership 6 month Term	Taxable	505.00	516.00
Aquatic Concession Membership	Aquatic Concession Membership 12 month Term	Taxable	804.00	827.00
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 12 month	Taxable	13.50	13.95
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 1 month	Taxable	16.50	16.95
Aquatic Junior Membership	Aquatic Junior Membership 3 month Term	Taxable	264.00	270.00
Aquatic Junior Membership	Aquatic Junior Membership 6 month Term	Taxable	479.00	490.00
Aquatic Junior Membership	Aquatic Junior Membership 12 month Term	Taxable	752.00	775.00
Corporate Membership	Corporate Membership Direct Debit - 12 month minimum	Taxable	21.95	22.95
Corporate Membership	Corporate Membership Direct Debit - 1 month minimum	Taxable	25.95	26.95
Corporate Membership	Corporate Membership 3 month Term	Taxable	387.00	400.00
Corporate Membership	Corporate Membership 6 month Term	Taxable	724.00	750.00
Corporate Membership	Corporate Membership 12 month Term	Taxable	1,191.00	1,243.00
Activate Membership	Activate Membership Direct Debit	Taxable	18.50	18.95
Activate Membership	Activate Membership 3 month Term	Taxable	290.00	296.00
Activate Membership	Activate Membership 6 month Term	Taxable	530.00	542.00
Activate Membership	Activate Membership 12 month Term	Taxable	1,012.00	1,035.00
Junior Membership	Junior Membership Direct Debit	Taxable	18.50	18.95
Junior Membership	Junior Membership 3 month Term	Taxable	290.00	296.00
Junior Membership	Junior Membership 6 month Term	Taxable	530.00	542.00
Junior Membership	Junior Membership 12 month Term	Taxable	1,012.00	1,035.00
Stadium Membership	Stadium only membership	Taxable	New membership	8.95
Stadium Membership	Stadium only membership - concession	Taxable	New membership	7.95
Stadium Membership	Stadium only membership - Child (16 and under)	Taxable	New membership	7.95
	Bayside Tri Aquatic Unlimited Membership Weekly Fee	Taxable	15.50	15.95
	Bayside Tri Aquatic Unlimited Membership Weekly Fee Junior/Concession	Taxable	13.35	13.95
	Bayside Tri 1 Session Per Week Weekly Fee	Taxable	8.65	9.00
	Bayside Tri 1 Session Per Week Junior/Concession Weekly Fee	Taxable	7.00	7.30
	Academy of Swimming Unlimited Foundation Weekly Fee	Taxable	11.00	11.50
	Academy of Swimming Unlimited Weekly Fee	Taxable	13.50	13.95
	Academy of Swimming 1 Session Per Week Weekly Fee	Taxable	7.30	7.60
	Academy of Swimming Unlimited - 3 Months Upfront	Taxable	180.00	189.00
4779 - GESAC Sales & Marketing - Joining Fees				
Joining Fees	Joining Fee 1	Taxable	99.00	99.00
Joining Fees	Joining Fee 2	Taxable	49.00	49.00
Admin Fees	Admin Fees	Taxable	49.95	49.95
4782 - GESAC - Sport, Health & Wellbeing - Bulk Visit				
Bulk Visit Passes	10 x Group Fitness Pass	Taxable	175.50	179.55
Bulk Visit Passes	10 x Concession Group Fitness Pass	Taxable	157.50	161.55

2023-24 BUDGET

Glen Eira Leisure User Charges and Other Fees

User Charges and Other Fees	Description	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
4784 - GESAC - Sport, Health & Wellbeing - Gym				
Casual Gym	Centre Visit Pass	Taxable	27.95	28.95
Casual Gym	Concession Centre Visit Pass	Taxable	24.95	25.95
Casual Gym	Health Assessment	Taxable	36.00	37.50
Casual Gym	Living Longer Living Stronger	Taxable	7.50	7.80
Casual Gym	Living Longer Living Stronger Consultation	Taxable	36.00	37.50
Attendant Support Initiative	Single session rate 1 hours	Taxable	49.00	51.40
Attendant Support Initiative	10 Pass ASP 1 Hour	Taxable	490.00	514.00
4785 - GESAC - Sport, Health & Wellbeing - Facilities Hire				
Wet Program	Aqua Aerobics Group Class	Taxable	235.00	245.00
Dry Program	Group Fitness Class	Taxable	235.00	245.00
Dry Program	Group Cycle Class	Taxable	210.00	220.00
Dry Program	Group Fitness Studio Hire	Taxable	154.00	160.00
Dry Program	Group Fitness Studio Hire (High Use)	Taxable	102.00	107.00
Dry Program	Mind and Body Studio Hire	Taxable	125.00	131.00
Dry Program	Mind and Body Studio Hire (High Use)	Taxable	79.00	82.00
4786 - GESAC - Sport, Health & Wellbeing - Stadium				
Competition Fees	Competition Team Fees Senior	Taxable	89.00	93.00
Competition Fees	Junior Futsal Development Program	Taxable	13.95	14.60
Competition Fees	Junior Netball Development Program	Taxable	13.95	14.60
Stadium Hire	Court Hire - Peak	Taxable	69.00	72.00
Stadium Hire	Court Hire - Schools	Taxable	58.00	60.00
Stadium Hire	Court Hire - Off Peak	Taxable	46.00	48.00
Casual Use	Casual Use	Taxable	6.80	7.10
Registration	Netball Registration	Taxable	320.00	336.00
Registration	Futsal Registration	Taxable	215.00	226.00
Competition Fees	Junior Futsal Competition	Taxable	13.95	14.60
Competition Fees	Junior Netball Competition	Taxable	13.95	14.60
	Day Time Ladies Netball 10 Pass	Taxable	139.50	146.00
	Day Time Ladies Netball 5 Pass	Taxable	69.75	73.20
	Netball Bib Hire	Taxable	5.00	5.00
	AFL Registration	Taxable	145.00	152.00
4788 - GESAC - Sport, Health & Wellbeing - Group Exercise				
Casual Group Exercise	Casual Group Exercise	Taxable	19.50	19.95
Casual Group Exercise	Casual Concession Group Exercise	Taxable	17.50	17.95
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	13.95	14.50
Casual Group Exercise	Casual over 70's Glen Eira Residents with Concession for Seniors classes	Taxable	2.00	2.00
Casual Group Exercise	Casual over 70's Glen Eira Residents for Seniors classes	Taxable	7.50	7.80
Casual Group Exercise	Active Older Adults	Taxable	4.70	4.90
Casual Virtual Fitness	Casual Group Exercise	Taxable	5.00	5.00
4789 - GESAC - Sport, Health & Wellbeing - Personal Training				
Personal Training 30mins	Direct debit or casual can be one on one or up to 3 on 1 - single session	Taxable	47.00	49.00
Personal Training 30mins	Upfront Can be one on one or up to 3 on 1 - 5 Session purchase	Taxable	235.00	245.00
Starter Packs	Upfront PT Kickstart	Taxable	99.00	99.00
Personal Training 45mins	Direct debit or casual can be one on one or up to 3 on 1 - single session	Taxable	69.95	73.00
Personal Training 45mins	Upfront Can be one on one or up to 3 on 1 - 5 Session purchase	Taxable	349.00	366.00

2023-24 BUDGET






Glen Eira Leisure User Charges and Other Fees

User Charges and Other Fees	Description	GST Status	Charges per unit 2022-2023 (\$)	Charges per unit 2023-2024 (\$)
Caulfield Recreation Centre				
Direct Debit Membership	New Member / Per Fortnight	Taxable	31.00	32.50
	New Member Concession / Per Fortnight	Taxable	26.00	27.20
Administration Fee	New and rejoining Members	Taxable	49.95	49.95
Memberships - Gym and Aerobics	12 Month	Taxable	845.00	887.00
	6 Month	Taxable	495.00	495.00
	3 Month	Taxable	292.00	292.00
	12 Month Concession	Taxable	725.00	757.00
	6 Month Concession	Taxable	395.00	403.00
	3 Month Concession	Taxable	240.00	240.00
Memberships - Gym	12 Month	Taxable	720.00	750.00
Membership - Aerobics	12 Month	Taxable	599.00	625.00
	12 Month Concession	Taxable	480.00	500.00
Teen Gym	Membership	Taxable	23.00	24.00
	Administration Fee	Taxable	39.00	39.95
	Multi Pass	Taxable	85.00	89.00
Membership - Corporate	CRC Gold Corporate Direct Debit pw	Taxable	13.50	14.00
Health Club	Casual Gym	Taxable	16.95	17.50
	Multi Visit Card Concession (10)	Taxable	145.00	152.00
	Gym Visit Multi Visit Card (10)	Taxable	160.00	168.00
	Casual Health Club Concession	Taxable	14.50	15.20
	Gym Visit Multi Visit Card Concession (10)	Taxable	135.00	140.00
Group Fitness	Group Fitness Casual	Taxable	16.95	17.50
	Group Fitness Concession	Taxable	14.50	15.20
	Multi Card Visit (10)	Taxable	160.00	168.00
	Multi Visit Card Concession (10)	Taxable	135.00	140.00
Older Adults	Stay Active casual	Taxable	7.10	7.40
	Stay Active Multi Visit Card Concession (10)	Taxable	64.00	67.00
	Stay Active Direct Debit Membership	Taxable	28.00	29.00
	Casual over 70's Glen Eira Residents with Concession for Seniors classes	Taxable	2.00	2.00
	Activate Lite (Active ageing) single pass	Taxable	4.70	4.90
	Activate Lite 5 pass	Taxable	23.50	24.50
Facility Hire	Main studio hire - per hour	Taxable	24.00	25.00
Registered Training	CPR HLTAID001 - Full	GST Free	57.00	59.50
	CPR HLTAID001 - Update	GST Free	47.00	49.00
	First Aid HLTAID003 Full	GST Free	165.00	170.00
	First Aid HLTAID003 - Update	GST Free	110.00	115.00
	First Aid HLTAID004 - Full	GST Free	180.00	189.00
	First Aid HLTAID004 - Update	GST Free	115.00	120.00
	Pool Lifeguard SISSS00111 - Full	GST Free	275.00	285.00
	Pool Lifeguard SISSS00111 - update	GST Free	115.00	120.00
	Child and Infant CPR	GST Free	30.00	31.00
	Course in First Aid Management of Anaphylaxis 22300VIC	GST Free	60.00	62.00
	Course in First Aid Management of Anaphylaxis 22300VIC -UPDATE	GST Free	50.00	52.00
	Course in Asthma Awareness	GST Free	75.00	78.00


Appendix G: Council Plan Action Plan 2023-24

Our Council Plan 2021-25 responds to the Glen Eira 2040 Community Vision and includes five strategic directions as our priorities for the four-year Council term. Each strategic direction sets out strategic objectives, strategies for achieving these, and strategic indicators for monitoring achievement of the strategic objectives.





Our strategic directions are:

STRATEGIC DIRECTION		STRATEGIC OBJECTIVE
	1 Well informed and transparent decisions and highly valued services	We build trust through engaging with our community, delivering quality services and making evidence-based decisions.
	2 Access to well designed and maintained open spaces and places	To acquire, develop and unlock public open spaces and places for our residents to support an active, safe and connected community and contribute to a more sustainable and vibrant City.
	3 A liveable and well planned city	Our planning aims to balance population growth with enhancing the unique character and heritage of our City.
	4 A green and sustainable community	Our actions and priorities aim to protect our community from the worst impacts of climate change.
	5 A healthy, inclusive and resilient community	We support our residents to be healthy, strong and resilient and will embrace and celebrate our diverse community.





The highest priority Council Plan actions that are most significant to progress our Council Plan are our **major initiatives**.

These have been marked within the action plan with the symbol 




SP Ref	Strategic Priority	Action Ref	Action 2023-24	Deliverable
1.1	Ensure our community engagement is accessible and transparent	1.1.1	Implement <i>Community Engagement Strategy</i> year two actions to improve community understanding of, and input into, Council decisions.	Minimum of 90% year two actions completed.
1.2	Proactively communicate with the community about changes that impact them and genuinely listened to their feedback	1.2.1	Implement a Voice of customer program to improve how we gather and respond to customer feedback	Voice of Customer program implemented.
		1.2.2 	Advocate to other levels of government for endorsed policy positions and/or funding to support priorities for the Glen Eira community in 2023-24.	<i>Glen Eira advocacy priorities 2023—24</i> adopted by Council. Advocacy campaign implemented to highlight Glen Eira priorities ahead of the 2024 state and federal budgets.
1.3	Consider a broad base of evidence before making decisions	1.3.1	Strengthen our Advisory Committees to support decision making that aligns to community needs and aspirations.	Six monthly evaluation to review committee operations and provide recommendations.
		1.3.2 	Develop a data strategy and governance framework to protect and manage our data.	<i>Data strategy and governance framework</i> adopted and implementation commenced.
1.4	Provide value-for-money, responsive and innovative services	1.4.1	Deliver on the promises in our Customer Charter to ensure our service provision is empathetic, accessible, timely, simple and consistent.	Biannual reporting against the Service Levels defined in the Customer Service Charter.
		1.4.2 	Implement Smart Cities projects in line with the <i>Implementation Plan</i> to improve the way we deliver services and programs.	Minimum of 90% year short term actions completed.
		1.4.3 	Upgrade our Telephony system to facilitate an improved customer experience and support our hybrid ways of working.	Telephony system upgraded.
1.5	Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future	1.5.1	Embed alignment between planning and budgeting processes to ensure we plan within available resources and allocate resources effectively.	Adopt budget and Council plan annual action plan before 30 June 2024.
		1.5.2	Prepare for representation review of the electoral structure of Glen Eira City Council and transition to a single Councillor ward structure following the 2024 election.	Implementation of any changes resulting from our submission to the Minister.







SP Ref	Strategic Priority	Action Ref	Actions 2023-24	Deliverable
2.1	Increase the quantity and quality of public open spaces for our residents	2.1.1	Complete detailed design of land in Porter Road to convert to public open space and complete the engagement with the community.	Detailed design, guided by community consultation, completed.
		2.1.2 	Demolish the buildings on the former Rosstown Aged Care site and complete detailed designs for conversion to public open space.	Buildings demolished and detailed design completed.
		2.1.3 	Invest \$4 million in the acquisition and development of open space.	\$4 million invested.
2.2	Develop, improve, and maintain the amenity of our public places and precincts	2.2.1	Deliver improvements to existing disabled parking spaces and pram crossings and continue roll out of empathetic parking spaces.	Implementation of the 2023-24 program is completed.
		2.2.2 	Deliver the annual footpath condition improvement program.	Completion of 8000m3 of renewed footpath and the levelling of uneven footpaths at 10,000 identified locations.
2.3	Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future	2.3.1 	Progress construction of the Carnegie Memorial Swimming Pool Redevelopment project.	Completion of the main building structure, including the roof and the commencement of the internal works.
		2.3.2	Commence Bentleigh Reserve multipurpose court project.	Finalise concept plans and commence detailed design of the facility.
		2.3.3	Commence engagement with the Clubs and begin initial concept design process for the Mackie Road Pavilion.	Engagement with clubs completed informing concept design.
2.4	Seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.	2.4.1	Advocate for greater state and federal government investment in increasing access to public open spaces at Caulfield Racecourse Reserve.	Caulfield Racecourse Reserve advocacy included in <i>Glen Eira Advocacy Priorities 2023—2024</i> .
		2.4.2	Identify new opportunities to partner with the Caulfield Racecourse Reserve Trust to raise the profile of their <i>Land Management Plan</i> with government and other stakeholders.	Bi-annual meetings with Caulfield Racecourse Reserve Trust maintained.



SP Ref	Strategic Priority	Action Ref	Actions 2023-24	Deliverable
3.1	Actively progress our planning priorities to manage growth and maintain the character and heritage of our city.	3.1.1	Implement a 3D modelling program to enable visualisation of future planned change and enable viewing of the impact of proposed developments on the surrounding community to better inform decisions around planning for future growth.	3D modelling program implemented.
		3.1.2 	Complete the <i>Elsternwick Structure Plan 2023</i>	<i>Elsternwick Structure Plan</i> completed
		3.1.3	Prepare a planning scheme amendment to implement permanent controls according to the <i>Elsternwick Structure Plan</i> .	Planning scheme amendment prepared
		3.1.4	Prepare a planning scheme amendment to implement the <i>Glen Huntly Structure plan</i> .	Planning scheme amendment prepared for <i>Glen Huntly Structure Plan</i> .
3.2	Plan for diverse housing options to meet community needs now and into the future.	3.2.1	Advocate for greater federal and state investment in social and affordable housing to meet community needs.	Social and affordable housing advocacy included in <i>Glen Eira advocacy priorities 2023—2024</i> .
		3.2.2	Work with Rooming House operators and stakeholders to ensure safety and amenity for rooming house residents and the community.	Number of complaints received about rooming houses, with the intention of seeing fewer complaints through good regulation, enforcement and education.
3.3	Advocate for a transport network that provides safe, accessible and sustainable transport options for our community.	3.3.1	Review and refresh the <i>Integrated Transport Strategy 2018-2031</i> to respond to changing community needs	Revised <i>Integrated Transport Strategy 2018-2031</i> endorsed.
3.4	Support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.	3.4.1	Implement initiatives from Year one of the <i>Placemaking Action Plan</i> to increase visitation of our activity centres	Minimum of 90% of year one actions from <i>Placemaking Action Plan</i> completed.
		3.4.2	<i>Local Economic Development Plan</i> developed and presented to Council for endorsement	<i>Local Economic Development Plan</i> endorsed.





SP Ref	Strategic Priority	Action Ref	Actions 2023-24	Deliverable
4.1	We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.	4.1.1	Implement actions contained within <i>Our Climate Emergency Response Strategy</i> to support the transition towards zero net emissions from Council by 2025.	Minimum of 90% year three actions completed.
		4.1.2 	Implement solar projects across Council buildings and facilities to ensure a supply of sustainable energy.	Completion of solar panels for Bentleigh Library and Moorleigh, solar panels to McKinnon Progress Hall and double glazing to Moorleigh including battery installation.
		4.1.3 	Implement projects to improve energy efficiency across Council buildings and facilities.	Conversion of Heating, Ventilation and Air Conditioning (HVAC) and hot water systems at Carnegie Library and Community Centres and Moorleigh Community Village.
		4.1.4	Implement a <i>carbon offset plan</i> to ensure Council achieves zero net emissions accreditation.	<i>Carbon Offset Plan</i> implemented.
		4.1.5	Develop a Climate emergency advocacy position statement	Climate emergency advocacy position statement endorsed and published.
4.2	We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030.	4.2.1	Deliver community events and programs to enable people to take climate action and live sustainably.	At least 1,000 participants in climate and sustainability related education events/programs.
		4.2.2	Implement actions contained within the <i>Circular Economy Plan</i> .	Minimum of 90% year two actions completed.
		4.2.3 	Develop a plan for the Council to support the implementation of the new glass recycling stream.	Review all waste services contracts to align with the circular economy measures and identify opportunity for integrated actions through contract initiatives and specifications.
4.3	We will increase our tree canopy and expand private and public greening initiatives.	4.3.1 	Implement actions and recommendations within the <i>Urban Forest strategy</i> to increase tree canopy cover and biodiversity planting across Glen Eira.	Increase in tree canopy cover.
		4.3.2	Deliver community projects that expand and support plantings on private land in identified hot spots and areas with limited natural landscape to support community to take adaptation and mitigation action.	5 community events or projects delivered that educate and support planting on private land.
4.4	We will work with our community to understand the human impacts of climate change and the	4.4.1	Partner with Community organisations to support vulnerable people in our community to improve resilience to the impacts of climate change.	10 community organisations engaged to deliver programs and information that support community members to improve their resilience to climate change impacts.

SP Ref	Strategic Priority	Action Ref	Actions 2023-24	Deliverable
	adaptation strategies that may be required to minimise the social, health and economic impacts.			

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



SP Ref	Strategic Priority	Action Ref	Actions 2023-24	Deliverable
5.1	We will support improved health, wellbeing and resilience of all individuals, families, and groups within our community.	5.1.1	Implement the <i>Community Wellbeing Plan 2021-2025 annual action plan</i> to improve social connection, public health protection and resilience, mental and physical health, safety and respectful relationships for people of all ages across our diverse community.	Minimum of 90% year three actions completed.
		5.1.2	Implement annual actions in the <i>Community Safety Plan 2022–2025</i> to improve perceptions of safety and increase participation in community life.	Minimum of 90% year two actions completed.
		5.1.3	Support parents and carers through the delivery of 100 parent education sessions to build and develop skills and confidence to enhance the health, wellbeing and development of children including sleep and settling, infant nutrition, breastfeeding, new parent groups and playgroups.	100 parent education sessions delivered.
		5.1.4	Provide a high standard of aquatic and leisure programming which supports and adapts to the community needs.	Platinum Pool Accreditation achieved with Life Saving Victoria. AusActive Accreditation achieved. Service Improvement scores above 85%.
		5.1.5	Support vulnerable young people to access social, emotional and financial supports, including access to mental health services and education, employment and training pathways through one-on-one appointments with Youth Development Officers, youth workshops and support programs.	250 support consultations delivered.

SP Ref	Strategic Priority	Action Ref	Actions 2023-24	Deliverable
5.2	We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.	5.2.1	Implement annual actions in our <i>Gender Equality Action Plan 2022–2025</i> to demonstrate strong leadership in the promotion of gender equality.	Minimum of 90% year three actions completed.
		5.2.2	Deliver the Community Grants program to support community organisations' projects, programs and events to increase resilience, social connection and inclusion.	A minimum of 100 community organisations awarded community grants across the Community Grants Program.
		5.2.3	Implement annual actions in our <i>Reconciliation Action Plan 2022–2024 Innovate</i> to support reconciliation and a unified, respectful, and thriving community that embraces our First Nations' Peoples.	Minimum of 90% year two actions completed.
5.3	We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.	5.3.1	Deliver our <i>Community for All Abilities Program</i> to improve outcomes for people with disability living in our community including support for employment, volunteering opportunities and improved access to shops and community facilities.	<i>Community for All Abilities Program</i> delivered.
		5.3.2	Support vulnerable families and children who receive Enhanced Maternal and Child Health services, including one on one enhanced parenting support to address issues such as social isolation, socio economic challenges and mental health.	Support a minimum of 15 families per month.
		5.3.3 	Implement upgrades at Caulfield Town Hall and Bentleigh Senior Citizens Centre to improve disability access.	Disability Discrimination Act (DDA) Works projects delivered.
5.4	We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	5.4.1 	Deliver community programs and events in Council places and spaces to promote community inclusion, celebrate diversity and encourage cultural expression.	90 community programs and events delivered.
		5.4.2	Purchase at least 15,000 new items for our library services in varied and accessible formats including online resources, eBooks and audiobooks, to promote reading and literacy, and to reflect a wide range of community interests, ages and abilities.	A minimum of 15,000 new items purchased.