

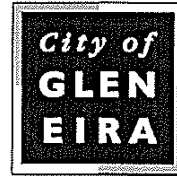


GLEN EIRA CITY COUNCIL

SPECIAL COUNCIL MEETING

MINUTES

5 MAY 2015



MEMORANDUM

To Andrew Newton, CEO

Cc

From His Worship the Mayor, Cr Jim Magee

Date 13 April 2015

Subject Special Council Meeting – Tuesday, 5 May 2015

In accordance with Section 84(1) of the Local Government Act 1989, I hereby call a Special Council Meeting of the Glen Eira City Council to be held on **Tuesday, 5 May 2015 commencing at 7.00 pm** in the Council Chamber, corner Hawthorn Road and Glen Eira Road, Caulfield.

The business to be transacted at this meeting will be to give public notice of Glen Eira City Council's 2015-16 Budget and the Council Plan (which includes the Strategic Resource Plan) for comment and to invite submissions.

Please call the Special Council Meeting as detailed above in accordance with Section 84(3) of the above Act.

A handwritten signature in black ink, appearing to read "Cr Jim Magee".

CR JIM MAGEE
MAYOR



MEMORANDUM

To Councillors

Cc

From Andrew Newton, Chief Executive Officer

Date 13 April 2015

Subject Special Council Meeting – Tuesday, 5 May 2015

In accordance with Section 84(3) of the Local Government Act 1989, you are hereby called to attend a Special Council Meeting of the Glen Eira City Council which has been called by His Worship the Mayor, Cr Jim Magee, and which will be held on **Tuesday, 5 May 2015 commencing at 7.00 pm** in the Council Chamber, corner Hawthorn Road and Glen Eira Road, Caulfield.

The business to be transacted at this meeting will be to give public notice of Glen Eira City Council's 2015-16 Budget and the Council Plan (which includes the Strategic Resource Plan) for comment and to invite submissions.

A handwritten signature in blue ink, appearing to read "A. Newton", written over a horizontal line.

ANDREW NEWTON
CHIEF EXECUTIVE OFFICER

INDEX

- 1. ACKNOWLEDGEMENT**
- 2. APOLOGIES**
- 3. OATH OF OFFICE AND DISCLOSURE OF INTERESTS**
- 4. PRESENTATION OF OFFICER REPORTS**
 - 4.1 Council Plan – Public Notice
 - 4.2 **2015-2016** Annual Budget
- 5. CLOSURE OF MEETING**



**MINUTES of the SPECIAL MEETING OF THE
GLEN EIRA CITY COUNCIL held on TUESDAY, 5 MAY 2015**

The meeting opened at 7.30 pm in the presence of:

**His Worship the Mayor, Councillor Jim Magee
Councillor Mary Delahunty
Councillor Margaret Esakoff
Councillor Michael Lipshutz
Councillor Oscar Lobo
Councillor Karina Okotel
Councillor Thomas Sounness**

1. ACKNOWLEDGEMENT

On behalf of Council the Mayor read the following acknowledgement.

In the spirit of respect Council acknowledges the people and elders of the Kulin Nation who have traditional connections and responsibilities for the land on which Council meets.

2. APOLOGIES - Cr Hyams and Cr Pilling

Crs Lipshutz/Sounness

That the apologies of Cr Hyams and Cr Pilling be received and noted.

The MOTION was put and CARRIED unanimously.

3. OATH OF OFFICE AND DISCLOSURES OF INTERESTS

The Chairperson reminded Councillors that we remain bound by their Oath of Office to undertake the duties of the office of Councillor in the best interests of the people of the municipal district of Glen Eira and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement.

The Chairperson also reminded Councillors of the requirement for disclosure of conflicts of interest in relation to items listed for consideration on the Agenda, or which are considered at this meeting, in accordance with Sections 77 to 79 of the Local Government Act.

No Councillor disclosed any interest in any of the agenda items.

4. PRESENTATION OF OFFICER REPORTS

- 4.1 Council Plan – Public Notice
- 4.2 2015-2016 Annual Budget

Item 4.1**COUNCIL PLAN – PUBLIC NOTICE**

**Enquiries: Peter Jones
Director, Community Services**

1. Purpose

To seek Council approval to give public notice as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, of the attached Community Plan which constitutes “the Council Plan” pursuant to s125 of the *Local Government Act* and call for submissions to be heard at the Council Meeting on 9 June 2015.

2. Recommendation

- A.** That Council seeks public consultation on the attached Community Plan including the Strategic Resource Plan (excluding any reference to Community Information Glen Eira) by:
- i. giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;
 - ii. further advertising the submission process in the Caulfield and Moorabbin Leader;
 - iii. placing the Community Plan on Council's website; and
 - iv. inviting submissions to be heard at the Council Meeting on 9 June 2015.
- B.** That Council seeks public consultation on all references to Community Information Glen Eira in the attached Community Plan including the Strategic Resource Plan by:
- i. giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;
 - ii. further advertising the submission process in the Caulfield and Moorabbin Leader;
 - iii. placing the Community Plan on Council's website; and
 - iv. inviting submissions to be heard at the Council Meeting on 9 June 2015.
- C.** That Council note that the increase in average rates and charges per property from 2016-17 to 2025-26 is approximately 3.18% - 3.63% p.a.

3. Background

In 2012 a comprehensive community consultation process was undertaken to inform the development of the Community Plan. Attached to the Plan is the 2015/16 Action Plan which details specific actions which will be undertaken in response to the Community Plan.

The plan is structured around the following 8 themes which are representative of the issues that were raised during the community consultation process:

- Services that support the community;
- Traffic, parking and transport;
- Town Planning and Development;
- Governance;
- Recreation and open space;
- Waste, graffiti and cleanliness;
- Sustainable community assets and infrastructure; and
- Community building and engagement.

Item 4.1 (cont'd)**4. 2015 / 2016 Community Plan Actions**

The Action Plan outlines a number of major initiatives for the 2015-2016 year including:

- Development of the new park at the Glen Huntly reservoir;
- Completion of the Eskdale/Fitzgibbon local park;
- Completion of the Duncan McKinnon and Centenary Park pavilions;
- Increasing the number of street trees planted per annum from 1,600 to 2,000.

The Action Plan also outlines priorities associated with major ongoing capital works programs (roads, drains etc.) as well as ongoing service provision (Home and Community Care, food inspections etc.).

5. Strategic Resource Plan

Council is required by the Local Government Act to prepare a Strategic Resource Plan covering long-term financial resources, and including key financial indicators for at least the next four financial years.

The Strategic Resource Plan gives effect to the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the ten years 2015-2016 to 2024-2025 as part of its ongoing financial planning to assist in adopting a budget within a longer term strategic framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and gives effect to them in financial terms for the next ten years (The Act requires a 4 year plan. Council chooses to produce a 10 year plan).

On 6 May 2014, Council initiated consultation on a SRP setting out future programs, outcomes and resources, including rate increases. Public Notice was given in The Age newspaper on 8 May 2014 with further advertising in the Glen Eira News, the Caulfield Leader newspaper and the Moorabbin Leader newspaper. A public information evening was held on 26 May 2014. Council heard submissions on 10 June 2014 and adopted the Community Plan and SRP on 24 Jun 2014.

The outcomes to be achieved in this SRP are consistent with that consultative process (e.g. converting the former Glen Huntly Reservoir to a new Park, additional open space projects, initiatives to reduce energy consumption and greenhouse gas emissions, no waiting lists for kindergarten, child care or home care, increasing diversion of waste from landfill and so on).

The rates increases for the SRP are also consistent with that consultative process.

No other consultation on future priorities, outcomes or rates has been undertaken with the Glen Eira community by any other body.

Item 4.1 (cont'd)

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Generate funds to provide additional public open space and renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set rates and fee increases that are manageable and sustainable.
- Focus on continuous improvement.
- Keep day-to-day costs and rates below our peers.

The Strategic Resource Plan includes the Glen Eira Rating Strategy which provides information on Council's rating structure.

6. Consultation Timetable

The Community Plan and Strategic Resource Plan will be open for public consultation from the 6 May 2015 until 4 June 2015 (28 days). The Community Plan and Strategic Resource Plan consultation will be advertised in The Age, the Caulfield Leader, Moorabbin Leader and on Council's website. Any person intending to make a submission under section 223 of the Act must do so within 28 days of the publication of this Notice. This is the statutory period for submissions.

At the Council meeting on 9 June 2015 those who have prepared a submission will also be provided with the opportunity to speak to their submission.

It is proposed that the final Plan be endorsed by Council at the Special Council Meeting on Tuesday 23 June 2015.

(a) DECLARATIONS OF INTEREST

Cr Esakoff declared a Conflict of Interest in this item under s78B of the Local Government Act, an indirect interest, conflicting duties as she is the Vice President of the Committee of Management of Community Information Glen Eira.

Cr Okotel declared a Conflict of Interest in this item under s78B of the Local Government Act as she is a member of the Committee of Management of Community Information Glen Eira.

Item 4.1 (cont'd)

7.02PM Cr Esakoff and Cr Okotel left the Chamber.

Crs Delahunty/Lipshutz

- (a) That Council seeks public consultation on the attached Community Plan including the Strategic Resource Plan (excluding any reference to Community Information Glen Eira and Hopetoun Gardens) by:**
- (i) giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;**
 - (ii) further advertising the submission process in the Caulfield and Moorabbin Leader;**
 - (iii) placing the Community Plan on Council's website; and**
 - (iv) inviting submissions to be heard at the Council Meeting on 9 June 2015.**

The MOTION was put and CARRIED unanimously.

7.04PM Cr Esakoff and Cr Okotel returned to the Chamber.

(b) DECLARATIONS OF INTEREST

Cr Esakoff declared a Conflict of Interest in this item under s78B of the Local Government Act, an indirect interest, conflicting duties as she is the Vice President of the Committee of Management of Community Information Glen Eira.

Cr Okotel declared a Conflict of Interest in this item under s78B of the Local Government Act as she is a member of the Committee of Management of Community Information Glen Eira.

7.05PM Cr Esakoff and Cr Okotel left the Chamber.

Cr Delahunty/Lipshutz

- (b) That Council seeks public consultation on all references to Community Information Glen Eira in the attached Community Plan including the Strategic Resource Plan by:**
- (i) giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;**
 - (ii) further advertising the submission process in the Caulfield and Moorabbin Leader;**
 - (iii) placing the Community Plan on Council's website; and**
 - (iv) inviting submissions to be heard at the Council Meeting on 9 June 2015.**

The MOTION was put and CARRIED unanimously.

7.08PM Cr Esakoff and Cr Okotel returned to the Chamber.

Item 4.1 (cont'd)**(c) Crs Lipshutz/Delahunty**

- (c) That Council seeks public consultation on all references to Hopetoun Gardens in the attached Community Plan including the Strategic Resource Plan by:**
- (i) giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;**
 - (ii) further advertising the submission process in the Caulfield and Moorabbin Leader;**
 - (iii) placing the Community Plan on Council's website; and**
 - (iv) inviting submissions to be heard at the Council Meeting on 9 June 2015.**

The MOTION was put and CARRIED unanimously.

(d) Crs Lipshutz/Delahunty

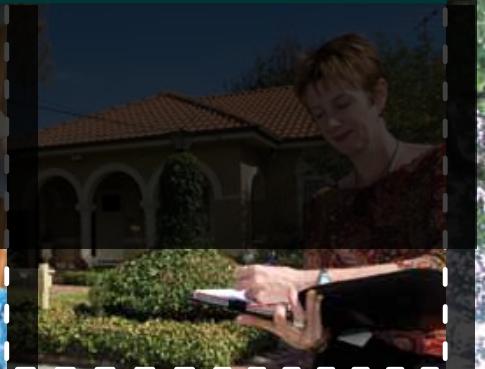
- (d) That Council note that the increase in average rates and charges per property from 2016-17 to 2025-26 is approximately 3.18% - 3.63% p.a.**

The MOTION was put and CARRIED unanimously.

Glen Eira Community Plan

Glen Eira City Council

Bentleigh, Bentleigh East, Carnegie, Caulfield,
Elsternwick, Gardenvale, Glen Huntly, McKinnon,
Murrumbeena, Ormond, St Kilda East.



Contents

Introduction	2
Vision and values	3
About the Community Plan	5
Glen Eira profile	6
Demographic changes and future planning implications	9
Community consultation	11
Phone survey and focus groups	11
Community meetings and online consultation	12
Strategic objectives and strategies	15
Theme 1: Services to support the community	17
Theme 2: Traffic, parking and transport	19
Theme 3: Town planning and development	21
Theme 4: Governance	23
Theme 5: Recreation and open space	25
Theme 6: Waste, graffiti and cleanliness	27
Theme 7: Sustainable community assets and infrastructure	29
Theme 8: Community building and engagement	31
Appendix 1: Plans, policies and frameworks	32
Appendix 2: Strategic Resource Plan	35

This *Community Plan* constitutes the *Council Plan* pursuant to s125 of the *Local Government Act*.
The *Community Plan* was adopted by Council on 26 June, 2012.

This *Community Plan* is also available at www.gleneira.vic.gov.au Council's Service Centre at Town Hall,
Community Information Centre and branch libraries at Caulfield, Carnegie, Bentleigh and Elsternwick.

© Glen Eira City Council 2012.

Introduction

The *Glen Eira Community Plan* guides decision making, resource allocation and organisational focus. The *Plan* details the priorities that Council will pursue to meet the needs of the Glen Eira community.

The purpose of Local Government as defined in S3A Local Government Act 1989 is to provide a system under which councils perform functions and exercise powers for the peace, order and good government of their municipal districts.

As a community leader, Council works to protect the unique characteristics that attract people to Glen Eira. On behalf of the community, Council develops, replaces and maintains valuable community assets for use by the community. Council ensures that it is providing the best possible value for each dollar expended and works to maintain Glen Eira as a safe, healthy and desirable place to be.

This *Community Plan* was developed through an extensive community consultation and research process that included a telephone survey, focus groups, community meetings and online consultation. A Steering Committee formed in 2012 to guide the development of this *Plan* comprised both Councillors and community representatives.

Glen Eira City Council recognises that the community is made up of smaller communities that have been established based on relationships or shared interests that connect people. For example the senior citizens community, neighbourhood communities or student community.

All members of the community are encouraged to read this *Plan* as it highlights key directions and strategic objectives that will determine the way Council manages resources and delivers services.

The *Community Plan* is the key planning document that sits above and informs other Council planning processes, initiatives and services. Council has developed a number of strategies that provide more information about services that are provided to address specific community needs. ie. *Glen Eira Ageing Strategy*, *Environmental Sustainability Strategy* and *Community Engagement Strategy*. Refer to Appendix I: Plans, Policies and Frameworks.

A vision and mission have also been established using the feedback obtained through the community consultation and a research process to reflect the needs and aspirations of the community.

Council acknowledges the need to be publicly accountable for providing communities with high standards of service and leadership. Council will report its performance against meeting the objectives of this *Plan* and report the results to the community through Council's quarterly performance reports and *Annual Report*.

The *Glen Eira Community Plan* sets out eight strategic objectives for Council that have been developed from an extensive community consultation process. (See pages 11–13 for details of the consultation process):

Services that support the community: to maintain high service standards and deliver universal community services that support the needs of families, youth and the aged.

Traffic, parking and transport: to promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.

Town planning and development: to manage the rate and extent of change to the built environment consistent with State and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.

Governance: to deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

Recreation and open space: to enhance recreation facilities and open space to meet current and future needs of the local community.

Waste, graffiti and cleanliness: to maintain a safe, clean and attractive City.

Sustainable community assets and infrastructure: to enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.

Community building and engagement: to build a strong connected community that actively participates and engages with Council to improve outcomes for the community.

Advocacy and partnerships

A key function of Council is to advocate on behalf of the residents to State and Federal Governments, other authorities and business on issues that affect the community.

Council will continue to advocate on behalf of the community for key local priorities to improve local infrastructure, ensure adequate service provision and appropriate levels of funding. Co-operation, effective partnerships and active participation by all levels of government are needed to improve outcomes for local communities.

Partnerships assist Council to meet the needs of the community and find innovative solutions to local issues. For example, Council has established effective partnerships with State and Federal Governments, Victoria Police, Department of Human Services and the Department of Education and Early Childhood Development to improve access to local services and facilities.

Specific actions of advocacy have been listed under each of the strategic objectives identified in this *Plan* to address the needs of residents and ratepayers. Advocacy to meet identified community needs include:

- funding for children's services including childcare and kindergarten services;
- funding for aged care facilities and home and community care services to support the ageing population;
- funding to deliver a comprehensive range of immunisation and public health services;
- accessibility and inclusion for people with a disability;
- improved public transport services in and through Glen Eira;
- funding for active transport modes (ie. pedestrian and bicycle);
- improved operation of intersections of railway lines and major roads (eg. grade separation or boom gates down for shorter periods consistent with safety);
- adequate provision of parking for new developments;
- changes to state planning policies where Council considers reasonable community desires and expectations are at odds with existing state planning policies;
- Council planning decisions to be given greater weight before VCAT;
- more open space for the City of Glen Eira;

Vision and Values

- adequate funding and support for local recreational and sporting organisations;
- cleanliness of railway stations;
- adequate lighting at railway stations;
- removal of graffiti on State Government owned assets;
- funding to deliver environmental initiatives that foster biodiversity and sustainability;
- flood mitigation works to Melbourne Water drains to ensure adequate capacity;
- improvement and upgrade of major roads controlled by the State Government to reduce congestion and improve levels of safety;
- all residents and businesses to have access to high-speed broadband through the National Broadband Network; and
- advocate to the State Government for funding for volunteering and community groups.

Sustainability and the environment

Climate change and other environmental concerns highlight the need for Council and the broader community to manage services and resources more sustainably. In 2010, Council developed an *Environmental Sustainability Strategy* and an *Action Plan* that includes works to be undertaken by Council for:

- greenhouse gas emission levels;
- biodiversity management;
- waste management practices;
- water conservation; and
- information for the community and businesses.

Council's vision for environmental sustainability balances social, environmental and economic considerations in all its decision making, to achieve sustainable living on behalf of the community.

The *Action Plan* is designed to be a living document that will be regularly reviewed and updated to ensure that it remains consistent and relevant with the constantly evolving environmental sustainability practices and best practice frameworks.

Council's approach to environmental sustainability is integrated into the way that Council operates. Specific strategies Council will undertake are highlighted throughout the eight strategic objectives outlined in this *Plan*. Some examples are listed below:

- plan, construct and maintain interconnecting bike paths and lanes to facilitate safe bicycle transport options bearing in mind the need to facilitate safe traffic flow;
- continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use;
- encourage environmentally sustainable design for new buildings;
- work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities;
- develop and implement programs that increase rates of recycling within the community;
- implement strategies to increase sustainability eg. reduce the use of potable water, energy, waste and natural resources; and
- continue to promote and support strategies to increase environmental sustainability.

Vision

Our vision for Glen Eira is ...

- an active and involved community with a strong sense of belonging and connection;
- a green and treed City with quality parks and recreational facilities;
- accessible quality services that support young people, families and the aged;
- a safe, clean and attractive City;
- valued neighbourhood character and preservation of local heritage;
- quality transport, traffic and parking infrastructure that enables safe traffic flow and provides a range of transport options for people moving around and through our City;
- sustainable community assets that meet the needs of future generations.

Mission

We will ...

- be responsive to the needs of our residents and ratepayers and deliver quality services which provide value for money;
- consult and engage with our community to understand community needs, aspirations and challenges;
- protect and enhance the environment for future generations;
- foster a strong sense of community and inclusiveness for people of all ages, abilities, cultures and backgrounds;
- be transparent, accessible and fair in our decision making;
- be an advocate for the City and its people in dealing with other levels of government.

Plant more trees
in Council parks
and [on] nature
strips.



*A community member's
contribution to the
Community Plan.*



About the Community Plan

The Glen Eira *Community Plan* is the key document that drives the strategic direction of Council and is a requirement of the *Local Government Act 1989*. The strategies and actions contained in the *Plan* will be resourced through Council's *Annual Budget* and in the longer term by its financial strategy.

This *Plan* identifies eight key themes that have been developed from an extensive community consultation and research process. Each theme has one clear strategic objective, describing the desired outcome to meet community needs. Supporting each strategic objective are a number of strategies that outline the approach Council will take to achieve the strategic objective.

Each year, Council will measure performance against the indicators set out in this *Plan*. Council will report on progress in the Council's *Annual Report*.

Council has developed a range of specific plans, policies and frameworks that provide more detail about key local issues, how it will address these issues and the initiatives or services it will provide. These plans are intrinsically linked to the *Community Plan* and examples include the *Community Engagement Strategy*, *Disability Action Plan*, *Glen Eira Ageing Strategy*, *Risk Management Strategy*, *Environmental Sustainability Strategy* and *Towards Sustainable Transport Strategy*. A list of these specific plans is contained in Appendix I.

A *Strategic Resource Plan* has also been developed to give effect to the delivery of this *Community Plan* and it is included at the end of this *Plan*. It provides for:

- continuing high levels of capital investment to renew assets and community facilities (including drains, footpaths, roads, buildings and parks); and
- operating costs and rates continuing to be below the average of neighbouring councils.

The following diagram best illustrates Council's community planning approach.



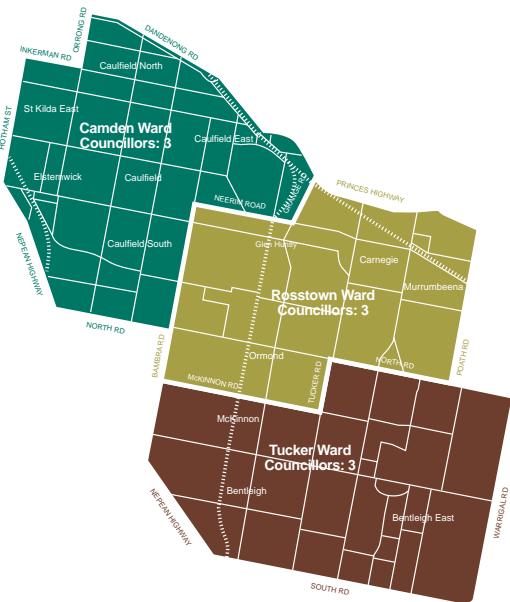
Glen Eira profile

Members of the Kulin Nation were the first inhabitants of the area that now makes up the southern and south-eastern suburbs of Melbourne, which includes the City of Glen Eira. European settlement dates back to the 1840s when the land was swampy and used mainly for farming in the north and market gardening in the south. Growth occurred through the 1880s to the mid-1900s and significant development took place after the Second World War.

The City of Glen Eira takes its name from two local landmarks — Glen Eira Road and Glen Eira Mansion and was formed in December 1994 following the amalgamation of the former City of Caulfield with the northern part of the former City of Moorabbin. Caulfield Town Hall (now Glen Eira Town Hall), located on the corner of Glen Eira and Hawthorn Roads, was built in 1885.

Glen Eira covers 38.7 square kilometres in inner south-east metropolitan Melbourne. It includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield South, Caulfield North, Caulfield East, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and part of St Kilda East. The City is divided into three wards — Camden, Rosstown and Tucker:

Glen Eira is predominantly a residential area, bringing together period homes from the 1800s with stylish contemporary housing. The leafy streets, beautiful parks and established neighbourhoods give the suburbs a rich sense of history, complemented by modern building styles and materials.



An established community, Glen Eira has excellent educational institutions, good health services, quality retail shopping, is well served by public transport and is in close proximity to the CBD, Port Phillip Bay and other attractions. As a community Glen Eira is above average in age, life expectancy, proportion born overseas, education and income.

In April 2012, the Department of Planning and Community Development (DPCD) released population and household projection data for Glen Eira and these are shown in the tables below. DPCD projection data outlined in the plan provides accurate estimates of future population trends and it is expected that the data will not be significantly altered by the Australian Bureau of Statistics 2011 Census information. However, this plan will be updated with the 2011 Census information when it becomes available.

Table 1 (below) *Glen Eira Population Projections 2011–2031* produced by the Victorian Department of Planning and Community Development indicates that by 2031 the population of Glen Eira is expected to increase by 17,900 (12.9 per cent).

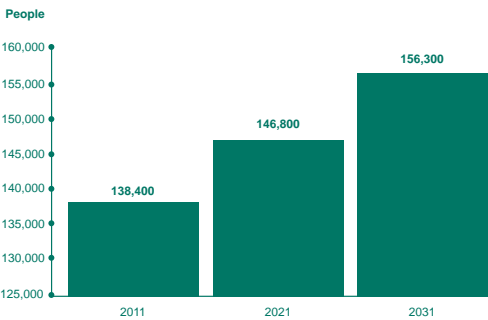


Table 1. Glen Eira population projections 2011–2031

Source: Department Planning and Community Development Victoria in Future 2012. April 2012.

Table 2 (below) *Glen Eira Projected Total Households* shows that the total number of households will increase by 9,700 (17.6 per cent) from 2011 to 2031.

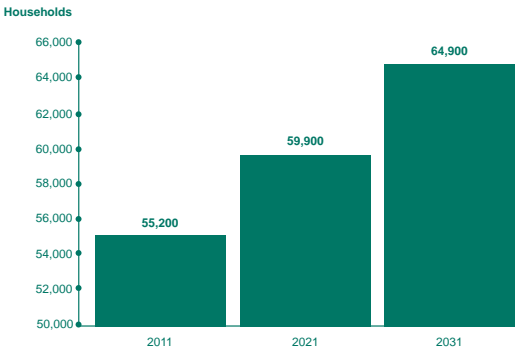


Table 2. Glen Eira projected total households

Source: Department Planning and Community Development Victoria in Future 2012. April 2012.

The rate of change in the number of households in Glen Eira is projected to exceed the rate of change in the population as the average household size gradually decreases over the projected period. As the population ages, there is projected to be a lower proportion of families with children and a higher proportion of lone person and couple-only households. Table 3 (below) *Population by five-year age group* shows how the age structures are changing from 2011 to 2031. It is clear that as the current generations progressively age they will make up a larger proportion in the 55 to 84 age cohort.

Table 4 (below) *Birth notices within Glen Eira over the last 10 years* taken from the Department of Education and Early Childhood Development's Maternal and Child Health Service Database, shows an increase within Glen Eira over the last 10 years, peaking at 1,858 births in 2007–2008. Since then the number of births in Glen Eira has remained steady, however rates are predicted to gradually decline over the next 15 years (see Table I).

As the population ages, there is projected to be a lower proportion of families with children and a higher proportion of lone person and couple-only households. ”

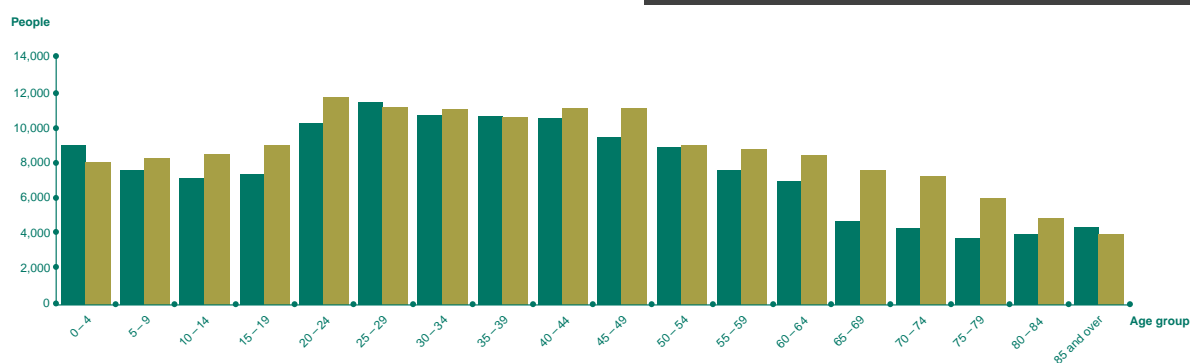


Table 3. Population by five-year age group

Source: Department Planning and Community Development Victoria in Future 2012, April 2012.

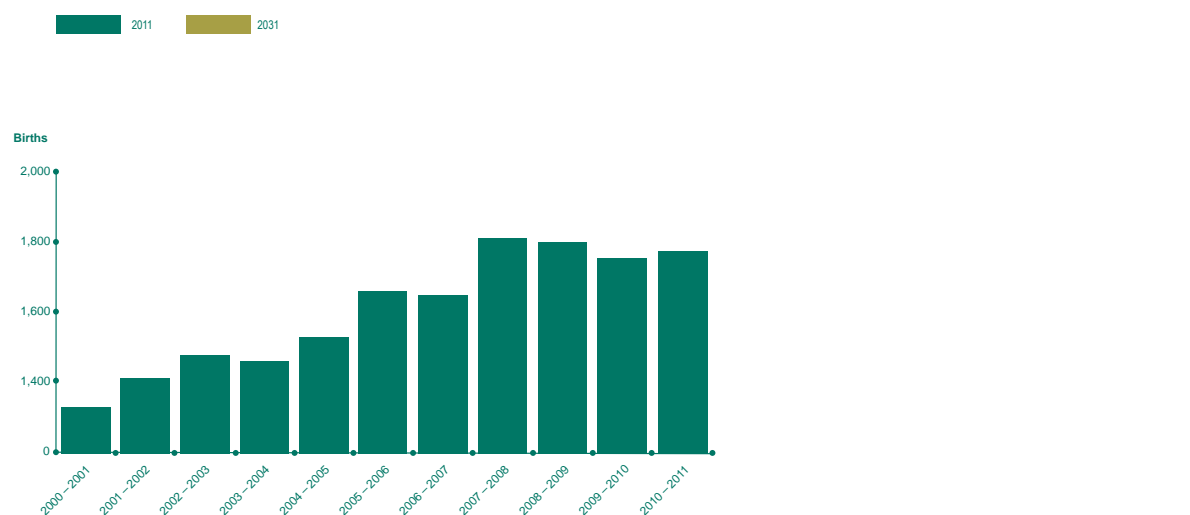


Table 4. Birth notices within Glen Eira over the last 10 years

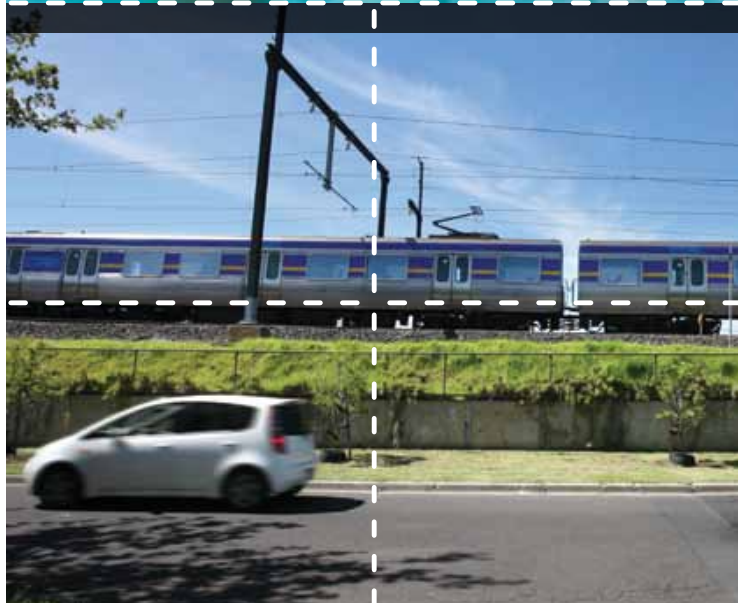
Source: Department of Education and Early Childhood Development's Maternal and Child Health Service Database 2011.



**[I'd like Council to]
reduce our carbon
footprint through
solar power and
water tanks.**



*A community member's
contribution to the
Community Plan.*



Demographic changes and future planning implications

Ageing population

An increased life span combined with decreasing birth rates leads to an ageing population and this has significant implications for individuals, families and governments. Individuals will enjoy longer retirement and will want access to services that keep them healthy, active and engaged into their later years.

Ageing populations will require additional home and community care services so that residents can safely remain in their own homes. Additional residential aged care facilities will be required when the ageing population requires additional care or nursing supports.

Positive ageing allows older adults to realise their potential for physical, social and mental wellbeing throughout their life and to participate in society according to their needs, desires and capacities, while providing them with adequate protection, security and care when they require assistance. The *Glen Eira Ageing Strategy* provides information about how Council will address these issues.

It is recognised that loneliness, social isolation and lack of education greatly increase an older person's risk of disability and early death. More services will be required to ensure older adults can continue to engage with the local community, maintain levels of physical activity, share their knowledge and skills with younger generations and continue their lifelong learning experience.

Housing and development

Glen Eira has a high proportion of lone person households when compared against the Melbourne metropolitan average and this trend is expected to further increase as the population ages. The population will also increase by more than 10,000. Due to changing family types and decreasing household sizes, it is estimated that an additional 7,250 private dwellings will be required by 2026.

Additional dwellings required to support population changes in the future will impact upon Council's town planning, traffic, parking, assets and infrastructure services.

The appropriateness of new development and maintaining heritage of local housing continues to be a strong concern of local residents. Council needs to work with the State Government to ensure Victorian planning controls appropriately balance the needs of current and future residents.

Traffic and transport

Transport, parking and traffic continues to be a high community priority including traffic congestion, improved public transport, improved cycling paths and pedestrian safety. The City is serviced by an arterial road network and local streets as well as public transport with three train lines, four tram lines and numerous bus routes.

The *Victorian Integrated Survey of Travel and Activity 2009 (VISTA)* commissioned by the Department of Transport reveals that 72 per cent of all trips in Glen Eira during a weekday are undertaken as a car driver or passenger, 10 per cent use public transport, 15 per cent walking and two per cent use a bicycle. These facts reveal opportunities to target and promote sustainable transport options.

Disability

An estimated 18,450 people or 15 per cent of the population in Glen Eira has a disability. It is estimated that this will increase to approximately 20 per cent in the future largely due to an ageing population. This will

impact disability access infrastructure such as footpaths, disabled parking and shopping strips. All local service providers must ensure that both services and information remain accessible and relevant for all members of the community including those with a disability.

Climate change

Climate change and the new carbon tax are likely to drive changes in the way we all live in the community. The Government is likely to mandate increased taxes and fees on environmentally damaging activities and provide incentives for environmentally sustainable activities. Council will be required to support these changes through its waste management, parks, street trees, street lighting services and infrastructure and in its own operating activities. This will require services to adapt and change to remain sustainable in the future.

Skills shortage

There are significant and growing skills shortages across Australia in the areas of engineering, public health, residential aged care, home and community care, childcare and town planning. Demographic data suggests that the ageing workforce and the likely retirement of large numbers of baby boomers will mean a continuing skills shortage. The challenge for Council will occur when significant numbers of the current workforce retire, leaving a number of skills gaps that may not readily be available in the Australian workforce.

Government co-operation

In the past other levels of Government shifted costs onto councils and reduced councils' ability to address local problems. Other levels of government have either legislated councils to assume additional responsibilities, changed legislative frameworks in such a way as to impose additional costs to councils, or reduced or withdrawn financial support for services.

If this trend continues, the demand placed on Council's functions and roles will outstrip its financial capabilities. Local Government collects three per cent of all taxes in Australia and a higher proportion of the taxes already paid by people must be provided to fund more expensive priorities. An improved level of co-operation between governments is required to ensure that Council activities remain financially sustainable and meet the needs of current and future generations.

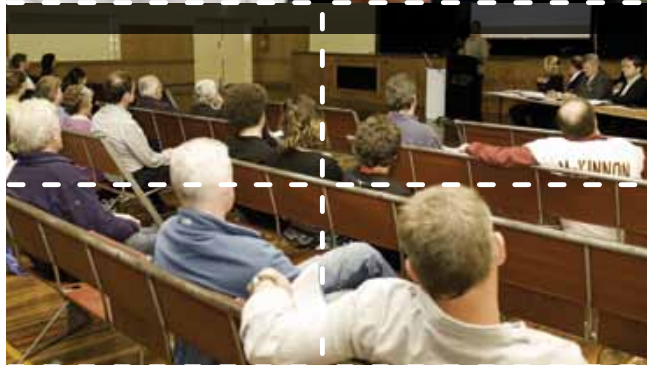
Community engagement

Within the local community there is a rich diversity of different perspectives, skills, knowledge and experience that can be used to solve local issues, strengthen the broader community and improve the delivery of services.

Council will continue to work with the community on an ongoing basis to ensure that local ideas, concerns and aspirations are listened to and understood and that community knowledge is harnessed for the benefit of all. Residents identified community consultation and engagement as a key issue through the consultation process undertaken to inform the development of this *Plan*.

Meaningful community engagement strengthens the community by engaging citizens in the democratic process and by providing opportunities to express their points of view. Participation in civic life is also recognised as being central to good health, developing strong and supportive networks and creating a positive community spirit.

Nine in 10 Glen Eira residents rated their quality of life as excellent or good. ”



Community consultation

To identify community needs, Council initiated an extensive community consultation and research program from November 2011 to February 2012 that included:

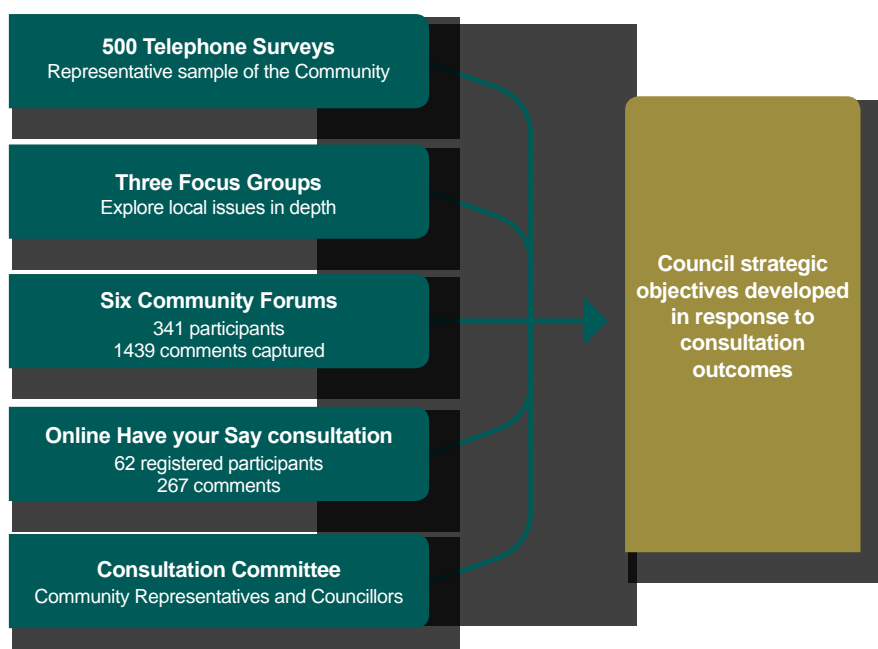
- A random phone survey of a representative sample of 500 residents conducted by an independent social research company in November 2011, to gain a broad understanding of the Glen Eira community. Information gathered included overall feelings of wellbeing, likes and dislikes of where residents live, priorities for action to preserve, maintain or fix areas of concern to residents and assessing the importance of issues for future planning. To ensure the interviews were representative of the Glen Eira population, a stratified random sample was undertaken, with quotas by age, gender and suburb.
- Three focus group discussions of a dozen residents each for an hour and a half were also conducted as part of this research, to provide further qualitative data on the major themes identified in the telephone survey.
- Six community meetings were conducted in February 2012 to enable residents to raise other issues of concern associated with Council's strategy or services. A total of 341 residents attended these community forums.
- An online consultation titled *Have Your Say* enabling residents to provide their contributions associated with Council's strategy or services was open for the month of February 2012. In total, the online consultation tool obtained 62 registered participants, 1,136 site visits, and 267 recorded comments.

The diagram below best represents the community consultation process adopted for the development of this *Community Plan* and the number of participants.

Phone survey and focus groups

The phone survey was designed to:

- identify what people like about where they live;
- identify what people dislike about where they live;
- obtain rankings of how they feel about 37 attributes of living in Glen Eira;
- seek ideas on how to enhance or maintain the likes and how to fix the dislikes;



- obtain an assessment of the relative importance of future planning issues for Glen Eira; and
- assess and establish a benchmark of overall wellbeing.

To ensure a broad understanding of community needs, the focus of this survey was on Glen Eira as a community and not specifically on Council and its areas of responsibility. The survey found that residents are generally content with living in Glen Eira, reasons for this focused around its convenient location and relaxed environment. It appeals to residents as it is centrally located, close to Melbourne's CBD, beaches and main attractions.

Overall, the survey found that Glen Eira has a satisfied community due to the following attributes:

- there are no extremes of service inadequacy;
- it provides a quiet and private lifestyle;
- it has interesting shopping and restaurant options, both within its boundaries and close by; and
- it is relatively green, with several parks, gardens and recreational facilities.

The full report can be found at www.gleneira.vic.gov.au

Wellbeing

Nine in 10 Glen Eira residents rated their quality of life as excellent or good. The key drivers of this wellbeing in order of importance were:

- feeling of belonging and sharing in the community;
- vibrant and cosmopolitan lifestyle;
- recreational facilities; and
- consideration given to facilities for young people.

Living in Glen Eira: what people like and dislike

Respondents were asked (unprompted) to think about the things they like and dislike about living in Glen Eira. The key attractions were convenient location, access to public transport, peaceful environment, lifestyle (parks, gardens, shopping areas), community (including good neighbours and feelings of safety) and local amenities.

The most commonly mentioned dislikes were: traffic and parking related issues, over development and the environment (noise and cleanliness).

Respondents were asked to rate their level of satisfaction with living in Glen Eira across a range of 37 attributes. The attributes where there was a relatively high demand for improvement (needs some or a lot of improvement) were:

- traffic volumes — 40 per cent;
- the quality of new property development — 34 per cent;
- the amount of new property development — 34 per cent; and
- appearance and safety of railway stations — 33 per cent.

Future planning

To determine community priorities for future planning, respondents were asked to rate a series of seven attributes in terms of their importance and which they thought were the most important. Respondents could nominate up to three issues as being most important. The highest rated issues were:

- Helping older people to pursue their lifestyles in Glen Eira — 96 per cent very or quite important. One quarter of respondents rated this in their top three most important issues.
- Encouraging sustainable use of energy and water — 94 per cent very or quite important. One quarter of respondents rated this in their top three most important issues.
- Developing facilities and services for young families — 92 per cent very or quite important. Almost one quarter (23 per cent) of respondents rated this in their top three most important issues.

The research concluded that:

“The attractions of Glen Eira are strongly associated with its convenient location and quiet ambience. Glen Eira appeals as it is a centrally located area with convenient access to the majority of Melbourne’s features. It is very much a residentially based community which meets most of its residents’ needs.

There are, however, some emerging issues which appear to be becoming more pressing over time. Residents are expressing increasing disquiet through a number of questions about the issues of development and increasing residential density, and of the quality of that new development.

While there is strong and rising approval for public transport connectedness, issues around traffic are causing increased concern, around increasing volumes of traffic, issues around parking, and around the congestion caused at a number of railway crossings.”

Community meetings and online consultation

The six community consultation meetings were held in neighbourhood areas allowing local residents to have an input into the *Community Plan* as well as the opportunity to discuss local issues. A total of 341 participants attended the six consultation sessions.

These six community consultation sessions were advertised in *Glen Eira News*, local *Leader* newspapers, Council's *Community Consultation e-newsletter*, 12 community signs erected across the City, Council's *Healthy Ageing Newsletter*, *Home and Community Care Newsletter* and *Connect newsletter*, on Council's website and through a letterbox drop to all Glen Eira households.

The consultation meetings allowed Council to gain an understanding of local priorities, community satisfaction with living in Glen Eira and how to make the City a better place to live in the future. The forums were introduced by the Mayor and facilitated by an independent consultant experienced in running community meetings. Councillors and senior Council staff also attended the forums. Council officers recorded a total of 1,439 comments during the sessions.

Participants were asked to identify their top three issues or concerns and share them with their group. They were then asked to discuss local issues in more detail. Participants were then asked to discuss what they would like to see in Glen Eira in five to 10 years' time.

Glen Eira residents were also provided with the option of using an online consultation tool. The website, called *Have Your Say*, allowed residents to make submissions through Council's website during the month of February 2012.

The following five specific questions were asked:

- What are the issues affecting your neighbourhood?
- What are the priorities of your community?
- What do you like about the area where you live?
- What do you dislike about the area where you live?
- What would you like to see in five years time?

In total, the online consultation tool obtained 62 registered participants, 1,136 site visits and 267 comments were recorded.

Issues affecting the local community

All comments and issues raised by participants who came to the six community sessions and participated in the online consultation process were analysed and grouped together to identify common themes that are important to the community. The themes are listed below, in no particular order:

Services to support the community: customer service and services for family, youth and the aged, including library upgrades, more childcare services and more activities for youth.

Traffic, parking and transport: residential parking permits, enforcement of parking and speed restrictions, more bike paths and safer crossings.

Development: maintaining neighbourhood character, increased amount of multi-developments and the impact on infrastructure and building and planning enforcement.

Governance: open transparent decision making, greater community consultation and more community involvement in addressing local issues.

Recreation and open space: more open space and greenery, ensure safety in open spaces eg, more lighting, more recreational facilities and retain Carnegie Swimming Pool.

Waste, graffiti and cleanliness: dumping of hard rubbish, graffiti management, waste and recycling and increasing the cleanliness of shopping strips.

Sustainable community assets and infrastructure: environmental sustainability, drainage improvements, improving appearance of streetscapes and shopping centres, more street trees and increased lighting.

Community building and engagement: greater community engagement and cohesion, clearer community consultation and development of a stronger sense of community.

These key community themes form the structure under which this *Plan* has been developed and Council services and strategies are listed under each theme in the strategic objectives and strategies section of this *Plan*.

What residents like about Glen Eira

Participants were happy with leafy green suburbs, parks and recreation facilities, Carnegie Swimming Pool, Council's green waste bins, good access to public transport and great local cafés and restaurants.

Issues to be addressed

The main priorities identified by participants included addressing traffic congestion issues, maintaining neighbourhood character, ensuring the cleanliness of our suburbs, more street trees and more opportunities for the community to come together.

Advocacy

Participants of the community forums highlighted the following issues on which Council needed to advocate to other levels of government to improve Glen Eira:

- grade separation at railway lines;
- improved planning controls and laws;
- more police presence to control speed and crime;
- improved public transport system;
- improve cleanliness of railway stations and railway lines;
- removal of graffiti from State Government owned land;
- improved safety at railway crossings; and
- improved speed limits and controls on major roads.

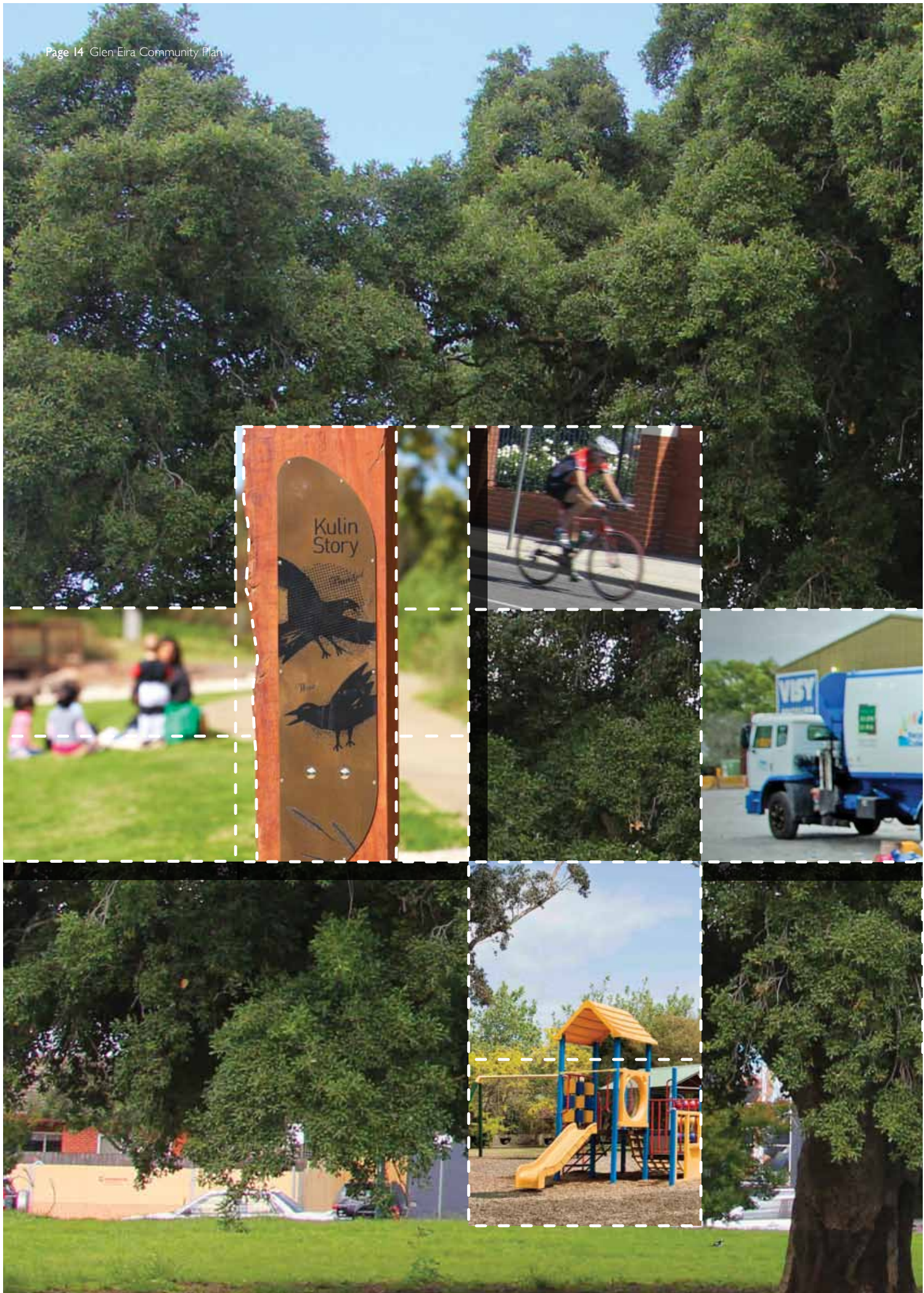
Vision for Glen Eira

Participants of the community forums and online consultations were asked what they would like to see in five years' time. The following statements summarise the most commonly raised visions for the future:

- A greener City, more open space with more trees in our parks and in our streets.
- Preservation of neighbourhood character and heritage of the area.
- Less traffic and parked cars with grade separation at railway crossings.
- More community co-operation, inclusiveness and people working together to create a strong sense of community.
- Improved public transport, less people using cars and more people using bicycles on connecting bike lanes throughout the City.
- Community and Council working to improve environmental sustainability through initiatives such as water tanks, solar lighting and energy efficient housing and community assets.
- Quality services and facilities for young people, families and the aged.
- Continued community engagement and consultation on important local issues.
- Adequate parking within the City particularly around train stations and shopping centres; and
- Clean and safe City with quality infrastructure that supports local residents and attracts visitors.

The main priorities identified by participants included addressing traffic congestion issues, maintaining neighbourhood character, ensuring the cleanliness of our suburbs, more street trees and more opportunities for the community to come together.

”



Strategic objectives and strategies

Theme 1: Services to support the community

Theme 2: Traffic, parking and transport

Theme 3: Town planning and development

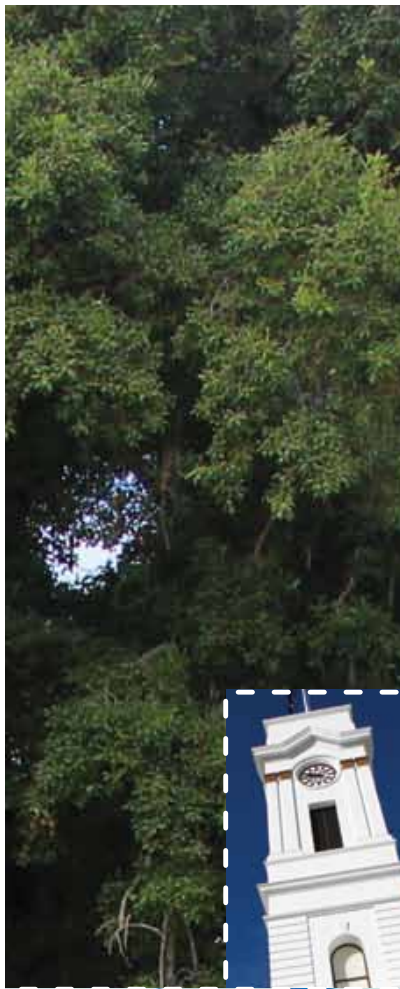
Theme 4: Governance

Theme 5: Recreation and open space

Theme 6: Waste, graffiti and cleanliness

Theme 7: Sustainable community assets and infrastructure

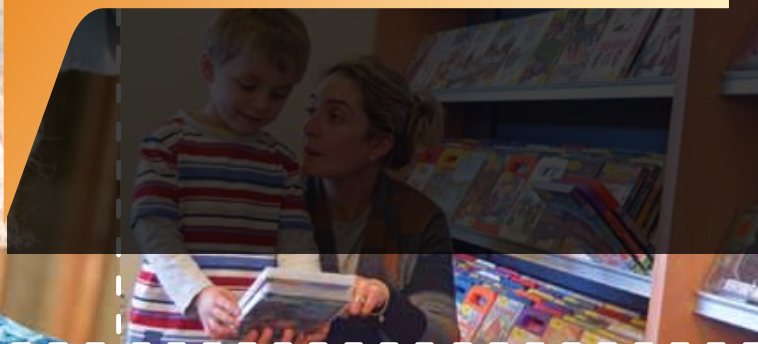
Theme 8: Community building and engagement





**[I'd like] More aged
care facilities and
better support for
older persons.** ”

*A community member's
contribution to the
Community Plan.*



Theme 1: Services to support the community

Customer Service and services for family, youth and the aged

Managing resident and ratepayer requests and complaints is a Council priority. Residents and ratepayers visit the Customer Service Centre, call, email or submit an online request. Council has a Customer Request System to track, respond and report all customer requests and complaints. Residents can contact the Customer Service Centre at any time to be updated on their request.

Council provides a broad range of services to the community which best meets the interests and needs of families, youth and the aged.

To ensure that these services are delivered efficiently and to meet community needs, Council has developed a number of plans which assist in service delivery. These detailed plans are available on Council's website and further information is available in Appendix 1.

- Council has developed a *Municipal Early Years Plan* (MEYP) in partnership with the Municipal Association of Victoria (MAV) and the Department of Education and Early Childhood Development (DEECD). This *Plan* identifies actions that will improve local planning, provide for the development and evaluation of early years' programs and build stronger partnerships and networks across the service system.
- Council has developed the *Glen Eira Ageing Strategy* that includes priority areas under which Council initiatives will be developed to respond to the issue of an ageing population.
- The *Glen Eira Municipal Public Health Plan* brings together information gathered through consultation with the community and local health agencies and identifies a range of initiatives to respond to the health and wellbeing needs of local residents and ratepayers.
- The *Glen Eira Community Safety Plan* aims to improve safety in public places, enhance crime prevention, improve public health and safety and increase community awareness about local safety issues: Community safety contributes greatly to the health and wellbeing of the Glen Eira community.
- Glen Eira City Council aims to provide services and facilities that are accessible to all people who reside, work in or visit the City and recognises that it has a responsibility to improve access for people with disabilities. The development of a *Disability Action Plan* has identified opportunities to enhance service and facility planning and provision, to eliminate barriers preventing participation and access by people with disabilities.

Services for young people and families include immunisation services, maternal and child health services, childcare services and a youth program that encourages young people to engage with their community.

Services for the aged include home and community care programs to assist older persons to live independently within their own home, attend social outings programs, exercise classes, senior citizens centres and residential aged care facilities to assist the most vulnerable members of the community.

Council's four libraries are places where people can learn about the world around them. The libraries can help people expand their horizons by providing information, materials, services and programs that inspire, enrich, challenge and entertain.

Strategic objective

To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.

Strategies

- Continue to provide a comprehensive range of community services that are responsive to the needs of the community.
- Encourage residents to raise issues through letters, emails and calls to the Service Centre, and provide timely and informative responses.
- Deliver children's services that provide support, education and improve health and wellbeing outcomes for young children and their families subject to State Government policies and funding arrangements.
- Assist older people and people with a disability to maintain healthy, active and independent lifestyles in their own home and within the community.
- Deliver a range of disability services that promotes community inclusiveness and access for all-abilities.
- Ensure Council libraries provide a broad range of books, e-books, learning materials, access to technology, activities and programs that entertain, enrich and develop the community.
- Implement a range of centre and school-based programs to engage young people aged 10 to 25 years and encourage active participation.
- Provide youth work support to young people and families to assist in positive development.

Advocacy

Council will advocate to the Federal and State Government to meet the needs of residents and ratepayers for the following services to support the community:

- funding for children's services including childcare and kindergarten services;
- funding for aged care facilities and home and community care services to support the ageing population;
- funding to deliver comprehensive range of immunisation and public health services; and
- accessibility and inclusion for people with a disability.

Federal Government

State Government



[I'd like Council to] encourage local residents to use public transport.

”

A community member's contribution to the Community Plan.



Theme 2: Traffic, parking and transport

Parking enforcement, safe crossings, local speed restrictions, speed treatments, parking in residential streets, residential parking permits, bike paths, bike safety, walking paths

Council provides a range of traffic management initiatives for the benefit of its residents and ratepayers.

Addressing safety is the most important task. The basis for achieving this is Council's *Road Safety Strategy* (RSS). The RSS prioritises needed changes to the road system that will address identified safety concerns. Accident history informs the RSS priorities. The RSS is a living strategy and priorities change with updated data.

The general aim of traffic management is to calm traffic in local streets and direct through-traffic to the more major roads.

Traffic measures used to achieve this aim include speed humps, traffic lights, pedestrian crossings, roundabouts, turn restrictions and splitter islands. An annual capital works budget bid is made to fund such works.

Other initiatives are designed to improve the amenity of residents. The problem may be that residential streets are over parked with non-resident cars. This can be addressed by the introduction of restricted parking together with a resident parking permit scheme. Such a permit gives immunity to any restriction. Before any such scheme is introduced, residents are consulted. The scheme would only proceed where clear resident support is evident.

The management of roads is shared between Council (local roads) and VicRoads (major roads). For those roads under the control and management of VicRoads, Council advocates for VicRoads to address known traffic related concerns.

Council also has a role to play in advocating for improved public transport services. Realistically car ownership, the basic reason for traffic congestion and car parking shortages, will only decline when good alternative transport options are available. Public transport is a key alternative to the car.

Council is also committed to improving walking and bicycle riding as legitimate transport forms. Two important Council strategies help to deliver an improved walking and bicycle network. The two strategies are the *Towards Sustainable Transport Strategy* and the *Bicycle Strategy*.

Parking demand outstripped parking supply within Glen Eira many years ago. This leads to the need to constantly balance parking opportunities for all within the city be they residents, shop-keepers and their staff, customers, workers or visitors.

Transport and town planning are closely linked. For example, justification for higher density dwellings is often based on proximity to public transport. There is a need for transport decisions to reflect planning policies and vice versa.

Strategic objective

To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.

Strategies

- Improve safety and movement of road users and provide a fair and equitable balance of parking.
- Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.
- Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.
- Improve safety around shopping centres, parks and schools by maintaining safe school crossings and installing traffic management treatments to protect vulnerable road users such as children and older residents.
- Plan, construct and maintain interconnecting bike paths and lanes to facilitate safe bicycle transport options bearing in mind the need to facilitate safe traffic flow.
- Improve road safety and manage congestion on the local road network.

Advocacy

Council will advocate to the Federal and State Government to meet the needs of residents and ratepayers for the following traffic, parking and transport infrastructure and services:

- improved public transport services in Glen Eira including a bus route to Glen Eira Sports and Aquatic Centre;
- improved operation of intersections of railway lines and major roads (eg. grade separation or boom gates down for shorter periods consistent with safety);
- adequate provision of parking for new developments;
- advocate for improved railway stations and their surrounds; and
- funding for active transport modes (ie. pedestrian and bicycle).

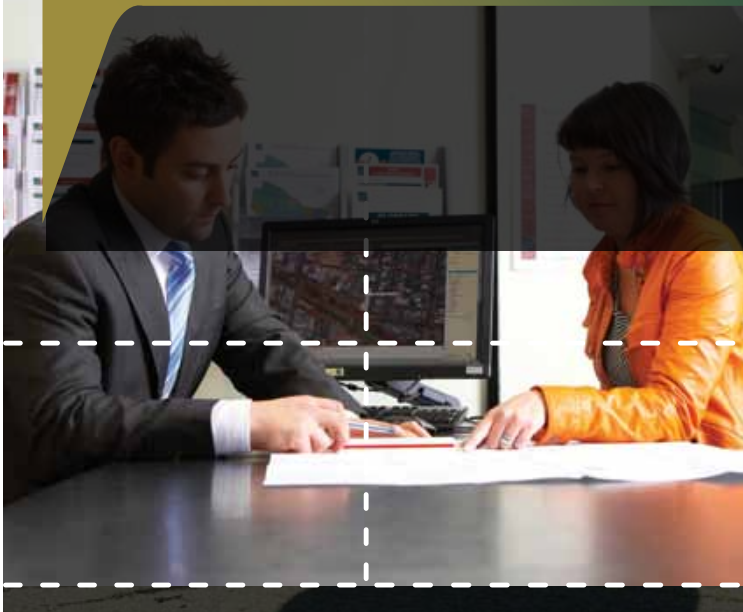
Federal Government

State Government



**[I'd like] More
energy efficient
buildings and
developments.** ”

A community member's
contribution to the
Community Plan.



Theme 3: Town planning and development

Neighbourhood character, overlays, eco-friendly developments, building and planning enforcement

Town planning is concerned with managing use and development of land. It does this through the provisions of the *Glen Eira Planning Scheme*. The *Planning Scheme* comprises maps (zones and overlays) and written controls and policies (ordinance).

Planning schemes contain an integrated set of policies set out by both the State Government, and Local Government. The planning system requires councils to exercise a wide range of discretions in its day-to-day decision making. Good, clear policies result in outcomes that align with the strategic plans of a council.

The underlying control mechanism is the grant or refusal of a town planning permit. Council must direct advertising of an application if it considers the grant of a permit may cause detriment to any other person. This means that neighbours are sometimes directly notified, a sign appears on the land subject to the application and for major proposals a notification in a local newspaper occurs.

All Council town planning decisions are subject to appeal. Both applicants (developers) and neighbours opposed (objectors) to any development can lodge an appeal with VCAT. Except on a point of law VCAT's decisions are final.

Town planning can be both complex and confusing. Not all development needs a town planning permit. For example, as a general rule, a single dwelling does not need a town planning permit.

Good town planning policies evolve out of good community consultation and involvement. That is, there is a strong link between community planning/involvement and town planning policy development. Unfortunately Council needs to work within constraints of state planning policy.

Council's town planning policy must comply with state planning policy. A large part of the *Glen Eira Planning Scheme* is in fact State Government planning policies and provisions. Council can only develop policies which are seen as consistent with state policy.

Council's overarching local policy is set out in its *Municipal Strategic Statement* (MSS). The MSS by nature is general in its stated intent, which is to achieve appropriate and orderly planning outcomes for the City.

Council has been successful in moderating state planning policy with respect to residential development. This has been achieved by differentiating the City into two broad categories called Minimal Change and Housing Diversity.

Minimal Change areas comprise some 80 per cent of Glen Eira. As the name implies the aim is to limit change thereby helping to retain the valued neighbourhood character of these areas. The general intensity of development is limited to one or two dwellings in a Minimal Change area. Within Minimal Change areas, Council was successful in gaining state approval to moderate the state's town planning residential code (Res Code). For example, Council requires that new developments have site coverage of only 50 per cent whereas the State Government Res Code requirement is 60 per cent. Site coverage is the percentage of the site allowed to be covered by buildings. Council requires 60m² private open space per dwelling whereas the normal Res Code requirement is only 40m². Council requires a four metre minimum rear setback for developments to provide opportunities for canopy trees whereas the normal Res Code does not require any setback distance.

The State Government's strategic plan for Melbourne identifies activity centres as locations where more intense and diverse development can occur. These centres are located around transport nodes and shopping centres. In Glen Eira, the four largest activity centres are the Urban Villages of Carnegie, Elsternwick, Bentleigh, and an area around Caulfield Railway Station known as the Phoenix Precinct. Glen Eira has a hierarchy of centres ranging from the top level Urban Villages to lower order centres known as Neighbourhood Centres, and Local Centres.

Medium density dwellings are directed to Housing Diversity areas which include the above activity centres. Housing Diversity policies are designed to temper the rate of change to ensure new development is appropriate to an emerging neighbourhood character.

Council's Minimal Change and Housing Diversity policies are valued in that they provide future certainty for developers and residents alike. Combined, the policies lead to a planned and managed method of controlling the rate and extent of new development.

A town planning assessment often involves input from other professionals including urban design, traffic engineering, heritage and landscape architecture. It is up to the Council's town planner to make a decision/recommendation by balancing these inputs together with considering both state and local planning policy.

Strategic objective

To manage the rate and extent of change to the built environment consistent with state and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.

Strategies

- Plan for a mixture of housing types that allows residents to meet their housing needs in different stages of their life cycle within the City.
- Enforce the provisions of the *Glen Eira Planning Scheme* and building control requirements across the City as well as compliance with any planning permits.
- Ensure new multi-dwelling residential development is sympathetic to the existing neighbourhood character in Glen Eira's minimal change areas.
- Strengthen town planning protection of residential areas identified as having significant character.
- Reduce the intensity of residential development within Housing Diversity areas which interface with minimal change areas.
- Encourage and support community involvement in the planning permit application process.
- Provide an opportunity for all residents to be informed and to participate in town planning applications where they (and others) object.
- Provide a fair, transparent and inclusive town planning decision making process.
- Ensure residents and ratepayers have access to simple and easy to use information about the Council town planning process, the responsibilities of developers and how to participate in the process.
- Undertake community consultation and engagement to ensure the *Glen Eira Municipal Strategic Statement*, *Glen Eira Planning Scheme* and town planning process meets the needs of local residents and ratepayers.
- Encourage environmentally sustainable design for new buildings.

Advocacy

Council will advocate to the Federal and State Governments to meet the needs of residents and ratepayers for the following:

Federal Government

State Government

- changes to state planning policies where Council considers reasonable community desires and expectations are at odds with existing state planning policies;
- Council planning decisions to be given greater weight before VCAT; and
- increase permeability requirements especially in special building overlays.

Council

Information on planning, building, garbage, recycling and rates to councillors, news, minutes and ag...

Community

Services for the community for children through to aged, community partnerships and consultation.

Connect

Linking you with things to see and do throughout Glen Eira from events, the arts, our parks and ope...

QUICK LINKS

- Work for Council
- Make a payment
- Apply for a permit
- GESAC Membership
- Visit the Library website
- Book a hard rubbish or bundled branch collection

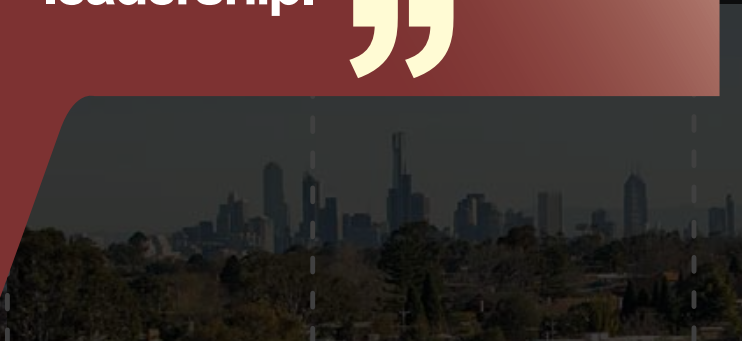
LATEST NEWS



Defined Benefit Superannuation Fu
All Victorian councils will be notified of a requirement

Council acknowledges the need to be publicly accountable for providing the community with high standards of service and leadership.

”



Theme 4: Governance

Strategic planning, responsible financial management, open transparent decision making, community reporting and risk management

Good governance means that the structures, activities and operations of the Council are conducted in accordance with principles of legal compliance, probity, transparency, accountability and with respect for residents and all stakeholders.

A key focus of Council operations is to ensure it meets its legal, financial and social responsibilities. Council acknowledges the need to be publicly accountable for providing the community with high standards of service and leadership.

Council has established a broad range of structures, reporting practices, roles and accountabilities to enable good governance. These include — *Long Term Financial Strategy*, *Risk Management Strategy*, *Councillor Code of Conduct*, the Council planning and budget process and the Audit Committee structure.

Key governance approaches and strategies include:

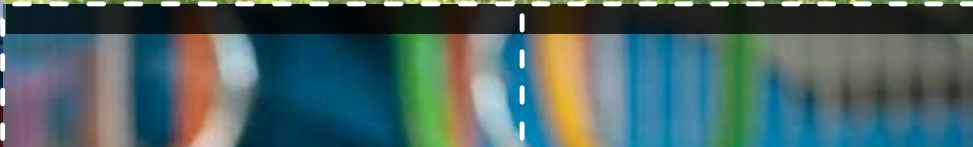
- Council's *Long Term Financial Strategy* — Council is required by the *Local Government Act* to prepare a *Strategic Resource Plan* covering long-term financial resources and including key financial indicators for at least the next four financial years to support the *Community Plan*. The *Strategic Resource Plan* takes the strategic objectives and strategies as specified in the *Community Plan* and expresses them in financial terms over 10 years.
- Council's *Risk Management Strategy* has been developed to minimise losses and maximise opportunities. It identifies, analyses, monitors and communicates risks associated with the activities, functions and processes of Council. (Refer to Appendix I)
- The *Glen Eira City Council Councillor Code of Conduct* outlines the role of the Council and gives an overview of Councillor responsibilities in accordance with the *Local Government Act 1989*. The *Code* includes guidelines for rules of conduct, Council decision making and the use of Council resources. It also includes procedures for disclosure of interests and conflicts of interest.
- This *Community Plan* includes strategies and actions to ensure Council is transparent and accountable for the resources used for these purposes. The *Community Plan* is reviewed and reported on each year in Council's *Annual Report*, and provides a strategic overview of Council's priorities in coming years.
- Council's *Annual Report* provides a detailed account of Council's performance, achievements, disappointments, approach to emerging challenges and stewardship of public monies. Council's *Annual Report* is available from Council's website www.gleneira.vic.gov.au and Town Hall.
- The Audit Committee is designed to play a key role in assisting Council to fulfil its governance and overseeing responsibilities, ethical practices and accountability requirements. The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its *Charter* to facilitate decision making by Council in relation to the discharge of its responsibilities.
- The *Charter of Human Rights and Responsibilities* is a Victorian law that sets out the basic rights, freedoms and responsibilities of all people in Victoria. It requires local councils to consider human rights when they make laws, develop policies or provide services. The *Charter* gives legal protection to 20 fundamental human rights, such as the right for people to have a fair trial, the right to say what they think, the right to join groups and meet freely, and the right to enjoy their culture.

Strategic objective

To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

Strategies

- Inform the community about Council's roles and activities through a broad range of media.
- Maximise capital investment while continuing to keep operating costs and rates below the average of neighbouring councils.
- Ensure that Council complies with financial and performance reporting requirements.
- Ensure that Council adheres to the *Charter of Human Rights*.
- Establish an effective monitoring and review process for the *Glen Eira Community Plan* to check and report progress towards community needs.
- Ensure the outcomes of all Council Meetings are readily accessible to members of the community, to maintain transparency and responsible governance outcomes.
- Implement Council's *Risk Management Strategy* to ensure that risk is effectively managed throughout the organisation.
- Continue to implement Occupational Health and Safety strategies to provide a safe workplace and protect staff from injuries.



**[I'd like Council to]
install recreation
areas for young
people in our
parks...**



*A community member's
contribution to the
Community Plan.*



Theme 5: Recreation and open space

Recreational facilities, trees, gardens, park maintenance, dog off-leash areas, playgrounds, ovals and water conservation

The City of Glen Eira offers residents a variety of recreational opportunities across the City's 68 parks, 45 playgrounds and 45 sportsgrounds that collectively cover 163 hectares.

In addition, Council monitors and maintains a number of leisure facilities including the new Glen Eira Sports and Aquatic Centre, Carnegie Swimming Pool, Caulfield Recreation Centre, Duncan Mackinnon Athletics track, Packer Park Velodrome, eight community tennis courts and a number of golf practice cages.

Open space is a vital community asset that provides benefit for the whole community, from playgrounds for children and picnic areas for families to sportsgrounds for the more active and stunning gardens for walking and contemplation. The popularity of these spaces extends beyond the City with many parks having a regional appeal.

The immediate benefits of open space are well documented such as encouraging physical activity, social interaction and improving the wellbeing of the community. Increasingly, research is showing that quality open space can increase property values, attract and retain businesses, attract and retain workforces, revitalise areas, boost tourism and create jobs.

Residents are active users of open space and passionate about their local parks. Usage extends from organised sport to a range of passive, unstructured activities, with some of the more popular pursuits including walking, cycling, jogging, dog walking and using one of the 45 playgrounds. Council will continue to ensure parks support a diverse range of opportunities and balance the needs of all users.

The City of Glen Eira has the lowest amount of open space of any city in Melbourne and Council will actively seek new opportunities to increase and optimise open space for residents. This can be often achieved through forming partnerships with State Government, state agencies, businesses or local community groups. For example, Council has worked with the Melbourne Racing Club to provide more public use of the centre of Caulfield Racecourse for passive open space recreation.

Glen Eira Sports and Aquatic Centre (GESAC) is the single largest capital works project embarked upon by Glen Eira City Council in its history. The facility provides leisure, recreation and wellbeing opportunities for all segments of the community — people aged six months to 75 and beyond. GESAC is one of Australia's premier sports and aquatic centres and features state-of-the-art aquatic, fitness, sports, rehabilitation, wellness, café and occasional care facilities.

Council's continuing program of upgrading or redeveloping playgrounds will ensure that a diverse array of play opportunities for children is provided. In addition to play opportunities, playgrounds are often centres of community activity, where people can meet, socialise and connect.

Council is the primary provider of community sports and recreation infrastructure and invests a significant amount in providing facilities that meet the needs and aspirations of a growing and dynamic community. Council has developed a framework which guides the redevelopment or upgrade of all sporting pavilions. In the process, the concept of sports pavilions being single purpose facilities will be replaced with the idea that pavilions are valuable community hubs, providing a range of recreation, social and sporting opportunities to the whole community.

Council understands that sport and active recreation plays a much broader role than just providing physical activity opportunities. They weave the social fabric on which communities are built, promote

health and wellbeing, reduce the economic impact of lifestyle related diseases and provide individuals with a sense of belonging, support and social interaction.

Recreational facilities in Glen Eira are large consumers of water and electricity. Water is required to maintain ovals and parks while heating and lighting are required for pavilions. Council must ensure that water and electricity consumption is minimised.

The increasingly diverse range of activities and additional sports usage provides a challenge for Council's ongoing maintenance, management and development of open space. As the demands on public open space increases, it will need to be managed to maximise public access and to provide the widest range of user opportunities.

Strategic objective

To enhance recreation facilities and open space to meet current and future needs of the local community.

Strategies

- Upgrade or renew Council sporting pavilions in line with Council's *Priorities for Pavilion Upgrades Report* to provide clubs and groups with access to relevant and appropriate facilities and amenities.
- Implement an annual capital works program in relation to the open space and sporting facility upgrade.
- Develop a new *Glen Eira Long Term Open Space Strategy*.
- Provide access to Council facilities (including sporting grounds and pavilions) for community activities and sport.
- Ensure the availability of a diverse range of passive recreational opportunities in local parks that meet the needs of the community.
- Provide a range of leisure and aquatic programs at Glen Eira Sports and Aquatic Centre and Carnegie Swim Centre that meet the needs of the community.
- Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.
- Continue a program of upgrading or redeveloping playgrounds to ensure that a diverse array of play opportunities for children of all-abilities is provided.
- Continue to provide a balance of both on and off-leash areas for dogs across the City and educate pet owners on responsible pet ownership.
- Continue to maintain and improve facilities in parks. For example lights and benches.
- Continue to plant and maintain trees and other vegetation in our parks.

Advocacy

Council will advocate to the State Government to address the following recreational and open space needs of residents and ratepayers:

- more open space for the City of Glen Eira; and
- adequate funding and support for local recreational and sporting organisations.

State Government



[I'm] Happy with the bin downsizing and green bin introduction. ”

A community member's contribution to the Community Plan.



Theme 6: Waste, graffiti and cleanliness

Waste and recycling, hard rubbish collection, graffiti removal, litter and cleanliness of shopping centres

Council provides waste and recycling services to help residents and businesses dispose of waste appropriately. Council offers a range of kerbside bin collection services for garbage (collected weekly) and for recycling and green waste (collected fortnightly). Residents can make on-call bookings for collections of hard rubbish, bundled branches and bulk quantities of cardboard. Council also runs drop off days for e-waste and toxic materials.

Council maintains a clean and safe environment for the community. Council provides litter bins throughout the City for convenience of the community and regularly cleans footpaths and kerbing in shopping centres and roads in local streets.

Council investigates both dumped rubbish and graffiti and supports the community to remove these. Council's activities include the programmed clean-up of graffiti from laneways using supervised Community Correctional Services clean-up teams helping the community remove graffiti from private property where resources allow and creating awareness of the need for graffiti prevention within Glen Eira.

Waste disposal to landfill is a major contributor to greenhouse gas emissions as well as an increasing cost burden for Council and ratepayers. Council undertakes long-term planning to reduce community waste to landfill and minimise both cost and emissions from waste.

Increasing recycling of e-waste (such as TVs and computers), green waste and food waste is an important focus for Council in both its community awareness raising activities and in planning for new services. Better recycling reduces waste to landfill, which reduces greenhouse gas emissions and allows valuable materials to be reused.

Strategic objective

To maintain a safe, clean and attractive City.

Strategies

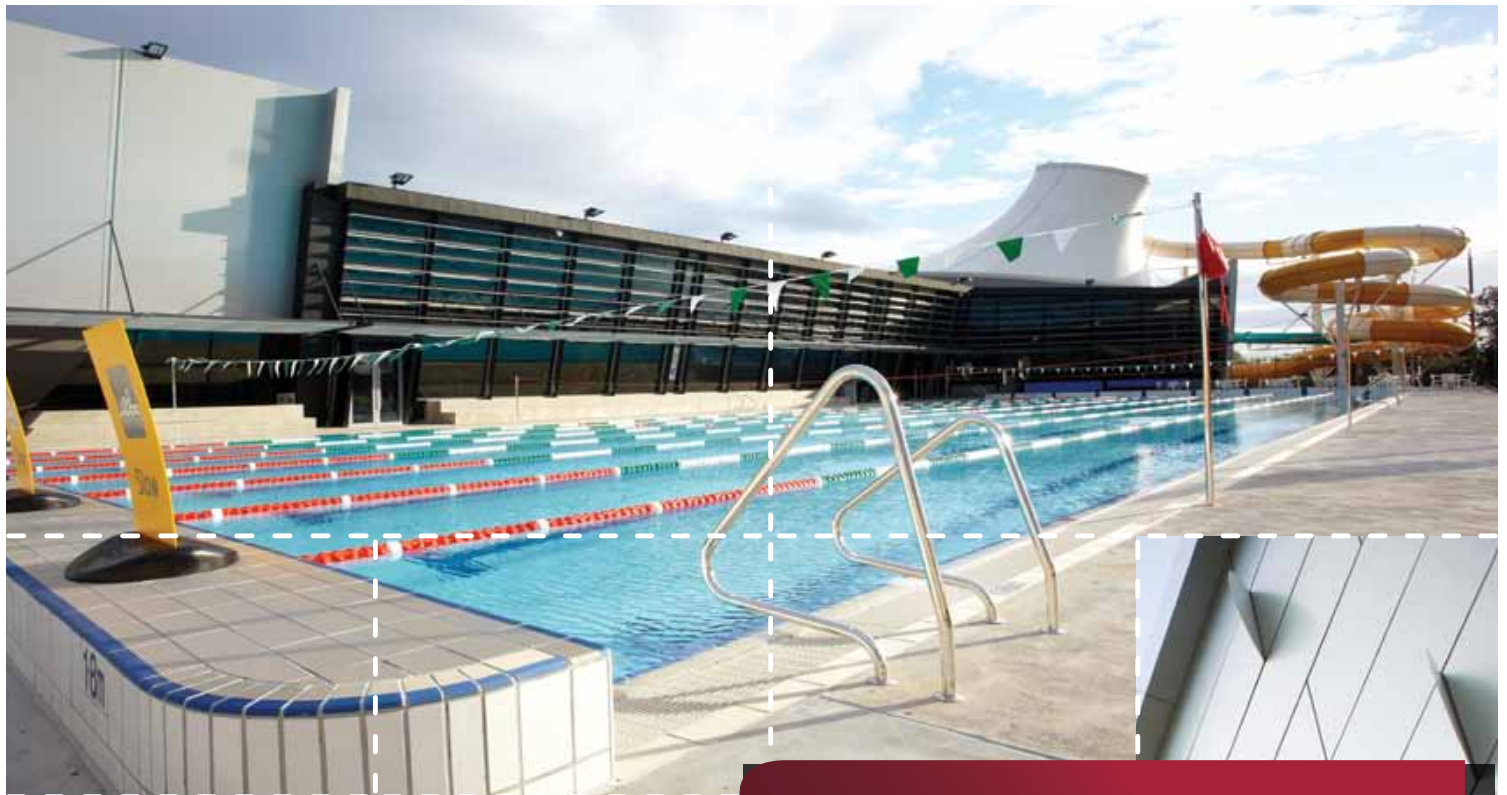
- Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of household waste.
- Develop and implement programs to reduce waste and increase rates of recycling within the community.
- Undertake a review of Council's hard rubbish collection service to ensure that it meets the needs of local residents and keeps streets clean and safe.
- Deliver graffiti services that rapidly removes graffiti from Council owned assets and assists local residents and businesses to remove and prevent graffiti.
- Deliver a comprehensive cleaning, maintenance and renewal program for local shopping centres to ensure they remain attractive, safe and clean.

Advocacy

Council will advocate to the State Government to address the following waste, graffiti and cleanliness needs of residents and ratepayers:

- cleanliness of railway stations;
- adequate lighting at railway stations; and
- removal of graffiti on State Government owned assets.

State Government



**[I'd like] More
energy efficient
buildings and
developments.**

”

A community member's
contribution to the
Community Plan.

Theme 7: Sustainable community assets and infrastructure

Streetscapes, street trees, street lighting, local roads, footpaths, local drainage and character of shopping centres, community buildings and environmental sustainability

Maintaining community assets and infrastructure is one of Council's most important responsibilities. Infrastructure such as footpaths, nature strips, vehicle crossings, street signs, kerbs, channels and drainage are integral to a well functioning and safe community. The community also requires access to high quality shopping strips, libraries, recreational facilities and senior citizens centres.

Over the last few years, Council has commenced an intensive program of infrastructure renewal, gradually replacing and repairing the streets, footpaths and drains to ensure their viability into the future.

Upgrading, maintaining and renewing community assets is central to Council's long-term strategy and is a major cost. Council currently expends approximately \$30 million per annum to address infrastructure renewal and complete major capital works. Council assets and infrastructure are valued at over \$1 billion dollars (replacement costs). To maintain assets effectively, Council must continue to keep operating costs low, capital investment high, advocate to governments, pursue all avenues of external funding and raise funds through contributions from developers.

Council has developed an *Asset Management Strategy* that outlines how Council will manage community assets such as roads, footpaths, recreational facilities, parks, buildings and equipment. The *Strategy* sets out the level of asset renewal required and individual assets that will need to be replaced over the next five years (Refer to Appendix I).

Council maintains more than 470 kilometres of local roads, approximately 540 kilometres of drains and 22,000 drainage pits. Council undertakes a range of services to ensure that stormwater is discharged to Melbourne Water main drains. Council maintains the existing drainage infrastructure by cleaning and repairing Council drains and pits and upgrades and replaces drains as necessary. On average, Council proactively cleans about 30 kilometers of drains and 6,000 pits per annum and attends to 800 to 1,000 drainage service requests from the community.

Kerbs and channels form a barrier between road pavement and nature strips that aims to direct stormwater runoff into stormwater drains and to protect the edge of the road from erosion. Council maintains nearly 833 kilometres of kerb consisting of concrete and bluestone. Council regularly uses street sweeping machines to prevent the build-up of leaves and debris in the channels.

The purpose of drains is to take water from Glen Eira to Port Phillip Bay. As Glen Eira has no frontage to the bay, Council's drains run into Melbourne Water drains. It follows that the effectiveness of a drainage system as a whole is the effectiveness of the local drains (Council) and the main drains (Melbourne Water). To mitigate the risk of flooding Council has committed to continuing its \$3 million rolling program to renew and upgrade its drains on a priority basis. Council will also continue to work with emergency service organisations and Melbourne Water to develop a new *Flood Management Plan* and *Flood Emergency Management Plan*.

Street signs and street furniture contribute to the quality and safety of streetscapes and open spaces in Glen Eira. Signs, seats, tables, rubbish bins, bicycle racks, rest shelters and drinking fountains are common items of street furniture installed by Council.

Glen Eira is widely recognised as one of Melbourne's premier green, leafy municipalities and Council works hard to maintain and promote this reputation. Street trees provide many benefits to the community

including a unique neighbourhood character, habitat for local fauna, shade and reduction in greenhouse gas emissions.

Council has developed a *Street Tree Strategy* that sets out the long-term plans for street tree planting in Glen Eira. The *Strategy* aims to ensure street trees are appropriate to the urban character, that they remain healthy and it sets out how Council will address the issues of aesthetics, maintenance, risk, heritage, conservation and environmental considerations.

Building and lighting infrastructure is a major consumer of electricity and water. With the challenge of climate change, and rising costs, a major task is to improve the efficiency of infrastructure over time. Council needs to respond appropriately to the challenge of preventing dangerous climate change including managing change within its own organisation.

Strategic objective

To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.

Strategies

- Deliver a strategic and informed program to renew, upgrade and build community assets to meet the current and future needs of the community.
- Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.
- Maintain, renew and upgrade footpaths, crossings, street signs and local roads to ensure safe movement of traffic, bicycles and pedestrians.
- Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.
- Enhance leafy green streetscapes, road reserves and public places that are clean, attractive and improve public safety.
- Implement strategies to increase sustainability. eg. reduce the use of potable water, energy, waste and natural resources.
- Continue to promote and support strategies to increase environmental biodiversity.
- Refurbishment of Elsterwick Library to ensure that it continues to function effectively into the future.

Advocacy

Council will advocate to the State Government to address the following asset and infrastructure needs of residents and ratepayers:

State Government

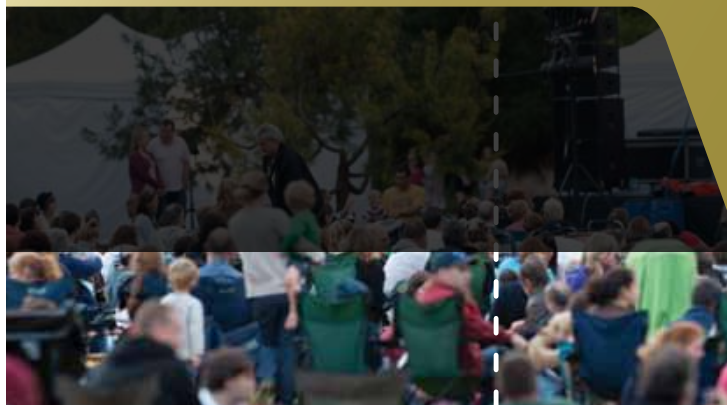
- funding for children's services including childcare and kindergarten services;
- funding for aged care facilities and home and community care services to support the ageing population;
- funding to deliver comprehensive range of immunisation and public health services; and
- accessibility and inclusion for people with a disability.



**[I'd like]
Opportunities for
the community
to come together,
events and
festivities.**



A community member's
contribution to the
Community Plan.



Theme 8: Community building and engagement

Community engagement, community consultation, community building, community connectedness, arts events and festivals

Community engagement provides an avenue for the community to become involved in local decision making and encourages collaboration from all members of the community. A *Community Engagement Strategy* has been developed to actively engage with the community and sets out the methodologies, tools and techniques used by Council. The *Strategy* also provides information about how the community can participate in consultations, how Council decisions are made, where decisions are published and how participants will be kept informed through consultation processes. (Refer to Appendix 1)

Council consultative processes aim to inform the community about local issues and encourage the community to play an active role in the way Council delivers services for the future of Glen Eira.

Council aims for consultation processes to be accessible and provide variety, flexibility and choice so that all members of the community can easily and readily engage with Council and express their views.

Fostering participation, a sense of community and the empowerment of individuals builds a strong and resilient community. Community connectedness and a feeling of belonging also contribute to the health and wellbeing of individuals.

Council provides a broad range of facilities, amenities, open space, activities and events that encourage community participation to cater for the wide variety of community interests. There are more than 400 local community groups in Glen Eira providing social, recreational and cultural opportunities for the local community. These organisations play a vital role to help to build community spirit and social connectedness.

Community based arts activities and cultural events build social cohesion, respect, community spirit and active local citizenship. Bringing the community together through creative partnerships increases community awareness of local issues, shared values and ideas helping mobilise communities to build community capacity and capability. Council provides a diverse range of arts events and festivals including exhibitions, events and concerts to entertain engage and culturally enrich the lives of those who live, work, study and visit in the City of Glen Eira.

Strategic objective

To build a strong connected community that actively participates and engages with Council to improve outcomes for the community.

Strategies

- Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.
- Provide a range of initiatives and programs to build strong connected community groups
- Support local community groups through the provision of community grants to assist groups to meet identified community needs.
- Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.
- Deliver a comprehensive range of community consultation processes that provide all members of the community with the opportunity to participate.
- Review the Council *Community Engagement Strategy* and consultation process to ensure the community provides input to Council using up to date technologies and social media.
- Communicate and engage with the local community by providing accurate and up-to-date information about local issues and how they will be addressed by Council.

Advocacy

Council will advocate to the Federal and State Government to meet the needs of residents and ratepayers for the following:

- advocate to the State Government for funding for volunteering and community groups.

Federal Government

State Government

Appendix 1: Plans, policies and frameworks

Council has developed a range of plans and programs informed by Council's *Community Plan* that provide a more detailed description of local issues, how Council will respond to the issues and the specific programs that will be delivered. All strategic plans listed are available from Town Hall and can be found on Council's website www.gleneira.vic.gov.au

Asset Management Strategy

Council's *Asset Management Strategy* outlines how Council will manage community assets such as roads, footpaths, recreational facilities and parks, buildings and equipment to ensure that it continues to meet the needs of the community — both short and long-term.

Carbon Emissions Reduction Plan

This *Plan* outlines Council's strategy to contribute to avoiding dangerous climate change. To do this, it assesses Council's sphere of control in regards to carbon emissions and outlines the practical strategies and measures that Council will take.

Community Engagement Strategy

The *Community Engagement Strategy* demonstrates Council's commitment to actively engage the local community through best practice consultation methods. It sets out clear guidance about how Council will engage with the Glen Eira community and outlines Council's approach to community engagement including the methodologies, tools and techniques.

Community Safety Plan

The *Glen Eira Community Safety Plan* has been developed to enhance the safety, security and wellbeing of all people who live, work and visit Glen Eira. The *Plan* aims to ensure that there is a planned approach to community safety and crime prevention issues involving Council, key agencies and the local community.

Disability Action Plan

The *Disability Act 2006* requires Council to develop a *Disability Action Plan*. The purpose of this *Plan* is to ensure that Council meets its responsibilities under the *Victorian Disability Act 2006* and to enhance Glen Eira as a place for people with a disability to live, work, visit, pursue their leisure activities and contribute to community life.

Domestic Animal Management Plan

The *Domestic Animal Management Plan* is a legislative requirement of the *Domestic (Feral and Nuisance) Animals Act 1994*. The purpose of this *Plan* is to provide a strategic framework that delivers policy direction for Council to consider in the advancement of responsible companion pet welfare and animal management.

Environmental Sustainability Strategy

This *Environmental Sustainability Strategy* plans for improved environmental management and sustainability and builds on previous work by Council and the community to protect and enhance the local environment. The *Strategy* describes Council's approach to corporate and community sustainability and identifies key performance areas that will be addressed by Council.

Glen Eira Ageing Strategy

The *Glen Eira Ageing Strategy* promotes the participation of older people in the community and outlines the key tasks that will be undertaken by Council to ensure that current and future generations of older people are able to maintain their health and wellbeing through access to local services.

Glen Eira Bicycle Strategy

The *Glen Eira Bicycle Strategy* provides Council with a framework to promote and encourage cycling as a viable mode of transport and healthy leisure activity. The *Strategy* also outlines an action plan to deliver a safe and extensive bicycle network in the City of Glen Eira.

Municipal Early Years Plan

A *Municipal Early Years Plan* is a plan designed to provide a strategic direction for the development and co-ordination of educational, care and health programs for children aged zero to six years in the City. The Department of Human Services administers funding to Council for this *Plan* through the Municipal Association of Victoria.

Municipal Emergency Management Plan

The *City of Glen Eira Municipal Emergency Management Plan* was produced as a requirement of the *Emergency Management Act 1986*. The *Plan* addresses the prevention of, response to and recovery from emergencies within the City of Glen Eira and is the result of the co-operative efforts of the Municipal Emergency Management Planning Committee with assistance from a range of organisations and individuals.

Municipal Public Health Plan

The *Victorian Health Act* requires Council to prepare a *Municipal Public Health Plan* every four years. The *Municipal Public Health Plan* identifies public health dangers and outlines programs and strategies to prevent or minimise those dangers to enable people to achieve maximum wellbeing.

Municipal Strategic Statement

The *Municipal Strategic Statement* establishes the strategic planning framework for Glen Eira. It outlines significant planning directions for the City and provides the strategic basis for the application of the zones, overlays and particular provision in the *Glen Eira Planning Scheme*. It also provides the strategic basis of all decisions made by Council in its role as a planning authority.

Priorities for pavilion upgrades

An audit of pavilions was undertaken to provide an overview of the condition of each building, examine usage levels and functionality. The analysis established the priority order for each pavilion development. This assists asset management planning and the allocation and distribution of future financial resources for sports pavilions.

Public Toilet Strategy

Council's *Public Toilet Strategy* provides a comprehensive examination of Glen Eira's existing public toilets and outlines a series of guidelines for the provision and maintenance of public toilets in the City of Glen Eira. The *Strategy* also addresses public toilet issues identified by Council.

Risk Management Strategy

Risk management is a term applied to a logical and systematic method of identifying, analysing, monitoring and communicating risks associated with any activity, function or process in a way that will enable an organisation to minimise losses and maximise opportunities. A *Risk Management Strategy* has been developed to guide Council's risk management process. The *Strategy* is based on the major areas of risk as indicated in the annual Civic Mutual Plus (CMP) Public Liability Assessment.

Road Safety Strategy

The *Road Safety Strategy* aims to achieve a safe road environment in Glen Eira and to improve awareness of individual responsibility for road users. The *Strategy* also recognises the division of roles and responsibilities between VicRoads and Council for arterial roads defined under the *Road Management Act 2004* and the implementation of road infrastructure works within Glen Eira.

Towards Sustainable Transport Strategy

Council's *Towards Sustainable Transport Strategy* reflects the importance of transport to the community and aims to make sustainable travel the preferred choice in Glen Eira by making it easier and more attractive. In doing this, the *Transport Strategy* encourages increased use of sustainable transport modes (including public transport, cycling and walking) and decreased congestion and other problems caused by over-dependence on cars.



Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 1: Services to support the community To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.			
Continue to provide a comprehensive range of community services that are responsive to the needs of the community.	1a	Provide community services which minimise social isolation and build community identification.	Deliver social outings and exercise classes to at least 200 socially isolated residents each year.
			Deliver Home Library Service to at least 200 socially isolated clients.
			Provide 23,433 hours of social support.
			Provide 500 hours Maternal and Child Health specifically targeted at vulnerable clients.
	1b	Implement the Municipal Public Health and Wellbeing Plan.	90% of 2015-16 actions complete.
Encourage residents to raise issues through letters, emails and calls to the Service Centre and provide timely and informative responses.	1c	Inspect registered food businesses to assess compliance with National Food Safety Standards.	Conduct 850 food safety assessments.
	1d	Customer Service Centre to resolve calls at first point of contact.	82% of calls resolved at first point of contact.
	1e	Ensure telephone calls are answered promptly.	Average call waiting time of 15 seconds or less.
Deliver children's services that provide support, education and improve health and wellbeing outcomes for young children and their families subject to State Government policies and funding arrangements.	1f	Deliver maternal and child health services that meet state government targets.	15,000 Key Age and Stage visits delivered.
	1g	Implement the Municipal Early Years Plan.	90% of 2015-16 actions complete.
	1h	Provide vaccinations to infants and school children in accordance with the National Immunisation Schedule.	8,000 vaccinations provided to infants and school children.
Assist older people and people with a disability to maintain healthy, active and independent lifestyles in their own home and within the community.	1i	Provide a range of services which support frail older people and people with disabilities to live independently at home.	Deliver all funded hours of Home Care, Personal Care and Respite Care to eligible residents currently set by DHHS at 94,499 hours.
			Deliver all funded hours of Property Maintenance to eligible residents currently set by DHHS at 4,957 hours.
	1j	Support senior citizens clubs to enhance social inclusion of older persons.	Council to provide 14,000 hours per annum of free facility use to local senior citizens clubs.
	1k	Provide quality accredited residential aged care services that achieve a high level of resident satisfaction.	Achieve 90% resident satisfaction as measured by Annual Quality Performance Systems survey.
	1l	Implement actions contained in the Glen Eira Ageing Strategy.	90% of 2015-16 actions complete.

Draft Community Plan Actions 2015-2016

Deliver a range of disability services that promotes community inclusiveness and access for all abilities.	1m	Implement actions in the Disability Action Plan.	90% of 2015-16 actions complete.
Ensure Council libraries provide a broad range of books, e-books, learning materials, access to technology, activities and programs that entertain, enrich and develop the community.	1n	Offer a range of library services and programs which encourage family and community involvement.	600,000 visits to Council libraries annually.
			Provide Story-time and Baby-time sessions for 50,000 attendees at the libraries in Bentleigh, Carnegie, Caulfield and Elsternwick.
	1o	Offer a range of library programs for adults that promote reading and encourage social connectedness.	Deliver at least 150 library programs aimed at information technology, community connections or enjoyment of reading.
Implement a range of centre and school-based programs to engage young people aged 10 – 25 years and encourage active participation.	1p	Offer a range of centre and school based programs.	Provide more than 200 programs.
Provide Youth Work support to young people and families to assist in positive development.	1q	Assist and deliver support advocacy and referral to young people who are disadvantaged, isolated or at risk.	5,000 young people and their families supported through school and centre based programs, information and referral, service collaboration and special events.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 2: Traffic, parking and transport To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.			
Improve safety and movement of road users and provide a fair and equitable balance of parking.	2a	Investigate community requests about traffic and parking.	95% of reactive investigations responded to within 5 days, 40 community consultations undertaken, and the placing of the "Not So Fast" speed trailer at problem locations.
Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.	2b	Implement actions outlined in the Walking Strategy Action Plan.	Complete implementation of budgeted actions.
	2c	Implement actions in the Bicycle Strategy Action Plan.	Complete implementation of budgeted actions.
Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.	2d	Articles through Glen Eira News and Council's website.	Four active transport related articles in Glen Eira News and on Council's website.
Improve safety around shopping centres, and schools by maintaining safe school crossings and installing traffic management treatments to protect vulnerable road users such as children and older residents.	2e	Audit two schools and identify improvements to safety and the movement of people.	Two audits completed and business cases prepared for supported recommendations.
	2f	Audit one shopping centre and identify improvements to safety and the movement of people.	One audit completed and business cases prepared for supported recommendations.
Improve road safety and manage congestion on the local road network.	2g	Implement capital program including traffic calming measures in local streets informed by the Transport Strategy, Road Safety Strategy and the Local Area Traffic Management Priority System.	All traffic capital works projects (identified in the Budget) completed.
	2h	Undertake traffic counts within the City and add to Council's Local Area Traffic Management Priority System to inform future capital works projects.	At least 105 traffic counts completed.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 3: Town Planning and Development To manage the rate and extent of change to the built environment consistent with State and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.			
Plan for a mixture of housing types that allows residents to meet their housing needs in different stages of their life-cycle within the City.	3a	Actively plan for a mix of dwelling types underpinned by the three residential zones (Neighbourhood Residential Zone, General Residential Zone and Residential Growth Zone) and also by encouraging a mix of one, two and three bedroom dwellings in larger medium density proposals.	At least 50% of new dwellings to be located within the General Residential, Residential Growth and Commercial Zones.
Enforce the provisions of the Glen Eira Planning Scheme and building control requirements across the City as well as compliance with any planning permits.	3b	Conduct proactive and reactive site inspections for compliance with planning permit conditions and Local Law requirements.	300 proactive inspections completed and respond to 95% of reactive planning enforcement matters within 5 days.
	3c	Enforce building control requirements and investigate building enforcement matters.	200 building enforcement matters investigated and respond to 95% of reactive building enforcement matters within 5 days.
Ensure new multi-dwelling residential development is sympathetic to the existing neighbourhood character in Glen Eira's Neighbourhood Residential Zone.	3d	Make decisions in accordance with Council's Neighbourhood Residential Zone with an emphasis on Neighbourhood Character.	Refuse under manager delegation all applications which do not satisfy the purpose of Council's Neighbourhood Residential Zone.
Encourage and support community involvement in the planning permit application process.	3e	Promote Council's suite of fast track permit application processes.	Report to Council, year on year, the percentage of applications using fast track process.
Provide an opportunity for all residents to be informed and to participate in town planning applications where they (and others) object.	3f	Maintain both the non-statutory planning Conference (Council decision by resolution) and Delegated Planning Committee as forums for resident involvement in the town planning process.	Except for a Managerial Refusal of an application, ensure all objectors are provided with an opportunity to participate in a Consultation Meeting, Delegated Planning Committee Meeting or Planning Conference.
Provide a fair, transparent and inclusive town planning decision making process.	3g	Improve the Delegated Planning Committee (DPC) efficiency by reducing the number of planning applications needing to be referred for a decision by undertaking mediation.	Undertake ten (10) mediation meetings.
Undertake community consultation and engagement to ensure the Glen Eira Municipal Strategic Statement, Glen Eira Planning Scheme and town planning process meets the needs of local residents and ratepayers.	3h	Survey participants in the Delegated Planning Committee process to ascertain satisfaction rates.	80% satisfaction rating of participants in the DPC process.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 4: Governance To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.			
Inform the community about Council's roles and activities through a broad range of media.	4a	Ensure all Council endorsed strategies, plans and policies are available on the Council website.	All Council endorsed strategies, plans and policies published in a user friendly format on the Council website.
Maximise capital investment while continuing to keep operating costs and rates below the average of neighbouring Councils.	4b	Continue to keep operating costs and rates per assessment low.	Average operating cost 5% below the average of our seven benchmark Councils.
Ensure that Council complies with financial and performance reporting requirements.	4c	The preparation and completion of Council's 2014-15 annual accounts.	Completion of 2014-15 Financial Report and Performance Statement by 30 September 2015 with an unqualified audit opinion.
	4d	Delivery of the 2015-2016 Annual Budget in line with approved budget timelines.	Completion of the 2015-16 Budget - to be adopted by Council by 30 June 2015 and submitted to the Minister before 31 July 2015.
Ensure that Council adheres to the Charter of Human Rights.	4e	Ensure all staff receive information about the Charter of Human Rights and comply with the Charter.	No breaches of the Charter.
Establish an effective monitoring and review process for the Glen Eira Community Plan to check and report progress towards community needs.	4f	Regular reporting on progress against action items in the Community Plan.	Report progress to Council quarterly.
	4g	All agendas and minutes of Council meetings are posted on Council website and are easy to locate and search.	Agendas and minutes on website.
Implement the Council Risk Management Strategy to ensure that risk is effectively managed throughout the organisation.	4h	Implement Council's Risk Management Strategy.	Rolling program of Business Unit risks to Audit Committee Meetings.
Continue to implement Occupational Health and Safety strategies to provide a safe workplace and protect staff from injuries.	4i	Ensure compliance with Councils externally audited safety accreditation system (SafetyMAP).	Council complies with SafetyMAP criteria and maintains accreditation status.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 5: Recreation and open space.			
To enhance recreation facilities and open space to meet current and future needs of the local community.			
Upgrade or renew Council sporting pavilions in line with Council's Priorities for Pavilion Upgrades Report to provide clubs and groups with access to relevant and appropriate facilities and amenities.	5a	Develop the new Duncan Mackinnon pavilion.	Pavilion completed.
	5b	Develop the new Centenary Park pavilion.	Pavilion completed.
Implement an annual capital works program in relation to the open space and sporting facility upgrade.	5c	Upgrade sportsground lighting at Duncan Mackinnon Reserve.	Lighting installed.
	5d	Thomas Street Reserve Landscape Enhancement Works.	Complete landscape works.
	5e	Resurface Duncan Mackinnon Reserve regional athletics track, subject to Sport and Recreation Victoria major facility funding.	Complete resurfacing.
	5f	Commence construction of Glen Huntly reservoir.	All major construction contracts let.
	5g	Eskdale / Fitzgibbon new local park development.	Complete new local park.
	5h	Nina Court Landscape Enhancement Works.	Complete landscape works.
	5i	Construct pathway lighting at Caulfield Park and Allnutt Park.	Lighting installed.
	5j	Plant drought tolerant grasses at Princes Park oval 4.	Drought tolerant grasses planted.
Provide access to Council facilities (including sporting grounds and pavilions) for community activities and sport.	5k	Accommodate at least 400 sporting teams on sporting fields in the municipality.	Teams allocated to grounds.
	5l	Provide local community rooms and encourage community use.	Provide use of Town Hall and Carnegie Community Centre for Council, community organisations and members of the community. More than 2,000 bookings.

Draft Community Plan Actions 2015-2016

Ensure the availability of a diverse range of passive recreational opportunities in local parks that meet the needs of the community.	5m	Redevelopment of Leckie Street Reserve.	Complete Leckie Street Reserve Redevelopment.
Provide a range of leisure and aquatic programs at GESAC that meet the needs of the community.	5n	Provide a range of programs and events for the community at GESAC.	Maintain membership at not less than 14,000.
Provide a range of leisure and aquatic programs at the Carnegie Swim Centre that meet the needs of the community.	5o	Provide a range of programs and events for the community at Carnegie Swim Centre.	Six community events and programs held over the season.
Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.	5p	Use water effectively and efficiently by continuing to help combat the effects of prolonged reduced rainfall in Council's parks and reserves.	Convert Princes Park Oval to warm season grasses.
Continue a program of upgrading or redeveloping playgrounds to ensure that a diverse array of play opportunities for children of all abilities is provided.	5q	Implement Council's budgeted program to upgrade playgrounds.	Council program implemented.
Continue to provide a balance of both on and off leash areas for dogs across the City and educate pet owners on responsible pet ownership.	5r	Complete 1,200 patrols of parks to educate the community about responsible pet ownership.	1,200 park patrols conducted to encourage responsible pet ownership.
Continue to maintain and improve facilities in parks.	5s	Renew Multi Purpose Hit Up Walls at Packer Park and King George Reserve.	Completion of new hit up walls.
	5t	Install outdoor fitness pod at Packer Park.	Completion of fitness pod.
	5u	Install shade sails in Council parks and reserves.	Shade sails installed at Allnutt Park, Caulfield Park, Glen Huntly Park, Koornang Park and King George.
	5v	Improve park infrastructure.	Continue the implementation of the rolling program for improved park infrastructure by expending \$100k on lights, rubbish bins, seating, shading, drinking fountain etc.
Continue to plant and maintain trees and other vegetation in our parks.	5w	Replace trees that have reached the end of their useful life.	70 trees replaced.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 6: Waste, graffiti and cleanliness.			
To maintain a safe, clean and attractive City.			
Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of local waste.	6a	Continue to deliver kerbside waste collection, street sweeping, litter bin collection and hard rubbish collection services across the municipality.	Services delivered.
Develop and implement programs to reduce waste and increase rates of recycling within the community.	6b	Investigate implementation options for introduction of food waste collection as part of organics recycling services for the community.	Investigation complete.
Deliver graffiti services that rapidly removes graffiti from Council owned assets and assists local residents and businesses to remove and prevent graffiti.	6c	Prompt removal of graffiti from Council owned buildings.	90% of graffiti reported removed within five working days.
	6d	Assist with the removal of graffiti from private property where resources allow.	90% of requests responded to within ten working days.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 7: Sustainable community assets and infrastructure.			
To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.			
Deliver a strategic and informed program to renew, upgrade and build community assets to meet the current and future needs of the community.	7a	Implement Council's Road Reconstruction Sub-program in accordance with Council's Asset Management Strategy.	Expend 90% of the budgeted capital works program for road reconstruction.
	7b	Deliver capital works program to renew, upgrade or build Council assets, community facilities and infrastructure.	\$27M spent on capital works projects.
	7c	Implement the Public Toilet Strategy.	2015 -16 items from the action plan completed.
	7d	Implement \$1.7M footpath upgrade capital program at various locations around the City in accordance with Council's Road Management Plan.	Expend 90% of the budgeted capital works program for footpath installation.
Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.	7e	Implement Council's Drainage Improvement and Flood Mitigation Sub Programs.	Expend 90% on Council's Drainage Improvement and Flood Mitigation Sub Programs.
	7f	Inspect Council drainage pits.	10,000 pits inspected.
Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.	7g	Implement Council's Shopping Strip Centre Streetscapes.	Complete Council's budgeted Shopping Centre Streetscape works.
Continue to promote and support strategies to increase environmental biodiversity.	7h	As part of the implementation of the Street Tree Strategy, plant additional street trees.	Plant 2,000 street trees (estimated to be 1,000 replacement trees and 1,000 additional trees).
Implement strategies to reduce the use of potable water, energy and natural resources of Council assets and operations.	7i	Continue to support Council's commitment to purchasing 'green' products.	Purchasing of green products in 2015-16 to meet or better the green expenditure of 2014-15 under the ECO-Buy Local Government Program.
	7j	Deliver actions identified in Council's Environmental Sustainability Strategy and Carbon Emissions Reduction Plan.	90% of actions adopted for 2015-16 complete.
	7k	Investigate further energy efficiency options and review energy efficiency opportunities.	Investigations complete; preparation for replacement of HPNa type street lights complete.
Support the community to reduce their impact on the environment.	7l	Run regular ongoing recycling education activities targeted to address key barriers. These to include regular articles and promotional ads, community presentations, direct mail and promotion in languages other than English.	Total of 10 articles in GE news and Leader Newspaper, 3 activities at community events; promotions in languages other than English.
	7m	Facilitate sustainability education activities with school and community networks, including hosting a Glen Eira Teachers Environment network	Complete year two review and host 4 teachers environment network meetings.
	7n	Continue to roll out the Neighbourhood sustainable Gardening Program and seek to extend the Glen Eira Energy Saving Program.	Increase participation for each program by 200.
	7o	Run a regular series of free workshops on sustainability issues and supporting communications program on sustainability issues.	10 workshops held; 20 articles published in GE News.

Draft Community Plan Actions 2015-2016

Key Strategic Activity	Ref. No.	Draft Actions for 2015-2016	Draft measures for 2015-16
Theme 8: Community building and engagement			
Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.	8a	Provide at least ten community celebrations, exhibitions and arts events including three Party in the Park celebrations, exhibitions of local artists work, a story telling festival, a multicultural event, a carols event, two music programs, and at least two group or thematic exhibitions , one "feature exhibition" in the Glen Eira Gallery.	Ten community celebrations, exhibitions and events delivered with 75% of participants satisfied based on exit surveys.
	8b	Foster business, employment and marketing opportunities to enhance the social and economic wellbeing of residents and traders.	Provide a minimum of seven Glen Eira Women's Business networking events and encourage business leadership through the May Business Month educational program.
Provide a range of initiatives and programs to build strong connected community groups.	8c	Provide four newsletters to community groups to provide information about local community connectedness initiatives and grant opportunities.	Four newsletters produced and disseminated to community groups.
	8d	Deliver an annual community conference for community groups to promote effective community organisations.	Conference for community groups delivered.
	8e	Implement Arts and Cultural Strategy.	90% of 2015-16 actions complete.
	8f	Fund Community Information Glen Eira to provide community information and referral services to support the community.	\$139,000 delivered to Community Information Glen Eira for community information and referral services.
Support local community groups through the provision of community grants to assist groups to meet identified community needs.	8g	Continue to implement Council's community grants program with a funding priority encouraging community strengthening and inclusion.	Deliver at least \$350,000 in community grants to community groups to encourage community strengthening and inclusion activities.
Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.	8h	Conduct Volunteer Recognition Ceremony.	Volunteer Recognition Ceremony conducted.
	8i	Provide funding for Community Information Glen Eira for the operation of Glen Eira Volunteer Resource Centre.	\$24,839 in funding provided to Community Information Glen Eira.
Deliver a comprehensive range of community consultation processes that provide all members of the community with the opportunity to participate.	8j	Deliver a range of consultations process to maximise community participation.	Use e-newsletter, "bang the table", questionnaires, surveys, public meetings and focus groups as part of consultation processes and ensure consultations comply with Community Engagement Strategy.
	8k	Council e-newsletters distributed to provide information about community consultations and outcomes.	Four e-newsletters distributed annually and a 10% increase in the number of subscribers.
	8l	Update community signage to provide information about community consultations and outcomes.	Community signage updated at least four times each year.
Communicate and engage with the local community by providing accurate and up to date information about local issues and how they will be addressed by Council.	8m	Distribute Glen Eira News to all households in Glen Eira.	11 editions of Glen Eira News published annually.
	8n	Publish corporate advertisements providing information on local issues and activities.	22 Council corporate advertisements published annually.



Glen Eira City Council

DRAFT
Strategic Resource Plan
2015–2016 to 2024–2025

Special Council Meeting
5 May 2015

www.gleneira.vic.gov.au



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Contents	Page
Purpose.....	1
1 Background	1
2 Plan Development	1
3 Assumptions/Deliverables	2
4 Financial Resources.....	8
5 Financial Performance Indicators	11
6 Non-financial Resources	24
7 Glen Eira Rating Strategy.....	26
8 Borrowings Strategy	30
9 Infrastructure Strategy	32
Attachments	36
A. Sector Benchmarking	37
B. Financial Statements.....	43



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Purpose

- Section 126 of the *Local Government Act* requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.
- The Strategic Resource Plan gives effect to the Council Plan.
- “The primary object of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions” – section 3c(1) of the *Local Government Act*.

1 Background

Glen Eira Council is characterised by:

- Low taxing (rates and charges)
- Low spending (recurrent)
- But high investing (capital works investment).

A comparison of key indicators with neighbouring municipalities is set out in the table at Attachment A.

2 Plan Development

Council has prepared a Strategic Resource Plan (SRP) for the ten years 2015-2016 to 2024-2025 as part of its ongoing financial planning to assist in adopting a budget within a longer term strategic framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and gives effect to them in financial terms for the next ten years (The Act requires a 4 year plan. Council chooses to produce a 10 year plan).

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council’s strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Generate funds to provide additional public open space and renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set rates and fee increases that are manageable and sustainable.
- Focus on continuous improvement.
- Keep day-to-day costs and rates below our peers.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in section 136 of the Act:

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

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

3 Assumptions/Deliverables

The State Government has announced a policy of Rate Capping from 2016-2017. Details are unknown at this time. This SRP projects increases in average rates and charges per property of approximately 3.5% p.a from 2016-2017 and that Glen Eira continues to have the second-lowest average rates and charges in metro Melbourne.

This SRP assumes that this level of funding will be endorsed by the rates assessment methodology in due course.

The Strategic Resource Plan is based on the assumptions set out below:

3.1 Capital Works Program

- Rates revenue has been applied to ensure that capital expenditure is increased to address the infrastructure renewal gap and complete additional capital works projects. Included in the capital program is renewal and upgrade of Council's major infrastructure assets such as Drainage Improvement Program \$3.5m, Roads \$4.09m, Footpaths \$1.73m and Local Road Resurfacing \$1.5m.
- Base capital program of around \$25m (excluding open space strategy initiatives, pavilions and major projects) – sufficient to close the renewal gap.
- Open Space Strategy Implementation includes:
 - Booran Reserve – reinstatement and redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$4.84m in 2015-2016 and \$3.93m in 2016-2017 (includes State Government Grant funding of \$585k).
 - Elsternwick Plaza Improvements \$215k (to complete the project).

Initiatives in 2015-2016 of \$1.02m including:

- Eskdale Road/Fitzgibbon Crescent Road Closure - \$450k.
- Nina Reserve - \$120k
- Hopetoun Gardens - \$100k
- Marara Road Reserve - \$100k
- Leckie Street Reserve - \$195k (SRV funding \$75k)
- Thomas Street Reserve - \$50k.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

- 2017 onwards - *Open Space Strategy* implementation \$4m pa in 2017-2018 and 2018-2019 increasing to at least \$10m each year from 2019-2020 to 2022-2023 and \$17m in 2023-2024 and 2024-2025.
- Carnegie Pool Redevelopment:
 - Capital costs of \$2.5m in 2017-2018 and \$2.5m in 2018-2019 (total \$5m). The redevelopment is subject to the Sports Recreation Victoria *Better Pools* funding of \$2.5m; \$1.25m in 2017-2018 and \$1.25m in 2018-2019.
- Duncan Mackinnon Reserve:
 - Resurfacing of Athletics Track - \$850k in 2015-2016
 - Resurfacing of Netball Courts - \$130k in 2015-2016
(The Athletics Track and Netball Courts are dependent on funding from Sports Recreation Victoria of \$650k).
 - Passive implementation works (pathways and landscaping works) - \$1m in 2016-2017.
- Bailey Skate Park Redevelopment - \$800k in 2016-2017.
- Pavilion Program resumes from 2017-2018 onwards - \$1m per annum.
- Warm Season Grasses Program - approximately \$750k per annum from 2017-2018 onwards.
- Glen Eira Sports and Aquatic Centre (GESAC) – Cyclical Renewal Works \$7.29m over 10 years and Replacement of Plant and Equipment \$2.79m over 10 years.

3.2 Aquatic Facilities

(a) GESAC

The Centre provides leisure, sport, recreation and health and well-being opportunities for the whole community. The centre offers a number of different activity areas and programs that focus on building and promoting health and wellness of the community. These include hydrotherapy, learn to swim, swim training, gentle exercise, basketball, netball, gym and fitness classes.

Usage and membership of GESAC has been above expectations. During the 2013-14 financial year, GESAC hosted 1,081,772 visits and covered all direct costs and loan repayments (including interest).

(b) Carnegie Swim Centre Redevelopment

Glen Eira City Council is currently undertaking community consultation on a concept plan for Carnegie Swim Centre. The project will revitalise the Swim Centre to ensure it can sustainably meet community needs into the future.

Council has budgeted \$2.5m in 2017-2018 and \$2.5m in 2018-2019. This project is subject to the Sports Recreation Victoria Better Pools funding (\$2.5m).

(c) Financials

In operational cash terms, the two aquatic facilities combined will: pay all direct costs, pay the loan repayment; and pay all interest on the loan.

Financial performance needs to be looked at in two ways.

1. In an accounting sense, the aquatic facilities will cover all operating costs (including depreciation & amortisation) and 82% of the interest costs. (Depreciation & amortisation is estimated to be \$1.6m and total interest will be \$1.66m).
2. Because depreciation and amortisation is a non-cash cost i.e. no money is paid, it is also appropriate to look at the cash situation. In cash terms, the Aquatic Facilities will:
 - pay all direct costs;
 - pay the 2015-16 loan repayment; and
 - pay all interest on the loan for 2015-16.

The loan repayment plus interest is \$2.92m. In effect, the facilities will involve no cash cost to Council (i.e. ratepayers).

2015-2016 to 2024-2025 Draft Strategic Resource Plan

3.3 Operational

- Average rates and charges per assessment for 2015-2016 increase by approximately 4.94%. This is made up of an additional 600 assessments, an increase of 6.5% for rate revenue and 2.5% for waste and recycling charges.
- Thereafter the increases in average rates and charges per assessment are expected to average 3.5%.
- Waste management charges are levied on a basis of cost recovery.
- The Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements. The remaining liability of \$2.56m is to be paid during 2014-15. The Strategic Resource Plan provides against the risk of a future call following the next review - \$1.25m in both 2016-17 and 2017-18. Council's objective is to manage this liability without prejudice to existing levels of capital investment or Community services.
- Impact of changes to the *Superannuation Guarantee Levy* has been included. The levy will remain at 9.5% until 2020-2021. On 1 July 2021 the rate will increase by 0.5% each year.
- Clayton Landfill Site – allowances of \$300k p.a. for post closure rehabilitation costs from 2017-2018 onwards.
- Booran Reserve – maintenance costs of \$340k p.a. commencing in 2017-2018.
- Cost increases of between 3.5% to 4.0%.
- Election costs of \$540k in 2016-2017 (thereafter every 4 years).

3.4 Cash Position/Liquidity Ratio

Our forecast cash balance has improved but is still expected to remain at relatively low levels for the next 4 years 2015-2016 to 2018-2019, sufficient to cover current liabilities (adjusted for Residential Aged Care Deposits).

Council should hold sufficient cash to cover 'Restricted Assets' such as:

- Residential Accommodation Deposits (total – \$20m), are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay bonds as and when required.
- Contract Deposits (\$3m).

In addition, Council will maintain an adjusted liquidity ratio of at least 1.0. For these reasons it would be imprudent to allow cash holdings to fall below a target range of between \$30m - \$35m.

One of the items which has placed additional pressure on Council's Liquidity Ratio is classification of leave entitlements. Notwithstanding a majority of 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.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

3.5 Borrowings

- Council has borrowed \$25m for GESAC in the early part of 2011-2012.
- Loan repayments of approximately \$3m per annum have been included in the SRP. The repayment of all borrowings is fully funded by GESAC.
- Borrowings are expected to be at the average of benchmark Councils by the end of this Council term (2016).

3.6 Open Space Contributions

Council receives public open space levies under the *Subdivision Act*. Council has achieved the new uniform levy rate of 5.7% (Amendment C120).

Council will continue to spend far more on additional and improved public open space than Council receives in levies.

Open space projects will include:

- Booran Reserve – reinstatement and redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$4.84m in 2015-2016 and \$3.93m in 2016-2017 (includes funding of \$650k - \$585k in 2015-2016 and \$65k in 2016-2017).
- Elsternwick Plaza Improvements \$215k (to complete the project).

Other Open Space Strategy Initiatives including:

- Open Space Strategy Initiatives in 2015-2016 of \$1.02m including:
 - Eskdale Road/Fitzgibbon Crescent Road Closure - \$450k
 - Hopetoun Gardens - \$100k
 - Marara Road Reserve - \$100k
 - Leckie Street Reserve - \$195k (SRV funding \$75k)
 - Nina Reserve - \$120k
 - Thomas Street Reserve - \$50k.

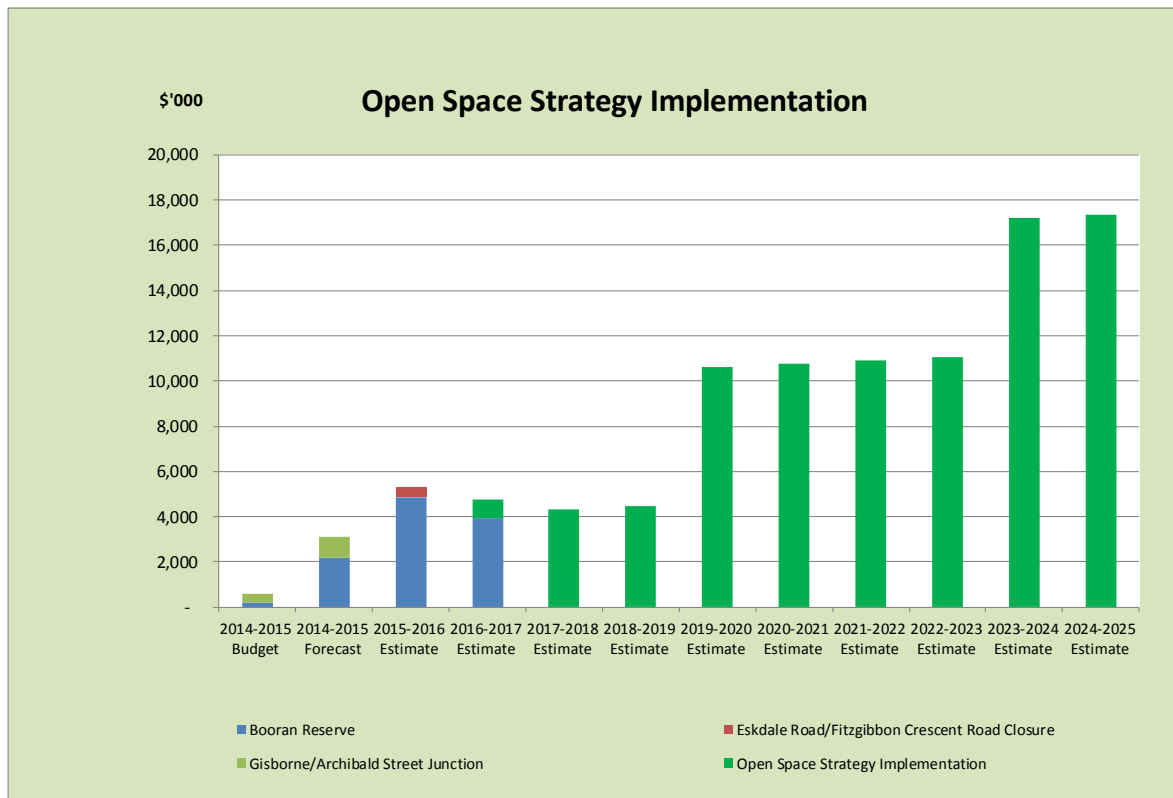
From 2017-2018 onwards a new item of *Open Space Strategy* implementation has been included in the Capital Works Statement (refer table below).

The table below shows contributions received and forecast capital spend for open space.

Open Space Contributions													
	2013-14 Actuals	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income													
Open Space Contributions (including C120 additional OS Contributions from March 2015)	2,581	2,200	3,000	5,000	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300
Caulfield Village Development Contributions*	-	-	-	-	500	-	-	-	-	-	-	-	-
							5% of site value mixed use precinct					5% of site value Smith St precinct	
Capital Spend on Open Space													
Booran Reserve	98	200	2,200	4,838	3,930	-	-	-	-	-	-	-	-
Eskdale Road/Fitzgibbon Crescent Road Closure	-	-	-	450	-	-	-	-	-	-	-	-	-
Gisborne/Archibald Street Junction	-	400	900	-	-	-	-	-	-	-	-	-	-
Open Space Strategy Implementation	-	-	-	-	833	4,300	4,450	10,600	10,750	10,900	11,050	17,200	17,350

* Please note development contribution for Caulfield Village is a high level estimate for Stage 1 based on 4% of site value of the land at a future date.

2015-2016 to 2024-2025 Draft Strategic Resource Plan



Amendment C60 (Caulfield Village)

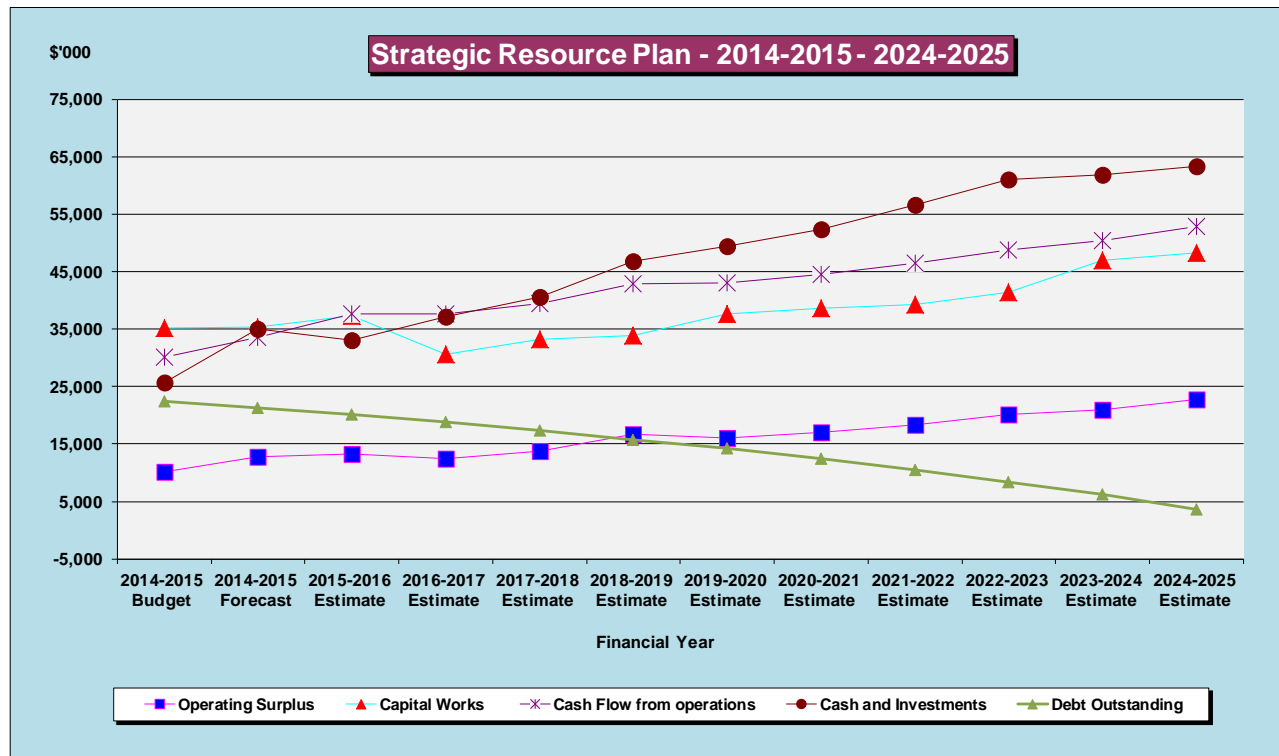
There will be material revenues in due course from:

- Public Open Space – The approved Caulfield Village development will require a monetary open space payment to Council **“prior to occupation of buildings...”** at the rate of:
 - 4% of the site value of the Residential precinct (*western end*) – estimated completion date mid 2015;
 - 5% of the site value within the Mixed use precinct – estimated completion date mid 2018; and
 - 5% of the site value within the Smith St precinct – estimated completion date 2023.
- The dollar amount payable is difficult to estimate as it will be determined based on the value of the land at a future date. It is expected that the amount will be material (forecast to be in the \$\$millions), and is likely to be in staggered payments as the development is progressed over a number of years.
- Back Rates (changing from the *Cultural and Recreational Lands Act* to the general rating system) – no estimate at this stage.

The timing of the completion dates (and therefore the income from the streams above) is an estimate only and based on dates provided by the developer. Council receives public open space levies under the *Subdivision Act*. Council will continue to spend far more on public open space than Council receives in levies.

4 Financial Resources

The following graph summarises the key financial results for the years 2014-2015 to 2024-2025. The graph below shows that: the operating result remains positive, capital works continue at \$26m+, debt is paid down (and the superannuation call is paid out), but cash has a low point of around \$26m. The key period is 2015-2016 to 2020-2021. The higher levels of projected cash down the track assume the current levels of capital expenditure and rates projections. The financial statements include a more detailed analysis of the financial resources to be used over the ten year period (refer to Attachment B).





2015-2016 to 2024-2025 Draft Strategic Resource Plan

The following table summarises the key financial results for the years 2014-2015 to 2024-2025. Attachment B includes a more detailed analysis of the financial resources to be used over the ten year period.

	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	Trend +/-
Operating Surplus	10,203	12,731	13,284	12,482	13,795	16,649	16,099	17,032	18,412	20,073	21,012	22,764	+
Capital Works	35,210	35,407	37,311	30,658	33,232	33,920	37,603	38,688	39,343	41,458	46,969	48,355	+
Cash Flow from operations	30,183	33,490	37,658	37,604	39,478	42,926	42,976	44,522	46,537	48,821	50,410	52,824	+
Cash and Investments	25,793	34,988	33,093	37,208	40,622	46,773	49,495	52,431	56,696	61,122	61,814	63,287	+
Debt Outstanding	22,361	21,266	20,217	18,859	17,392	15,806	14,316	12,460	10,455	8,289	6,162	3,628	+

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



2015-2016 to 2024-2025 Draft Strategic Resource Plan

The key outcomes of the SRP are as follows:

- **Financial Sustainability**

Cash and investments are forecast to increase from 2016-2017 onwards (refer to Statement of Cash Flows in Attachment B).

Cash holdings maintained at a level to cover all residential accommodation deposits.

- **Glen Eira Rating Strategy (refer section 7)**

Average rates and charges per assessment increase by approximately 4.94% in 2015-16. This is made up of an additional 600 assessments, an increase of 6.5% for rate revenue and 2.5% for waste and recycling charges. Thereafter, increases in average rates and charges per assessment are expected to average 3.5%.

- **Sustainability**

Waste and recycling charges are levied on the basis of cost recovery and the fees have increased by approximately 2.5% in 2015-2016.

- **Borrowing Strategy (refer section 8)**

Council drew down \$25m in the early part of 2011-2012 for GESAC. Borrowing repayments of principal and interest costs of \$2.94m will be made during the 2015-16 financial year. Borrowings outstanding as at 30 June 2016 are projected to be \$20.22m. The repayment of all borrowings is fully funded by GESAC.

- **Infrastructure Strategy (refer section 9)**

Capital expenditure is increased to address the infrastructure renewal gap and complete some major projects. The average value for the capital program is approximately \$38m over the ten year plan.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

5 Financial Performance Indicators

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

Financial Performance Indicators for the years ending 30 June 2015 - 2025															
Indicator	Measure	Notes	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	Trend
Operating Position Adjusted Underlying Result	Adjusted Underlying Surplus	1	6.42%	6.75%	6.89%	8.54%	8.51%	8.50%	8.54%	8.65%	8.99%	9.33%	9.42%	9.72%	+
	Adjusted Underlying Revenue														
Liquidity Working Capital	Current Assets/ Current Liabilities	2(a)	0.76	0.91	0.86	0.93	0.99	1.09	1.13	1.18	1.24	1.31	1.31	1.32	+
	Adjusted Working Capital	2(b)	1.11	1.33	1.25	1.35	1.42	1.57	1.62	1.67	1.76	1.84	1.83	1.83	+
Unrestricted Cash	Current Liabilities (adjusted for residential aged care deposits)		7.42%	22.76%	18.64%	26.67%	33.11%	44.74%	49.47%	54.46%	61.84%	69.32%	69.73%	71.53%	+
	Unrestricted Cash/ Current Liabilities														
Obligations Loans and Borrowings	Interest-bearing Loans and Borrowings	3	29.04%	27.56%	24.60%	21.86%	19.20%	16.62%	14.33%	11.88%	9.49%	7.17%	5.08%	2.85%	+
	Rate Revenue														
Loans and Borrowings	Interest and Principal Repayments		3.98%	4.14%	3.57%	3.63%	3.46%	3.32%	3.17%	3.05%	2.93%	2.80%	2.69%	2.59%	+
	Rate Revenue														
Indebtedness	Non-current Liabilities		17.89%	16.59%	14.87%	13.09%	11.54%	9.91%	8.50%	6.91%	5.38%	3.84%	2.45%	0.93%	+
	Own Source Revenue														
Asset Renewal	Asset Renewal (inc. Upgrade)	4	168%	168%	149%	141%	132%	136%	136%	136%	140%	141%	147%	150%	-
	Asset Depreciation														
Stability Rates Concentration	Rate Revenue	5	53.24%	52.31%	52.33%	53.06%	53.50%	53.96%	55.04%	55.52%	56.19%	56.66%	57.36%	57.85%	o
	Adjusted Underlying Revenue														
Rates Effort	Rate Revenue		17.62%	17.65%	17.65%	17.65%	17.65%	17.65%	17.65%	17.65%	17.65%	17.65%	17.65%	17.65%	+
	Property Values (CIV)														
Efficiency Expenditure Level	Total Expenditure		\$ 2,184	\$ 2,189	\$ 2,335	\$ 2,439	\$ 2,526	\$ 2,593	\$ 2,686	\$ 2,792	\$ 2,884	\$ 2,988	\$ 3,097	\$ 3,209	+
	No. of Assessments														
Revenue Level	Residential Rates Revenue		\$ 740	\$ 740	\$ 788	\$ 827	\$ 869	\$ 912	\$ 958	\$ 1,006	\$ 1,056	\$ 1,109	\$ 1,164	\$ 1,222	+
	No. of Residential Assessments														
Workforce Turnover	No. of Resignations & Terminations		7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	7.65%	o
	Average Number of Staff														

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



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Notes to Financial Performance Indicators

Please note that the Financial Performance Indicators on page 11 have been calculated using the methodology approved by the Victorian Auditor-General's Department (VAGO), as this will be consistent with the figures reproduced in section 6 of this report.

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. Council continues to retain a positive result over the next 10 years.

2. Working Capital

The proportion of current liabilities represented by current assets. This measures the ability to pay existing liabilities in the next 12 months. A ratio one or more means there is more cash and liquid assets than short-term liabilities.

The Adjusted Working Capital is forecast to decrease in 2015-2016 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

3. Debt Compared to Rates

Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4. Asset Renewal

This percentage indicates the extent of Council's renewals/upgrades against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5. Rates Concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

6. Victorian Auditor General Office (VAGO) Financial Indicators

Each year, the Victorian-Auditor General audits Local Government entities. On 26 February 2015 the Auditor-General tabled the results of the 2013-2014 audits to Parliament. The report contained the results from the annual audit of local government financial reports and performance statements.

The report included an analysis of all 79 local Councils against six indicators of financial sustainability and looked at each council's results for the past five financial years, as well as looking forward using each council's strategic resource plans.

The Auditor-General assessed all 79 Victorian Council's Annual Accounts as at 30 June 2014 for financial sustainability. The indicators used in the Auditor-General's report included:

- **underlying result** - generate enough revenue to cover operating costs, including the cost of replacing assets reflected in depreciation expense
- **liquidity** - have sufficient working capital to meet short-term commitments
- **self-financing** - generate sufficient operating cash flows to invest in asset renewal and repay any debt it may have incurred in the past
- **indebtedness** - are not overly reliant on debt to fund capital programs
- **capital replacement** - have been replacing assets at a rate consistent with their consumption
- **renewal gap** - have been maintaining existing assets at a consistent rate.

The following 3 pages explain and present the financial sustainability risks for Councils in 2013-2014.

2015-2016 to 2024-2025 Draft Strategic Resource Plan




Risk assessment criteria for financial sustainability indicators

Risk	Underlying result	Liquidity	Indebtedness	Self-financing	Capital replacement	Renewal gap
High	Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal.	Less than 1.0 Insufficient current assets to cover liabilities.	More than 60% Potentially long-term concern over ability to repay debt levels from own-source revenue.	Less than 10% Insufficient cash from operations to fund new assets and asset renewal.	Less than 1.0 Spending on capital works has not kept pace with consumption of assets.	Less than 0.5 Spending on existing assets has not kept pace with consumption of these assets.
Medium	Negative 10% to zero A risk of long-term run down to cash reserves and inability to fund asset renewals.	1.0–1.5 Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	40–60% Some concern over the ability to repay debt from own-source revenue.	10–20% May not be generating sufficient cash from operations to fund new assets.	1.0–1.5 May indicate spending on asset renewal is insufficient.	0.5–1.0 May indicate insufficient spending on renewal of existing assets.
Low	More than zero Generating surpluses consistently.	More than 1.5 No immediate issues with repaying short-term liabilities as they fall due.	40% or less No concern over the ability to repay debt from own-source revenue.	20% or more Generating enough cash from operations to fund assets.	More than 1.5 Low risk of insufficient spending on asset renewal.	More than 1.0 Low risk of insufficient spending on asset base.

Source: Victorian Auditor-General's Office.

The overall financial sustainability risk assessment is calculated using the ratings determined for each indicator.

Overall financial sustainability risk assessment

	High risk of short-term and immediate sustainability concerns indicated by either: <ul style="list-style-type: none"> • red underlying result indicator or • red liquidity indicator.
	Medium risk of longer-term sustainability concerns indicated by either: <ul style="list-style-type: none"> • red self-financing indicator or • red indebtedness indicator or • red capital replacement indicator or • red renewal gap indicator.
	Low risk of financial sustainability concerns—there are no high-risk indicators.

Source: Victorian Auditor-General's Office

A trend analysis uses actual figures for the previous five years and a trend analysis using forecast figures for the following three years. The sustainability indicators are colour coded in line with the risk assessment criteria. The legend is used in presenting the results of our assessments.

Legend for financial sustainability tables

	Downward trend
	No substantial trend
	Upward trend

Source: Victorian Auditor-General's Office

2015-2016 to 2024-2025 Draft Strategic Resource Plan

Financial sustainability risk assessment results 2013–2014

Inner metropolitan councils	Average Underlying result (%)	Liquidity	Indebtedness (%)	Self-financing (%)	Capital replacement	Renewal gap	Sustainability assessment
Banyule City Council	3.59	4.09	56.67	16.61	2.12	1.52	●
Bayside City Council	9.79	2.20	12.37	28.90	1.53	0.97	●
Boroondara City Council	8.68	1.76	33.66	23.58	2.09	1.76	●
Darebin City Council	3.58	1.64	1.24	17.63	1.17	1.08	●
Glen Eira City Council	8.38	1.38	17.97	23.53	2.23	1.77	●
Hobsons Bay City Council	5.62	0.99	0.88	24.61	1.50	1.33	●
Kingston City Council	7.85	1.68	14.00	24.32	1.71	1.45	●
Maribyrnong City Council	4.27	2.62	4.53	25.48	1.26	1.41	●
Maroondah City Council	2.61	1.61	1.65	25.00	1.53	1.03	●
Melbourne City Council	3.19	1.33	0.85	24.50	1.74	1.14	●
Monash City Council	-1.30	1.54	7.92	10.62	1.15	0.86	●
Moonee Valley City Council	3.02	1.61	6.99	16.66	1.25	0.87	●
Moreland City Council	4.39	1.49	35.74	14.90	1.55	0.96	●
Port Phillip City Council	0.24	1.59	2.52	7.89	1.37	0.73	●
Stonnington City Council	10.60	2.10	11.09	28.21	1.88	1.50	●
Whitehorse City Council	4.55	2.13	5.70	19.99	1.67	1.23	●
Yarra City Council	4.76	1.07	24.05	16.28	1.37	1.16	●
Category average	4.93	1.81	13.99	20.51	1.60	1.22	●
Category risk assessment	Low	Low	Low	Low	Low	Low	Low

Source: Victorian Auditor-General's Office.

Glen Eira City Council was assessed as having a low sustainability risk in 2013-2014.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

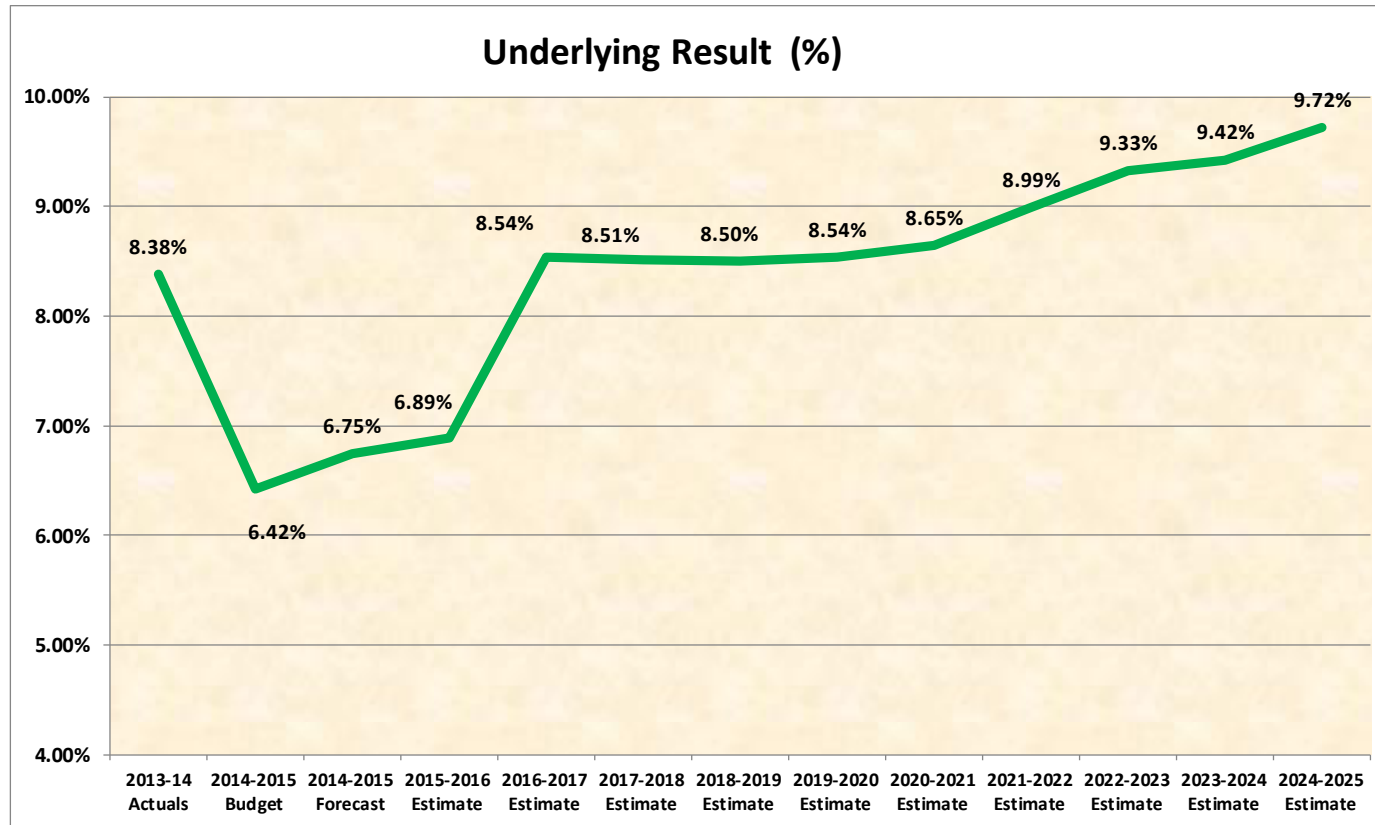
Results for 2014-2015 to 2024-2025

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

Indicator	Underlying Result (%)	Adjusted Liquidity	Indebtedness (%)	Self-financing (%)	Capital Replacement	Renewal Gap	Overall Rating
2013-14 Actuals							
2014-2015 Budget							
2014-2015 Forecast							
2015-2016 Estimate							
2016-2017 Estimate							
2017-2018 Estimate							
2018-2019 Estimate							
2019-2020 Estimate							
2020-2021 Estimate							
2021-2022 Estimate							
2022-2023 Estimate							
2023-2024 Estimate							
2024-2025 Estimate							



2015-2016 to 2024-2025 Draft Strategic Resource Plan

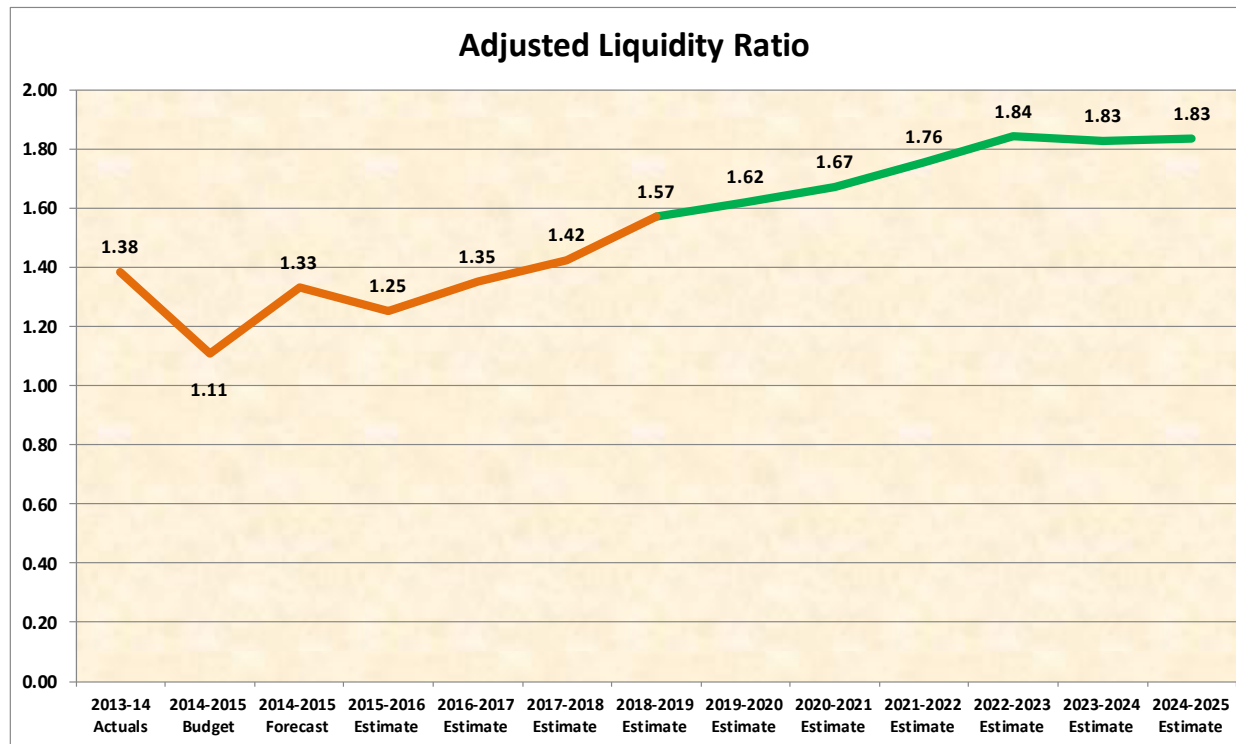


Underlying Result

A positive result indicates a surplus. The larger the percentage, the stronger the result. Operating surpluses are used to fund additional capital investment. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. Underlying result does not take into account non-cash developer contributions and other one-off (non-recurring) adjustments.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

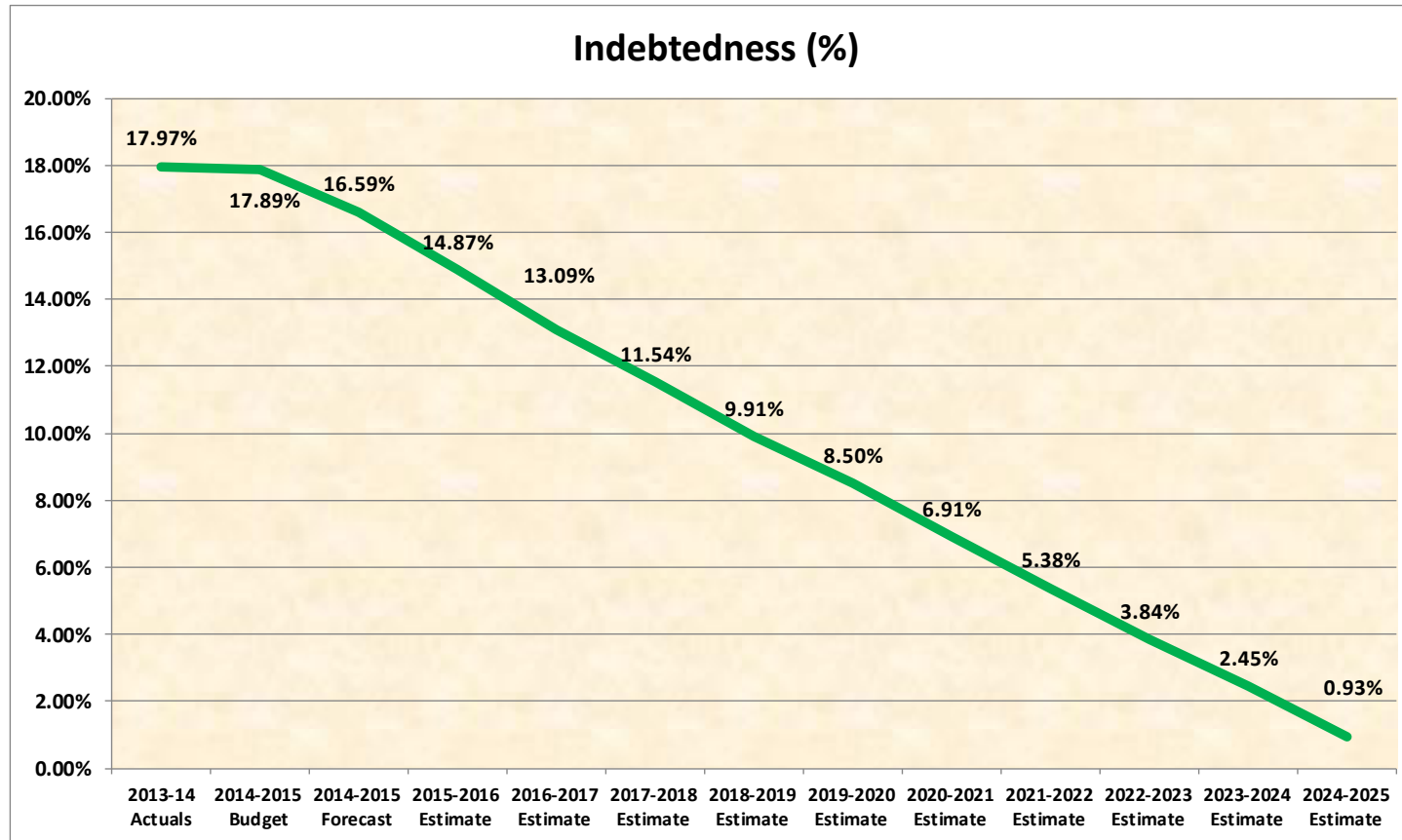


Adjusted Liquidity Ratio

Measures the ability to pay existing liabilities in the next 12 months. A ratio higher than 1:1 means there is more cash and liquid assets than short-term liabilities. Over the last few years, Council has invested heavily in its capital works program by fully utilising cash reserves. Council has fully borrowed \$25m to fund the construction of the Glen Eira Sports and Aquatic Centre (GESAC). Council will continue to have a large investment in capital works projects. The adjusted liquidity ratio graph expresses the level of current assets Council has available to meet its current liabilities (after adjusting for residential aged care deposits). Council's short to medium term forecast has the liquidity ratio remaining between 1.1 to 1.57 until the end of 2018-2019. This means careful management of the cash flow position to ensure current liabilities are adequately covered and that unanticipated or unbudgeted capital or operating expenses are avoided.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

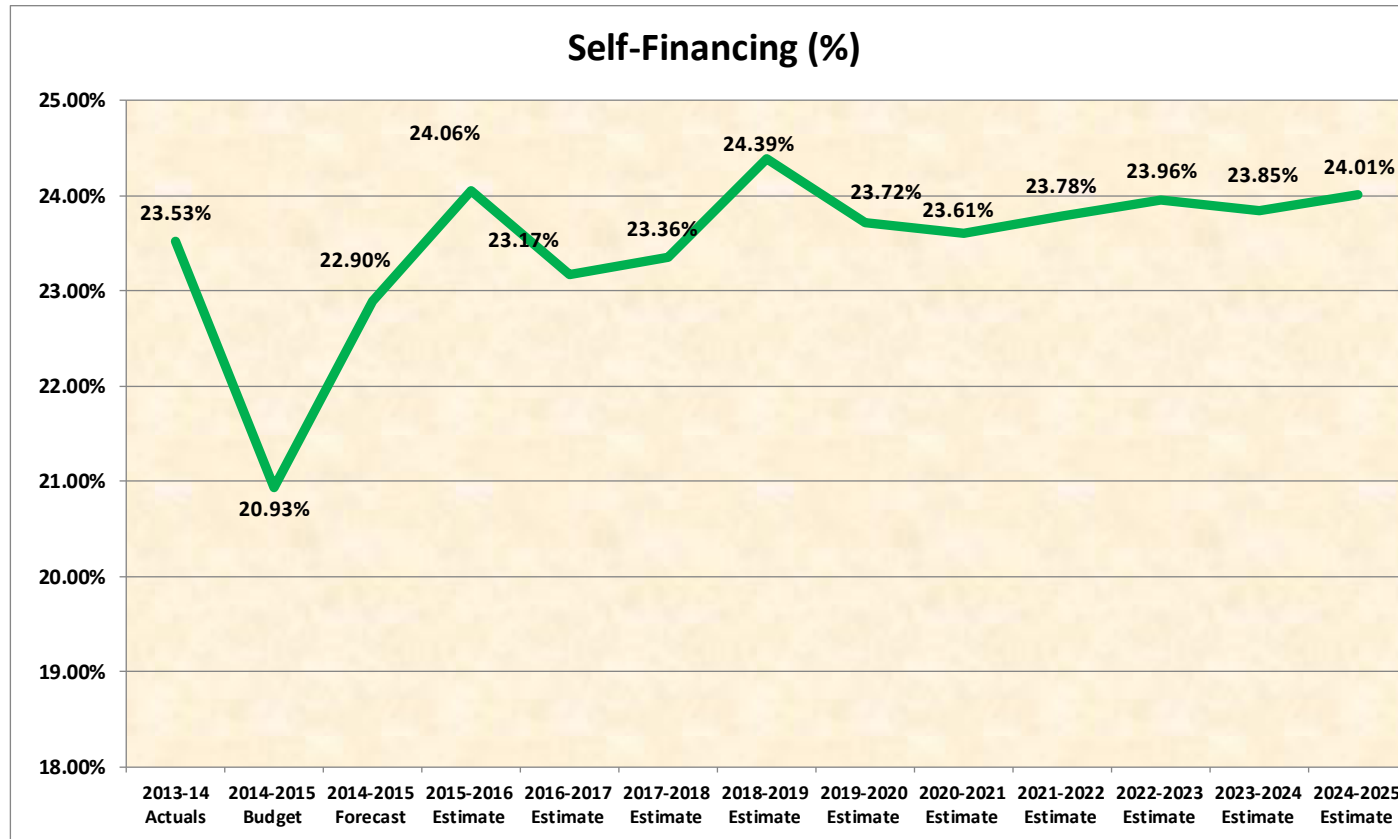


Indebtedness

Comparison of non-current liabilities (mainly comprised of borrowings) to own-sourced revenue. The higher the percentage, the less able to cover non-current liabilities from the revenues the entity generates itself. Own-sourced revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects.



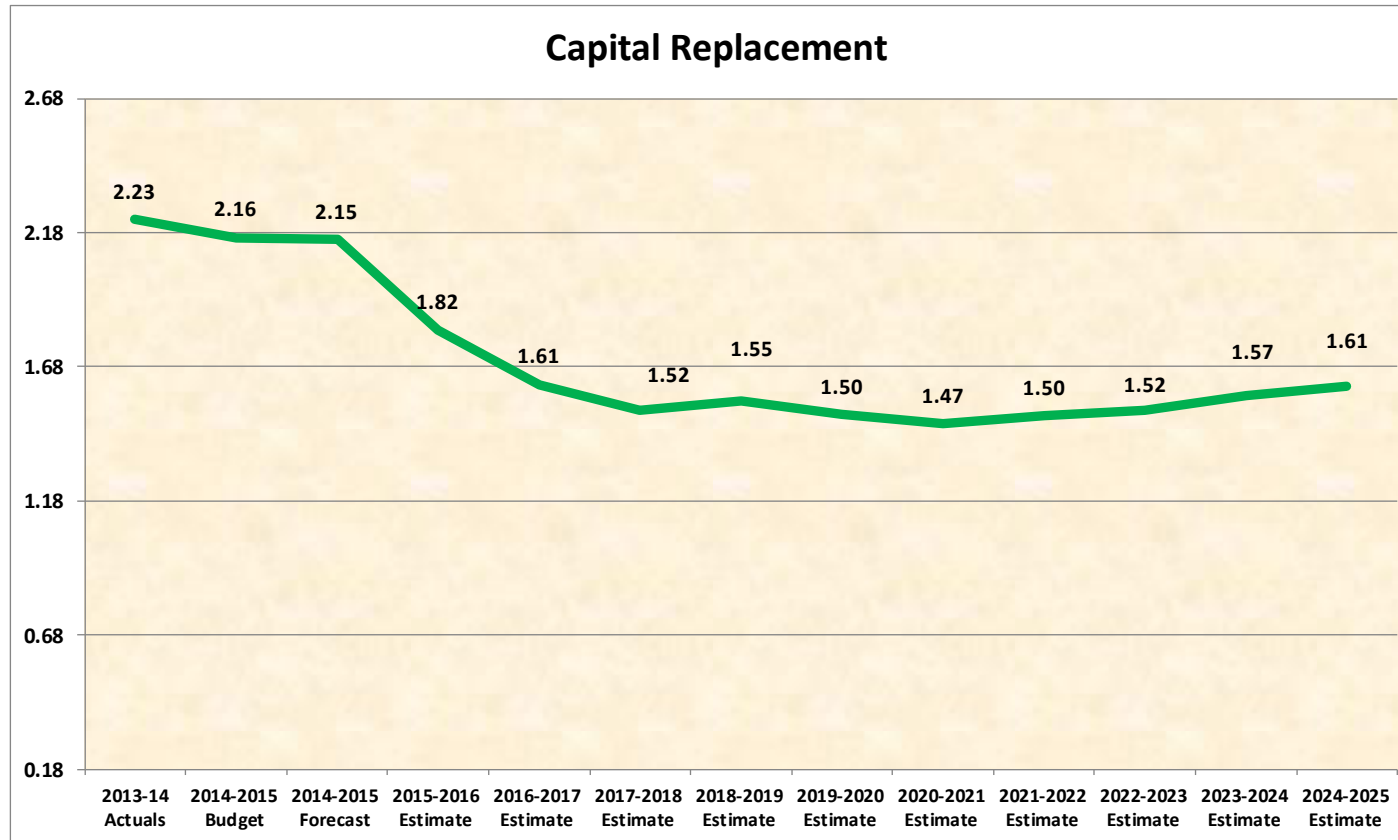
2015-2016 to 2024-2025 Draft Strategic Resource Plan



Self-financing

Measures the ability to replace assets using cash generated by the entity's operations. The higher the percentage, the more effectively this can be done.

2015-2016 to 2024-2025 Draft Strategic Resource Plan

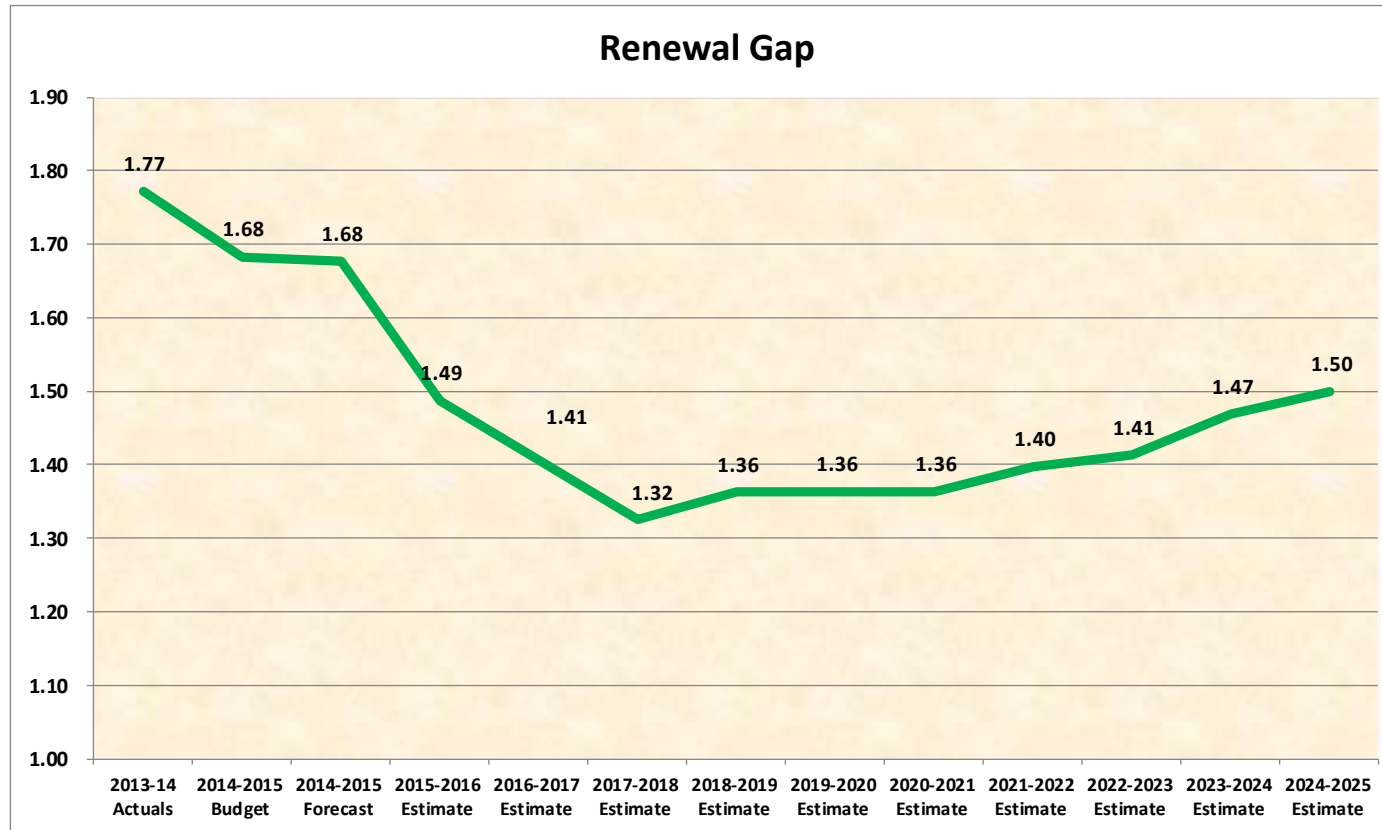


Capital Replacement

Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciation Rate. This is a long-term indicator, as capital expenditure can be deferred in the short-term if there are insufficient funds available from operations, and borrowing is not an option.



2015-2016 to 2024-2025 Draft Strategic Resource Plan



Renewal Gap

Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is greater than the depreciation rate. Similar to the investment gap, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

6 Non-financial Resources

6.1 Human Resources

In addition to the financial resources to be consumed over the planning period, Council also utilises non-financial resources, in particular human resources. Significant numbers of Council employees undertake programs on behalf of governments and are funded by government grants. Glen Eira has capable and diverse staff required to provide a range of quality services to the community. Recruitment, development and retention of our staff are critical for the organisation to be able to provide services to our community.

As at 30 June 2014, 1,373 people (736 FTE) were employed in a range of positions across the organisation. This figure is made up of 515 casual, 473 part-time and 385 full-time employees, of which 912 are female and 461 are male. The ages of staff vary, with Glen Eira Sports and Aquatic Centre (GESAC) attracting a younger age group of employees in the fitness and aquatic areas.

A Statement of Human Resources is included in Attachment C.

The following table summarises the non-financial resources for the next ten years.

Staff Expenditure	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs - Operating	65,407	64,846	69,536	72,317	75,210	78,219	81,347	84,601	88,021	91,580	95,282	99,135
Employee Costs - Capital	(1,979)	(1,932)	(2,210)	(2,298)	(2,390)	(2,486)	(2,585)	(2,689)	(2,796)	(2,908)	(3,025)	(3,146)
Total Staff Expenditure	63,428	62,914	67,326	70,019	72,820	75,733	78,762	81,912	85,225	88,672	92,258	95,989

Staff Numbers	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
Employees (Full-time Equivalent)	775.23	775.23	791.25	793.25	795.25	797.25	799.25	801.25	803.25	805.25	807.25	809.25
Total Staff Numbers	775.23	775.23	791.25	793.25	795.25	797.25	799.25	801.25	803.25	805.25	807.25	809.25



2015-2016 to 2024-2025 Draft Strategic Resource Plan

6.2 Risk Management

Glen Eira City Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community.

Council is committed to protecting its revenue, expenditure and assets from any attempt by members of the public, contractors, agents, intermediaries, volunteers, or its own staff to gain financial or other benefits by deceit, bias or dishonest conduct.

Council has a well-developed and mature risk management framework that complies with the *ISO 31000:2009 Risk Management — Principles and Guidelines*. Through a strategic risk review process, coupled with the incorporation of the top 10 risks in every Council business plan, Council has a thorough understanding of the risks and opportunities it needs to manage.

The challenge ahead is to create true business success by being able to demonstrate that all risks are considered in every decision made. The Risk Management Unit, in collaboration with Council's business unit managers, ensures existing and emerging risk issues are identified, discussed and mitigated. Assistance is offered through advice, support and training to all staff.

Every manager has a risk register to monitor the operational risks within their business units. Managers were provided with refresher training on how to review identified risks, add new risks and assess the effectiveness of the controls while providing detailed information about the way the risk is managed.

Council's key assurance activities have been mapped to its strategic risks. The assurance map considers the key risks to Council in achieving its objectives and performance expectations, the assurance activities that have been conducted and the operation of controls that apply to those risks.

7 Glen Eira Rating Strategy

7.1 Rating context

The whole community pays taxes and rates. Of the total tax revenue collected by all levels of government, currently councils across Australia collect 3.5 per cent. The other 96.5 per cent goes to federal and state governments. The more tax revenue that federal and state governments return to local projects, the less pressure there will be on rates.

Glen Eira City Council's ("Council's") reliance on rates is influenced by policy and legislative factors that preclude or limit Council's ability to charge. Council does not have discretion to set user fees and charges for a range of services where this is set out in State legislation or regulation, such as prescribed fees for planning permits, or in funding agreements with other levels of Government such as those applying to aged services and maternal and child health.

The amount of rates collected by a council depends on conscious and considered choices as to the quantity and quality of services that it decides to provide and how much of the cost is to be recovered from other revenue sources. The amount collected in rates represents the difference between the total expenses required by Council to fund programs, maintain assets and to service and redeem debt, and the total revenue from all other sources. Other revenue sources include grants from other levels of government, prescribed and discretionary fees, fines and charges, income from the sale of assets and interest earned. Hence, rates are the balancing item between total expenses and all other revenue sources.

7.2 The Rating System

The rates system is set down in State Government legislation. One of the easiest ways to explain this system is that if you own one per cent of the value of property in a municipality, you pay one per cent of the total rates.

Rates are set according to how much your property is worth compared to the rest of the municipality. For example, a \$700,000 property in a wealthy municipality may be below the average house value so the owner would pay below the average rates, while a \$700,000 property in a less affluent municipality might be well above the average house value so the owner would pay above average rates.

7.3 The Rating Framework at Glen Eira Council

Glen Eira City Council has adopted the Net Annual Value (NAV) system for rating purposes. NAV for non-residential properties is the assessed rental value. In accordance with legislation this must be at least 5% of the Capital Improved Value (CIV) for any property. For residential properties it is fixed at 5% of the CIV, but for commercial or industrial properties there is no set amount and will generally be higher.

Recreational Land

Council provides rate relief to recreational land as provided under the Cultural and *Recreational Lands Act 1963*. This Act effectively provides Council with the power to apply a discount to Cultural and Recreational properties.

Rebates

Under the Pensioner Rate Assistance Scheme, anyone who has been issued with a pensioner concession card by Centrelink or Veterans' Affairs, or a Veterans' Affairs Gold Card specifying War Widow or TPI, is entitled to a State Government rebate on their rates bill. The available State Government concession is 50 per cent of rates to a maximum of \$212 (2014-2015).

Glen Eira City Council is one of the few Councils to provide an additional rebate to further assist all who are eligible for the State Government rebate. The maximum total Council and State Government rebate granted is \$270.00 (Council's portion is \$58 in 2014-15).

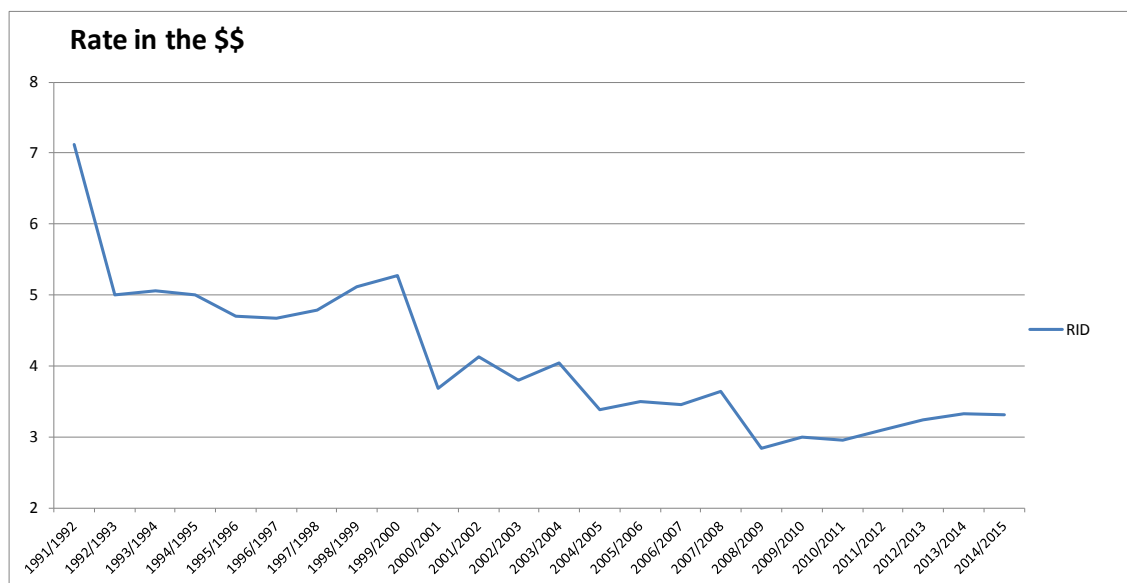
7.4 General Revaluation of Properties

Legislation requires that all rateable property in the municipality is revalued every two years. The current revaluation is effective as at 1 January 2014. The current capital improved value of all rateable property is approximately \$46.3 billion.

The property values are used:

- By State Government to levy land tax and the *Fire Services Property Levy* (effective 1 July 2013); and
- by Council to levy rates.

The revaluation has no effect on Council's total rate income. Rising property values do not impact on Council's total revenue collection. They usually result in the adjustment, by Council, of a lower rate in the dollar to offset the overall increase in property values. For example, the rate in the dollar in 1991–92 (City of Caulfield) was 7.1178 of net annual value. The rate in the dollar in 2014–15 is 3.3120.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

If Council had held the rate in the dollar constant at 1995–96 (amalgamation) levels, then Council would have raised more than \$320 million extra in rate revenue since then.

The revaluation can affect the rates on an individual property. 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.

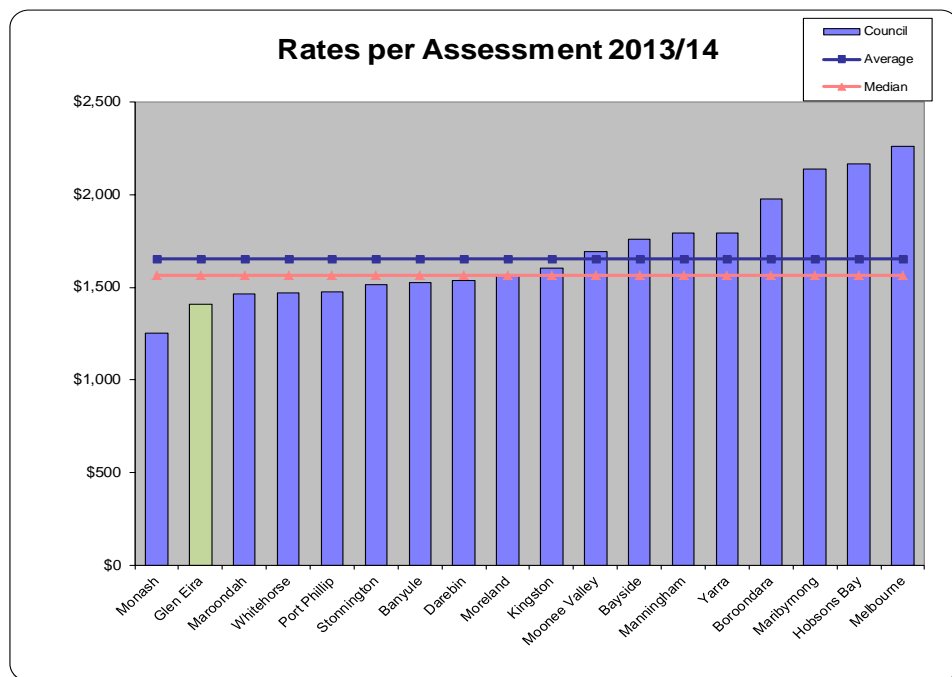
7.5 Strategic Resource Plan

In developing the Strategic Resource Plan, rate revenue was identified as an important source of revenue, accounting for approximately 55% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates 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 Glen Eira community. However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality.

7.6 How does the City of Glen Eira compare with other Municipalities?

Amongst our neighbours, Glen Eira is the second lowest of the seventeen Inner Metropolitan Councils (2012-13: third lowest) and is \$247 per assessment (\$15.2m) below the average outcome.

This means that Council charges \$15.2m p.a. less than inner metropolitan municipalities and has \$15.2m p.a. less for upgrading or providing facilities and services





2015-2016 to 2024-2025 Draft Strategic Resource Plan

7.7 Current and Future year Rate Increases

It is predicted that the 2015-2016 operating position will be impacted by wages growth, reductions in government funding and the favourable operational impact of the Glen Eira Sports and Aquatic Centre - GESAC. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve operating surpluses and capital investment as set out in the Strategic Resource Plan.

Average rates and charges per assessment for 2015-2016 increase by 4.94%. This is made up of an additional 600 assessments, an increase of 6.5% for rates and 2.5% for waste and recycling. Average rates and charges in 2015-2016 would be \$1,538 (excluding the *Fire Services Property Levy*). This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne. (Average Land Tax in Glen Eira in 2015 is \$2,194).

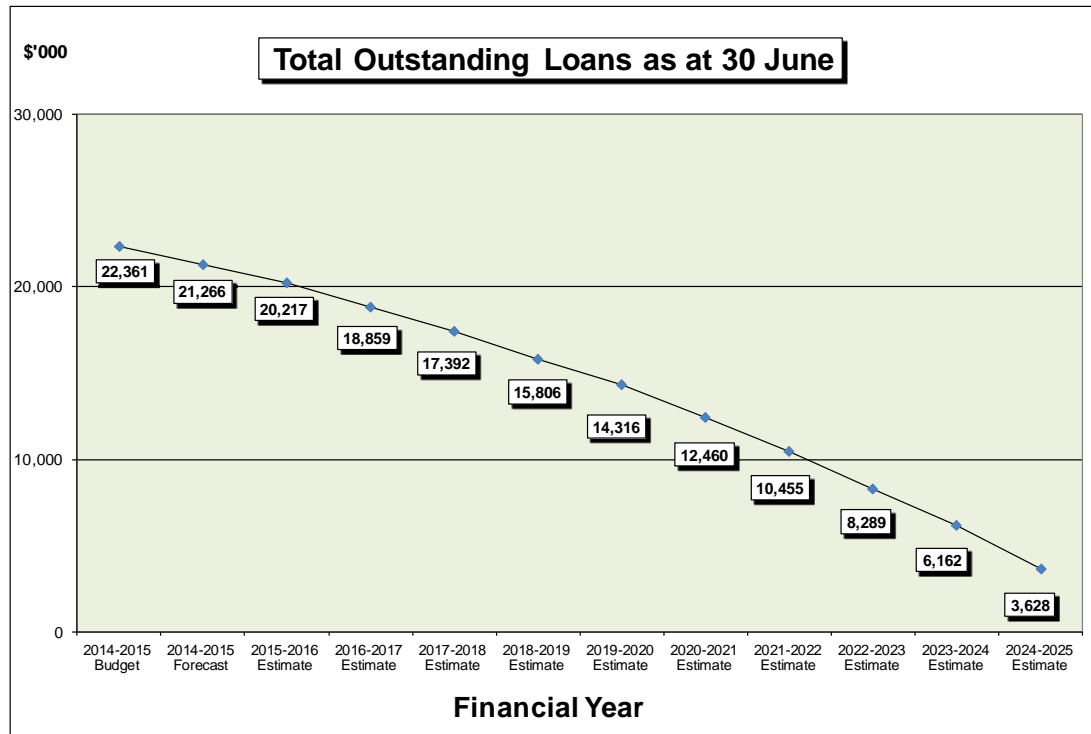
Total rates would be \$82.17m, including \$550k generated from supplementary rates. Total rates and charges revenue would be \$96.41m. Total Stamp Duty and Land Tax from Glen Eira to the State Revenue Office in 2015-16 is expected to exceed \$200m.

The following table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council from 2014-2015 to 2024-2025.

Year	Increase in Average Rates and Charges per Assessment (%)	Total Rates & Charges Raised (\$)'000
2014-2015 Estimate	3.77%	90,741
2014-2015 Forecast	4.05%	90,985
2015-2016 Estimate	4.94%	96,406
2016-2017 Estimate	3.63%	100,941
2017-2018 Estimate	3.57%	105,695
2018-2019 Estimate	3.50%	110,678
2019-2020 Estimate	3.44%	115,901
2020-2021 Estimate	3.38%	121,376
2021-2022 Estimate	3.33%	127,114
2022-2023 Estimate	3.28%	133,130
2023-2024 Estimate	3.23%	139,437
2024-2025 Estimate	3.18%	146,048

8 Borrowings Strategy

In developing the Strategic Resource Plan SRP, borrowings were identified as an important funding source to fund the construction of the Glen Eira Sports and Aquatic Centre (GESAC). Council had not borrowed since 2000. Council drew down \$25m in the early part of 2011-2012 for a fixed term at a fixed rate of interest, following advice from Treasury Corporation Victoria.



As can be seen from the graph above, Council borrowings will reduce over the term of the loan.

Borrowings are to be repaid (from GESAC cash) in accordance with the current schedule.

By the end of this term (2016), our debt is projected to be at or below the average of our benchmark Councils.

On a cash basis GESAC will pay for all its direct costs and loan repayment and interest. The loan will have no impact on Council's core finances.

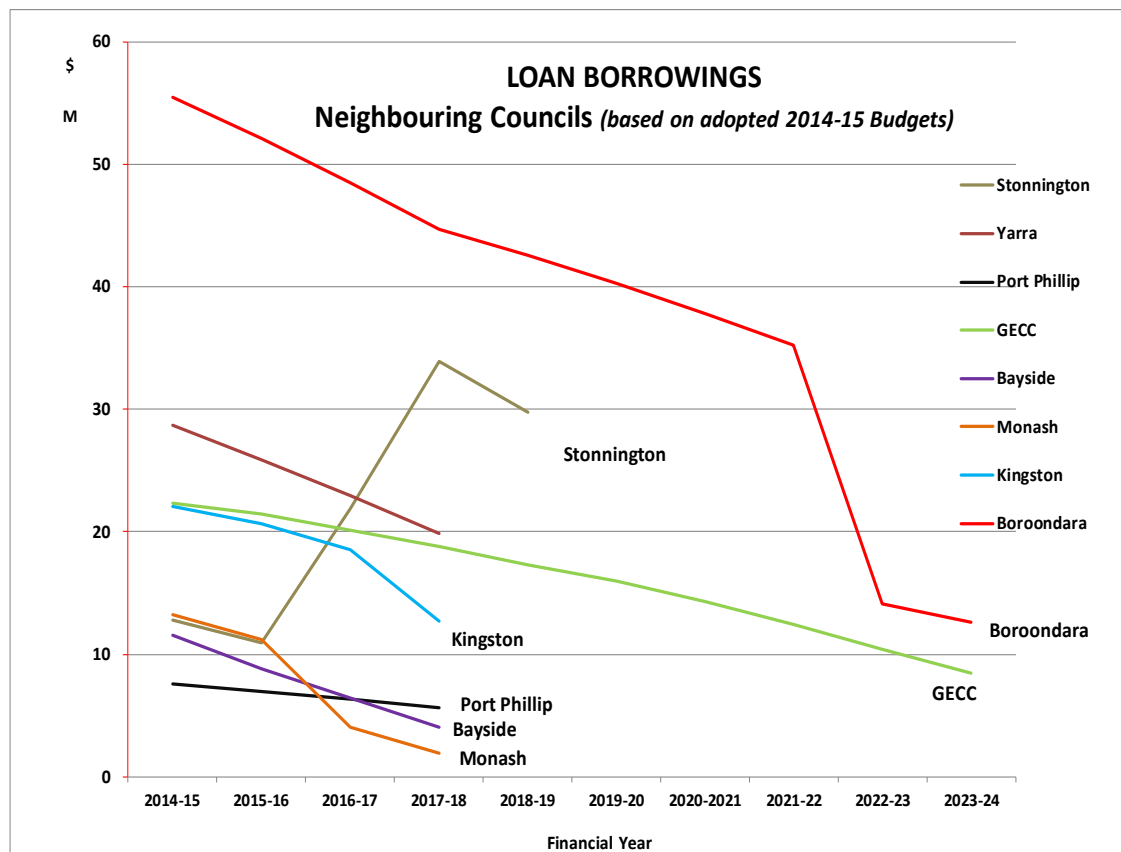


2015-2016 to 2024-2025 Draft Strategic Resource Plan

The following table sets out the schedule of borrowings and repayments, based on the forecast financial position of Council out to 2024-2025.

Year	New Borrowings \$'000	Leasing \$'000	Repayment of Borrowings \$'000	Repayment of Leases \$'000	Interest Paid for Borrowings and Leasing \$'000	Balance 30 June \$'000
2014-2015 Budget	-	-	1,025	54	1,986	22,361
2014-2015 Forecast	-	-	1,102	54	2,037	21,266
2015-2016 Estimate	-	214	1,209	54	1,674	20,217
2016-2017 Estimate	-	-	1,305	54	1,772	18,859
2017-2018 Estimate	-	-	1,414	54	1,665	17,392
2018-2019 Estimate	-	-	1,532	54	1,570	15,806
2019-2020 Estimate	-	214	1,651	54	1,460	14,316
2020-2021 Estimate	-	-	1,802	54	1,342	12,460
2021-2022 Estimate	-	-	1,952	54	1,224	10,455
2022-2023 Estimate	-	-	2,112	54	1,072	8,289
2023-2024 Estimate	-	214	2,287	54	922	6,162
2024-2025 Estimate	-	-	2,480	54	762	3,628

The official projections for borrowings by our benchmark Councils based on their adopted 2014-2015 Annual Budgets.





2015-2016 to 2024-2025 Draft Strategic Resource Plan

9 Infrastructure Strategy

Council is committed to the long term sustainability of its major community assets. To this end, over the years, Council has developed and implemented the following Asset Management Plans:

- Stormwater Drainage
- Roads and Right of Ways
- Pathways
- Buildings and Structures

The plans provide the framework for meeting the desired levels of service from our community assets, in the most cost effective manner for the present and the future. The plans incorporate the main elements of planning, creating, operating, maintaining, replacing and renewing Council assets.

Using the basis of the various Asset Management Plans, capital expenditure requirements of Council have been estimated for the next 10 years (which is a key input to the SRP). The key processes to determine Council's long-term infrastructure funding requirements are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes on the basis of evaluation criteria.
- Business Case template for officers to document capital project submissions.

The plans provide the framework for meeting the desired levels of service from our community assets, in the most cost effective manner for the present and the future.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

Most of the condition data Council has about its community assets is now reliable and up to date. It shows that Council's assets, on average, are in very good condition. Further, over 90 percent of the assets are in good to excellent condition.

With a robust financial strategy in place, Council is in a good position to continue to maintain its existing community assets to the standard the community expects. This is a substantial turnaround from 1999 when Council became increasingly aware that many of its assets were run down and not financially sustainable.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

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

Funding Sources												
Sources of Funding	2014-2015 Budget \$,000	2014-2015 Forecast \$,000	2015-2016 Estimate \$,000	2016-2017 Estimate \$,000	2017-2018 Estimate \$,000	2018-2019 Estimate \$,000	2019-2020 Estimate \$,000	2020-2021 Estimate \$,000	2021-2022 Estimate \$,000	2022-2023 Estimate \$,000	2023-2024 Estimate \$,000	2024-2025 Estimate \$,000
External												
Grants and Subsidies (Non-Recurrent)	75	25	1,453	73	1,250	1,250	-	-	-	-	-	-
Proceeds from Sale of Assets	481	1,229	481	300	300	300	300	300	300	300	300	300
Internal												
Public Open Space Levies	2,200	3,000	5,000	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300
Rates for Capital from Operations	28,242	29,988	29,532	30,259	30,963	34,407	35,716	37,280	39,313	41,650	43,288	45,762
Transfer from Cash Reserves	4,212	1,164	631	-	-	-	-	-	-	-	-	-
Transfer to Cash Reserves	-	-	-	(5,473)	(4,881)	(7,737)	(4,426)	(4,792)	(6,270)	(6,592)	(3,033)	(4,007)
Total Funding Sources	35,210	35,407	37,097	30,658	33,232	33,920	37,389	38,688	39,343	41,458	46,755	48,355

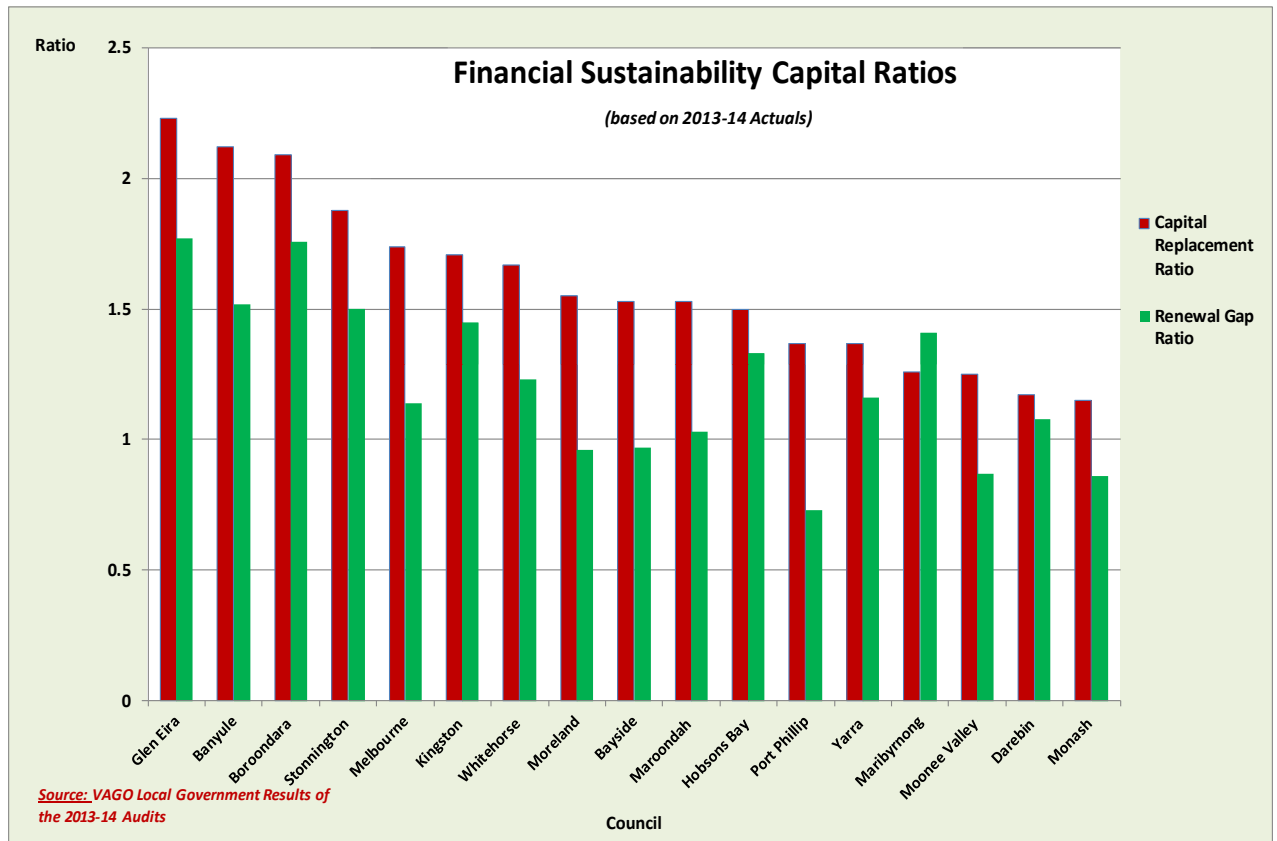


2015-2016 to 2024-2025 Draft Strategic Resource Plan

The community values Council's capital expenditure highly. Examples include the high quality of parks, playgrounds, maternal and child health centres, improvements to senior citizens centres, libraries, shopping strips, GESAC and Carnegie pools and so on.

Glen Eira is regarded as a leader in the renewal and improvement of community facilities.

The following is drawn from the Auditor General's report of February 2015.

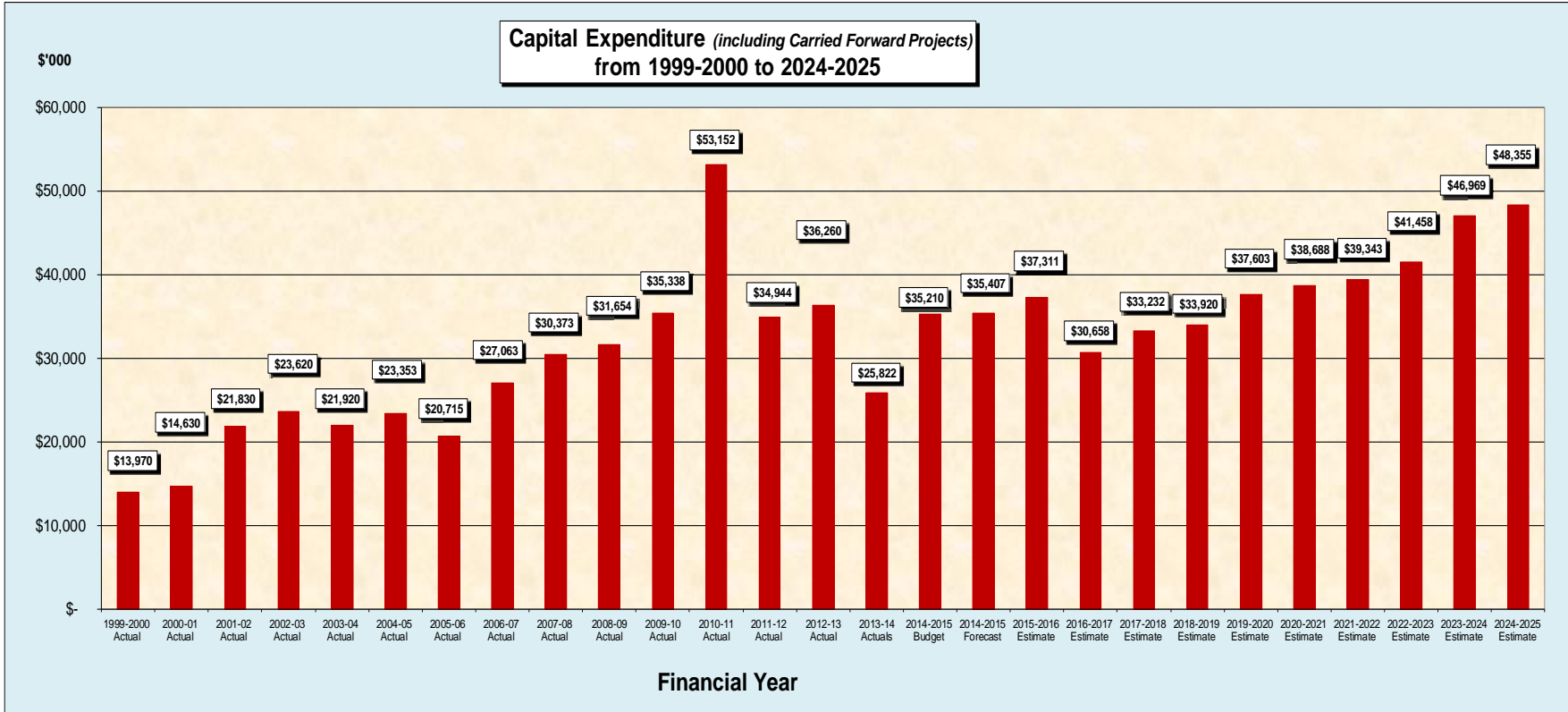


Council has increased capital expenditure from around \$13m per annum to around \$30m per annum – \$40m per annum. Average Rates have continued to be kept low. The GESAC project has not prevented continuing high levels of capital expenditure across the full range of community facilities and infrastructure.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

The graph below highlights the growth in Capital expenditure since 1999-2000 and Council's forward outlook on capital expenditure to 2024-2025.





2015-2016 to 2024-2025 Draft Strategic Resource Plan

Attachments

Overview to Appendices

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

The contents of the appendices are summarised below:

Attachments	Nature of information
A	Benchmarking
B	Financial Statements



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Attachment A

A. Sector Benchmarking

Each year an independent firm, analyses all 79 Victorian Councils' financial statements (after they have been signed off by the Auditor General).

The most recent analysis is at 30 June 2014 and extracts are shown in the following graphs.

The results of the analysis show Glen Eira in a favourable position, scoring extremely well in the following categories:

- Low taxing (rates and charges)
- Low spending (recurrent)
- But high investing (capital works investment).

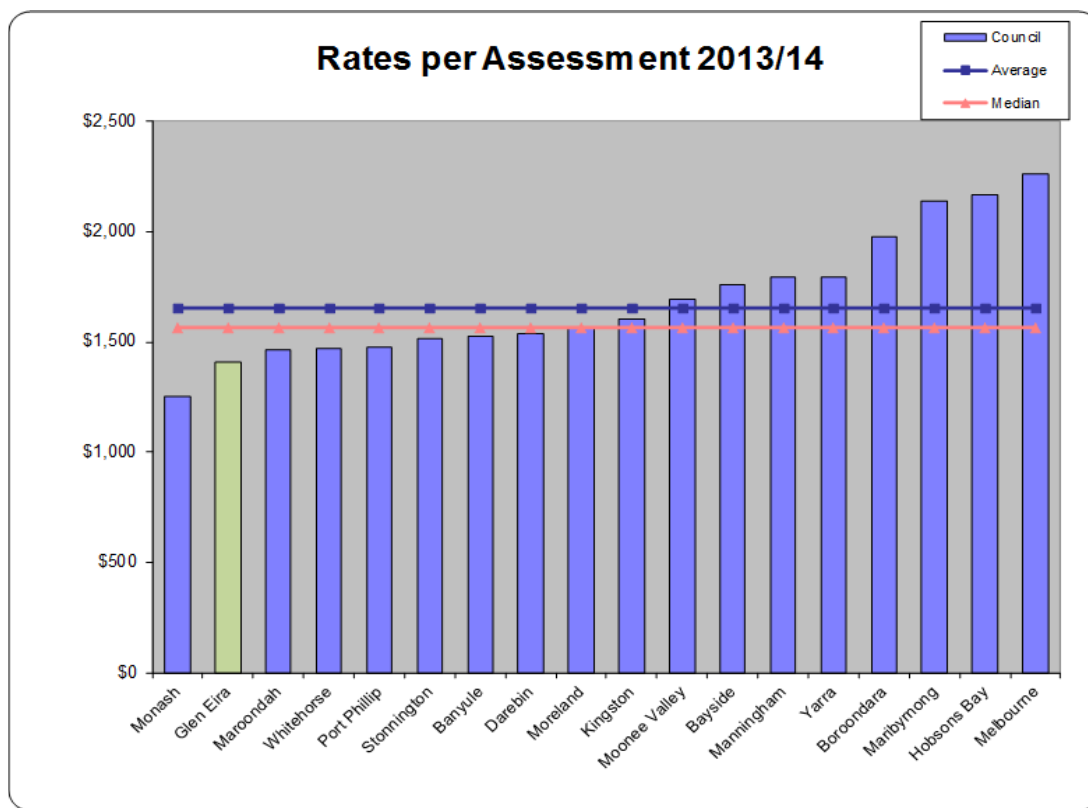
Local Government collects 3.5% of government taxes and revenues in Australia.

"How does Council gather appropriate data on which to base decisions about its financial future?

The use of financial indicators that assess the comparative financial position of each Council in the State of Victoria and then aggregates them into State averages and further into averages for groups of like Councils provides an extremely valuable source of information in establishing financial strategies. It highlights the relative financial strengths of Council and more importantly uncovers the opportunities that Council must grasp for improvement.

The benchmarking program that has been undertaken by Strategy Plus differs to other approaches in that it is derived almost solely from financial data contained in Council's annual reports. This ensures that data is as comparable as possible under the current accounting regulations.

The financial indicators cover all 79 Victorian Councils."

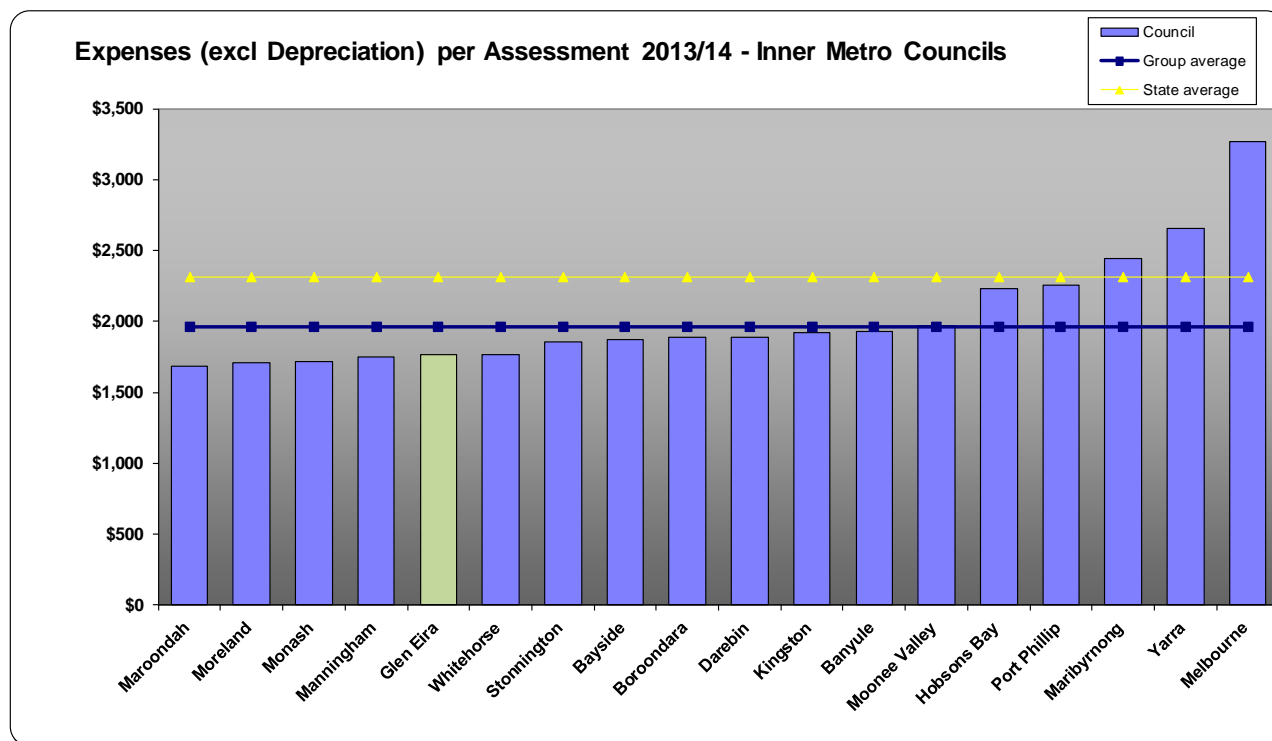


NOTE: Whilst Melbourne is shown in the graph, the averages excludes Melbourne's result

"Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is the second lowest of the seventeen Inner Metropolitan Councils (2012-13: third lowest) and is \$247 per assessment (\$15.2m) below the average outcome.

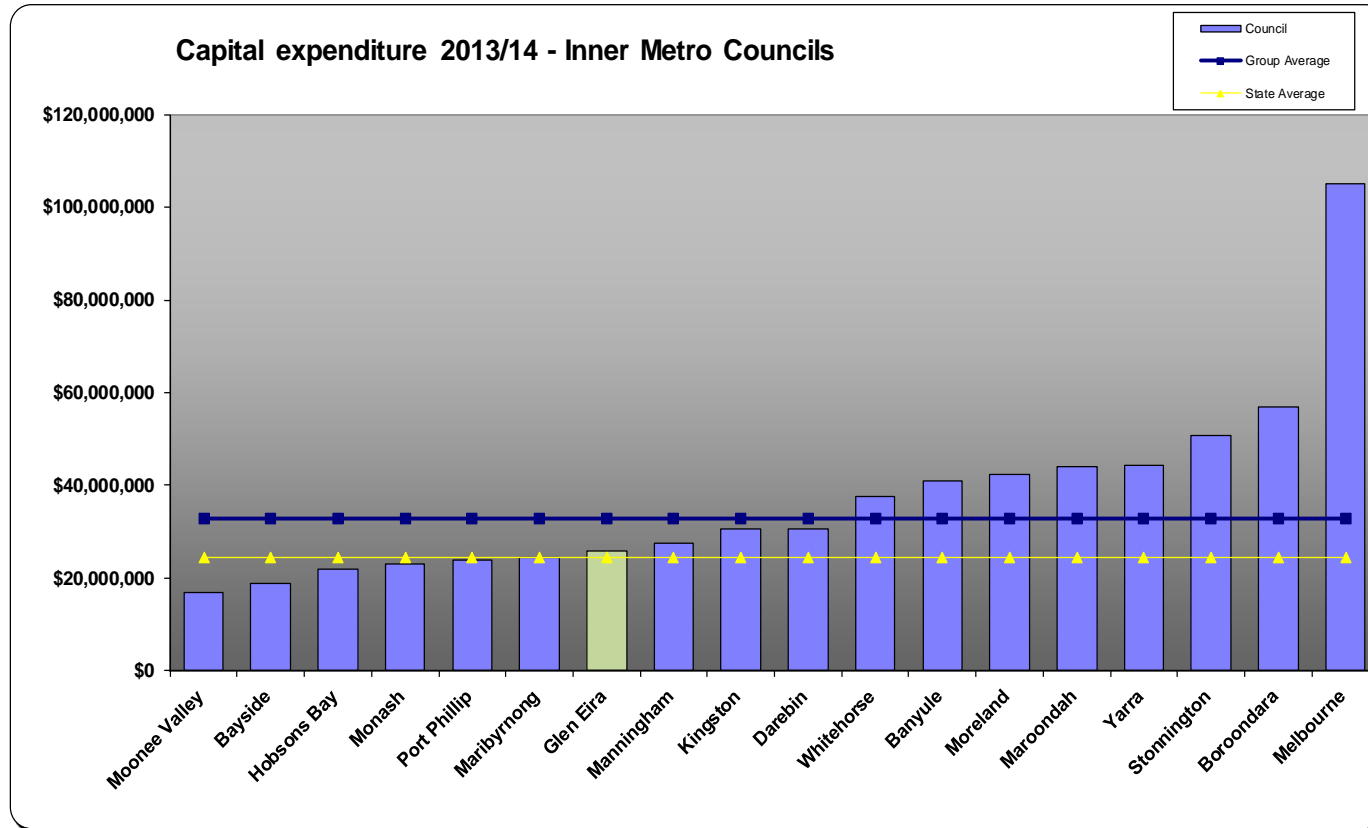
The rates per assessment outcomes demonstrate Glen Eira is rating at lower levels than like Councils. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result".

2015-2016 to 2024-2025 Draft Strategic Resource Plan



“In terms of operational expenditure (excluding depreciation), Glen Eira ranks as spending \$197 less per assessment (\$12.1m) than the average for the Inner Metropolitan grouping. This outcome however, needs to be read in conjunction with the revenue per assessment ratio and therefore net operational outcome”.

2015-2016 to 2024-2025 Draft Strategic Resource Plan

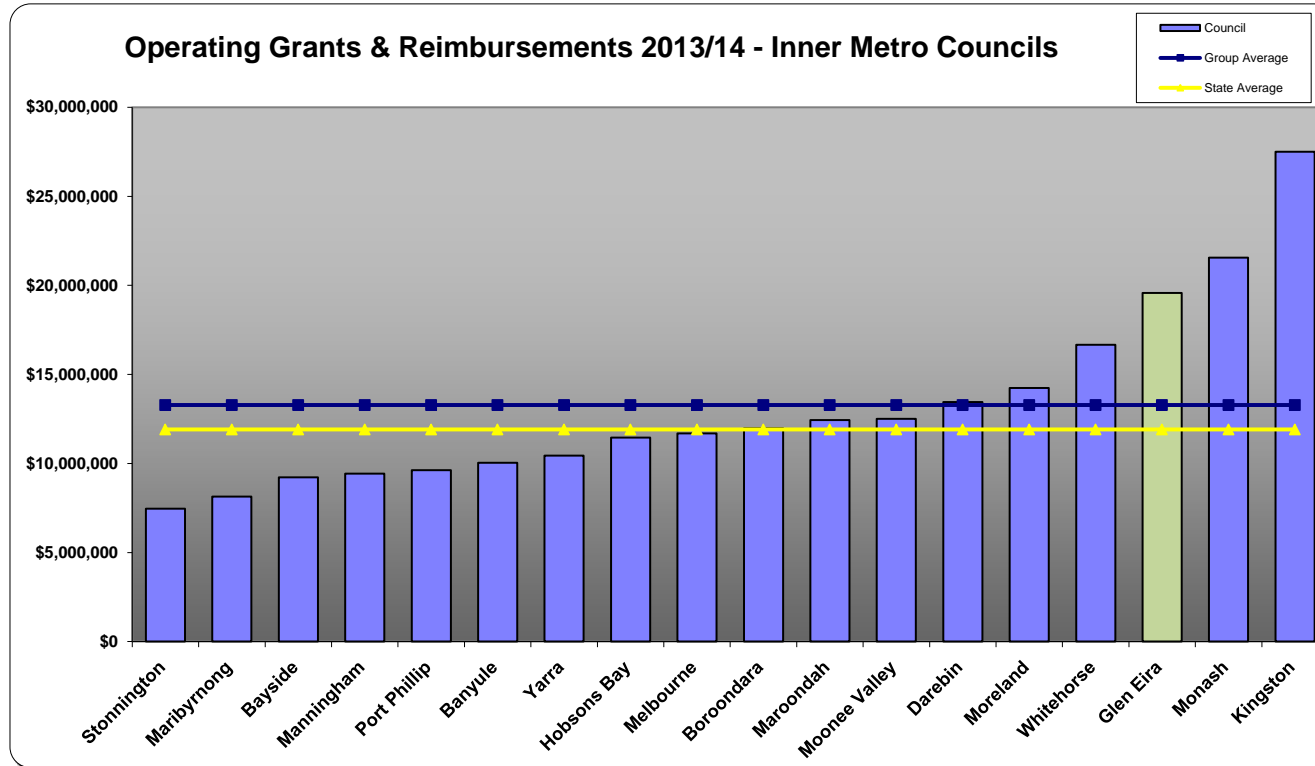


Council's capital spending has been very solid over the trend period, with a demonstrated commitment to renewing and upgrading existing assets. The trend period has seen expenditure in excess of \$30m each year, with the exception of the 2013-14 year in which \$25.8m was spent, noting however that the forecast is indicating a total of \$38m will be spent on capital works in the 2014-15 year".

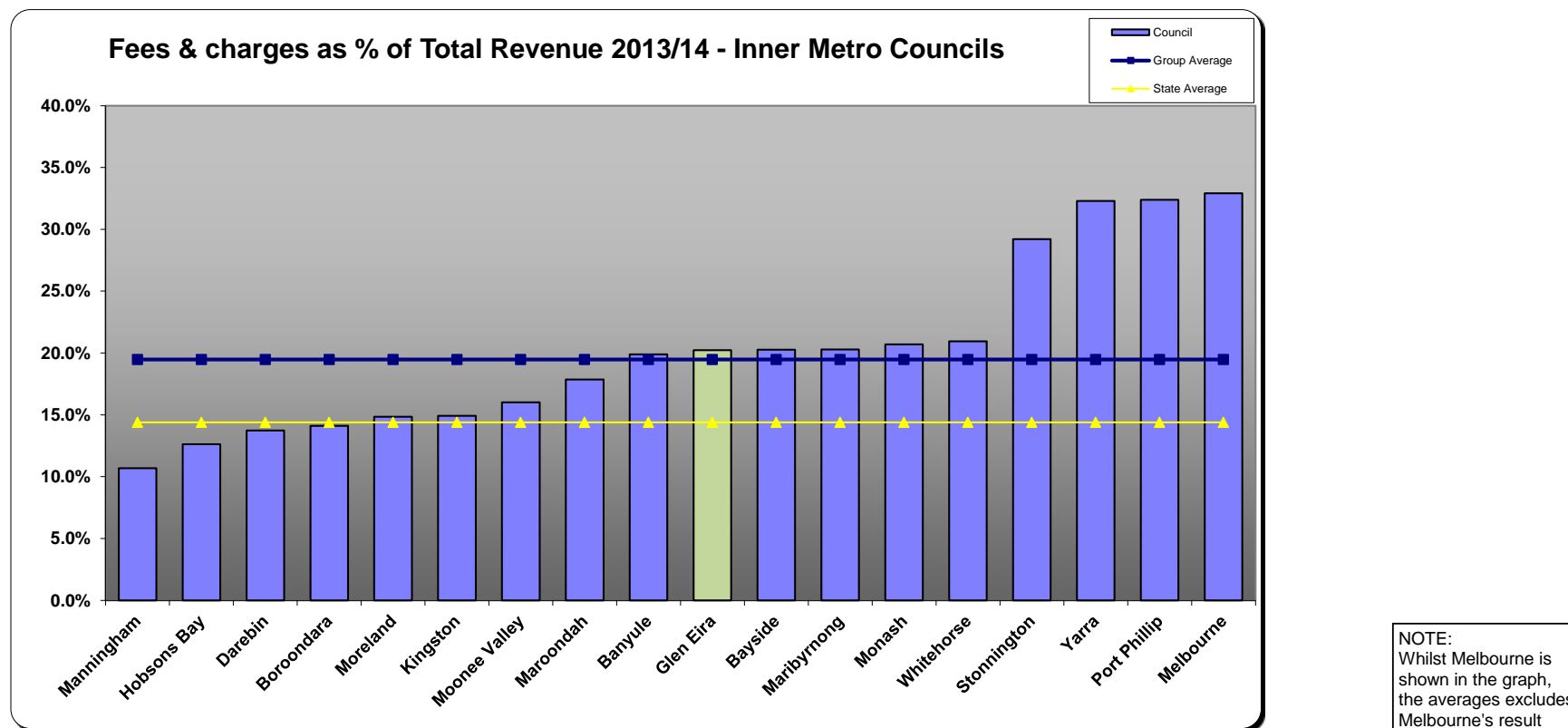


2015-2016 to 2024-2025 Draft Strategic Resource Plan

“The two graphs below highlight Glen Eira’s comparative performance in attracting Recurrent Grant and Fees and Charges Revenue. (Note: Melbourne is shown for information only and excluded from averages)”.



“Recurrent grant revenues continue to be solid at third highest of the group, with respect to grants as a percentage of total revenue, as well as in straight dollar terms”.



"Income from Fees & Charges increased by 5.6% in 2013-14 (2012-13: 62%). Council's percentage against Total Revenue is reasonably consistent with the previous year, with the outcome for this ratio at 20.2%. Glen Eira is now eighth highest of the seventeen Councils in terms of its ability to attract Fee and Charge Revenue (2012-13: sixth highest). Note the significant increase in the revenue for the 2012-13 year reflects a full year's operations at the Glen Eira Sports and Aquatic Centre.



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Attachment B

B. Financial Statements

Comprehensive Income Statement for the years ending 30 June 2015 - 2025												
	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Estimated increase in Average Rates and charges per assessment	3.77%	4.05%	4.94%	3.63%	3.57%	3.50%	3.44%	3.38%	3.33%	3.28%	3.23%	3.18%
Income												
Rates Revenue	77,013	77,158	82,174	86,282	90,597	95,126	99,883	104,877	110,121	115,627	121,408	127,478
Waste and Recycling Charges	13,728	13,826	14,232	14,659	15,099	15,552	16,018	16,499	16,994	17,504	18,029	18,569
Statutory Fees and Fines	4,526	4,461	4,282	4,368	4,455	4,545	4,635	4,728	4,823	4,919	5,018	5,118
User Charges and Other Fees	23,477	23,648	25,129	26,233	26,670	27,820	28,305	29,504	30,039	31,290	31,879	33,186
Other Revenue	3,715	5,443	6,604	7,604	7,204	7,304	7,404	7,504	7,604	7,704	7,804	7,904
Grants - Recurrent	21,077	21,581	22,249	22,400	22,848	23,305	23,771	24,247	24,732	25,226	25,731	26,245
Grants - Non-Recurrent	75	25	1,453	73	1,250	1,250	-	-	-	-	-	-
Interest	1,055	1,353	900	1,000	1,211	1,388	1,463	1,545	1,666	1,791	1,807	1,848
Total Income	144,666	147,495	157,023	162,620	169,334	176,290	181,480	188,904	195,978	204,062	211,675	220,349
Expenses												
Employee Costs	63,428	62,914	67,326	70,019	72,820	75,733	78,762	81,912	85,225	88,672	92,258	95,989
Superannuation - Defined Benefits Call	-	-	-	1,250	1,250	-	-	-	-	-	-	-
Training	740	590	814	846	880	916	952	990	1,030	1,071	1,114	1,158
Materials and Consumables	5,912	5,768	6,353	6,575	6,805	7,043	7,290	7,545	7,809	8,083	8,365	8,658
Contractor Payments	26,618	27,743	28,555	30,113	30,908	31,990	33,110	34,809	35,487	36,729	38,015	39,345
Maintenance	5,885	5,844	6,524	6,028	6,601	6,667	6,934	7,211	7,500	7,800	8,112	8,436
Utility Services	3,611	3,786	3,843	3,997	4,156	4,323	4,496	4,675	4,862	5,057	5,259	5,470
Insurances	1,095	1,018	1,033	1,073	1,116	1,161	1,207	1,256	1,306	1,358	1,412	1,469
Council Donations, Grants and Subsidies	892	897	916	953	991	1,031	1,072	1,115	1,159	1,206	1,254	1,304
Other Expenses	3,982	3,884	4,001	4,161	4,328	4,501	4,681	4,868	5,063	5,265	5,476	5,695
Debt Servicing Costs	1,986	2,037	1,674	1,772	1,665	1,570	1,460	1,342	1,224	1,072	922	762
Depreciation and Amortisation	19,264	19,846	21,650	22,300	22,968	23,658	24,367	25,098	25,851	26,627	27,426	28,248
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,050	437	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Total Expenses	134,463	134,764	143,739	150,138	155,539	159,641	165,381	171,872	177,566	183,989	190,663	197,585
Surplus for the year	10,203	12,731	13,284	12,482	13,795	16,649	16,099	17,032	18,412	20,073	21,012	22,764



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Balance Sheet for the years ending 30 June 2015 - 2025												
	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash and Cash Equivalents	25,793	34,988	33,093	37,208	40,622	46,772	49,495	52,431	56,696	61,122	61,813	63,287
Trade and Other Receivables	8,650	8,707	8,707	8,707	8,707	8,707	8,707	8,707	8,707	8,707	8,707	8,707
Prepayments	631	472	472	472	472	472	472	472	472	472	472	472
Total Current Assets	35,074	44,167	42,272	46,387	49,801	55,951	58,674	61,610	65,875	70,301	70,992	72,466
Non-Current Assets												
Investments in Associates	3,191	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040
Financial Assets	5	5	5	5	5	5	5	5	5	5	5	5
Intangible Assets	1,083	794	794	794	794	794	794	794	794	794	794	794
Property, Infrastructure, Plant & Equipment	1,349,980	1,704,225	1,718,355	1,725,363	1,734,276	1,743,189	1,755,076	1,767,316	1,779,457	1,792,939	1,811,132	1,829,890
Total Non-Current Assets	1,354,259	1,707,064	1,721,194	1,728,202	1,737,115	1,746,028	1,757,915	1,770,155	1,782,296	1,795,778	1,813,971	1,832,729
TOTAL ASSETS	1,389,333	1,751,231	1,763,466	1,774,589	1,786,916	1,801,980	1,816,589	1,831,764	1,848,171	1,866,079	1,884,963	1,905,195
LIABILITIES												
Current Liabilities												
Trade and Other Payables	11,318	11,466	11,466	11,466	11,466	11,466	11,466	11,466	11,466	11,466	11,466	11,466
Trust Funds and Deposits	22,369	23,909	23,909	23,909	23,909	23,909	23,909	23,909	23,909	23,909	23,909	23,909
Provisions	11,287	12,141	12,641	13,141	13,641	14,141	14,641	15,141	15,641	16,141	16,641	17,141
Interest-Bearing Liabilities	1,156	1,156	1,263	1,358	1,467	1,586	1,704	1,856	2,005	2,166	2,341	2,534
Total Current Liabilities	46,130	48,672	49,279	49,874	50,483	51,102	51,720	52,372	53,022	53,682	54,357	55,050
Non-Current Liabilities												
Provisions	707	708	708	708	708	708	708	708	708	708	708	708
Interest-Bearing Liabilities	21,205	20,111	18,955	17,501	15,925	14,221	12,612	10,604	8,449	6,123	3,821	1,095
Total Non-Current Liabilities	21,912	20,819	19,663	18,209	16,633	14,929	13,320	11,312	9,157	6,831	4,529	1,803
TOTAL LIABILITIES	68,042	69,491	68,942	68,083	67,116	66,030	65,040	63,685	62,179	60,514	58,887	56,853
NET ASSETS	1,321,291	1,681,740	1,694,524	1,706,506	1,719,800	1,735,949	1,751,549	1,768,080	1,785,992	1,805,565	1,826,077	1,848,341
Represented by:												
EQUITY												
Accumulated Surplus	508,982	878,144	891,216	901,961	913,955	928,854	949,254	965,785	983,697	1,003,270	1,023,782	1,046,046
Asset Revaluation Reserve	808,104	801,213	801,213	801,213	801,213	801,213	801,213	801,213	801,213	801,213	801,213	801,213
Public Open Space Reserve	4,205	2,383	2,095	3,332	4,632	5,882	1,082	1,082	1,082	1,082	1,082	1,082
TOTAL EQUITY	1,321,291	1,681,740	1,694,524	1,706,506	1,719,800	1,735,949	1,751,549	1,768,080	1,785,992	1,805,565	1,826,077	1,848,341



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2015 - 2025				
	Total \$'000	Accumulated Surplus \$'000	Public Open Space Reserve \$'000	Revaluation Reserve \$'000
2014-2015 Budget				
Balance at beginning of the financial year	1,311,088	500,379	2,605	808,104
Comprehensive result	10,203	10,203	-	-
Transfer to public open space reserve	-	(2,200)	2,200	-
Transfer from public open space reserve	-	600	(600)	-
Balance at end of financial year	1,321,291	508,982	4,205	808,104
2014-2015 Forecast				
Balance at beginning of the financial year	1,669,009	865,313	2,483	801,213
Comprehensive result	12,731	12,731	-	-
Transfer to public open space reserve	-	(3,000)	3,000	-
Transfer from public open space reserve	-	3,100	(3,100)	-
Balance at end of financial year	1,681,740	878,144	2,383	801,213
2015-2016 Estimate				
Balance at beginning of the financial year	1,681,740	878,144	2,383	801,213
Comprehensive result	13,284	13,284	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,000)	5,000	-
Transfer from public open space reserve	-	5,288	(5,288)	-
Balance at end of financial year	1,694,524	891,216	2,095	801,213
2016-2017 Estimate				
Balance at beginning of the financial year	1,694,524	891,216	2,095	801,213
Comprehensive result	12,482	12,482	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,000)	6,000	-
Transfer from public open space reserve	-	4,763	(4,763)	-
Balance at end of financial year	1,706,506	901,961	3,332	801,213
2017-2018 Estimate				
Balance at beginning of the financial year	1,706,506	901,961	3,332	801,213
Comprehensive result	13,795	13,795	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,600)	5,600	-
Transfer from public open space reserve	-	4,300	(4,300)	-
Balance at end of financial year	1,719,800	913,955	4,632	801,213
2018-2019 Estimate				
Balance at beginning of the financial year	1,719,800	913,955	4,632	801,213
Comprehensive result	16,649	16,649	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,700)	5,700	-
Transfer from public open space reserve	-	4,450	(4,450)	-
Balance at end of financial year	1,735,949	928,854	5,882	801,213



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2020 - 2025				
	Total \$'000	Accumulated Surplus \$'000	Public Open Space Reserve \$'000	Revaluation Reserve \$'000
2019-2020 Estimate				
Balance at beginning of the financial year	1,735,949	928,854	5,882	801,213
Comprehensive result	16,099	16,099	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,800)	5,800	-
Transfer from public open space reserve	-	10,600	(10,600)	-
Balance at end of financial year	1,751,549	949,254	1,082	801,213
2020-2021 Estimate				
Balance at beginning of the financial year	1,751,549	949,254	1,082	801,213
Comprehensive result	17,032	17,032	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,900)	5,900	-
Transfer from public open space reserve	-	5,900	(5,900)	-
Balance at end of financial year	1,768,080	965,785	1,082	801,213
2021-2022 Estimate				
Balance at beginning of the financial year	1,768,080	965,785	1,082	801,213
Comprehensive result	18,412	18,412	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,000)	6,000	-
Transfer from public open space reserve	-	6,000	(6,000)	-
Balance at end of financial year	1,785,992	983,697	1,082	801,213
2022-2023 Estimate				
Balance at beginning of the financial year	1,785,992	983,697	1,082	801,213
Comprehensive result	20,073	20,073	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,100)	6,100	-
Transfer from public open space reserve	-	6,100	(6,100)	-
Balance at end of financial year	1,805,565	1,003,270	1,082	801,213
2023-2024 Estimate				
Balance at beginning of the financial year	1,805,565	1,003,270	1,082	801,213
Comprehensive result	21,012	21,012	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,200)	6,200	-
Transfer from public open space reserve	-	6,200	(6,200)	-
Balance at end of financial year	1,826,077	1,023,782	1,082	801,213
2024-2025 Estimate				
Balance at beginning of the financial year	1,826,077	1,023,782	1,082	801,213
Comprehensive result	22,764	22,764	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,300)	6,300	-
Transfer from public open space reserve	-	6,300	(6,300)	-
Balance at end of financial year	1,848,341	1,046,046	1,082	801,213



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Statement of Cash Flows for the ending 30 June 2015 - 2025												
	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flow from Operating Activities												
Rates Revenue	77,013	77,158	82,174	86,282	90,597	95,126	99,883	104,877	110,121	115,627	121,408	127,478
Garbage Charges	13,728	13,826	14,232	14,659	15,099	15,552	16,018	16,499	16,994	17,504	18,029	18,569
Cash Flows from Government Grants	21,152	21,606	23,702	22,473	24,098	24,555	23,771	24,247	24,732	25,226	25,731	26,245
Interest Received	1,055	1,353	900	1,000	1,211	1,388	1,463	1,545	1,666	1,791	1,807	1,848
User Fees, Charges and Fines	31,719	33,552	36,016	38,206	38,330	39,669	40,345	41,737	42,466	43,914	44,701	46,208
Trust Funds and Deposits Taken	-	1,000	-	-	-	-	-	-	-	-	-	-
Employee Costs	(63,428)	(62,914)	(67,326)	(70,019)	(72,820)	(75,733)	(78,762)	(81,912)	(85,225)	(88,672)	(92,258)	(95,989)
Superannuation - Defined Benefits Call	(2,320)	(2,561)	-	(1,250)	(1,250)	-	-	-	-	-	-	-
Payments to Suppliers	(48,736)	(49,530)	(52,040)	(53,747)	(55,786)	(57,631)	(59,742)	(62,469)	(64,216)	(66,568)	(69,007)	(71,536)
Net Cash provided by/(used in) Operating Activities	30,183	33,490	37,658	37,604	39,478	42,926	42,976	44,522	46,537	48,821	50,410	52,824
Cash Flow from Investing Activities												
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	481	1,229	481	300	300	300	300	300	300	300	300	300
Payments for Property, Infrastructure, Plant & Equipment	(35,210)	(35,407)	(37,096)	(30,658)	(33,232)	(33,920)	(37,389)	(38,688)	(39,343)	(41,458)	(46,755)	(48,355)
Net Cash provided by/(used in) Investing Activities	(34,729)	(34,178)	(36,616)	(30,358)	(32,932)	(33,620)	(37,089)	(38,388)	(39,043)	(41,158)	(46,455)	(48,055)
Cash Flow from Financing Activities												
Payments of Loan Borrowings	(1,025)	(1,102)	(1,209)	(1,305)	(1,414)	(1,532)	(1,651)	(1,802)	(1,952)	(2,112)	(2,287)	(2,480)
Payments of Finance Leases	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)
Debt Servicing Costs	(1,986)	(2,037)	(1,674)	(1,772)	(1,665)	(1,570)	(1,460)	(1,342)	(1,224)	(1,072)	(922)	(762)
Net Cash provided by/(used in) Financing Activities	(3,065)	(3,193)	(2,937)	(3,130)	(3,133)	(3,155)	(3,165)	(3,198)	(3,229)	(3,238)	(3,263)	(3,296)
Net Increase/(Decrease) in Cash held	(7,611)	(3,881)	(1,894)	4,115	3,414	6,150	2,722	2,936	4,265	4,426	692	1,474
Cash and Cash Equivalents at the Beginning of the Financial Year	33,404	38,869	34,988	33,094	37,209	40,622	46,773	49,494	52,430	56,695	61,121	61,814
Cash and Cash Equivalents at End of Year	25,793	34,988	33,094	37,209	40,622	46,773	49,494	52,430	56,695	61,121	61,814	63,288



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Statement of Capital Works for the years ending 30 June 2015 - 2025												
Capital Works Area	2014-2015 Budget \$'000	2014-2015 Forecast \$'000	2015-2016 Estimate \$'000	2016-2017 Estimate \$'000	2017-2018 Estimate \$'000	2018-2019 Estimate \$'000	2019-2020 Estimate \$'000	2020-2021 Estimate \$'000	2021-2022 Estimate \$'000	2022-2023 Estimate \$'000	2023-2024 Estimate \$'000	2024-2025 Estimate \$'000
Carried forward expenditure from previous financial year	8,000	7,982	5,000	-	-	-	-	-	-	-	-	-
New Works												
Property												
Buildings	5,338	5,553	4,461	4,806	3,410	3,915	3,667	4,140	4,132	4,191	4,252	4,314
Total Property	5,338	5,553	4,461	4,806	3,410	3,915	3,667	4,140	4,132	4,191	4,252	4,314
Plant and Equipment												
Plant, Machinery and Equipment	1,698	1,698	1,021	1,500	1,500	1,500	1,500	1,500	1,500	2,180	1,859	2,435
Computers and Telecommunications	1,137	1,137	748	980	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,148
Library Books and Materials	787	787	805	837	854	871	889	906	925	943	962	981
Other	3,603	3,603	1,593	371	521	581	394	421	523	1,329	307	681
Total Plant and Equipment	7,225	7,225	4,167	3,688	3,874	3,971	3,822	3,889	4,029	5,555	4,253	5,246
Infrastructure												
Roads	6,788	6,788	7,435	7,410	7,426	7,443	7,460	7,807	7,963	8,123	8,285	8,451
Footpaths	1,725	1,725	1,725	1,725	1,760	1,795	1,831	1,867	1,905	1,943	1,981	2,021
Drainage	3,500	3,500	3,500	3,500	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101
Open Space	4,779	6,779	9,699	7,421	7,982	7,785	5,365	5,446	5,529	5,614	5,701	5,790
Open Space Strategy Implementation	-	-	-	833	4,300	4,450	10,600	10,750	10,900	11,050	17,200	17,350
Car Parks	305	305	560	775	400	400	400	459	468	478	487	497
Streetscape Works	550	550	550	500	510	520	531	541	552	563	574	586
Total Infrastructure	17,647	19,647	23,469	22,164	25,948	26,034	29,900	30,659	31,182	31,712	38,250	38,795
Total New Works	30,210	32,425	32,097	30,658	33,232	33,920	37,389	38,688	39,343	41,458	46,755	48,355
Carried forward projects to the next financial year	(3,000)	(5,000)	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	35,210	35,407	37,097	30,658	33,232	33,920	37,389	38,688	39,343	41,458	46,755	48,355
Leased Assets	-	-	214	-	-	-	214	-	-	-	214	-
Total Capital Expenditure	35,210	35,407	37,311	30,658	33,232	33,920	37,603	38,688	39,343	41,458	46,969	48,355
Represented by:												
Asset Renewal Expenditure	17,229	17,229	17,823	15,186	14,390	14,898	14,663	15,119	15,065	16,016	16,185	16,830
Asset Upgrade Expenditure	11,226	11,423	13,475	12,553	16,454	16,771	20,643	21,079	21,491	21,819	28,152	28,488
Asset Expansion Expenditure	6,755	6,755	5,156	2,919	2,388	2,251	2,296	2,491	2,787	3,623	2,632	3,037
Asset New Expenditure	-	-	857	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	35,210	35,407	37,311	30,658	33,232	33,920	37,603	38,688	39,343	41,458	46,969	48,355



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2016 (by Asset Expenditure Type)					
Capital Works Area	2015-2016 Estimate Total \$'000	2015-2016 Estimate New \$'000	2015-2016 Estimate Renewal \$'000	2015-2016 Estimate Upgrade \$'000	2015-2016 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,461	-	2,128	971	1,363
Total Property	4,461	-	2,128	971	1,363
Plant and Equipment					
Plant, Machinery and Equipment	1,021	-	1,021	-	-
Computers and Telecommunications	748	112	449	112	75
Library Books and Materials	805	-	-	805	-
Other	1,593	245	810	446	92
Total Plant and Equipment	4,167	357	2,280	1,363	167
Infrastructure					
Roads	7,435	500	4,727	914	1,294
Footpaths	1,725	-	1,725	-	-
Drainage	3,500	-	1,575	1,750	175
Open Space	9,699	-	1,868	6,633	1,198
Open Space Strategy Implementation	-	-	-	-	-
Car Parks	560	-	420	140	-
Streetscape Works	550	-	440	110	-
Total Infrastructure	23,469	500	10,755	9,547	2,667
Total New Works	32,097	857	15,163	11,881	4,197
Add Carried forward projects from the previous financial year	5,000	-	2,447	1,594	959
Total Capital Expenditure (including carry forwards)	37,097	857	17,610	13,475	5,156
Leased Assets	214	-	214	-	-
Total Capital Expenditure	37,311	857	17,823	13,475	5,156



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2017 (by Asset Expenditure Type)					
Capital Works Area	2016-2017 Estimate Total \$'000	2016-2017 Estimate New \$'000	2016-2017 Estimate Renewal \$'000	2016-2017 Estimate Upgrade \$'000	2016-2017 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,806	-	2,889	1,439	478
Total Property	4,806	-	2,889	1,439	478
Plant and Equipment					
Plant, Machinery and Equipment	1,500	-	1,500	-	-
Computers and Telecommunications	980	-	588	294	98
Library Books and Materials	837	-	-	837	-
Other	371	-	-	160	181
Total Plant and Equipment	3,688		2,088	1,291	279
Infrastructure					
Roads	7,410	-	5,443	998	970
Footpaths	1,725	-	1,622	-	104
Drainage	3,500	-	1,575	1,750	175
Open Space	7,421	-	558	5,949	913
Open Space Strategy Implementation	833	-	-	833	-
Car Parks	775	-	581	194	-
Streetscape Works	500	-	400	100	-
Total Infrastructure	22,164	-	10,179	9,823	2,162
Total New Works	30,658	-	15,156	12,553	2,919
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	30,658	-	15,156	12,553	2,919
Leased Assets	-	-	-	-	-
Total Capital Expenditure	30,658	-	15,156	12,553	2,919



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2018 (by Asset Expenditure Type)

Capital Works Area	2017-2018 Estimate Total \$'000	2017-2018 Estimate New \$'000	2017-2018 Estimate Renewal \$'000	2017-2018 Estimate Upgrade \$'000	2017-2018 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,410	-	2,269	963	178
Total Property	3,410	-	2,269	963	178
Plant and Equipment					
Plant, Machinery and Equipment	1,500	-	1,500	-	-
Computers and Telecommunications	1,000	-	600	300	100
Library Books and Materials	854	-	-	854	-
Other	521	-	-	163	327
Total Plant and Equipment	3,874	-	2,100	1,317	427
Infrastructure					
Roads	7,426	-	5,453	1,000	973
Footpaths	1,760	-	1,654	-	106
Drainage	3,570	-	1,607	1,785	179
Open Space	7,982	-	570	6,887	526
Open Space Strategy Implementation	4,300	-	-	4,300	-
Car Parks	400	-	300	100	-
Streetscape Works	510	-	408	102	-
Total Infrastructure	25,948	-	9,991	14,174	1,783
Total New Works	33,232	-	14,359	16,454	2,388
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	33,232	-	14,359	16,454	2,388
Leased Assets	-	-	-	-	-
Total Capital Expenditure	33,232	-	14,359	16,454	2,388



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2019 (by Asset Expenditure Type)

Capital Works Area	2018-2019 Estimate Total \$'000	2018-2019 Estimate New \$'000	2018-2019 Estimate Renewal \$'000	2018-2019 Estimate Upgrade \$'000	2018-2019 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,915	-	2,670	1,067	178
Total Property	3,915	-	2,670	1,067	178
Plant and Equipment					
Plant, Machinery and Equipment	1,500	-	1,500	-	-
Computers and Telecommunications	1,020	-	612	306	102
Library Books and Materials	871	-	-	871	-
Other	581	-	-	166	383
Total Plant and Equipment	3,971	-	2,112	1,344	485
Infrastructure					
Roads	7,443	-	5,463	1,003	977
Footpaths	1,795	-	1,687	-	108
Drainage	3,641	-	1,639	1,821	182
Open Space	7,785	-	581	6,883	321
Open Space Strategy Implementation	4,450	-	-	4,450	-
Car Parks	400	-	300	100	-
Streetscape Works	520	-	416	104	-
Total Infrastructure	26,034	-	10,086	14,361	1,588
Total New Works	33,920	-	14,867	16,771	2,251
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	33,920	-	14,867	16,771	2,251
Leased Assets	-	-	-	-	-
Total Capital Expenditure	33,920	-	14,867	16,771	2,251



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2020 (by Asset Expenditure Type)

Capital Works Area	2019-2020 Estimate Total \$'000	2019-2020 Estimate New \$'000	2019-2020 Estimate Renewal \$'000	2019-2020 Estimate Upgrade \$'000	2019-2020 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,667	-	2,111	1,155	401
Total Property	3,667	-	2,111	1,155	401
Plant and Equipment					
Plant, Machinery and Equipment	1,500	-	1,500	-	-
Computers and Telecommunications	1,040	-	624	312	104
Library Books and Materials	889	-	-	889	-
Other	394	-	-	170	192
Total Plant and Equipment	3,822	-	2,124	1,370	296
Infrastructure					
Roads	7,460	-	5,473	1,006	980
Footpaths	1,831	-	1,721	-	110
Drainage	3,714	-	1,671	1,857	186
Open Space	5,365	-	593	4,449	323
Open Space Strategy Implementation	10,600	-	-	10,600	-
Car Parks	400	-	300	100	-
Streetscape Works	531	-	424	106	-
Total Infrastructure	29,900	-	10,182	18,118	1,599
Total New Works	37,389	-	14,418	20,643	2,296
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	37,389	-	14,418	20,643	2,296
Leased Assets	214	-	214	-	-
Total Capital Expenditure	37,603	-	14,632	20,643	2,296



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2021 (by Asset Expenditure Type)					
Capital Works Area	2020-2021 Estimate Total \$'000	2020-2021 Estimate New \$'000	2020-2021 Estimate Renewal \$'000	2020-2021 Estimate Upgrade \$'000	2020-2021 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,140	-	2,473	1,258	409
Total Property	4,140	-	2,473	1,258	409
Plant and Equipment					
Plant, Machinery and Equipment	1,500	-	1,500	-	-
Computers and Telecommunications	1,061	-	636	318	106
Library Books and Materials	906	-	-	906	-
Other	421	-	-	173	216
Total Plant and Equipment	3,889	-	2,136	1,398	322
Infrastructure					
Roads	7,807	-	5,635	1,039	1,133
Footpaths	1,867	-	1,755	-	112
Drainage	3,789	-	1,705	1,894	189
Open Space	5,446	-	604	4,517	325
Open Space Strategy Implementation	10,750	-	-	10,750	-
Car Parks	459	-	344	115	-
Streetscape Works	541	-	433	108	-
Total Infrastructure	30,659	-	10,477	18,423	1,760
Total New Works	38,688	-	15,086	21,079	2,491
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	38,688	-	15,086	21,079	2,491
Leased Assets	-	-	-	-	-
Total Capital Expenditure	38,688	-	15,086	21,079	2,491



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2022 (by Asset Expenditure Type)

Capital Works Area	2021-2022 Estimate Total \$'000	2021-2022 Estimate New \$'000	2021-2022 Estimate Renewal \$'000	2021-2022 Estimate Upgrade \$'000	2021-2022 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,132	-	2,196	1,360	575
Total Property	4,132	-	2,196	1,360	575
Plant and Equipment					
Plant, Machinery and Equipment	1,500	-	1,500	-	-
Computers and Telecommunications	1,082	-	649	325	108
Library Books and Materials	925	-	-	925	-
Other	523	-	-	177	313
Total Plant and Equipment	4,029	-	2,149	1,426	421
Infrastructure					
Roads	7,963	-	5,748	1,060	1,156
Footpaths	1,905	-	1,790	-	114
Drainage	3,864	-	1,739	1,932	193
Open Space	5,529	-	616	4,585	327
Open Space Strategy Implementation	10,900	-	-	10,900	-
Car Parks	468	-	351	117	-
Streetscape Works	552	-	442	110	-
Total Infrastructure	31,182	-	10,686	18,705	1,791
Total New Works	39,343	-	15,032	21,491	2,787
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	39,343	-	15,032	21,491	2,787
Leased Assets	-	-	-	-	-
Total Capital Expenditure	39,343	-	15,032	21,491	2,787



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2023 (by Asset Expenditure Type)

Capital Works Area	2022-2023 Estimate Total \$'000	2022-2023 Estimate New \$'000	2022-2023 Estimate Renewal \$'000	2022-2023 Estimate Upgrade \$'000	2022-2023 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,191	-	2,240	1,376	575
Total Property	4,191	-	2,240	1,376	575
Plant and Equipment					
Plant, Machinery and Equipment	2,180	-	2,180	-	-
Computers and Telecommunications	1,104	-	662	331	110
Library Books and Materials	943	-	-	943	-
Other	1,329	-	-	180	1,115
Total Plant and Equipment	5,555	-	2,842	1,454	1,225
Infrastructure					
Roads	8,123	-	5,863	1,081	1,179
Footpaths	1,943	-	1,826	-	117
Drainage	3,942	-	1,774	1,971	197
Open Space	5,614	-	629	4,656	330
Open Space Strategy Implementation	11,050	-	-	11,050	-
Car Parks	478	-	358	119	-
Streetscape Works	563	-	450	113	-
Total Infrastructure	31,712	-	10,900	18,990	1,822
Total New Works	41,458	-	15,982	21,819	3,623
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	41,458	-	15,982	21,819	3,623
Leased Assets	-	-	-	-	-
Total Capital Expenditure	41,458	-	15,982	21,819	3,623



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2024 (by Asset Expenditure Type)

Capital Works Area	2023-2024 Estimate Total \$'000	2023-2024 Estimate New \$'000	2023-2024 Estimate Renewal \$'000	2023-2024 Estimate Upgrade \$'000	2023-2024 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,252	-	2,285	1,392	575
Total Property	4,252	-	2,285	1,392	575
Plant and Equipment					
Plant, Machinery and Equipment	1,859	-	1,859	-	-
Computers and Telecommunications	1,126	-	675	338	113
Library Books and Materials	962	-	-	962	-
Other	307	-	-	184	89
Total Plant and Equipment	4,253	-	2,534	1,483	202
Infrastructure					
Roads	8,285	-	5,980	1,103	1,203
Footpaths	1,981	-	1,863	-	119
Drainage	4,020	-	1,809	2,010	201
Open Space	5,701	-	641	4,728	332
Open Space Strategy Implementation	17,200	-	-	17,200	-
Car Parks	487	-	365	122	-
Streetscape Works	574	-	459	115	-
Total Infrastructure	38,250	-	11,118	25,277	1,855
Total New Works	46,755	-	15,937	28,152	2,632
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	46,755	-	15,937	28,152	2,632
Leased Assets	214	-	214	-	-
Total Capital Expenditure	46,969	-	16,151	28,152	2,632



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Capital Works Statement for the years ending 30 June 2025 (by Asset Expenditure Type)

Capital Works Area	2024-2025 Estimate Total \$'000	2024-2025 Estimate New \$'000	2024-2025 Estimate Renewal \$'000	2024-2025 Estimate Upgrade \$'000	2024-2025 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,314	-	2,331	1,408	575
Total Property	4,314	-	2,331	1,408	575
Plant and Equipment					
Plant, Machinery and Equipment	2,435	-	2,435	-	-
Computers and Telecommunications	1,148	-	689	344	115
Library Books and Materials	981	-	-	981	-
Other	681	-	-	187	459
Total Plant and Equipment	5,246	-	3,124	1,513	574
Infrastructure					
Roads	8,451	-	6,099	1,125	1,227
Footpaths	2,021	-	1,900	-	121
Drainage	4,101	-	1,845	2,050	205
Open Space	5,790	-	654	4,801	335
Open Space Strategy Implementation	17,350	-	-	17,350	-
Car Parks	497	-	373	124	-
Streetscape Works	586	-	469	117	-
Total Infrastructure	38,795	-	11,340	25,567	1,888
Total New Works	48,355	-	16,795	28,488	3,037
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	48,355	-	16,795	28,488	3,037
Leased Assets	-	-	-	-	-
Total Capital Expenditure	48,355	-	16,795	28,488	3,037



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Statement of Human Resources - Staff Expenditure												
Description	2014-2015 Budget	2014-2015 Forecast	2015-2016 Estimate	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure												
Community Services												
Permanent Full-time	9,658	9,658	9,334	9,707	10,096	10,499	10,919	11,356	11,810	12,283	12,774	13,285
Permanent Part-time	20,147	20,147	20,617	21,442	22,299	23,191	24,119	25,084	26,087	27,131	28,216	29,344
Total Community Services	29,805	29,805	29,951	31,149	32,395	33,691	35,038	36,440	37,898	39,413	40,990	42,630
Assets and Facilities												
Permanent Full-time	11,234	10,972	11,809	12,281	12,773	13,284	13,815	14,367	14,942	15,540	16,161	16,808
Permanent Part-time	317	317	366	381	396	412	428	445	463	482	501	521
Total Assets and Facilities	11,551	11,290	12,175	12,662	13,168	13,695	14,243	14,813	15,405	16,021	16,662	17,329
Planning and Transport												
Permanent Full-time	5,232	5,232	5,327	5,540	5,762	5,992	6,232	6,481	6,740	7,010	7,290	7,582
Permanent Part-time	745	745	892	928	965	1,003	1,044	1,085	1,129	1,174	1,221	1,270
Total City Development	5,976	5,976	6,219	6,468	6,726	6,996	7,275	7,566	7,869	8,184	8,511	8,852
Community Relations												
Permanent Full-time	4,990	4,990	5,259	5,469	5,688	5,916	6,152	6,398	6,654	6,920	7,197	7,485
Permanent Part-time	621	621	685	712	741	771	801	833	867	901	937	975
Total Community Services	5,611	5,611	5,944	6,182	6,429	6,686	6,954	7,232	7,521	7,822	8,135	8,460
Financial Services												
Permanent Full-time	3,812	3,812	3,723	3,872	4,027	4,188	4,355	4,530	4,711	4,899	5,095	5,299
Permanent Part-time	212	212	352	366	381	396	412	428	445	463	482	501
Total Financial Services	4,024	4,024	4,075	4,238	4,408	4,584	4,767	4,958	5,156	5,362	5,577	5,800
City Management												
Permanent Full-time	1,134	1,134	1,186	1,233	1,283	1,334	1,387	1,443	1,501	1,561	1,623	1,688
Total City Management	1,134	1,134	1,186	1,233	1,283	1,334	1,387	1,443	1,501	1,561	1,623	1,688
Total Permanent Staff Expenditure	58,102	57,840	59,550	61,932	64,409	66,986	69,665	72,452	75,350	78,364	81,498	84,758
Casuals and Other Expenditure	7,305	7,005	9,986	10,385	10,801	11,233	11,682	12,149	12,671	13,216	13,784	14,376
Capitalised Labour Costs	(1,979)	(1,932)	(2,210)	(2,298)	(2,390)	(2,486)	(2,585)	(2,689)	(2,796)	(2,908)	(3,025)	(3,146)
Total Expenditure	63,428	62,914	67,326	70,019	72,820	75,733	78,762	81,912	85,225	88,672	92,258	95,989



2015-2016 to 2024-2025 Draft Strategic Resource Plan

Statement of Human Resources - Staff Numbers

Description	2014-2015 Budget EFT Number	2014-2015 Forecast EFT Number	2015-2016 Estimate EFT Number	2016-2017 Estimate EFT Number	2017-2018 Estimate EFT Number	2018-2019 Estimate EFT Number	2019-2020 Estimate EFT Number	2020-2021 Estimate EFT Number	2021-2022 Estimate EFT Number	2022-2023 Estimate EFT Number	2023-2024 Estimate EFT Number	2024-2025 Estimate EFT Number
Staff Expenditure												
Community Services												
Permanent Full-time	108.88	108.88	104.00	104.00	104.00	104.00	104.00	104.00	104.00	104.00	104.00	104.00
Permanent Part-time	261.47	261.47	254.07	254.07	254.07	254.07	254.07	254.07	254.07	254.07	254.07	254.07
Total Community Services	370.35	370.35	358.07	358.07	358.07	358.07	358.07	358.07	358.07	358.07	358.07	358.07
Assets and Facilities												
Permanent Full-time	99.04	99.04	118.14	118.14	118.14	118.14	118.14	118.14	118.14	118.14	118.14	118.14
Permanent Part-time	2.91	2.91	2.41	2.41	2.41	2.41	2.41	2.41	2.41	2.41	2.41	2.41
Total Assets and Facilities	101.95	101.95	120.55	120.55	120.55	120.55	120.55	120.55	120.55	120.55	120.55	120.55
Planning and Transport												
Permanent Full-time	55.50	55.50	53.00	53.00	53.00	53.00	53.00	53.00	53.00	53.00	53.00	53.00
Permanent Part-time	11.07	11.07	12.93	12.93	12.93	12.93	12.93	12.93	12.93	12.93	12.93	12.93
Total Planning and Transport	66.57	66.57	65.93	65.93	65.93	65.93	65.93	65.93	65.93	65.93	65.93	65.93
Community Relations												
Permanent Full-time	59.00	59.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00
Permanent Part-time	8.92	8.92	11.49	11.49	11.49	11.49	11.49	11.49	11.49	11.49	11.49	11.49
Total Community Services	67.92	67.92	68.49	68.49	68.49	68.49	68.49	68.49	68.49	68.49	68.49	68.49
Financial Services												
Permanent Full-time	40.00	40.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Permanent Part-time	2.60	2.60	4.40	4.40	4.40	4.40	4.40	4.40	4.40	4.40	4.40	4.40
Total Financial Services	42.60	42.60	41.40	41.40	41.40	41.40	41.40	41.40	41.40	41.40	41.40	41.40
City Management												
Permanent Full-time	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Total City Management	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Total Permanent Staff	657.39	657.39	662.44	662.44	662.44	662.44	662.44	662.44	662.44	662.44	662.44	662.44
Casuals and Other	90.84	90.84	101.81	103.81	105.81	107.81	109.81	111.81	113.81	115.81	117.81	119.81
Capitalised Labour	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00
Total Staff	775.23	775.23	791.25	793.25	795.25	797.25	799.25	801.25	803.25	805.25	807.25	809.25

Item 4.2**2015-2016 ANNUAL BUDGET**

**Enquiries: Peter Swabey
Chief Financial Officer (CFO)**

1. Proposal

To advertise the attached 2015-2016 Annual Budget for public comment.

2. Community Plan

Theme 4: Governance – *Strategic planning, responsible financial management, open transparent decision making, community reporting and risk management.*

3. The Budget Process

Councillors have had a series of meetings covering the 2015-2016 Draft Annual Budget.

The 2015-2016 budget is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with S127 of the *Local Government Act 1989* (the Act) and Regulations and also follows the proposed arrangements set out in the Local Government Amendment (Performance Reporting and Accountability) Bill 2013.

Key elements of the budget are set out in the 'Budget Summary' on pages 15-22 of the attached document.

4. Rates and Charges

Average rates and charges per assessment for 2015-2016 increase by approximately 4.94%. This is made up of an additional 600 assessments, an increase of 6.5% for rate revenue and 2.5% for waste and recycling charges.

On 6 May 2014, Council initiated consultation on a Strategic Resource Plan setting out future programs, outcomes and resources, including rate increases. Public Notice was given in The Age newspaper on 8 May 2014 with further advertising in the Glen Eira News, the Caulfield Leader newspaper and the Moorabbin Leader newspaper. A public information evening was held on 26 May 2014. Council heard submissions on 10 June 2014 and adopted the Budget and Strategic Resource Plan on 24 June 2014.

The outcomes to be achieved in this Budget are consistent with that consultative process (e.g. converting the former Glen Huntly Reservoir to a new Park, additional open space projects, initiatives to reduce energy consumption and greenhouse gas emissions, no waiting lists for kindergarten, child care or home care, increasing diversion of waste from landfill and so on).

The rates increase for this Budget is also consistent with that consultative process.

No other consultation on future priorities, outcomes or rates has been undertaken with the Glen Eira community by any other body.

Item 4.2 (cont'd)**5. Public Open Space**

Council receives public open space levies under the Subdivision Act. Council will continue to spend far more on additional and improved public open space than Council receives in levies. This Budget implements the Open Space Strategy which Council adopted on 8 April 2014 following widespread community consultation.

Council receives public open space levies under the *Subdivision Act*. Council will continue to spend far more on additional and improved public open space than Council receives in levies.

Open space projects will include:

- Booran Reserve – reinstatement and redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$4.84m in 2015-2016 and \$3.93m in 2016-2017 (includes State Government Grant funding of \$585k).
- Elsternwick Plaza Improvements \$215k (to complete the project).

Open Space Strategy Initiatives of \$1.02m including:

- Eskdale Road/Fitzgibbon Crescent Road Closure - \$450k
- Nina Reserve - \$120k
- Hopetoun Gardens - \$100k
- Marara Road Reserve - \$100k
- Leckie Street Reserve - \$195k
- Nina Reserve - \$120k
- Thomas Street Reserve - \$50k.

The number of street trees planted in the Budget amounts to 2,000. The budget increase in street tree pruning is \$270k.

6. Budget Advertising and Budget Information Session

The *Local Government Act* requires that Council prepare and then advertise the proposed Budget i.e. make it publicly available for information and comment.

A budget information session will be held for the public on Monday, 25 May 2015 to provide an overview of the 2015-2016 Draft Annual Budget.

The public have until 4 June 2015 to lodge Budget submissions.

Budget submissions received from the public will be reported to Council at the *Ordinary Council Meeting* of 9 June 2015.

The Budget timetable would see the Budget submitted for Adoption at the *Special Council Meeting* of 23 June 2015.

Item 4.2 (cont'd)**7. Recommendations**

That Council, having prepared its budget for the year commencing 1 July 2015, authorises the Chief Executive Officer to give public notice of the preparation of such budget under Section 129 of the *Local Government Act 1989* in The Age and Leader newspapers.

(a) Crs Lipshutz/Delahunty

- (a) That Council, having prepared its budget for the year commencing 1 July 2015, but excluding any reference to Hopetoun Gardens, authorises the Chief Executive Officer to give public notice of the preparation of such budget under Section 129 of the *Local Government Act 1989* in The Age and Leader newspapers.**

The MOTION was put and CARRIED unanimously.

(b) DECLARATIONS OF INTEREST

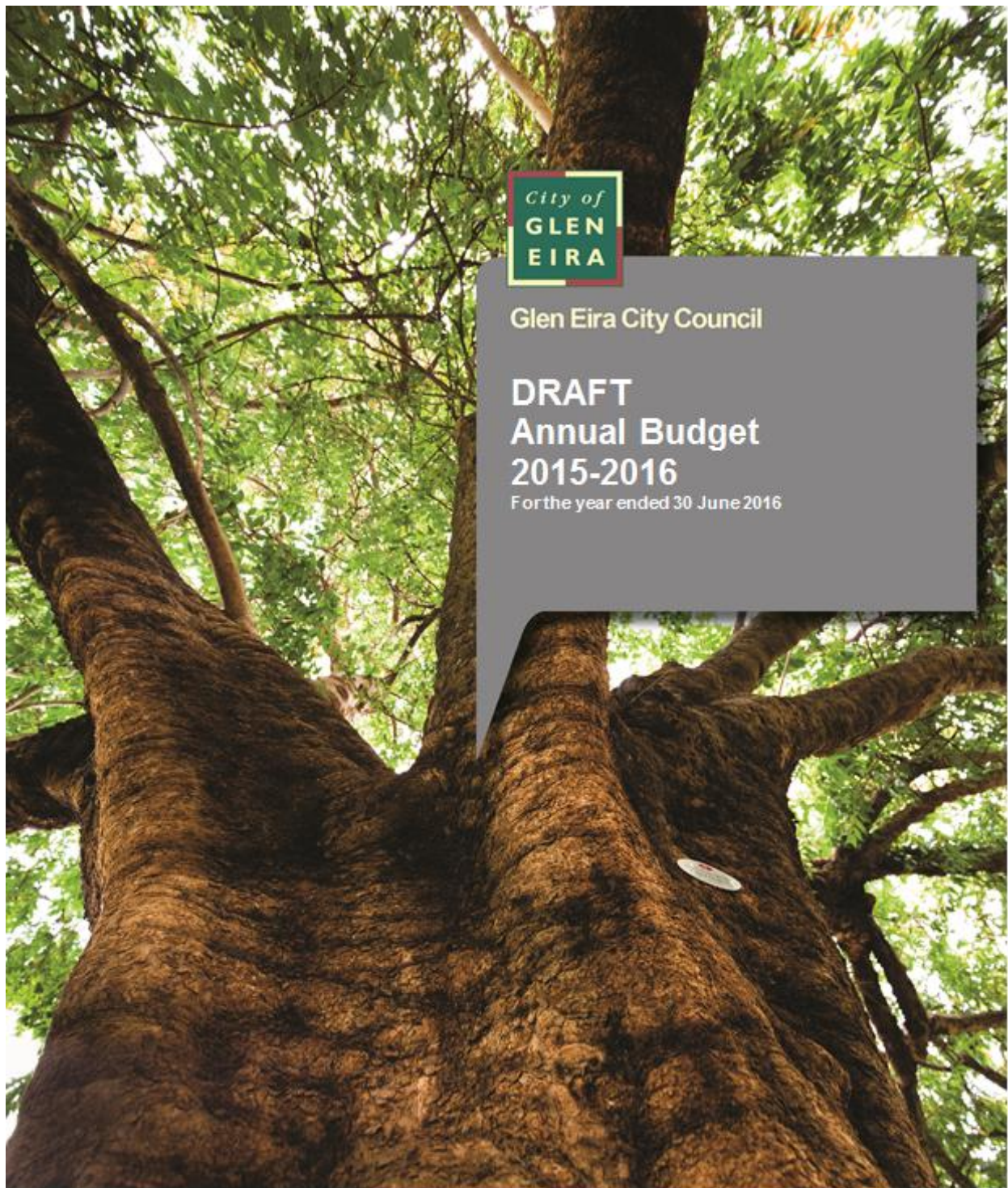
Cr Esakoff declared a Conflict of Interest in this item under s77B, a direct interest, as she has an interest in a nearby property.

7.12PM Cr Esakoff left the Chamber.

Crs Lipshutz/Delahunty

- (b) That Council, having prepared its budget for the year commencing 1 July 2015, and including all references to Hopetoun authorises the Chief Executive Officer to give public notice of the preparation of such budget under Section 129 of the *Local Government Act 1989* in The Age and Leader newspapers.**

The MOTION was put and CARRIED unanimously.



Glen Eira City Council

DRAFT Annual Budget 2015-2016

For the year ended 30 June 2016

This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2015-2016" a best practice guide for reporting local government budgets in Victoria.

**Special Council Meeting
5 May 2015**

www.gleneira.vic.gov.au

Contents

Page

Introduction.....	1
Sector Benchmarks	9
Budget Summary	15
Budget Processes.....	23
1. Linkage to the Community Plan.....	24
2. Services, Initiatives and Service Performance Indicators	29
3. Budget Influences	52
Budget Analysis.....	60
4. Analysis of Operating Budget.....	60
5. Analysis of Budgeted Cash Position.....	70
6. Analysis of Capital Budget	74
7. Analysis of Budgeted Financial Position	78
Overview to Appendices	84
Appendix A – New Capital Works Program	85
Appendix B – Capital Works Program (as required by the Local Government Regulations)	91
Appendix C – Rates and Charges.....	98
Appendix D – Schedule of User Charges and Other Fees	102
Appendix E – Schedule of Glen Eira Sports & Aquatic Centre (GESAC) User Charges and Other Fees.....	163

Introduction

Council has prepared a Budget for the 2015-2016 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. The strategy adopted in this budget is to:

- Generate funds to provide additional public open space and renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set rates and fee increases that are manageable and sustainable.
- Focus on continuous improvement.
- Keep day-to-day costs and rates below our peers.

a) Integrated Planning

Council's strategic direction is set out in the Council Plan (entitled 'Community Plan'). It was developed through widespread community consultation in 2011-2012.

The Council Plan is underpinned by a ten year Strategic Resource Plan (SRP).

This Budget for 2015-2016 represents one year's instalment on the implementation of the Council Plan and SRP. Further information on the Council's planning framework commences at page 23 'Budget Processes'.

b) Public Open Space

Council receives public open space levies under the *Subdivision Act*. Council has achieved the new uniform levy rate of 5.7% (Amendment C120). Council will continue to spend far more on additional and improved public open space than Council receives in levies.

This budget implements the *Open Space Strategy* which Council approved on 8 April 2014 following widespread community consultation.

Open space projects will include:

- Booran Reserve – reinstatement and redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$4.84m in 2015-2016 and \$3.93m in 2016-2017 (includes State Government Grant funding of \$585k).
- Elsternwick Plaza Improvements \$215k (to complete the project).

Open Space Strategy Initiatives of \$1.02m including:

- Eskdale Road/Fitzgibbon Crescent Road Closure - \$450k
- Nina Reserve - \$120k
- Hopetoun Gardens - \$100k
- Marara Road Reserve - \$100k
- Leckie Street Reserve - \$195k
- Thomas Street Reserve - \$50k.

The number of street trees planted amounts to 2,000. The budget increase in street tree pruning around power lines is \$270k.

The table below shows contributions received and forecast capital spend for open space.

Open Space Projects funded from Reserve		
	Forecast 2014- 2015 \$'000	Annual Budget 2015- 2016 \$'000
Income		
Open Space Contributions (including C120 additional OS Contributions)	3,000	5,000
Capital Spend		
Booran Reserve (former Glen Huntly Reservoir)*	2,200	4,838
Eskdale Road/Fitzgibbon Crescent Road Closure	-	450
Gisborne/Archibald Street Intersection	900	-
Open Space Projects funded from Reserve	(100)	(288)

*Estimated expenditure of \$3.93m in 2016-2017.

Open Space Projects funded from Rates		
	Forecast 2014- 2015 \$'000	Annual Budget 2015- 2016 \$'000
Capital Spend		
Elsternwick Plaza Improvements	586	215
Memorial Park Design & Upgrade	500	-
Carnegie Library Forecourt Upgrade	220	-
Hopetoun Gardens	-	100
Marara Road Reserve	-	100
Leckie Street Reserve	-	195
Nina Reserve	-	120
Thomas Street Reserve	-	50
Open Space Projects funded from Rates	1,306	780

c) Sustainability

The Budget continues the warm season grasses program - \$400k for upgrading Princes Park Oval No. 4. It expands the solar panel program on Council buildings.

The Budget also allocates the refund of the Carbon Tax (\$876k), collected by the Landfill, to two sustainability initiatives:

- Building Retrofits Sustainability Initiatives as per recent energy audits - Installation of solar panels - \$481k.
- Commencement of LED Street Lighting Program - \$395k.

Waste and recycling charges are levied on the basis of cost recovery and have increased by approximately 2.5%.

Residential Garbage Charges for 2015-2016 are set at:

- Large 240L Waste Charge \$349 (including an estimated \$51 State Levy) (\$340 in 2014-15)
- Small 120L Waste Charge \$169 (including an estimated \$24 State Levy) (\$165 in 2014-15)
- Residential Flat Shared Bins (240L) Waste Charge \$169 per assessment (including an estimated \$51 State Levy) (\$165 in 2014-15)
- 240L Family Bin \$244 (including an estimated \$51 State Levy) (\$238 in 2014-15)
- Medical 240L Waste Charge \$169 (including an estimated \$51 State Levy) (\$165 in 2014-15)
- Litter Management Charge \$53 (\$49 in 2014-15).

d) Recreational Services

The Capital Program provides funds for:

- Converting the tennis courts outside Carnegie Swim Centre (\$130k) and the East Caulfield Tennis Courts (\$265k) to small sided soccer for community use.
- Bicycle Strategy - continuation of off-road paths, extensions to the on road network and works to improve existing conditions. Glen Eira City Council actively promotes and encourages cycling as a viable mode of transport and healthy leisure activity. To further support cyclists, Council will spend over \$350k (includes estimated carry forwards from 2014-15 - \$200k) to future cycle related works including approximately 1.9km's of green cycle lane pavement treatment.

e) Aquatic Facilities

In operational cash terms, the two aquatic facilities combined will pay all direct costs, pay the loan repayment; and pay all interest on the loan.

The tables below show the financial performance of the Aquatic Facilities on an accounting basis (i.e. includes depreciation) and on a cash basis.

AQUATIC FACILITIES (after Depreciation, Amortisation and Interest)		
Description	2014-15 Forecast	2015-16 Draft Annual Budget
	\$'000	\$'000
Operations		
Revenue	12,152	13,389
Expenses	9,347	10,424
Surplus	2,805	2,965
Depreciation & Amortisation		
Buildings	1,072	1,094
Furniture and Equipment	380	456
Leased Assets	53	53
Total Depreciation	1,505	1,603
Surplus after Depreciation and Amortisation	1,300	1,362
Loan		
Interest on Loan	1,762	1,655
Total Interest	1,762	1,655
(Deficit) after Depreciation/Amortisation and Interest	(462)	(293)

AQUATIC FACILITIES (after Principal and Interest, Exc. Depreciation & Amortisation)		
Description	2014-15 Forecast	2015-16 Draft Annual Budget
	\$'000	\$'000
Operations		
Revenue	12,152	13,389
Expenses	9,347	10,424
Surplus	2,805	2,965
Loan		
Principal Payment on Loan	1,102	1,209
Repayment of Finance Lease	54	54
Interest on Loan	1,762	1,655
Total Principal and Interest	2,918	2,918
(Deficit)/Surplus after Principal and Interest	(113)	47

For User Fees and Charges, refer to Appendix E – Schedule of GESAC User Fees and Charges.

f) Community Services

Glen Eira is the only inner metro Council with no waiting lists for kindergarten, child care or home care. The extension to the McKinnon Kindergarten in 2012-2013 should ensure that all applicants for 4 year old kindergarten are offered a place in the foreseeable future.

The current number of child care places in the municipality exceeds the demand for places at the current levels of fees charged by centres and Rebates provided by the Commonwealth Government.

Fees at Council's child care centres are at the average of the 38 of centres in Glen Eira.

Actual costs to households will be lower than this, depending on Commonwealth Rebates received.

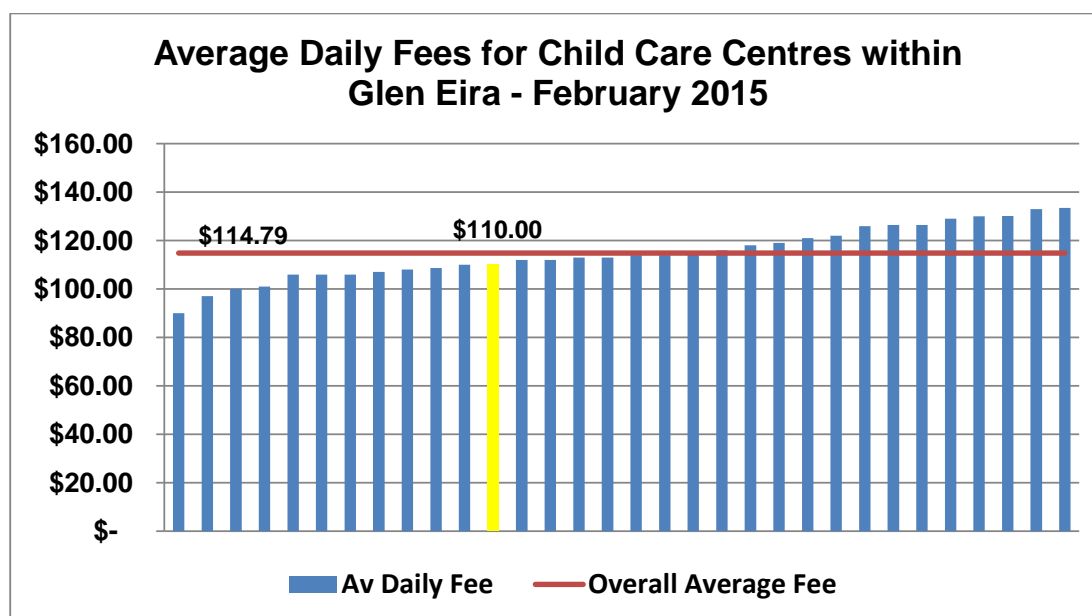
From 1 January 2012 the State Government increased child/staff ratios for children under 3 years of age from 1 staff member for every 5 children, to 1 staff member for every 4 children. This ratio increase effectively increased staffing requirements and associated costs for under 3 year olds by 25%.

The consequences of these changes is that the cost to care for children 0-3 is now significantly higher than caring for children in the 3-5 age group.

Child Care fees are proposed as follows:

- For 0-3 year olds \$121 per day (\$115 in 2014-2015)
- For 3-5 year olds \$111 per day (\$105 in 2014-2015).

In 2015-2016, the cost to Council of the 3 Child Care Centres is a total of \$435k (\$455k in 2014-2015).



(Figures used based on one day, combining over 3's and under 3's. Some centres discount for full weeks and some centre fees will rise next financial year, i.e. July 2015).

Family Day Care

The Federal Government has cut the Community Support Program funding to all metropolitan Family Day Care Services. This has resulted in a decrease in funding to the GECC Family Day Care program of \$150,000 per annum. The increase of 80c per hour administrative funding is required to compensate for the Federal Government funding decrease.

g) Superannuation Defined Benefits Call

The Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements.

Allowance for Defined Benefits Scheme calls; the remaining liability of \$2.56m is to be paid during 2014-15. The Strategic Resource Plan provides against the risk of a future call following the next review - \$1.25m in both 2016-17 and 2017-18.

Council's objective is to manage this liability without prejudice to existing levels of capital investment or Community services.

h) Rates and Charges

Average rates and charges per assessment to increase by approximately 4.94%. This is made up of an additional 600 assessments, an increase of 6.5% for rate income and 2.5% for waste and recycling.

Average rates and charges in 2015-16 would be \$1,538 (excluding the Fire Services Property Levy). This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne. (Average Land Tax in Glen Eira in 2015 is \$2,194).

Total rates would be \$82.17m, including \$550k generated from supplementary rates. Total rates and charges revenue would be \$96.41m. Total Stamp Duty and Land Tax from Glen Eira to the State Revenue Office in 2015-16 is expected to exceed \$200m.

i) 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 143 of the *Local Government Act 1989*.

Council will continue to have a large investment in capital works projects. The Adjusted Liquidity Ratio is projected to remain in the "amber" zone. This is consistent with the high level of expenditure on community assets and facilities. The adjusted liquidity ratio expresses the level of current assets the Council has available to meet its current liabilities. This ratio has been adjusted for residential aged care deposits. Council's long-term forecast has the adjusted liquidity ratio remaining at more than 1 or 100% for the remainder of this Council term and into the next.

j) Borrowings

Borrowing repayments of principal and interest costs of \$2.94m will be made during the 2015-16 financial year. Borrowings outstanding as at 30 June 2016 are projected to be \$20.22m. The repayment of all borrowings is fully funded by GESAC.

k) Sector Benchmarking

Glen Eira is a low-cost, high investing organisation which charges low municipal Rates (refer to sector benchmarking section pages 9-14).

l) Auditor-General's Classification

The Auditor-General rates Council as "low risk" (the best possible rating) for 2013-2014. That rating is expected to be maintained.

m) Infrastructure and Capital Works Projects

Much of our infrastructure and many of our community facilities need considerable investment to make them last their full lifecycle and for the community to get the best use out of them. Fixing them earlier is more economical than having them fail and having to be replaced.

New capital expenditure is projected at \$32.1m. The emphasis is on renewing and upgrading facilities that we already have rather than creating additional ones.

Renewal and upgrade of Council's major infrastructure assets such as:

- Drainage Improvement Program \$3.5m
- Roads \$4.09m
- Footpaths \$1.73m
- Local Road Resurfacing \$1.5m.

Rolling Annual Programs include:

- Environmental Initiatives \$700k including:
 - Princes Park Oval No. 4 Upgrade \$400k
 - Installation of solar systems \$150k on council assets to generate renewable energy.
 - Bicycle Strategy \$150k - continuation of off road paths, extensions to the on road network and works to improve existing conditions (plus estimated carry forwards from 2014-15 - \$200k).
- Traffic Management \$1.08m - traffic management expenditure is targeted to improve safety and promote efficient movement. Traffic pressures need a multi-faceted approach including directing higher density development towards train stations and tram lines (the new zones), cycling, walking, car sharing and better mass transit systems (e.g. grade separation).
- Public Open Space & Recreational Facilities \$1.35m
- Building Works \$1.07m
- Libraries \$805k (purchase of collections)
- Shopping Centre Upgrades \$550k.

Major Projects include:

- Duncan Mackinnon Pavilion Upgrade (costs to complete the project) \$1.36m.

Open Space Strategy Implementation includes:

- Booran Reserve (former Glen Huntly Reservoir) \$4.84m (includes funding of \$585k).
- Elsternwick Plaza Improvements \$215k (to complete the project).
- Open Space Strategy Initiatives \$1.02m including:
 - Eskdale Road/Fitzgibbon Crescent Road Closure - \$450k
 - Nina Reserve - \$120k
 - Hopetoun Gardens - \$100k
 - Marara Road Reserve - \$100k
 - Leckie Street Reserve - \$195k (SRV funding \$75k)
 - Thomas Street Reserve - \$50k.

Short-term Projects include:

- Environmental Initiatives \$907k (Building Retrofits Sustainability Initiatives as per recent energy audits-Installation of solar panels and Power supply voltage regulation and commencement of LED Street Lighting Program).
- Aged Care Facilities \$523k
- Family and Children Services \$92k
- Public Open Space and Recreational Facilities \$1.98m (includes Duncan Mackinnon Athletics Track \$850k and resurfacing of netball courts \$130k).
- Building Works \$1.01m
- Other short-term projects \$510k (includes GESAC furniture and plant replacement and defects rectification works).

Sector Benchmarks

Each year an independent firm, analyses all 79 Victorian Councils' financial statements (after they have been signed off by the Victorian Auditor General).

The most recent analysis is at 30 June 2014 and shown in the following graphs.

The results of the analysis show Glen Eira in a favourable position, scoring extremely well in the following categories:

- Low taxing (rates and charges)
- Low spending (recurrent)
- But high investing (capital works investment).

Local Government collects 3% of government taxes and revenues in Australia

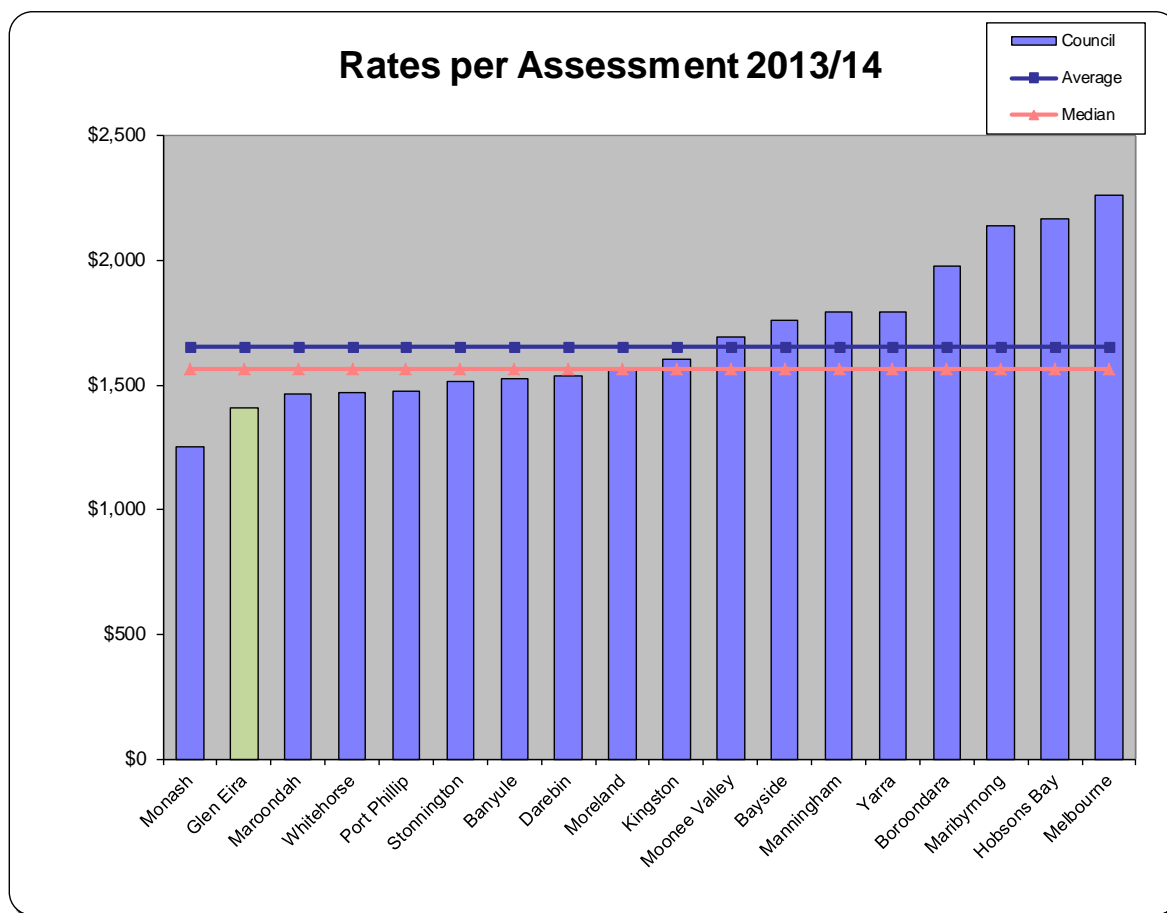
"How does Council gather appropriate data on which to base decisions about its financial future?"

The use of financial indicators that assess the comparative financial position of each Council in the State of Victoria and then aggregates them into State averages and further into averages for groups of like Councils provides an extremely valuable source of information in establishing financial strategies. It highlights the relative financial strengths of Council and more importantly uncovers the opportunities that Council must grasp for improvement.

The benchmarking program that has been undertaken by Strategy Plus differs to other approaches in that it is derived almost solely from financial data contained in Council's annual reports. This ensures that data is as comparable as possible under the current accounting regulations.

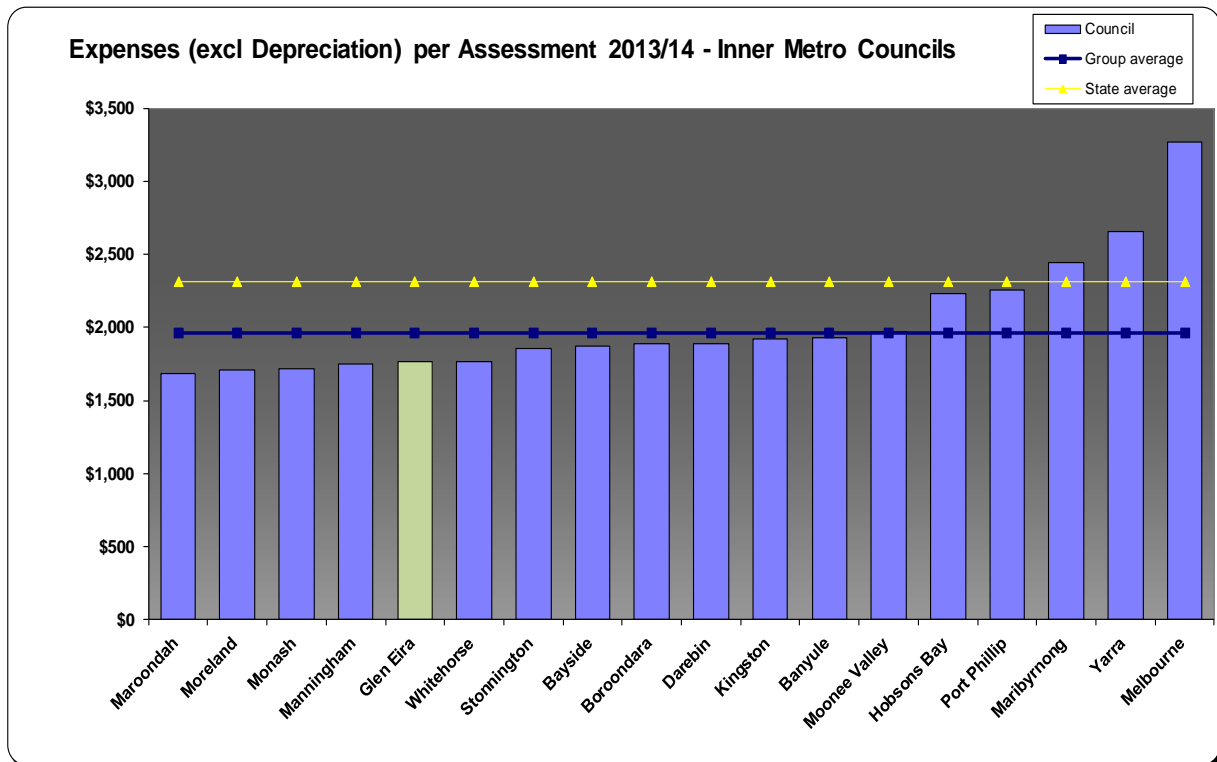
The financial indicators cover all 79 Victorian Councils."

The graphs below shows Glen Eira's financial performance compared to other Councils for the 2013-2014 financial year. Please note, whilst Melbourne is shown in the graph, the averages excludes Melbourne's result.

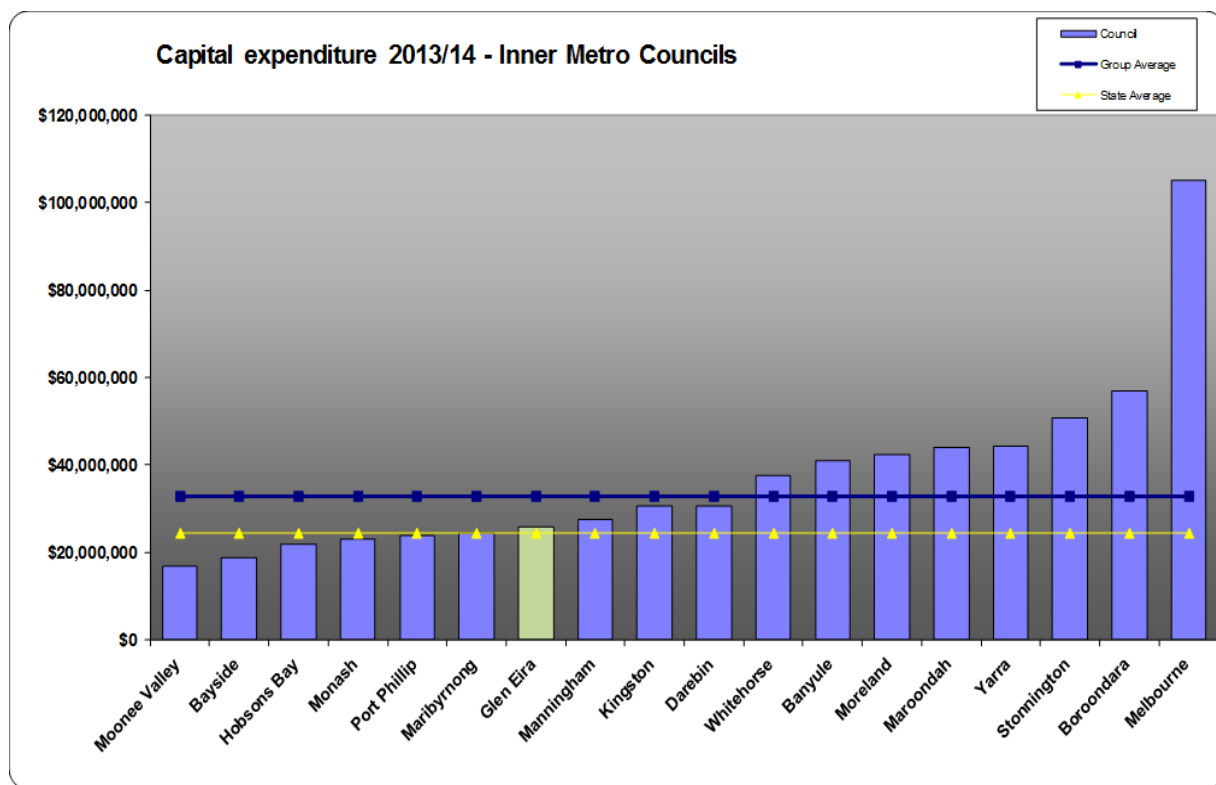


“Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is the second lowest of the seventeen Inner Metropolitan Councils (2012-13: third lowest) and is \$247 per assessment (\$15.2m) below the average outcome.

The rates per assessment outcomes demonstrate Glen Eira is rating at lower levels than like Councils. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result”.

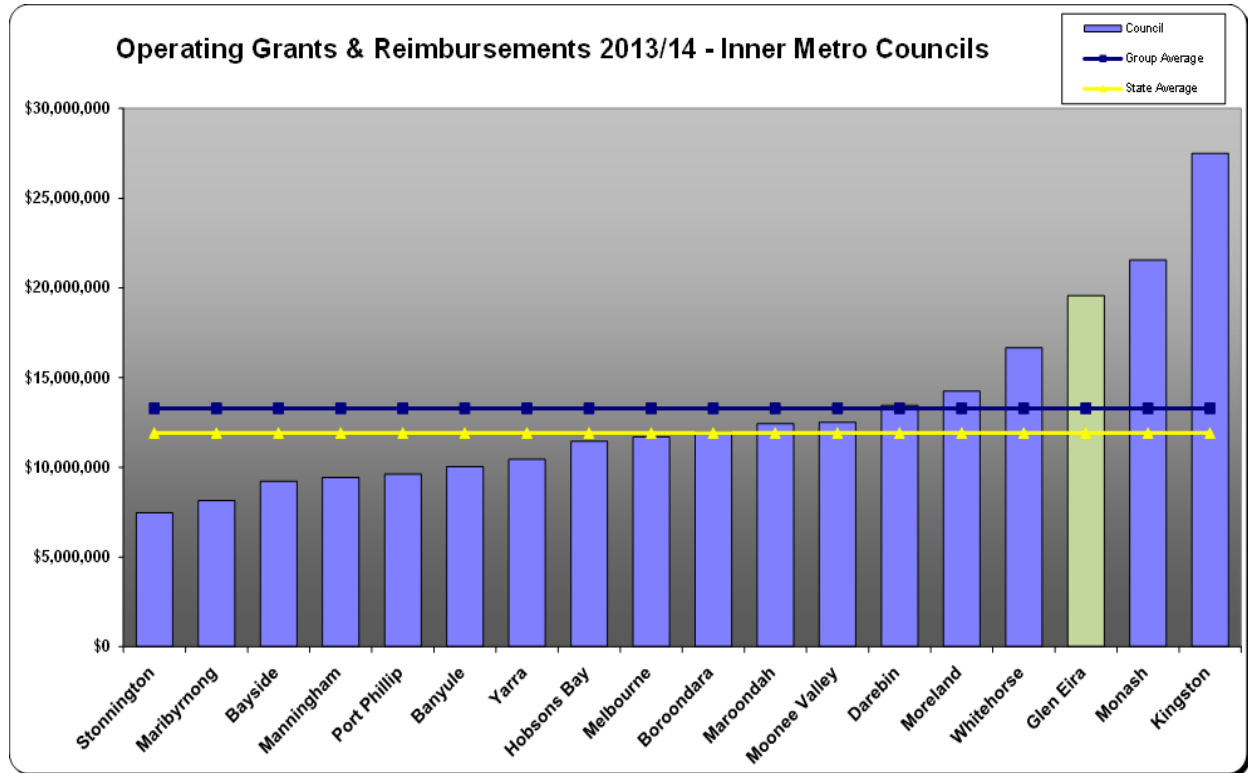


“In terms of operational expenditure (excluding depreciation), Glen Eira ranks as spending \$197 less per assessment (\$12.1m) than the average for the Inner Metropolitan grouping. This outcome however, needs to be read in conjunction with the revenue per assessment ratio and therefore net operational outcome”.

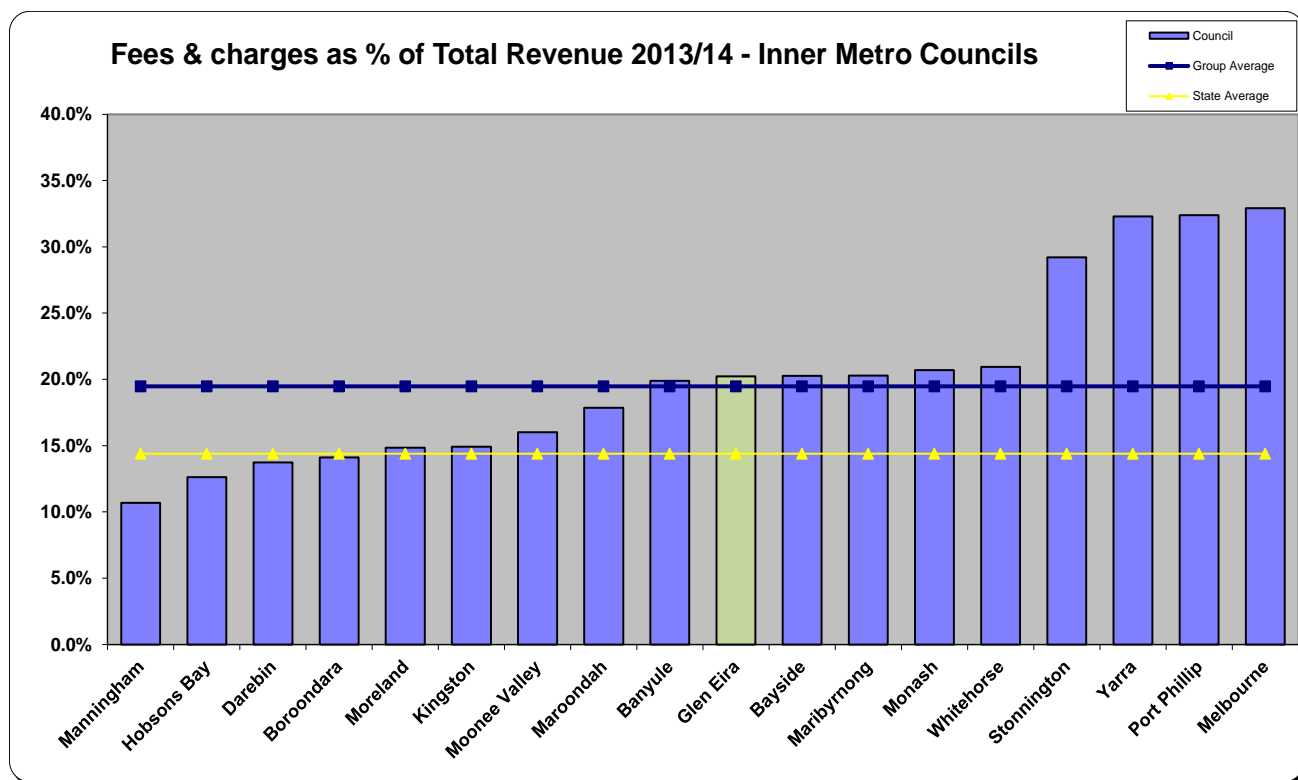


“Council’s capital spending has been very solid over the trend period, with a demonstrated commitment to renewing and upgrading existing assets. The trend period has seen expenditure in excess of \$30m each year, with the exception of the 2013-14 year in which \$25.8m was spent, noting however that the forecast is indicating a total of \$38m will be spent on capital works in the 2014-15 year”.

“The following two graphs highlight Glen Eira’s comparative performance in attracting Recurrent Grant and Fees and Charges Revenue”.



“Recurrent grant revenues continue to be solid at third highest of the group, with respect to grants as a percentage of total revenue, as well as in straight dollar terms”.



“Income from Fees & Charges increased by 5.6% in 2013-14 (2012-13: 62%). Council's percentage against Total Revenue is reasonably consistent with the previous year, with the outcome for this ratio at 20.2%. Glen Eira is now eighth highest of the seventeen Councils in terms of its ability to attract Fee and Charge Revenue (2012-13: sixth highest). Note the significant increase in the revenue for the 2012-13 year reflects a full year's operations at the Glen Eira Sports and Aquatic Centre.

It is noteworthy the average result for the Inner Metropolitan Councils grouping is driven up by particularly strong results for the three Councils in the group with large parking revenues (Yarra, Port Phillip and Stonnington) who have ratios in excess of 29%.

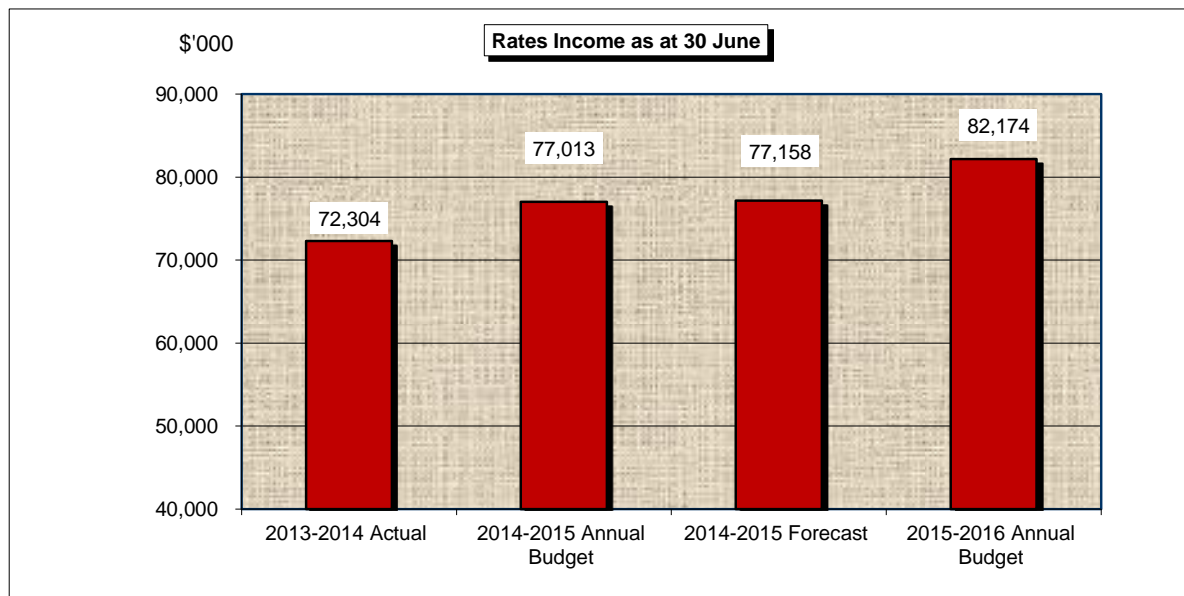
Maintaining a broader revenue base from Fees reduces the reliance on property based rating and this area has seen much improvement by Glen Eira in recent years”.

Budget Summary

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

1. Rates

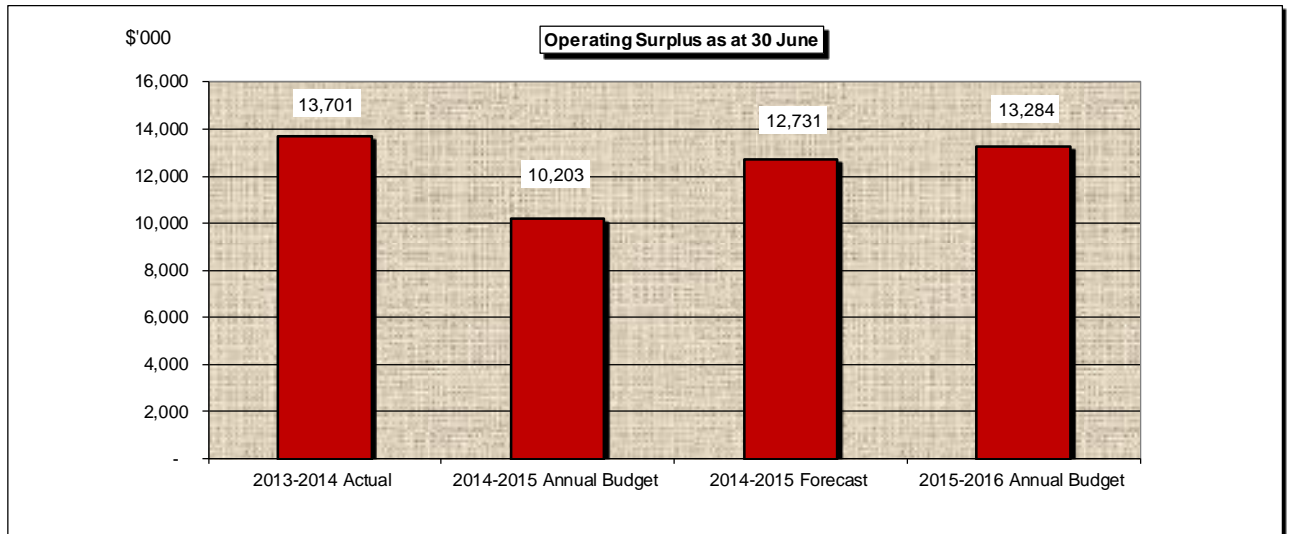
Average rates and charges per assessment to increase by 4.94%. This is made up of an additional 600 assessments, an increase of 6.5% for rate income and 2.5% for waste and recycling. Average rates and charges in 2015-16 would be \$1,538 (excluding the *Fire Services Property Levy*). This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne. (Average Land Tax in Glen Eira in 2015 is \$2,194).



Total rates would be \$82.17m, including \$550k generated from supplementary rates. Total rates and charges revenue would be \$96.41m. Total Stamp Duty and Land Tax from Glen Eira to the State Revenue Office in 2015-2016 is expected to exceed \$200m.

Refer to Appendix C 'Rates and Charges' for details.

2. Operating Result



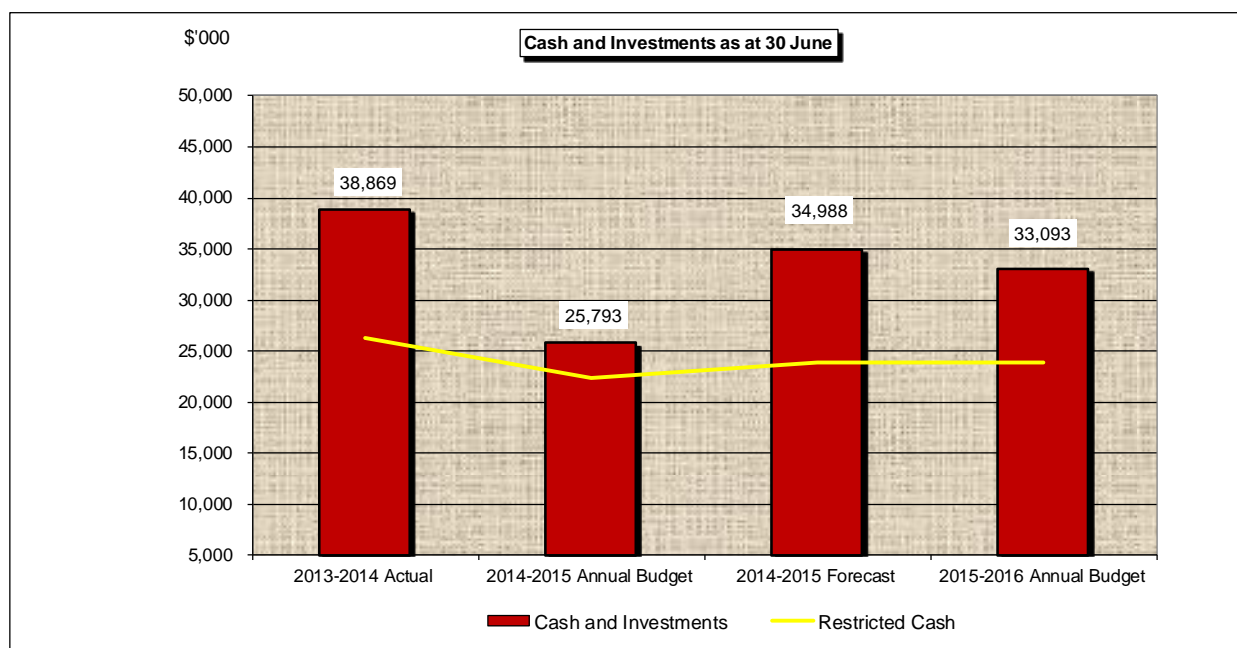
The expected operating result for the 2015-2016 year is a surplus of \$13.28m which is a \$553k increase from the 2014-2015 annual forecast.

The adjusted underlying result, which excludes items such as non-recurrent capital contributions, gains or losses on disposal of non-operating assets sold and other one-off adjustments, is expected to be \$12.88m.

The Surplus from Operations funds a higher Capital Investment Program.

Refer to section 6 of this section for further information. (The forecast operating result for the 2014-2015 year is a surplus of \$12.73m).

3. Cash and Investments



Total cash and investments are expected to decrease by \$1.9m during the year to \$33.09m as at 30 June 2016. This is due mainly to the carried forward component of the 2014-2015 capital works program.

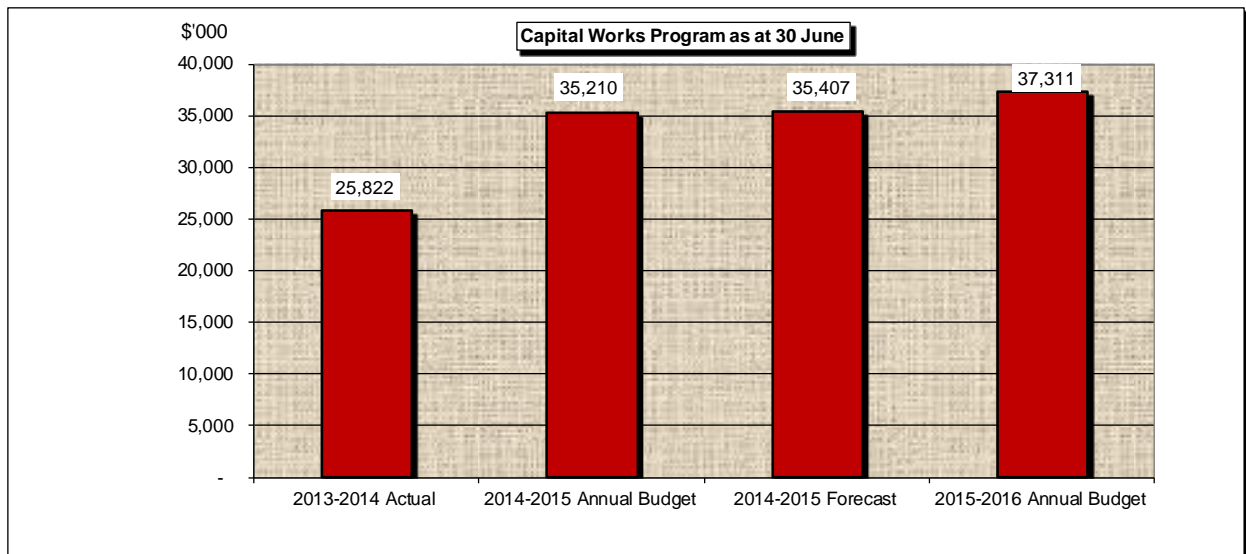
The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$34.99m as at 30 June 2015).

Council should hold sufficient cash to cover 'Restricted Assets' such as:

- Residential Accommodation Deposits (\$20m) 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
- Contract Deposits (\$3m).

One of the items which has placed additional pressure on Council's Liquidity Ratio is classification of leave entitlements. Notwithstanding a majority of 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.

4. Capital Works



The capital works program for the 2015-2016 year is expected to be \$37.31m of which \$5m relates to projects which will be carried forward from the 2014-2015 year. The carried forward component is fully funded from the 2014-2015 budget.

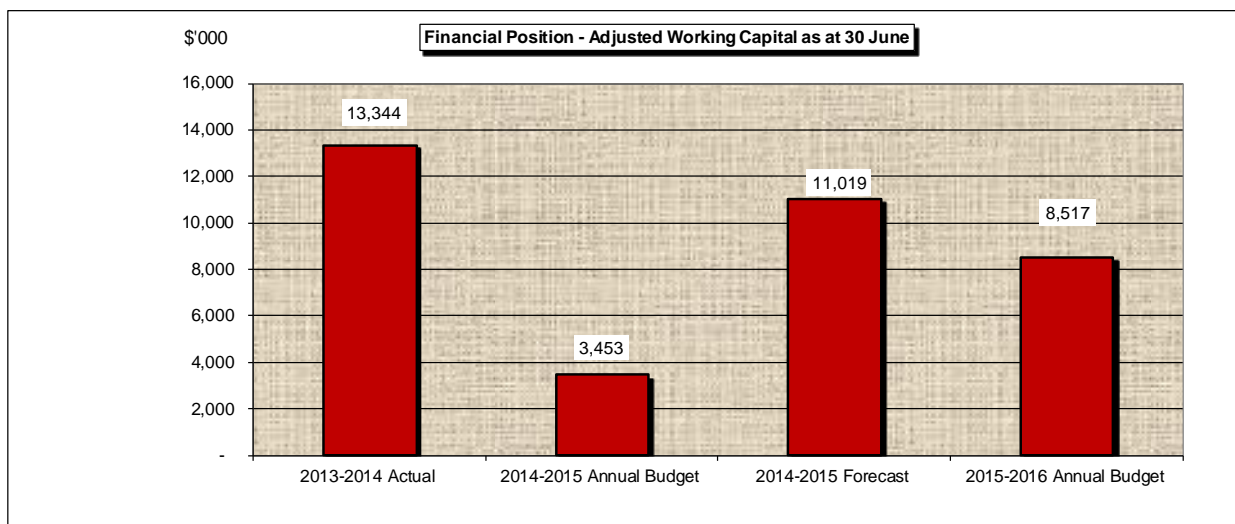
The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Capital Expenditure levels have been set to address the infrastructure renewal gap and complete some major projects such as Duncan Mackinnon Pavilion and Open Space Strategy Initiatives. (Capital works is forecast to be \$35.41m for the 2014-2015 year).

Council brought forward the spend of \$2m from 2015-2016 to 2014-2015 for the redevelopment of Booran Reserve. The 2015-16 Capital Works Program provides for the redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$4.84m (includes State Government Grant funding of \$585k).

Refer to Appendices A and B on Capital Works for details.

5. Financial Position

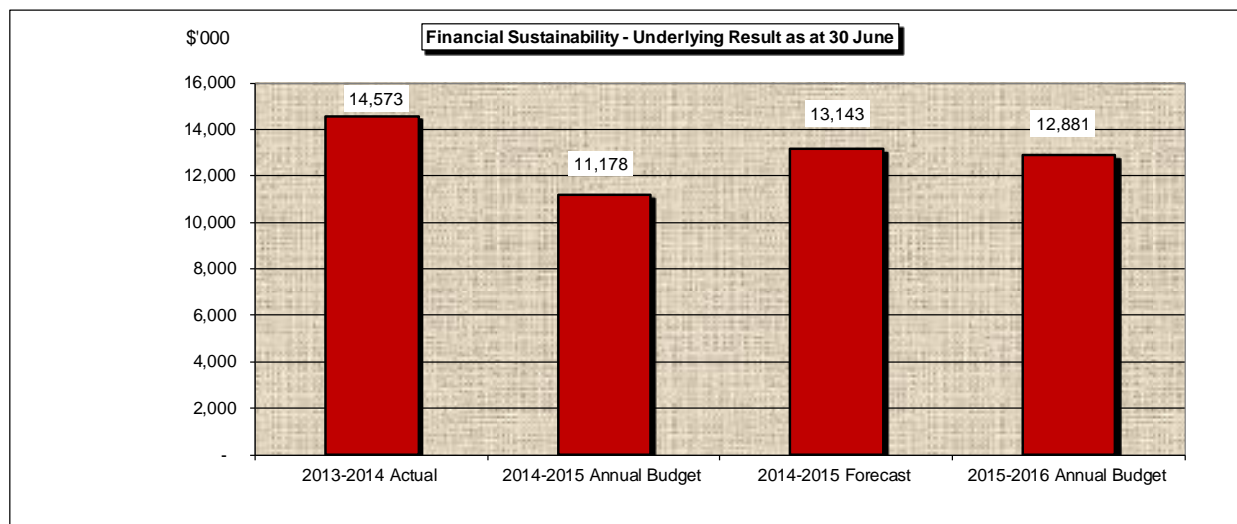


The financial position is expected to improve with net assets (net worth) to increase by \$12.78m to \$1,695m although net current assets (adjusted working capital) will reduce by \$2.5m to \$8.52m as at 30 June 2016.

This is mainly due to the use of cash reserves to fund the capital works program. The positive variance between the 2014-2015 forecast and 2015-2016 budget is due to a higher than expected level of cash at the end of June 2015, as the operating result for 2014-2015 is expected to be higher than budget.

The Adjusted 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. This has been adjusted for the current portion of residential aged care deposits which are expected to be refundable after 12 months.

6. Financial Sustainability



The adjusted underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other one-off adjustments.

It is a measure of financial sustainability as it is not impacted by non-recurring or one-off items of income and expenses which can often mask the operating result.

The adjusted underlying result for the 2015-2016 year is a surplus of \$12.88m which is a decrease of \$262k over the 2014-2015 forecast.

The forecasted underlying result for 2014-2015 (\$13.14m) is higher than the annual budget for 2014-2015 (\$11.18m) due to the following:

- Council was refunded \$876k from Clayton Regional Landfill. As a user of this Landfill site, Council was charged carbon tax on the disposal of waste. The refund relates to the carbon tax paid by Council on waste disposed during 2012-2013 and 2013-2014. The funds received will be spent on two sustainability initiatives:
 - Building Retrofits Sustainability Initiatives as per recent energy audits - Installation of solar panels - \$481k.
 - Commencement of LED Street Lighting Program - \$395k.
- Savings in Employee Costs offset by adverse variances in other operational expenditure areas.
- Open Space contributions more than anticipated. These contributions are levied on multi-unit property developments in order to fund open space. Council now applies the new uniform levy rate of 5.7% (Amendment C120). These contributions are volatile and depend on decisions made by developers, not Council.

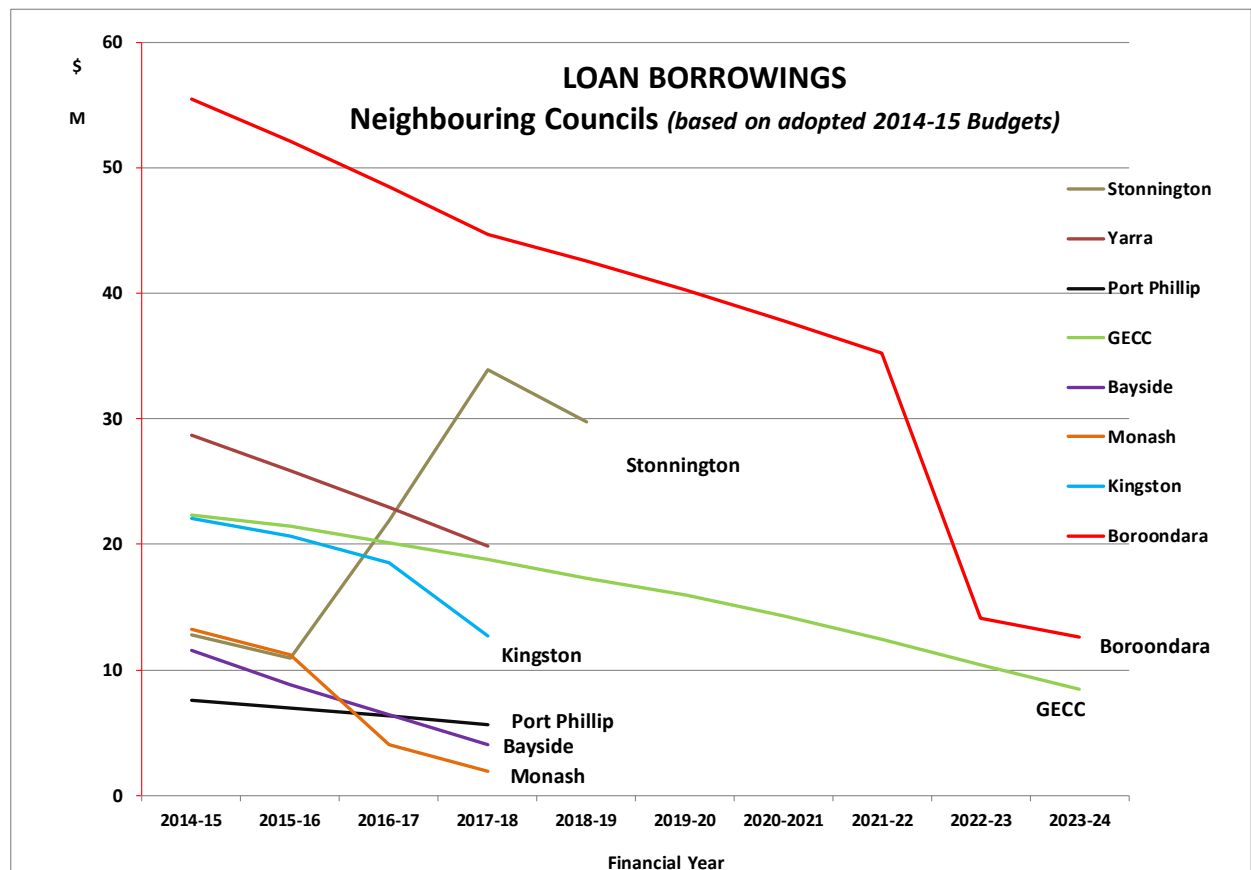
7. Borrowings

Borrowing repayments of principal and interest costs of \$2.94m will be made during the 2015-2016 financial year. Borrowings outstanding as at 30 June 2016 are projected to be \$20.22m. The repayment of all borrowings is fully funded by GESAC.

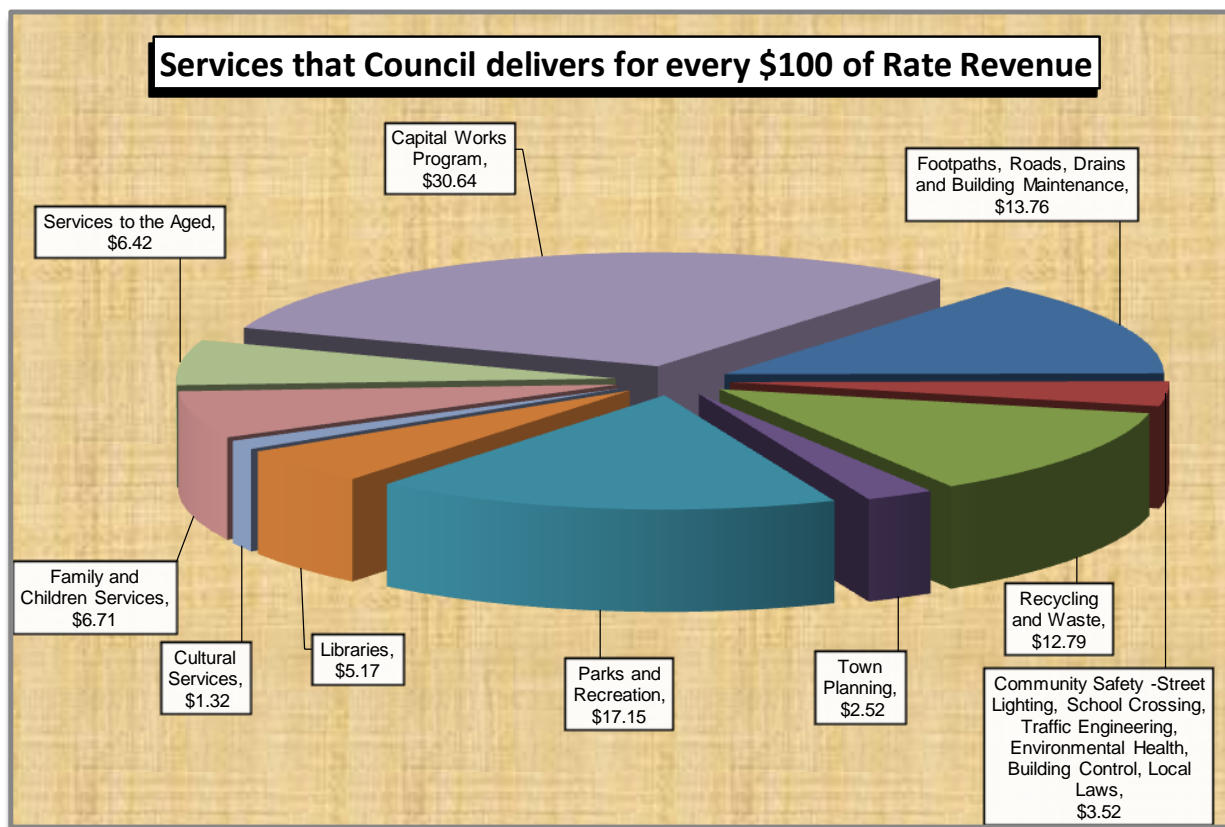
The table below shows the amounts of repayments for borrowings and interest as at 30 June for the 2014-2015 and 2015-2016 financial years. This information is specifically required by the Regulations.

Borrowings						
Year	New Borrowings	Leasing	Repayment of Borrowings	Repayment of Leases	Interest Paid for Borrowings and Leasing	Balance 30 June
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2014-2015 Annual Budget	-	-	1,025	54	1,986	22,361
2014-2015 Forecast	-	-	1,102	54	2,037	21,267
2015-2016 Annual Budget	-	-	1,209	54	1,674	20,218

The official projections for borrowings by our benchmark Councils based on their adopted 2014-15 Annual Budgets:



8. Council Expenditure Allocations



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

Please note that figures include internal income and expense allocations and are calculated net of direct income items such as grants and fees & charges (excluding waste management).

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

Budget Processes

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

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

The 2015-2016 budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 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 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. 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.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during January and February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

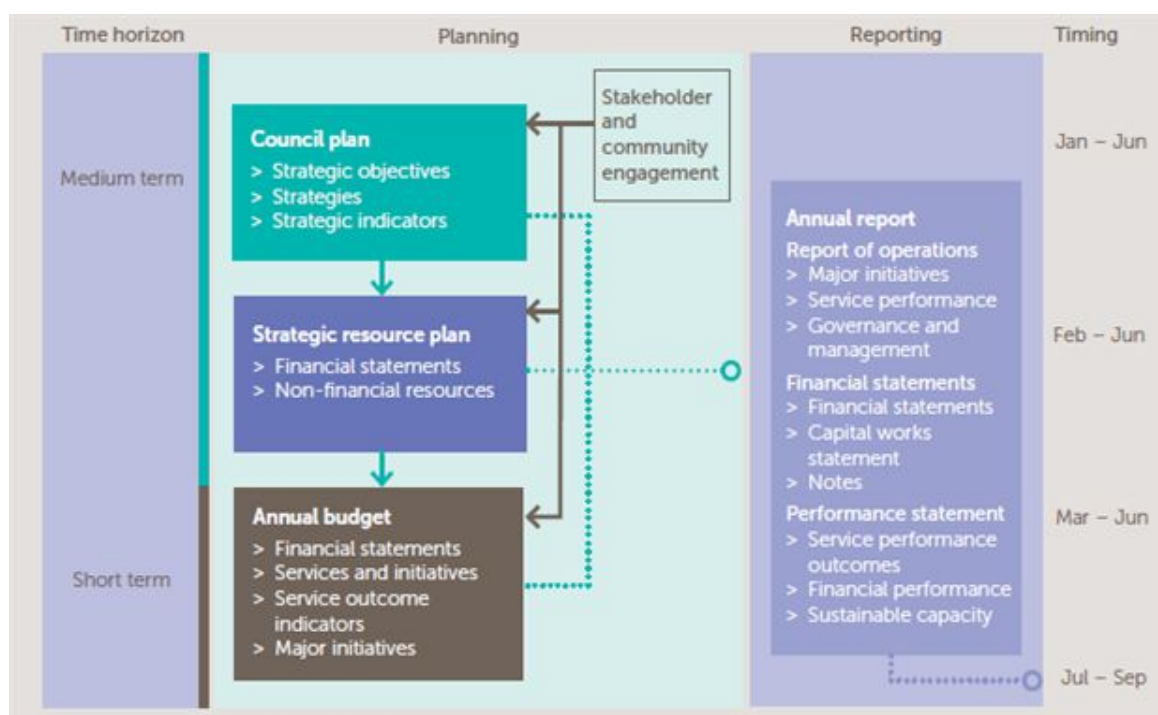
Budget Process	Timing
1. Officers update Council's long term financial projections	December/January
2. Officers prepare operating and capital budgets	January/February
3. Councillors consider draft budgets at Councillor Assemblies	March/April
4. Proposed budget submitted to Council for approval	May
5. Public notice advising intention to adopt budget	May
6. Budget available for public inspection and comment	May
7. Public submission process undertaken	May/June
8. Submissions period closes (28 days)	June
9. Submissions considered by Council/Committee	June
10. Budget and submissions presented to Council for adoption	June
11. Copy of adopted budget submitted to the Minister	July

1. Linkage to the Community Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (SRP), medium term (Community Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Planning and Accountability Framework

The Strategic Resource Plan, included in the Community Plan, is a rolling ten year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Community Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Community Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Transport, Planning and Local Infrastructure

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Community Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election, and thereafter is reviewed annually.

1.2 Our Purpose

Our Statement of Purpose

We work with and for the community:

- to provide quality facilities, services, safeguards and supports;
- 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
- that provides value-for-money for present and future generations.

Our Functions

The functions of Council include:

- Advocating and promoting proposals which are in the best interest of the local community;
- Planning for and providing services and facilities for the local community;
- Providing and maintaining community infrastructure in the municipal district;
- Undertaking strategic and land use planning for the municipal district;
- Raising revenues to enable Council to perform its functions;
- Making and enforcing local laws;
- Exercising, performing and discharging the duties, functions and powers of councils under the *Local Government Act 1989* and other Acts; and
- Any other function relating to the peace, order and good government of the municipal district.

Our Vision

Our vision is:

- an active and involved community with a strong sense of belonging and connection;
- a green and treed City with quality parks and recreational facilities;
- accessible quality services that support young people, families and the aged;
- a safe, clean and attractive City;
- valued neighbourhood character and preservation of local heritage;
- quality transport, traffic and parking infrastructure that enables safe traffic flow and provides a range of transport options for people moving around and through our City; and
- sustainable community assets that meet the needs of future generations.

Our Mission

We will:

- be responsive to the needs of our residents and ratepayers and deliver quality services which provide value for money;
- consult and engage with our community to understand community needs, aspirations and challenges;
- protect and enhance the environment for future generations;
- foster a strong sense of community and inclusiveness for people of all ages, abilities, cultures and backgrounds;
- be transparent, accessible and fair in our decision making; and
- be an advocate for the City and its people in dealing with other levels of government.

Our Guiding Values**a) Community focused, responsive and inclusive**

Council works to develop a tolerant 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, listen, and take 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. We constantly work to find innovative ways of providing services measured against recognised benchmarks to improve services and set improved 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. We operate to identify gaps and lift standards, currently not being met by other community providers or levels of government, within the constraints of its limited resources.

d) Indigenous acknowledgement

In the spirit of respect, Council acknowledges the people and elders of the Kulin Nation who have traditional connections and responsibilities for the land on which Council meets.

1.3 Strategic Objectives

This section provides a description of the activities and initiatives to be funded in the budget for the 2015-2016 year and how these will contribute to achieving the strategic objectives specified in the Community Plan. In response to a comprehensive community consultation process, the Community Plan was developed and incorporated the key issues raised in the research, community meetings and response process. These key issues are best summarised by the 8 themes which form the structure of the Community Plan.

Theme	Description	Strategic Objective
<u>Theme 1:</u> Services to support the community	Customer Service and services for family, youth and the aged	To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.
<u>Theme 2:</u> Traffic, parking and transport	Parking enforcement, safe crossings, local speed restrictions, speed treatments, parking in residential streets, residential parking permits, bike paths, bike safety, walking paths.	To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimizes the impact of traffic and parking on the local amenity and physical environment.
<u>Theme 3:</u> Town planning and development	Neighbourhood character, overlays, eco-friendly developments	To manage the rate and extent of change to the built environment consistent with state and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.
<u>Theme 4:</u> Governance	Strategic planning, responsible financial management, open transparent decision making, community reporting and risk management.	To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.
<u>Theme 5</u> Recreation and open space	Recreational facilities, trees, gardens, park maintenance, dog off leash areas, playgrounds, ovals and water conservation.	To enhance recreation facilities and open space to meet current and future needs of the local community.
<u>Theme 6:</u> Waste, graffiti and cleanliness	Waste and recycling, hard rubbish collection, graffiti removal, litter and cleanliness of shopping centres.	To maintain a safe, clean and attractive City.
<u>Theme 7:</u> Sustainable community assets and infrastructure	Streetscapes, street trees, street lighting, local roads, footpaths, local drainage and character of shopping centres, community buildings and environmental sustainability.	To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.
<u>Theme 8:</u> Community building and engagement	Community engagement, community consultation, community building, community connectedness, arts events and festivals.	To build a strong connected community that actively participates and engages with Council to improve outcomes for the community.

1.4 Summary of Major Initiatives

Below is a summary of Council's Major Initiatives for the 2015-2016 budget year as required by section 127 (2) (d) of the *Local Government Act 1989*:

Major Initiatives

Theme	Description	Strategic Objective
<u>Theme 5</u> Recreation and open space	Recreational facilities, trees, gardens, park maintenance, dog off leash areas, playgrounds, ovals and water conservation.	To enhance recreation facilities and open space to meet current and future needs of the local community.

- Completion of the construction of Duncan Mackinnon Pavilion.
- Completion of the construction of Centenary Park Pavilion (including new car park).
- All major construction contracts let for the Booran Reserve Redevelopment.
- Complete new local park at Eskdale Road/Fitzgibbon Crescent.

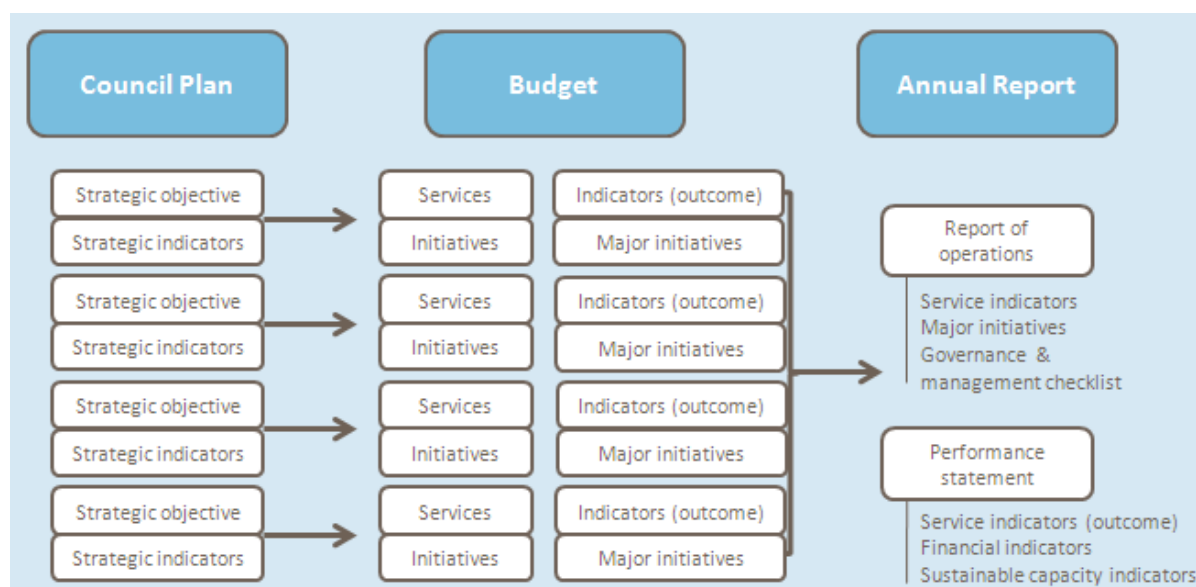
Theme	Description	Strategic Objective
<u>Theme 7:</u> Sustainable community assets and infrastructure	Streetscapes, street trees, street lighting, local roads, footpaths, local drainage and character of shopping centres, community buildings and environmental sustainability.	To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.

- Complete investigations for the LED Street Lighting Program.

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 2015-2016 year and how these will contribute to achieving the strategic objectives ('Themes') outlined in the Community Plan as set out in Section 1.3.

It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their 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 Environment, Land, Water and Planning (formerly Transport, Planning and Local Infrastructure)

2.1 Theme 1: Services to support the community

Customer Service and services for family, youth and the aged

Managing resident and ratepayer requests and complaints is a Council priority. Residents and ratepayers visit the Customer Service Centre, call, email or submit an online request. Council has a Customer Request System to track, respond and report all customer requests and complaints. Residents can contact the Customer Service Centre at any time to be updated on their request.

Council provides a broad range of services to the community which best meets the interests and needs of families, youth and the aged. To ensure that these services are delivered efficiently and to meet community needs, Council has developed a number of plans which assist in service delivery. These detailed plans are available on Council's website.

- Council has developed a Municipal Early Years Plan (MEYP) in partnership with the Municipal Association of Victoria (MAV) and the Department of Education and Early Childhood Development (DEECD). This Plan identifies actions that will improve local planning, provide for the development and evaluation of early years' programs and build stronger partnerships and networks across the service system.
- Council has developed the Glen Eira Ageing Strategy that includes priority areas under which Council initiatives will be developed to respond to the issue of an ageing population.
- The Glen Eira Municipal Public Health Plan brings together information gathered through consultation with the community and local health agencies and identifies a range of initiatives to respond to the health and wellbeing needs of local residents and ratepayers.
- The Glen Eira Community Safety Plan aims to improve safety in public places, enhance crime prevention, improve public health and safety and increase community awareness about local safety issues: Community safety contributes greatly to the health and wellbeing of the Glen Eira community.
- Glen Eira City Council aims to provide services and facilities that are accessible to all people who reside, work in or visit the City and recognises that it has a responsibility to improve access for people with disabilities. The development of a Disability Action Plan has identified opportunities to enhance service and facility planning and provision, to eliminate barriers preventing participation and access by people with disabilities.

Services for young people and families include immunisation services, maternal and child health services, childcare services and a youth program that encourages young people to engage with their community.

Services for the aged include home and community care programs to assist older persons to live independently within their own home, attend social outings programs, exercise classes, senior citizens centres and residential aged care facilities to assist the most vulnerable members of the community.

Council's four libraries are places where people can learn about the world around them. The libraries can help people expand their horizons by providing information, materials, services and programs that inspire, enrich, challenge and entertain.

Strategic objective

To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.

Services/Initiatives

- Continue to provide a comprehensive range of community services that are responsive to the needs of the community.
- Encourage residents to raise issues through letters, emails and calls to the Service Centre, and provide timely and informative responses.
- Deliver children's services that provide support, education and improve health and wellbeing outcomes for young children and their families subject to State Government policies and funding arrangements.
- Assist older people and people with a disability to maintain healthy, active and independent lifestyles in their own home and within the community.
- Deliver a range of disability services that promotes community inclusiveness and access for all-abilities.
- Ensure Council libraries provide a broad range of books, e-books, learning materials, access to technology, activities and programs that entertain, enrich and develop the community.
- Implement a range of centre and school-based programs to engage young people aged 10 to 25 years and encourage active participation.
- Provide youth work support to young people and families to assist in positive development.

2.2 Theme 2: Traffic, parking and transport

Parking enforcement, safe crossings, local speed restrictions, speed treatments, parking in residential streets, residential parking permits, bike paths, bike safety, walking paths.

Council provides a range of traffic management initiatives for the benefit of its residents and ratepayers.

Addressing safety is the most important task. The basis for achieving this is Council's *Road Safety Strategy* (RSS). The RSS prioritises needed changes to the road system that will address identified safety concerns. Accident history informs the RSS priorities. The RSS is a living strategy and priorities change with updated data.

The general aim of traffic management is to calm traffic in local streets and direct through-traffic to the more major roads.

Traffic measures used to achieve this aim include speed humps, traffic lights, pedestrian crossings, roundabouts, turn restrictions and splitter islands. An annual capital works budget bid is made to fund such works.

Other initiatives are designed to improve the amenity of residents. The problem may be that residential streets are over parked with non-resident cars. This can be addressed by the introduction of restricted parking together with a resident parking permit scheme. Such a permit gives immunity to any restriction. Before any such scheme is introduced, residents are consulted. The scheme would only proceed where clear resident support is evident.

The management of roads is shared between Council (local roads) and VicRoads (major roads). For those roads under the control and management of VicRoads, Council advocates for VicRoads to address known traffic related concerns.

Council also has a role to play in advocating for improved public transport services. Realistically car ownership, the basic reason for traffic congestion and car parking shortages, will only decline when good alternative transport options are available. Public transport is a key alternative to the car.

Council is also committed to improving walking and bicycle riding as legitimate transport forms. Two important Council strategies help to deliver an improved walking and bicycle network. The two strategies are the *Towards Sustainable Transport Strategy* and the *Bicycle Strategy*.

Parking demand outstripped parking supply within Glen Eira many years ago. This leads to the need to constantly balance parking opportunities for all within the city be they residents, shop-keepers and their staff, customers, workers or visitors.

Transport and town planning are closely linked. For example, justification for higher density dwellings is often based on proximity to public transport. There is a need for transport decisions to reflect planning policies and vice versa.

Strategic Objective

To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.

Services/Initiatives

- Improve safety and movement of road users and provide a fair and equitable balance of parking.
- Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.
- Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.
- Improve safety around shopping centres, parks and schools by maintaining safe school crossings and installing traffic management treatments to protect vulnerable road users such as children and older residents.
- Plan, construct and maintain interconnecting bike paths and lanes to facilitate safe bicycle transport options bearing in mind the need to facilitate safe traffic flow.
- Improve road safety and manage congestion on the local road network.

2.3 Theme 3: Town planning and development

Neighbourhood character, overlays, eco-friendly developments, building and planning enforcement.

Town planning is concerned with managing use and development of land. It does this through the provisions of the *Glen Eira Planning Scheme*. The *Planning Scheme* comprises maps (zones and overlays) and written controls and policies (ordinance).

Planning schemes contain an integrated set of policies set out by both the State Government, and Local Government. The planning system requires councils to exercise a wide range of discretions in its day-to-day decision making. Good, clear policies result in outcomes that align with the strategic plans of a council.

The underlying control mechanism is the grant or refusal of a town planning permit. Council must direct advertising of an application if it considers the grant of a permit may cause detriment to any other person. This means that neighbours are sometimes directly notified, a sign appears on the land subject to the application and for major proposals a notification in a local newspaper occurs.

All Council town planning decisions are subject to appeal. Both applicants (developers) and neighbours opposed (objectors) to any development can lodge an appeal with VCAT. Except on a point of law VCAT's decisions are final.

Town planning can be both complex and confusing. Not all development needs a town planning permit. For example, as a general rule, a single dwelling does not need a town planning permit.

Good town planning policies evolve out of good community consultation and involvement. That is, there is a strong link between community planning/involvement and town planning policy development. Unfortunately Council needs to work within constraints of state planning policy.

Council's town planning policy must comply with state planning policy. A large part of the *Glen Eira Planning Scheme* is in fact State Government planning policies and provisions. Council can only develop policies which are seen as consistent with state policy.

Council has been successful in moderating state planning policy with respect to residential development. This has been achieved by differentiating the City into two broad categories called Minimal Change and Housing Diversity. Council's Minimal Change areas comprise 80% of Glen Eira. In the past this differentiation has only been possible using town planning policies. However, as a result of the State Government recently introducing new residential zones into the planning scheme, Council has been able to translate our policies into zones/controls. The implementation of these new residential zones across Glen Eira gives greater weight and certainty.

Council's Minimal Change areas are now zoned Neighbourhood Residential Zone Schedule 1 (NRZ-S1). The aim of these areas is to limit the intensity of development thereby helping to retain the valued neighbourhood character of these areas. The NRZ has a maximum height limit of 8m and a mandatory requirement of not more than 2 dwellings per lot.

The State Government's strategic plan for Melbourne identifies activity centres as locations where more intense and diverse development can occur. These centres are located around transport nodes and shopping centres. In Glen Eira, the four largest activity centres are the Urban Villages of Carnegie, Elsternwick and Bentleigh and an area around the Caulfield Railway Station known as the Phoenix Precinct. Glen Eira has a hierarchy of centres ranging from the top level Urban Villages to lower order centres known as Neighbourhood Centres and Local Centres.

The State Government's two remaining residential zones namely the General Residential Zone and Residential Growth Zone cover the areas of the municipality designated by policy as Housing Diversity areas. Medium density dwellings are directed to these zones which include activity centres. The use of the three residential zones leads to a planned and managed method of controlling the rate and extent of new development. This in turn provides certainty for developers and residents alike.

Strategic Objective

To manage the rate and extent of change to the built environment consistent with state and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.

Services/Initiatives

- Plan for a mixture of housing types that allows residents to meet their housing needs in different stages of their life cycle within the City.
- Enforce the provisions of the Glen Eira Planning Scheme and building control requirements across the City as well as compliance with any planning permits.
- Ensure new multi-dwelling residential development is sympathetic to the existing neighbourhood character in Glen Eira's minimal change areas.
- Strengthen town planning protection of residential areas identified as having significant character.
- Reduce the intensity of residential development within Housing Diversity areas which interface with minimal change areas.
- Encourage and support community involvement in the planning permit application process.
- Provide an opportunity for all residents to be informed and to participate in town planning applications where they (and others) object.
- Provide a fair, transparent and inclusive town planning decision making process.
- Ensure residents and ratepayers have access to simple and easy to use information about the Council town planning process, the responsibilities of developers and how to participate in the process.
- Undertake community consultation and engagement to ensure the *Glen Eira Municipal Strategic Statement*, *Glen Eira Planning Scheme* and town planning process meets the needs of local residents and ratepayers.
- Encourage environmentally sustainable design for new buildings.

2.4 Theme 4: Governance

Strategic planning, responsible financial management, open transparent decision making, community reporting and risk management.

Good governance means that the structures, activities and operations of the Council are conducted in accordance with principles of legal compliance, probity, transparency, accountability and with respect for residents and all stakeholders.

A key focus of Council operations is to ensure it meets its legal, financial and social responsibilities. Council acknowledges the need to be publicly accountable for providing the community with high standards of service and leadership.

Council has established a broad range of structures, reporting practices, roles and accountabilities to enable good governance. These include — *Long Term Financial Strategy*, *Risk Management Strategy*, *Councillor Code of Conduct*, the Council planning and budget process and the Audit Committee structure.

Key governance approaches and strategies include:

- Council's *Long Term Financial Strategy* — Council is required by the *Local Government Act* to prepare a Strategic Resource Plan covering long-term financial resources and including key financial indicators for at least the next four financial years to support the Community Plan. The *Strategic Resource Plan* takes the strategic objectives and strategies as specified in the *Community Plan* and expresses them in financial terms over 10 years.
- Council's *Risk Management Strategy* has been developed to minimise losses and maximise opportunities. It identifies, analyses, monitors and communicates risks associated with the activities, functions and processes of Council.
- The *Glen Eira City Council Councillor Code of Conduct* outlines the role of the Council and gives an overview of Councillor responsibilities in accordance with the *Local Government Act 1989*. The Code includes guidelines for rules of conduct, Council decision making and the use of Council resources. It also includes procedures for disclosure of interests and conflicts of interest.
- This *Community Plan* includes strategies and actions to ensure Council is transparent and accountable for the resources used for these purposes. The Community Plan is reviewed and reported on each year in Council's Annual Report, and provides a strategic overview of Council's priorities in coming years.
- Council's *Annual Report* provides a detailed account of Council's performance, achievements, disappointments, approach to emerging challenges and stewardship of public monies. Council's Annual Report is available from Council's website www.gleneira.vic.gov.au and Town Hall.
- The Audit Committee is designed to play a key role in assisting Council to fulfil its governance and overseeing responsibilities, ethical practices and accountability requirements. The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter to facilitate decision making by Council in relation to the discharge of its responsibilities.
- The *Charter of Human Rights and Responsibilities* is a Victorian law that sets out the basic rights, freedoms and responsibilities of all people in Victoria. It requires local councils to consider human rights when they make laws, develop policies or provide services. The *Charter* gives legal protection to 20 fundamental human rights, such as the right for people to have a fair trial, the right to say what they think, the right to join groups and meet freely, and the right to enjoy their culture.

Strategic Objective

To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

Services/Initiatives

- Inform the community about Council's roles and activities through a broad range of media.
- Maximise capital investment while continuing to keep operating costs and rates below the average of neighbouring councils.
- Ensure that Council complies with financial and performance reporting requirements.
- Ensure that Council adheres to the *Charter of Human Rights*.
- Establish an effective monitoring and review process for the *Glen Eira Community Plan* to check and report progress towards community needs.
- Ensure the outcomes of all Council Meetings are readily accessible to members of the community, to maintain transparency and responsible governance outcomes.
- Implement Council's *Risk Management Strategy* to ensure that risk is effectively managed throughout the organisation.
- Continue to implement Occupational Health and Safety strategies to provide a safe workplace and protect staff from injuries.

2.5 Theme 5: Recreation and open space

Recreational facilities, trees, gardens, park maintenance, dog off leash areas, playgrounds, ovals and water conservation.

The City of Glen Eira offers residents a variety of recreational opportunities across the City's 68 parks, 45 playgrounds and 45 sportsgrounds that collectively cover 163 hectares.

In addition, Council monitors and maintains a number of leisure facilities including the new Glen Eira Sports and Aquatic Centre, Carnegie Swimming Pool, Caulfield Recreation Centre, Duncan Mackinnon Athletics track, Packer Park Velodrome, eight community tennis courts and a number of golf practice cages.

Open space is a vital community asset that provides benefit for the whole community, from playgrounds for children and picnic areas for families to sportsgrounds for the more active and stunning gardens for walking and contemplation. The popularity of these spaces extends beyond the City with many parks having a regional appeal.

The immediate benefits of open space are well documented such as encouraging physical activity, social interaction and improving the wellbeing of the community. Increasingly, research is showing that quality open space can increase property values, attract and retain businesses, attract and retain workforces, revitalise areas, boost tourism and create jobs.

Residents are active users of open space and passionate about their local parks. Usage extends from organised sport to a range of passive, unstructured activities, with some of the more popular pursuits including walking, cycling, jogging, dog walking and using one of the 45 playgrounds. Council will continue to ensure parks support a diverse range of opportunities and balance the needs of all users.

The City of Glen Eira has the lowest amount of open space of any city in Melbourne and Council will actively seek new opportunities to increase and optimise open space for residents. This can be often achieved through forming partnerships with State Government, state agencies, businesses or local community groups. For example, Council has worked with the Melbourne Racing Club to provide more public use of the centre of Caulfield Racecourse for passive open space recreation.

Glen Eira Sports and Aquatic Centre (GESAC) is the single largest capital works project embarked upon by Glen Eira City Council in its history. The facility provides leisure, recreation and wellbeing opportunities for all segments of the community — people aged six months to 75 and beyond. GESAC is one of Australia's premier sports and aquatic centres and features state-of-the-art aquatic, fitness, sports, rehabilitation, wellness, café and occasional care facilities.

Council's continuing program of upgrading or redeveloping playgrounds will ensure that a diverse array of play opportunities for children is provided. In addition to play opportunities, playgrounds are often centres of community activity, where people can meet, socialise and connect.

Council is the primary provider of community sports and recreation infrastructure and invests a significant amount in providing facilities that meet the needs and aspirations of a growing and dynamic community. Council has developed a framework which guides the redevelopment or upgrade of all sporting pavilions. In the process, the concept of sports pavilions being single purpose facilities will be replaced with the idea that pavilions are valuable community hubs, providing a range of recreation, social and sporting opportunities to the whole community.

Council understands that sport and active recreation plays a much broader role than just providing physical activity opportunities. They weave the social fabric on which communities are built, promote health and wellbeing, reduce the economic impact of lifestyle related diseases and provide individuals with a sense of belonging, support and social interaction.

Recreational facilities in Glen Eira are large consumers of water and electricity. Water is required to maintain ovals and parks while heating and lighting are required for pavilions. Council must ensure that water and electricity consumption is minimised.

The increasingly diverse range of activities and additional sports usage provides a challenge for Council's ongoing maintenance, management and development of open space. As the demands on public open space increases, it will need to be managed to maximise public access and to provide the widest range of user opportunities.

Strategic Objective

To enhance recreation facilities and open space to meet current and future needs of the local community.

Services/Initiatives

- Upgrade or renew Council sporting pavilions in line with Council's *Priorities for Pavilion Upgrades* Report to provide clubs and groups with access to relevant and appropriate facilities and amenities.
- Implement an annual capital works program in relation to the open space and sporting facility upgrade.
- Develop a new Glen Eira Long Term Open Space Strategy.
- Provide access to Council facilities (including sporting grounds and pavilions) for community activities and sport.
- Ensure the availability of a diverse range of passive recreational opportunities in local parks that meet the needs of the community.
- Provide a range of leisure and aquatic programs at Glen Eira Sports and Aquatic Centre and Carnegie Swim Centre that meet the needs of the community.
- Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.
- Continue a program of upgrading or redeveloping playgrounds to ensure that a diverse array of play opportunities for children of all-abilities is provided.
- Continue to provide a balance of both on and off-leash areas for dogs across the City and educate pet owners on responsible pet ownership.
- Continue to maintain and improve facilities in parks. For example lights and benches.
- Continue to plant and maintain trees and other vegetation in our parks.

Major Initiatives

- Completion of the construction of Duncan Mackinnon Pavilion.
- Completion of the construction of Centenary Park Pavilion (including new car park).
- All major construction contracts let for the Booran Reserve Redevelopment.
- Complete new local park at Eskdale Road/Fitzgibbon Crescent.

2.6 Theme 6: Waste, graffiti and cleanliness

Waste and recycling, hard rubbish collection, graffiti removal, litter and cleanliness of shopping centres.

Council provides waste and recycling services to help residents and businesses dispose of waste appropriately. Council offers a range of kerbside bin collection services for garbage (collected weekly) and for recycling and green waste (collected fortnightly). Residents can make on-call bookings for collections of hard rubbish, bundled branches and bulk quantities of cardboard. Council also picks up e-waste as part of the hard rubbish collection service.

Council maintains a clean and safe environment for the community. Council provides litter bins throughout the City for convenience of the community and regularly cleans footpaths and kerbing in shopping centres and roads in local streets.

Council investigates both dumped rubbish and graffiti and supports the community to remove these. Council's activities include the programmed clean-up of graffiti from laneways using supervised Community Correctional Services clean-up teams helping the community remove graffiti from private property where resources allow and creating awareness of the need for graffiti prevention within Glen Eira.

Waste disposal to landfill is a major contributor to greenhouse gas emissions as well as an increasing cost burden for Council and ratepayers. Council undertakes long-term planning to reduce community waste to landfill and minimise both cost and emissions from waste.

Increasing recycling of e-waste (such as TVs and computers), green waste and food waste is an important focus for Council in both its community awareness raising activities and in planning for new services. Better recycling reduces waste to landfill, which reduces greenhouse gas emissions and allows valuable materials to be reused.

Strategic Objective

To maintain a safe, clean and attractive City.

Services/Initiatives

- Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of household waste.
- Develop and implement programs to reduce waste and increase rates of recycling within the community.
- Undertake a review of Council's hard rubbish collection service to ensure that it meets the needs of local residents and keeps streets clean and safe.
- Deliver graffiti services that rapidly removes graffiti from Council owned assets and assists local residents and businesses to remove and prevent graffiti.
- Deliver a comprehensive cleaning, maintenance and renewal program for local shopping centres to ensure they remain attractive, safe and clean.

2.7 Theme 7: Sustainable community assets and infrastructure

Streetscapes, street trees, street lighting, local roads, footpaths, local drainage and character of shopping centres, community buildings and environmental sustainability.

Maintaining community assets and infrastructure is one of Council's most important responsibilities.

Infrastructure such as footpaths, nature strips, vehicle crossings, street signs, kerbs, channels and drainage are integral to a well-functioning and safe community. The community also requires access to high quality shopping strips, libraries, recreational facilities and senior citizens centres.

Over the last few years, Council has commenced intensive programs of infrastructure renewal, gradually replacing and repairing the streets, footpaths and drains to ensure their viability into the future.

Upgrading, maintaining and renewing community assets is central to Council's long-term strategy and is a major cost. Council currently expends approximately \$30 million per annum to address infrastructure renewal and complete major capital works. Council assets and infrastructure are valued at over \$1 billion dollars (replacement costs). To maintain assets effectively, Council must continue to keep operating costs low, capital investment high, advocate to governments, pursue all avenues of external funding and raise funds through contributions from developers.

Council has developed an *Asset Management Strategy* that outlines how Council will manage community assets such as roads, footpaths, recreational facilities, parks, buildings and equipment. The *Strategy* sets out the level of asset renewal required and individual assets that will need to be replaced over the next five years.

Council maintains more than 470 kilometres of local roads, approximately 540 kilometres of drains and 22,000 drainage pits.

Council undertakes a range of services to ensure that stormwater is discharged to Melbourne Water main drains. Council maintains the existing drainage infrastructure by cleaning and repairing Council drains and pits and upgrades and replaces drains as necessary. On average, Council proactively cleans about 30 kilometres of drains and 6,000 pits per annum and attends to 800 to 1,000 drainage service requests from the community.

Kerbs and channels form a barrier between road pavement and nature strips that aims to direct stormwater runoff into stormwater drains and to protect the edge of the road from erosion. Council maintains nearly 833 kilometres of kerb consisting of concrete and bluestone. Council regularly uses street sweeping machines to prevent the build-up of leaves and debris in the channels.

The purpose of drains is to take water from Glen Eira to Port Phillip Bay. As Glen Eira has no frontage to the bay, Council's drains run into Melbourne Water drains. It follows that the effectiveness of a drainage system as a whole is the effectiveness of the local drains (Council) and the main drains (Melbourne Water). To mitigate the risk of flooding Council has committed to continuing its \$3 million rolling program to renew and upgrade its drains on a priority basis. Council will also continue to work with emergency service organisations and Melbourne Water to develop a new *Flood Management Plan* and *Flood Emergency Management Plan*.

Street signs and street furniture contribute to the quality and safety of streetscapes and open spaces in Glen Eira. Signs, seats, tables, rubbish bins, bicycle racks, rest shelters and drinking fountains are common items of street furniture installed by Council. Glen Eira is widely recognised as one of Melbourne's premier green, leafy municipalities and Council works hard to maintain and promote this reputation. Street trees provide many benefits to the community including a unique neighbourhood character, habitat for local fauna, shade and reduction in greenhouse gas emissions.

Council has developed a *Street Tree Strategy* that sets out the long-term plans for street tree planting in Glen Eira. The *Strategy* aims to ensure street trees are appropriate to the urban character, that they remain healthy and it sets out how Council will address the issues of aesthetics, maintenance, risk, heritage, conservation and environmental considerations.

Building and lighting infrastructure is a major consumer of electricity and water. With the challenge of climate change, and rising costs, a major task is to improve the efficiency of infrastructure over time. Council needs to respond appropriately to the challenge of preventing dangerous climate change including managing change within its own organisation.

Strategic Objective

To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.

Services/Initiatives

- Deliver a strategic and informed program to renew, upgrade and build community assets to meet the current and future needs of the community.
- Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.
- Maintain, renew and upgrade footpaths, crossings, street signs and local roads to ensure safe movement of traffic, bicycles and pedestrians.
- Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.
- Enhance leafy green streetscapes, road reserves and public places that are clean, attractive and improve public safety.
- Implement strategies to increase sustainability. e.g. reduce the use of potable water, energy, waste and natural resources.
- Continue to promote and support strategies to increase environmental biodiversity.
- Refurbishment of Elsternwick Library to ensure that it continues to function effectively into the future.

Major Initiatives

- Complete investigations for the LED Street Lighting Program.

2.8 Theme 8: Community building and engagement

Community engagement, community consultation, community building, community connectedness, arts events and festivals.

Community engagement provides an avenue for the community to become involved in local decision making and encourages collaboration from all members of the community. A *Community Engagement Strategy* has been developed to actively engage with the community and sets out the methodologies, tools and techniques used by Council. The *Strategy* also provides information about how the community can participate in consultations, how Council decisions are made, where decisions are published and how participants will be kept informed through consultation processes.

Council consultative processes aim to inform the community about local issues and encourage the community to play an active role in the way Council delivers services for the future of Glen Eira.

Council aims for consultation processes to be accessible and provide variety, flexibility and choice so that all members of the community can easily and readily engage with Council and express their views.

Fostering participation, a sense of community and the empowerment of individuals builds a strong and resilient community. Community connectedness and a feeling of belonging also contribute to the health and wellbeing of individuals.

Council provides a broad range of facilities, amenities, open space, activities and events that encourage community participation to cater for the wide variety of community interests. There are more than 400 local community groups in Glen Eira providing social, recreational and cultural opportunities for the local community. These organisations play a vital role to help to build community spirit and social connectedness.

Community based arts activities and cultural events build social cohesion, respect, community spirit and active local citizenship. Bringing the community together through creative partnerships increases community awareness of local issues, shared values and ideas helping mobilise communities to build community capacity and capability. Council provides a diverse range of arts events and festivals including exhibitions, events and concerts to entertain engage and culturally enrich the lives of those who live, work, study and visit in the City of Glen Eira.

Strategic Objective

To build a strong connected community that actively participates and engages with Council to improve outcomes for the community.

Services/Initiatives

- Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.
- Provide a range of initiatives and programs to build strong connected community groups
- Support local community groups through the provision of community grants to assist groups to meet identified community needs.
- Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.
- Deliver a comprehensive range of community consultation processes that provide all members of the community with the opportunity to participate.
- Review the Council Community Engagement Strategy and consultation process to ensure the community provides input to Council using up to date technologies and social media.
- Communicate and engage with the local community by providing accurate and up-to-date information about local issues and how they will be addressed by Council.

2.9 Service Performance Outcome Indicators

As prescribed by section 131 of the *Local Government Act 1989*, Council is required to prepare a budget which includes prescribed indicators of service performance. These indicators are listed in the following table:

Service	Indicator	Performance Measure	Computation
1. Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
2. Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
3. Maternal and Child Health	Participation	Participation in MCH key ages and stages visits (Percentage of children attending the MCH key ages and stages visits)	[Number of actual MCH visits / Number of expected MCH visits] x100
		Participation in MCH key ages and stages visits by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits)	[Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children] x100
4. Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100

Service	Indicator	Performance Measure	Computation
5. Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
6. Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	[Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT] x100
7. Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
8. Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Service	Indicator	Performance Measure	Computation
9. Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
10. Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

2.10 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2015-2016 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this budget report.

The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.11 Reconciliation with Budgeted Operating Result

Council produces a reconciliation of the key functions and activities of Council against the budgeted operating result shown below. The financial results and definitions of what's included in the key functions/activities areas are shown in the following pages:

Reconciliation with budgeted operating result for the year ending 30 June					
Function/Activity	Ref	Annual Budget 2014-2015	Forecast 2014-2015	Annual Budget 2015- 2016	Variance 2014-2015 Forecast to 2015-2016 Budget
		\$'000	\$'000	\$'000	\$'000
Rates					
Income		77,013	77,158	82,174	5,016
Roads, Drains and Building Maintenance	2.11.1				
Income		1,503	1,476	1,555	79
Expenses		12,529	12,737	13,706	(969)
Net Result		(11,026)	(11,261)	(12,151)	(890)
Environmental Strategy and Services	2.11.2				
Income		13,732	14,702	14,236	(466)
Expenses		12,176	13,126	13,605	(479)
Net Result		1,556	1,576	631	(945)
Planning and Community Safety	2.11.3				
Income		7,016	7,106	6,857	(249)
Expenses		10,403	10,379	10,865	(487)
Net Result		(3,387)	(3,273)	(4,008)	(735)
Park Services	2.11.4				
Income		40	37	40	3
Expenses		8,593	8,918	10,283	(1,365)
Net Result		(8,553)	(8,881)	(10,243)	(1,362)
Recreation	2.11.5				
Income		587	748	634	(114)
Expenses		2,031	2,049	1,933	116
Net Result		(1,444)	(1,301)	(1,299)	2
Libraries	2.11.6				
Income		975	974	973	(1)
Expenses		4,285	4,254	4,279	(25)
Net Result		(3,310)	(3,280)	(3,306)	(26)
Community Care	2.11.7				
Income		7,933	8,118	8,289	171
Expenses		8,966	8,903	9,104	(201)
Net Result		(1,033)	(785)	(815)	(30)
Family and Community Services	2.11.8				
Income		5,433	5,439	5,669	230
Expenses		9,920	9,685	10,337	(652)
Net Result		(4,487)	(4,246)	(4,668)	(422)
Cultural Services	2.11.9				
Income		85	86	73	(13)
Expenses		1,218	1,135	1,299	(164)
Net Result		(1,133)	(1,049)	(1,226)	(177)
Residential Aged Care Facilities	2.11.10				
Income		10,997	11,286	11,646	360
Expenses		13,190	13,332	13,426	(94)
Net Result		(2,193)	(2,046)	(1,780)	266
Proceeds, Depreciation/Amortisation & Written Down Value					
Income		481	1,230	480	(750)
Expenses		20,795	21,512	23,181	(1,669)
Net Result		(20,314)	(20,282)	(22,701)	(2,419)
Customer Service and Council Governance	2.11.11				
Income		0	2	-	(2)
Expenses		5,762	5,308	6,088	(780)
Net Result		(5,762)	(5,306)	(6,088)	(782)
Community Information	2.11.12				
Income		5	5	5	(0)
Expenses		1,577	1,508	1,699	(191)
Net Result		(1,572)	(1,503)	(1,694)	(191)
Corporate Counsel	2.11.13				
Income		2	5	2	(3)
Expenses		1,693	1,690	1,694	(4)
Net Result		(1,691)	(1,685)	(1,692)	(7)
Business Development	2.11.14				
Income		27	27	26	(1)
Expenses		626	593	649	(56)
Net Result		(599)	(566)	(623)	(57)
Financial Services	2.11.15				
Income		4,512	4,955	4,426	(529)
Expenses		11,610	11,520	11,357	163
Net Result		(7,098)	(6,565)	(6,931)	(366)
Capital Subsidies					
Income		363	315	2,029	1,714
Public Open Space Levies					
Income		2,200	2,906	5,000	2,094
Sports & Aquatic Facilities	2.11.16				
Income		12,246	12,152	13,389	1,237
Expenses		9,573	9,347	10,714	(1,367)
Net Result		2,673	2,805	2,675	(130)
Surplus		10,203	12,731	13,284	553

Functional activities of Council

The functional activities of the City are categorised into the following areas:

2.11.1 Roads, Drains and Building Maintenance

Responsible for maintaining, developing and renewing the City's infrastructure including roads, footpaths, drains, kerbs and gutters. The function includes the following areas - building maintenance, properties and facilities management, project and asset management, street lighting, street furniture, engineering design and construction, line marking, emergency services, road maintenance rehabilitation, footpath and drainage maintenance.

2.11.2 Environmental Strategy and Services

Looks after garbage, green waste and hard rubbish collections throughout the City and coordinates Council's environmental sustainability initiatives. Provides recycling services for paper, plastic, glass and cans. Also carries out street cleaning activities including rubbish bin emptying, street sweeping and weed control. The function includes the following areas - hard rubbish and green waste collection, bundled branch collection, street cleaning, refuse collection, litter bin collection, mixed recyclables collection and waste management education and enforcement.

2.11.3 Planning and Community Safety

Services of strategic town planning and regulatory control of town planning, buildings, traffic engineering and local laws. The function includes the following areas - town planning, local laws, traffic and parking, school crossing safety, building control and animal control services.

2.11.4 Park Services

Promote, manage, maintain and improve the City's open recreational space such as sporting ovals, playgrounds, barbecues, garden beds, park lighting, public toilets, general lawn areas and irrigation systems. Also maintains all trees in streets, parks, reserves and nature strips. The function includes the following areas - parks and gardens maintenance and street tree maintenance.

2.11.5 Recreation

Strategic planning for the City's recreation activities, facilities and reserves; maintains and allocates sports grounds; manages and schedules Council's public halls, sports grounds and Moorleigh Community Village; co-ordinates capital works in the City's parks and reserves; and manages contracts for recreational facilities. The function includes the following areas - swim centres, public halls, Caulfield Recreation Centre, sports administration, pavilions and youth services.

2.11.6 Libraries

Enables residents to access reference material, information, books, compact discs, dvd's at Caulfield, Elsternwick, Carnegie and Bentleigh. Also provides school holiday programs, book reading sessions and access to computers.

2.11.7 Community Care

Provides home and community-based services for elderly residents and residents with disabilities, which aim to help them live as independently as possible. These services include personal care, home maintenance, disability and respite care, meal delivery and an adult day activity centre. The service also coordinates social and recreational programs for older residents and those with a disability. The function includes the following areas - older adults program, independent living units, in-home support, home care, property maintenance, community transport, personal and respite care, senior citizens, social support and meals on wheels.

2.11.8 Family and Community Services

Provides a diverse range of high quality family and children's services to meet the needs of families with children from birth to six years. Also developed an integrated three year Municipal Early Years Plan (MEYP), in partnership with the community, to improve all programs and services provided for children from birth to six years and ensure the health and wellbeing of children and their families. The function includes the following areas - maternal and child health, kindergartens central enrolment service, family day care, child care services, occasional care, children's support services and immunisation and public health.

2.11.9 Cultural Services

Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals to entertain, educate and culturally enrich residents.

2.11.10 Residential Aged Care Facilities

To provide low and high level care to eligible residents and older people with strong ties to the City. Eligibility is assessed by the Commonwealth Aged Care Assessment Service. Council's residential facilities are Warrawee, Spurway and Rosstown.

2.11.11 Customer Service and Council Governance

Provides the facilities to allow Council to collectively govern the City of Glen Eira and to provide facilities and services to allow Councillors to discharge their governance and constituency responsibilities. The function includes the following areas - mayor and councillors, service centre, community relations, community services management, city management, internal audit, corporate policy and planning, and human resources.

2.11.12 Community Information

This business unit informs the community about Council's activities and services by developing publications, liaising with the media, co-coordinating events, promotions, advertising, marketing activities including publication of the Glen Eira News.

2.11.13 Corporate Counsel

Ensure probity in the conduct of tendering, protect Council in legal relations with other entities, provide contract documentation, provide internal advice on contracts and other legal matters. Contribute to protection of Council by ensuring sound risk management policy and practices are in place, maintain risk register, ensure relevant insurance policies are in place, handle liability claims, provide internal risk management, insurance advice and election management.

2.11.14 Business Development

Promotes an environment which allows local businesses to be self-sufficient. It assists, develops and promotes business within the City by developing programs, networks, information and education sessions. It facilitates strategic alliances with key sectors for the community to share and develop resources and is the main point of contact in Council for local business.

2.11.15 Financial Services

Provides a range of strategic and operational financial services to business units and to Council as a whole. The directorate has the responsibility for the day to day management of Council's financial assets. The function includes the following areas - accounting services, information technology and systems, records, rating and property, purchasing and fleet management.

2.11.16 Sports and Aquatic Facilities

The Glen Eira Sports and Aquatic Centre (GESAC) provides leisure, sport, recreation and health and well-being opportunities for the whole community. The centre offers a number of different activity areas and programs that focus on building and promoting health and wellness of the community. These include hydrotherapy, learn to swim, swim training, gentle exercise, basketball, netball, gym and fitness classes.

The Carnegie Swim Centre is Council's outdoor swimming facility which has four heated outdoor pools, kiosk, electric barbeques, learn-to-swim classes and a beach volleyball court.

The Caulfield Recreation Centre has a variety of activities and fitness programs to suit all types and ages, from toddlers to older adults.

3. Budget Influences

In preparation of the 2015-2016 annual budget it is necessary to understand the internal and external environment within which Council operates.

3.1 Snapshot of Glen Eira City Council

- 163 Hectares of parks and reserves – enough parkland to fill 80 MCGS
- Enough footpaths to reach Sydney (868km)
- Enough drains to reach Mildura (538km)
- Enough roads to reach South Australia (467km)
- \$500 million of town planning projects
- 1,911 food safety inspections
- 4,000 off-street car spaces
- 1,194,082 library loans
- 65,865 meals delivered to frail and disabled residents
- 15,750 Key Ages and Stages assessments conducted
- 12,212 immunisations
- 68 school crossings
- 46,352 street trees
- 8,500 street lights
- 53 shopping centres
- 45 sportsgrounds
- 47 playgrounds

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Glen Huntly, McKinnon, Murrumbeena, Ormond and part of the suburbs of Brighton East, Gardenvale and St Kilda East.

History and Heritage

Glen Eira is named from two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is one of the City's main thoroughfares, dating back to the mid-1800s when the then Colonial Government surveyed the area and made all Crown allotments available for sale. Pioneer pastoralist Henry Ricketson bought the Glen Eira town house in Kooyong Road in 1865 and remodelled it into an 18 room mansion. The house subsequently became the site of a hospital before being demolished in 1964. A number of other mansions built during this era have been preserved by the National Trust and are open to the public.

A City and its people

Glen Eira is home to more than 141,000* people across more than 55,600 households — representing more than 160 different cultural backgrounds and is the centre of Melbourne's Jewish community.

*Source: Australian Bureau of Statistics, Estimated Resident Population 2013.

Glen Eira's diverse population

- 34.6 per cent of residents were born overseas — more than one quarter of residents (26 per cent) were born in a non-English speaking country.
- Other than English, the most common languages spoken at home are Greek (4.5 per cent), Chinese languages including Mandarin and Cantonese (4.5 per cent), Russian (3.8 per cent), and Hebrew (2.3 per cent).
- 42.8 per cent of residents identify as Christian, with the most practised Christian religions being Catholicism, Anglican and Greek Orthodox.
- 18.9 per cent to residents identify their religion as Judaism.
- 22.9 per cent of residents have no religion, close to the Melbourne average.
- 5,574 residents (4.3 per cent of residents) have a disability requiring daily assistance with life tasks, and 12,401 residents (11.5 per cent) are carers of the elderly and people with disabilities.

Age Structure

The population consists of 19.9 per cent of people aged 60 years and over. Life expectancy for a person born in Glen Eira in 2007 is 85.6 years for females and 81.3 years for males, compared to the Victorian average of 84.5 years for females and 80.4 years for males.

Age group	Glen Eira	Glen Eira	Greater Melbourne
	Number	%	%
Babies and preschoolers (0 to 4)	8,499	6.5	6.5
Primary schoolers (5 to 11)	10,777	8.2	8.4
Secondary schoolers (12 to 17)	8,628	6.6	7.3
Tertiary education and independence (18 to 24)	11,983	9.1	10.1
Young workforce (25 to 34)	19,889	15.2	15.4
Parents and homebuilders (35 to 49)	29,347	22.4	22.0
Older workers and pre-retirees (50 to 59)	15,880	12.1	12.1
Empty nesters and retirees (60 to 69)	11,220	8.6	9.0
Seniors (70 to 84)	10,700	8.2	7.4
Elderly aged (85 and over)	4,092	3.1	1.8

	Glen Eira		Greater Melbourne
	Number	%	%
Males	63,763	48.7	49.2
Females	67,252	51.3	50.8
Australian citizens	108,207	82.6	83
Eligible Voters (citizens aged 18+)	83,389	63.6	63.6

Source: Australian Bureau of Statistics, Census of Population and Housing 2011.

The Glen Eira workforce

More than 66,000 people living in the City of Glen Eira are employed, of which 59.4 per cent are working full-time, 34.1 per cent part-time and 6.5 per cent casuals.

The three most popular occupations among Glen Eira residents are:

- professionals (21,973 people or 33.3 per cent);
- clerical and administrative workers (10,023 people or 15.2 per cent); and
- managers (9,923 people or 15 per cent).

In combination, these three occupations account for 41,919 people in total or 63.5 per cent of the employed resident population.

In comparison, Greater Melbourne employs 24.1 per cent in professionals; 15.3 per cent in clerical and administrative workers; and 12.5 per cent in managers.

Housing

Due to high housing diversity, Glen Eira houses a range of age groups and life stages. With a lot of smaller format housing stock, Glen Eira has a higher proportion of lone person households 26.7 per cent (Melbourne average 22.3 per cent) and has less families with children (both couples and one parent families), totalling 39.9 per cent compared to Melbourne's 44 per cent.

The dominance of smaller households is reducing, with many families attracted to live in the area. The average household size in Glen Eira is 2.47**.

Source: **Census of Population and Housing 2011.

Council is divided into three wards with three Councillors elected to represent each ward.

The three wards are:

- Camden Ward
- Rosstown Ward
- Tucker Ward.



Budget Implications

As a result of the City's demographic profile there are a number of budget implications in the short and long term as follows:

Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with citizens, and use interpreting services for interpersonal communication with citizens. Council also draws on the abilities of its bilingual staff.

Approximately 14% of ratepayers are entitled to a total pensioner rebate of \$270 which includes Council's contribution of approximately \$58. As pensioners are often asset rich but income poor, the adoption of rate increases has a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.

The City is substantially developed and while it is experiencing a small increase in property numbers, these mainly arise from higher density developments. The budget implications arise in Council having to cope with replacement of infrastructure such as drains which 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.

3.2 External Influences

In preparing the 2015-2016 annual budget, a number of external influences have been taken into consideration as they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The Victorian State Government has announced a policy of Rate Capping from 2016-2017. Details are yet to be announced. Council may need to undertake a review of services that are provided to the community on behalf of the State and Federal Government.
- Councils across Australia raise approximately 3% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the 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.
- Cost Shifting 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
- The carbon price repeal legislation received Royal Assent on 17 July 2014, effective from 1 July 2014. Councils are expected to account for carbon price refunds received and unused carbon price revenue collected in a transparent way. The Australian Competition and Consumer Commission has recently suggested that Councils use the money collected for the Carbon Tax on projects or infrastructure benefiting their communities or by accounting for this additional money by setting their future fees and charges lower than they otherwise would have been. The 2015-16 Budget also allocates the refund of the Carbon Tax (\$876), collected by the Landfill, to two sustainability initiatives: building retrofits sustainability initiatives as per recent energy audits - Installation of solar panels - \$481k and commencement of LED Street Lighting Program - \$395k.

- Consumer Price Index (CPI) increases on goods and services of approximately 3% per annum.
- The Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements.
- Wage increases in accordance with Council's Enterprise Bargaining Agreement (EBA) in 2015-2016.
- 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.
- Environmental Sustainability – options are to be investigated for introduction of food waste collection as part of organics recycling services for the community. Council will also deliver a number of actions identified in the *Environmental Sustainability Strategy* and *Carbon Emissions Reduction Plan*.
- Because Federal and State Governments continue to withdraw funding from programs and transfer responsibility for some functions to Local Government, members of the community need to contribute more towards some of the services that they use.
- The Federal Budget on (13 May 2014) indicated the Australian Government intends to 'pause' indexation on the national pool of financial assistance grants provided to local government for the three years to 2016-2017.
- Receipt of government funding of \$1.45m for the following Capital Works Projects: Booran Reserve SRV \$585k, Duncan Mackinnon Pavilion \$100k, Open Space Initiative (Leckie Street) \$68k, Centenary Park Pavilion Redevelopment \$50k and Duncan Mackinnon Athletics Track and Netball Courts \$650k.
- Prevailing economic conditions, which are expected to remain tight during the budget period, could have or are having the following impacts:
 - Low 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 have an effect on the cost for service delivery from a positive and a negative point of view.

3.3 Internal Influences

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

- Council's aquatic facilities are budgeted in 2015-2016 to generate income of \$13.39m and incur costs of \$10.42m, interest of \$1.66m and repayments of \$1.26m, making a bottom line of \$47k.
- Waste Management contract costs, overall increase of \$496k (3.96%) due to increases in hard rubbish collection, litter bins, refuse collection, refuse tip charges, green waste disposal and landfill levy. Other increases include: tree pruning \$275k and parking enforcement \$79k.
- Debt servicing costs of \$1.67m relate to the interest component of Council's borrowing costs for GESAC and equipment leasing for the strength and cardio equipment for the facility. (GESAC's revenues are covering these costs).
- Costs associated with maintaining Council's infrastructure assets.

3.4 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:

- Waste Management Charges are levied on a cost recovery basis.
- Achievement and maintenance of Income Statement surpluses.
- Cash reserves to remain sufficient to cover Council's residential aged care deposits.
- Increasing ability to fund asset renewal requirements.
- Rate and fee increases are both manageable and sustainable.
- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New income sources to be identified where possible.
- Service levels to be maintained at 2015-2016 levels with an aim to use less resources with an emphasis on innovation and efficiency.
- All capital works projects to go through a comprehensive business case analysis including alignment to the Council Plan.
- Salaries and wages to be increased in line with Council's Enterprise Bargaining Agreement (EBA).
- Contract labour to be minimised where possible.
- 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 2014-2015 to be preserved.
- Operating income and expenses arising from completed 2014-2015 capital projects to be included.
- Climate change requirements by reducing greenhouse gas emissions.

3.5 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 Strategic Resource Plan for 2015-2016 to 2024-2025, Rating Strategy and other long term strategies including borrowings and infrastructure. Please refer to the Strategic Resource Plan in Council's Community Plan for details.

Budget Summary

The Budgeted Summary Statement reflects the income and expenditure distribution for Glen Eira for the 2015-2016 budget year. A comparison is included with the 2014-2015 budget year, along with the forecast result for the 2014-2015 financial year. Please note, for comparative purposes, the 2014-2015 forecast numbers included within this document have been derived from the financial statements as at end January 2015.

2015-2016 Budget Summary			
Glen Eira Presentation	Annual Budget 2014-2015 \$'000	Forecast 2014- 2015 \$'000	Annual Budget 2015-2016 \$'000
INCOME			
Income from Ordinary Activities			
Rates			
General Rates	48,372	46,654	52,093
Rates for Capital Projects	28,242	29,989	29,532
Garbage Charges	13,728	13,826	14,232
Total Rates & Charges Income	90,342	90,469	95,857
Interest Received	1,055	1,353	900
Supplementary Rates	400	516	550
Grants - Recurrent	21,077	21,581	22,249
Statutory Fees and Fines	4,526	4,461	4,282
User Charges and Other Fees	23,477	23,648	25,129
Other Operating Revenue	1,515	2,443	1,603
Total Income from Ordinary Activities	142,392	144,471	150,570
EXPENSES			
Expenses from Ordinary Activities			
Employee Costs	63,428	62,915	67,326
Other Operating Expenses	50,722	51,567	53,713
Total Expenses from Ordinary Activities	114,150	114,482	121,039
Non Operational Activities			
Grants - Non-Recurrent	75	25	1,453
Open Space Contributions	2,200	3,000	5,000
Proceeds from Assets Sales	481	1,229	481
Written Down Value of Assets Sold/Disposed	1,531	1,666	1,531
Depreciation and Amortisation	19,264	19,846	21,650
Surplus	10,203	12,731	13,284
Cash Generated for Capital Works Projects			
Rates for Capital Projects	28,242	29,989	29,532
Grants - Non-Recurrent	75	25	1,453
Public Open Space Levies	2,200	3,000	5,000
Proceeds from Assets Sales	481	1,229	481
Total Cash Available for Capital Works Projects and other Financing Activities	30,998	34,243	36,466

Budget Analysis

4. Analysis of Operating Budget

The Budgeted Comprehensive Income Statement shows what is expected to happen during the year in terms of income, expenses and other adjustments from all activities. The 'Surplus for the Year' or 'bottom line' shows the total difference between the financial position at the beginning and the end of each reporting year.

The Budgeted Comprehensive Income Statement requires income to be separately disclosed where the item is such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

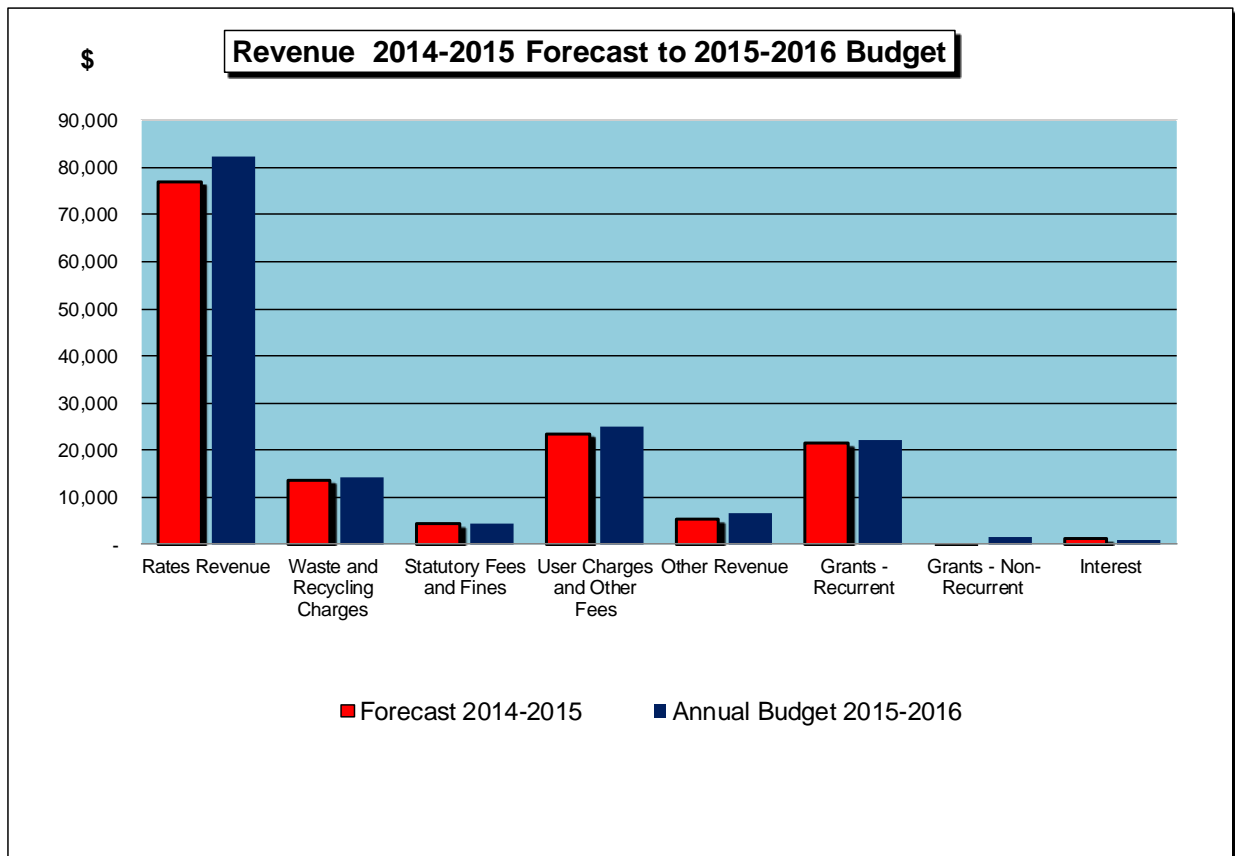
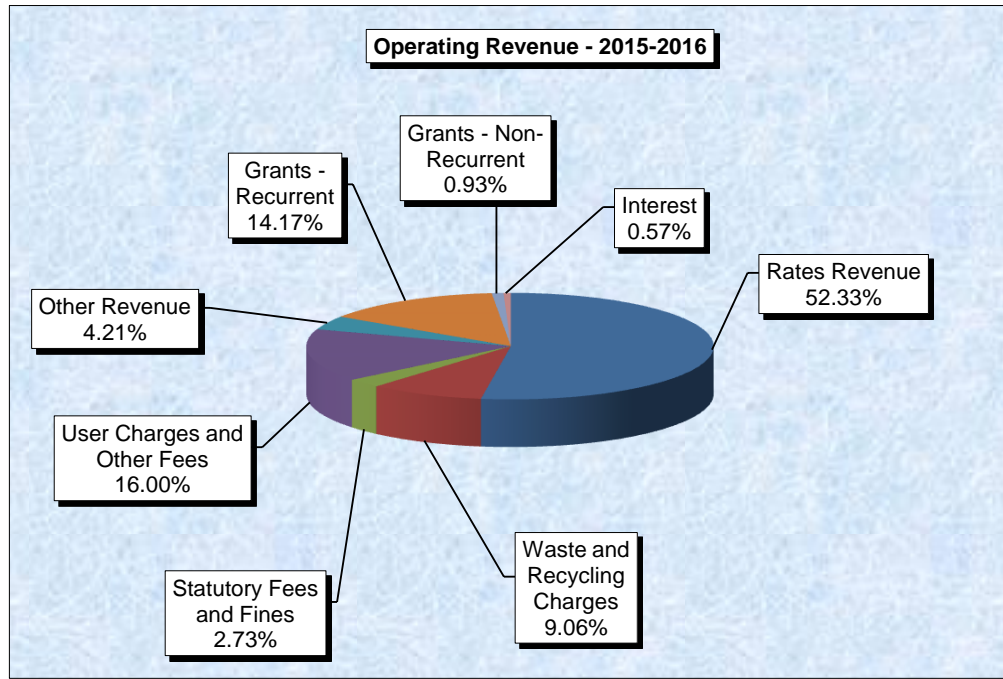
Comprehensive Income Statement for the year ended 30 June						
	Ref	Annual Budget 2014- 2015	Forecast 2014-2015	Annual Budget 2015-2016	Variance 2014-2015 Forecast to 2015-2016 Budget	Variance 2014-2015 Forecast to 2015- 2016
		\$'000	\$'000	\$'000	\$'000	%
Income						
Rates Revenue*	4.1.1	77,013	77,158	82,174	5,016	6.5%
Waste and Recycling Charges	4.1.2	13,728	13,826	14,232	406	2.9%
Statutory Fees and Fines	4.1.3	4,526	4,461	4,282	(179)	(4.0%)
User Charges and Other Fees	4.1.4	23,477	23,648	25,129	1,481	6.3%
Other Revenue	4.1.5	3,715	5,443	6,604	1,161	21.3%
Grants - Recurrent	4.1.6	21,077	21,581	22,249	668	3.1%
Grants - Non-Recurrent	4.1.7	75	25	1,453	1,428	5710.0%
Interest	4.1.8	1,055	1,353	900	(453)	(33.5%)
Total Income		144,666	147,495	157,023	9,528	6.5%
Expenses						
Employee Costs	4.2.1	63,428	62,914	67,326	(4,412)	(7.0%)
Training		740	590	814	(224)	(37.9%)
Materials and Consumables	4.2.2	5,912	5,768	6,353	(585)	(10.1%)
Contractor Payments	4.2.3	26,618	27,743	28,555	(812)	(2.9%)
Maintenance	4.2.4	5,885	5,844	6,524	(680)	(11.6%)
Utility Services		3,611	3,786	3,843	(57)	(1.5%)
Insurances		1,095	1,018	1,033	(15)	(1.5%)
Council Donations, Grants and Contributions		892	897	916	(19)	(2.1%)
Other Expenses		3,982	3,884	4,001	(117)	(3.0%)
Debt Servicing Costs	4.2.5	1,986	2,037	1,674	363	17.8%
Depreciation and Amortisation	4.2.6	19,264	19,846	21,650	(1,804)	(9.1%)
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	4.2.7	1,050	437	1,050	(613)	(140.5%)
Total Expenses		134,463	134,764	143,739	(8,975)	(6.7%)
Surplus for the year		10,203	12,731	13,284	553	4.3%

**Note : assumes an additional 600 assessments (properties). The increase in Rates and Charges per assessment would be 4.94%.*

Non-Recurrent Grants for 2015-16 include the following:	\$'000
Centenary Park Pavilion Redevelopment	50
Open Space Initiatives - Leckie Street	68
Duncan Mackinnon Pavilion Redevelopment	100
Booran Reserve	585
Duncan Mackinnon Athletics Track and Netball Courts	650
Total Non-Recurrent Grants	1,453

Income Graphs

The graph below shows the percentage of income break-up for the 2015-2016 annual budget.



Budgeted Income Statement

4.1 Income – Material Variance Analysis

4.1.1 Rates Revenue (\$5.02m increase)

Average rates and charges per assessment to increase by 4.94%. This is made up of an additional 600 assessments, an increase of 6.5% for rate income and 2.5% for waste and recycling. Average rates and charges in 2015-16 would be \$1,538 (excluding the *Fire Services Property Levy*). This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne. (Average Land Tax in Glen Eira in 2015 is \$2,194).

Total rates would be \$82.17m, including \$550k generated from supplementary rates. Total rates and charges revenue would be \$96.41m. Total Stamp Duty and Land Tax from Glen Eira to the State Revenue Office in 2015-16 is expected to exceed \$200m.

4.1.2 Waste and Recycling Charges (\$406k increase)

Waste and recycling charges are levied on the basis of cost recovery and the fees have increased by approximately 2.5%

4.1.3 Statutory Fees and Fines (\$179k decrease)

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

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines.

Reductions in statutory fees and fines include a reduction in parking infringements of \$131k caused by an improvement in compliance particularly of safety offences. This has seen a reduction in the financial returns of infringements.

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

4.1.4 User Charges and Other Fees (\$1.48m increase)

User charges 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 Home Help Services.

Increases in user charges include GESAC additional fees of \$1.24m (includes \$480k additional income from the Wellness Centre) and increases in existing fees and increases in child care fees \$376k (based on \$6 increase for both age groups).

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

4.1.5 Other Revenue (\$1.16m increase)

Contributing to this favourable variance is an increase (by \$2.09m from forecast) in open space contributions in 2015-16 (total of \$5m). These contributions are levied on multi-unit property developments in order to fund open space.

Council has assumed the new uniform levy rate of 5.7% (Amendment C120).

These contributions are volatile and depend on decisions made by developers, not Council.

4.1.6 Grants – Recurrent (\$668k increase)

The level of operating grants is explained by an increase in ACFI (Aged Care Funding Instrument) funding for residential aged care facilities \$608k and community care \$143k (includes home/personal/respite care, property maintenance, social support and delivered meals).

Offsetting these is a decrease in funding to the GECC Family Day Care program of \$150,000 per annum. The Federal Government has cut the Community Support Program funding to all metropolitan Family Day Care Services.

Movements in recurrent grant funding are summarised below:

Grant Funding Types and Source (Recurrent)	Forecast 2014-2015 \$'000	Annual Budget 2015- 2016 \$'000	Variance 2014- 2015 Forecast to 2015-2016 Budget \$'000
Recurrent - Commonwealth Government			
Aged Care	7,592	8,200	608
Creches and Day Nurseries	944	833	(111)
Family Day Care	767	580	(187)
Roads to Recovery	290	576	286
Recurrent - State Government			
Business Development	10	-	(10)
Delivered meals	297	384	87
Education Training	11	-	(11)
General Home Care	36	35	(1)
Home Care	4,256	4,290	34
Home Maintenance	233	234	1
Immunisation	71	91	20
Inhome Assessment	983	992	9
Libraries	854	863	9
Maternal and Child Health	855	848	(7)
Metro Access	116	120	4
Public Health	5	5	-
Recreation	23	-	(23)
Senior Citizens	83	75	(8)
Social Support	375	387	12
State Emergency Services	16	16	-
Supervision of School Crossings	215	190	(25)
Victorian Grants Commission	3,509	3,500	(9)
Youth Services	40	30	(10)
Total Recurrent Grants	21,581	22,249	668

4.1.7 Grants – Non-Recurrent (\$1.43m increase)

Non-recurrent grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. The level of grants for 2015-2016 represents funding of \$1.43m for the following capital works projects:

- Booran Reserve SRV \$585k in 2015-2016 (\$650k in total).
- Final payment for the completion of Duncan Mackinnon Pavilion SRV \$100k.
- Open Space Initiative (Leckie Street) SRV \$68k (\$75k in total).
- Final payment for the completion of Centenary Park Pavilion Redevelopment SRV \$50k.
- Duncan Mackinnon Athletics Track and Netball Courts – total budgeted grant \$650k; capital cost \$850k for Athletics Track and \$130k for Netball Courts (these projects are subject to SRV funding).

Movements in non-recurrent grant funding are summarised below:

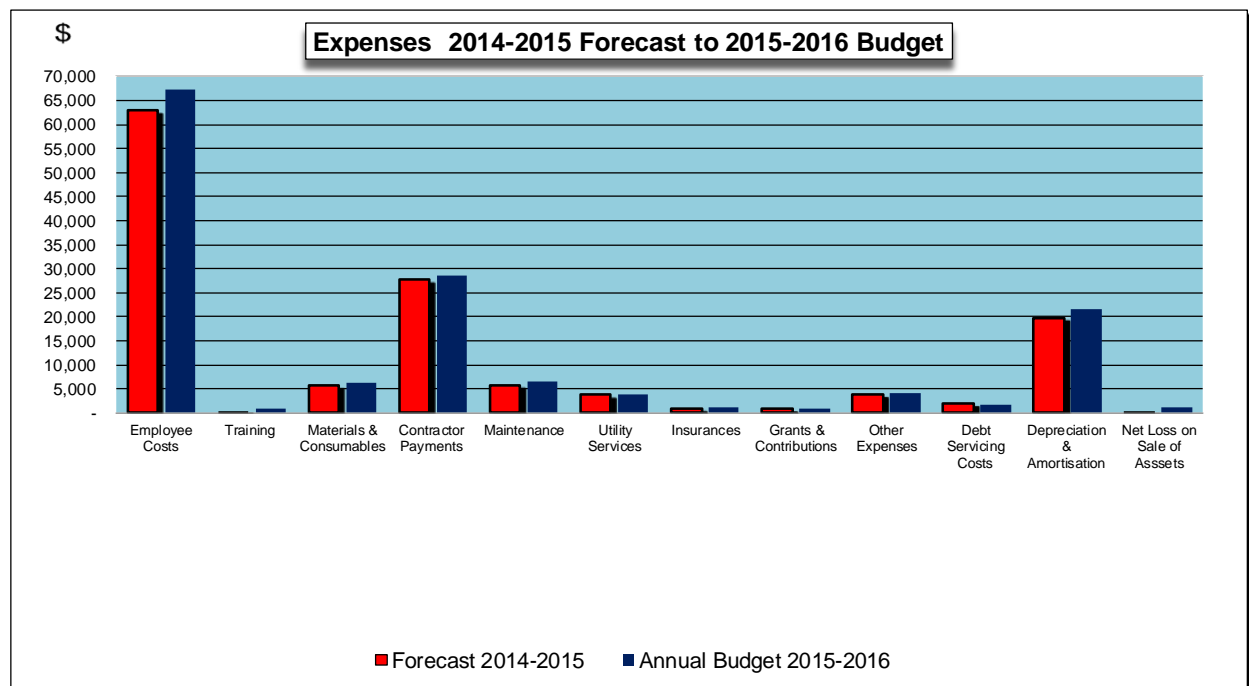
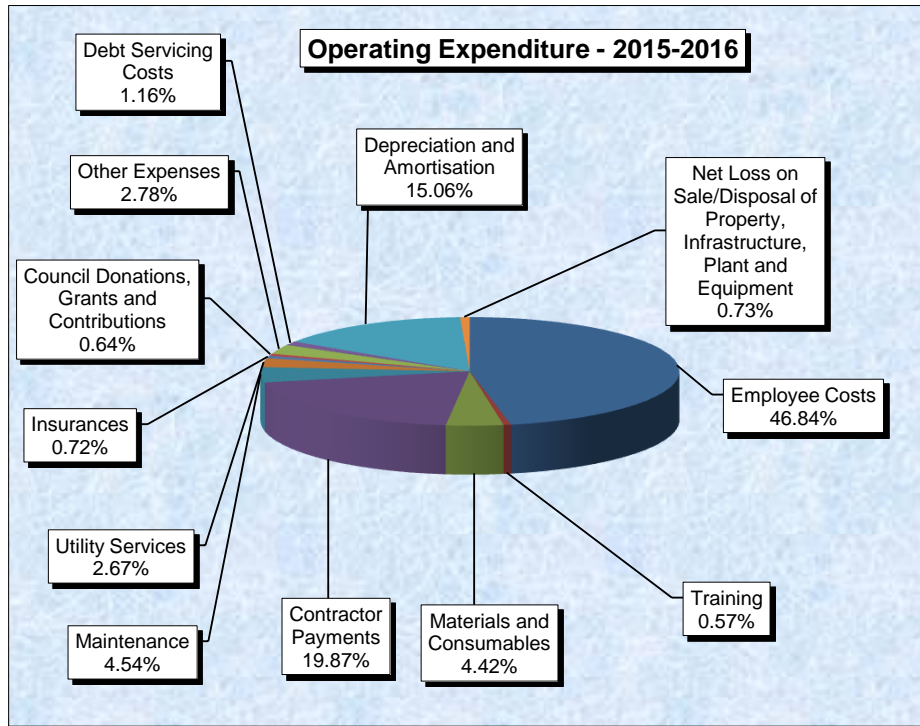
Grant Funding Types and Source (Non-Recurrent)	Forecast 2014-2015 \$'000	Annual Budget 2015- 2016 \$'000	Variance 2014- 2015 Forecast to 2015-2016 Budget \$'000
Non-Recurrent - State Government			
Open Space	-	653	653
Recreational Services	25	800	775
Total Non-Recurrent Grants	25	1,453	1,428

4.1.8 Interest Received (\$453k decrease)

Assumes lower average cash holdings across 2015-16 compared with 2014-15 and 3% return on funds.

Expenses Graph

The graph below shows the percentage of expenses break-up for the 2015-2016 annual budget.



4.2 Expenses from Ordinary Activities – Material Variance Analysis

4.2.1 Employee Costs (\$4.41m increase)

Employee costs include all labour related expenditure and on-costs such as allowances, leave entitlements and employer superannuation. Salaries and wages are expected to increase by \$4.41m compared to 2014-15 forecast. This increase relates to the following key factors:

- Council's Enterprise Bargaining Agreement (EBA)
- Award increases and increases in hours and allowances
- Additional positions for increased use of existing open space and for the Open Space Strategy implementation
- Resources required for shopping centre maintenance for additional cleaning and maintenance such as:
 - care crews (litter, graffiti, wiping bins) during high use times;
 - furniture condition maintenance and replacement; and
 - garden bed maintenance.
- Additional positions for the Wellness Centre at GESAC (offset by Wellness Centre Income).

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

Human Resources Statement			
Directorate	2015-16 Annual Budget \$'000	Permanent Full time \$'000	Permanent Part time \$'000
Community Services	29,952	9,334	20,617
Assets and Facilities	12,175	11,809	366
Planning and Transport	6,219	5,327	892
Community Relations	5,944	5,259	685
Financial Services	4,074	3,723	352
City Management	1,186	1,186	-
Total permanent staff expenditure	59,550	36,638	22,912
Casuals and other expenditure	9,986		
Capitalised labour costs	(2,210)		
Total expenditure	67,326		

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

Human Resources Statement			
Directorate	Budget Full Time Equivalent	Permanent Full time	Permanent Part time
Community Services	358.07	104.00	254.07
Assets and Facilities	120.55	118.14	2.35
Planning and Transport	65.93	53.00	12.93
Community Relations	68.49	57.00	11.49
Financial Services	41.40	37.00	4.40
City Management	8.00	8.00	-
Total permanent staff	662.44	377.14	285.24
Casuals and other	101.81		
Capitalised labour	27.00		
Total staff	791.25		

Movements in employee costs by department are summarised below:

Human Resources Statement			
Directorate	2014-15 Forecast \$'000	2015-16 Annual Budget \$'000	Variance \$'000
Community Services	31,538	32,727	1,189
Assets and Facilities	10,985	12,553	1,568
Planning and Transport	6,028	6,482	454
Community Relations	10,427	11,396	969
Financial Services	3,898	4,121	223
City Management	1,110	1,186	76
Total staff expenditure	63,986	68,465	4,479
Other expenditure	860	1,071	211
Capitalised labour costs	(1,932)	(2,210)	(278)
Total expenditure	62,914	67,326	4,412

4.2.2 Materials and Consumables - (\$585k increase)

Increases in the following areas: supply of trees \$371k, street data collection \$55k, printing of rate notices \$50k and books and publications \$25k.

4.2.3 Contractors (\$812k increase)

Contractor costs relate mainly to the provision of Council services by external providers. External contractors are expected to increase by \$812k mainly due to:

- Waste Management contract costs, overall increase of \$496k (3.96%) due to increases in hard rubbish collection, litter bins, refuse collection, refuse tip charges, green waste disposal and landfill levy.
- Other increases include: tree pruning \$275k and parking enforcement \$79k.

4.2.4 Maintenance (\$680k increase)

Increases due to: GESAC defect rectification works \$645k and provision for improved maintenance of parks and gardens \$137k (for grounds and gardens, cleaning bbq's, plumbing, irrigation and wetting agents).

4.2.5 Debt Servicing Costs (\$363k decrease)

Debt servicing costs relate to the interest component of Council's borrowing costs for GESAC and equipment leasing for the strength and cardio equipment for the facility. (GESAC's revenues are covering these costs).

The decrease in debt servicing costs relates to the budgeted interest on the final payment of the defined superannuation \$200k which Council anticipates paying by 30 June 2015.

4.2.6 Depreciation and Amortisation (\$1.8m increase) - non cash item

Depreciation and amortisation are accounting measures which attempt to 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:

- revaluations of Council's infrastructure assets as at 30 June 2014
- land and buildings revaluation (as at 1 January 2014)
- capitalisation of the 2014-2015 Capital Works projects.

4.2.7 Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment (\$613k decrease)

Unfavourable variance of \$613k as 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.

4.3 Adjusted Underlying Result (\$262k decrease)

Adjusted Underlying Result				
	Annual Budget 2014- 2015	Forecast 2014-2015	Annual Budget 2015- 2016	Variance 2013-2014 Forecast to 2014-2015 Budget
	\$,000	\$,000	\$,000	\$,000
Surplus for the year	10,203	12,731	13,284	553
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,050	437	1,050	613
Grants and Subsidies (Non-Recurrent)	(75)	(25)	(1,453)	(1,428)
Underlying Result	11,178	13,143	12,881	(262)

The adjusted underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other one-off adjustments.

It is a measure of financial sustainability as it is not impacted by non-recurring or one-off items of income and expenses which can often mask the operating result. The adjusted underlying result for the 2015-2016 year is a surplus of \$12.88m which is a decrease of \$262k from the 2014-2015 year's forecast.

5. Analysis of Budgeted Cash Position

The Budgeted Statement of Cash Flows shows what is expected to happen during the year in terms of cash. It explains what cash movements are expected 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 2015-2016 financial year.

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

- **Operating Activities**

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

- **Investing Activities**

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

- **Financing Activities**

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

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates each year 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 2014-2015 annual forecast and an increase from the 2014-2015 annual budget.

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 low working capital held in the Balance Sheet reflects the progression of our capital works projects, and this is also reflected in the movements within the Statement of Cash Flows. The payments for investing activities reflect Council's commitment to ensuring capital projects are a major priority.

Statement of Cash Flows for the year ended 30 June					
	Ref	Annual Budget 2014- 2015	Forecast 2014-2015	Annual Budget 2015- 2016	Variance 2014-2015 Forecast to 2015-2016
		Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
Cash Flows from Operating Activities					
Rates Revenue		77,013	77,158	82,174	5,016
Garbage Charges		13,728	13,826	14,232	406
Government Grants		21,152	21,606	23,702	2,096
Interest Received		1,055	1,353	900	(453)
User Charges and Other Fees		31,719	33,552	36,016	2,464
Trust Funds and Deposits Taken		-	1,000	-	(1,000)
Employee Costs		(63,428)	(62,914)	(67,326)	(4,412)
Superannuation - Defined Benefits Call		(2,320)	(2,561)	-	2,561
Payments to Suppliers		(48,736)	(49,530)	(52,040)	(2,510)
Net Cash provided by/(used in) Operating Activities	5.1.1	30,183	33,490	37,658	4,168
Cash Flows from Investing Activities					
Proceeds from Sale of Property, Plant and Equipment		481	1,229	481	(748)
Payments for Property, Infrastructure, Plant and Equipment		(35,210)	(35,407)	(37,097)	(1,690)
Net Cash provided by/(used in) Investing Activities	5.1.2	(34,729)	(34,178)	(36,617)	(2,438)
Cash Flows from Financing Activities					
Payments of Loan Borrowings		(1,025)	(1,102)	(1,209)	(107)
Payments of Finance Lease		(54)	(54)	(54)	-
Debt Servicing Costs		(1,986)	(2,037)	(1,674)	363
Net Cash provided by/(used in) Financing Activities	5.1.3	(3,065)	(3,193)	(2,937)	256
Net Increase/(Decrease) in Cash and Cash Equivalents		(7,611)	(3,881)	(1,895)	1,986
Cash and Cash Equivalents at Beginning of Year		33,404	38,869	34,988	(3,881)
Cash and Cash Equivalents at the end of the financial year	5.1.4	25,793	34,988	33,093	(1,895)

5.1 Budgeted Statement of Cash Flows

5.1.1 Operating Activities (\$4.17m increase)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The increase in cash inflows from operating activities is mainly due to an increase in Rate Revenue \$5.02m, Government Grants \$2.1m and User Charges and Other Fees \$2.46m.

Partly offsetting these inflows are increased outflows for Employee Costs \$4.41m and Payments to Suppliers \$2.51m.

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			
	Annual Budget 2014- 2015	Forecast 2014-2015	Annual Budget 2015- 2016
	\$'000	\$'000	\$'000
Surplus	10,203	12,731	13,284
Debt Servicing Costs	1,986	2,037	1,674
Loss on Disposal of Property, Infrastructure, Plant and Equipment	1,050	437	1,050
Depreciation and Amortisation	19,264	19,846	21,650
Trust Funds and Deposits Taken	-	1,000	-
Superannuation - Defined Benefits Call	(2,320)	(2,561)	-
Cash Flows Available from Operating Activities	30,183	33,490	37,658

5.1.2 Investing Activities (\$2.44m increase)

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 \$2.44m represents an increase in capital works program expenditure for the 2015-16 budget year.

5.1.3 Financing Activities (\$256k decrease)

Financing activities refer to cash generated or used in the financing of Council functions. The reduction in financing activities represents a reduction in Debt Servicing Costs \$363k.

5.1.4 Cash and Cash Equivalents at end of the year (\$1.9m decrease)

Overall, total cash and investments are forecast to decrease from \$34.99m to \$33.09m as at 30 June 2016.

5.2 Restricted and Unrestricted Cash and Investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted Statement of Cash Flows above indicates that Council is estimating at 30 June 2016 it will have cash and investments of \$33.09m, which has been restricted as shown in the following table. Unrestricted cash and investments for the period ending June 2016 are estimated to be \$9.18m.

Restricted and Unrestricted Cash and Investments					
	Ref	Annual Budget 2014-2015 Inflow/(Outflow) \$'000	Forecast 2014- 2015 Inflow/(Outflow) \$'000	Annual Budget 2015-2016 Inflow/(Outflow) \$'000	Variance 2014- 2015 Forecast to 2015-2016 Inflow/(Outflow) \$'000
Total Cash and Investments		25,793	34,988	33,093	(1,895)
Restricted Cash and Investments					
Trust Funds and Deposits	5.2.1	(22,369)	(23,909)	(23,909)	-
Unrestricted Cash and Investments		3,424	11,079	9,184	(1,895)

5.2.1 Trust funds and deposits (\$23.91m)

Included in trust funds and deposits are:

Residential Aged Care Deposits

Purpose: residential aged care deposits relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway.

Nature of any restrictions: these deposits are to be refunded (less retention income) to residents when they leave the facility or become deceased. Council forecasts that 20% of residential aged care deposits will fall due within 12 months after the end of the period.

Other Trust Funds

Purpose: predominately includes security deposits on various construction contracts. Amounts also include deposits taken under asset protection local law.

Nature of any restrictions: these deposits are refunded when the contract has been completed, and Council is satisfied that no part of the deposit should be retained.

Venue Hire Bonds

Purpose: venue hire bonds relate to the hire of Council's building facilities.

Nature of any restrictions: these monies are held in trust upon finalisation of the venue hire.

Warrawee Bequests

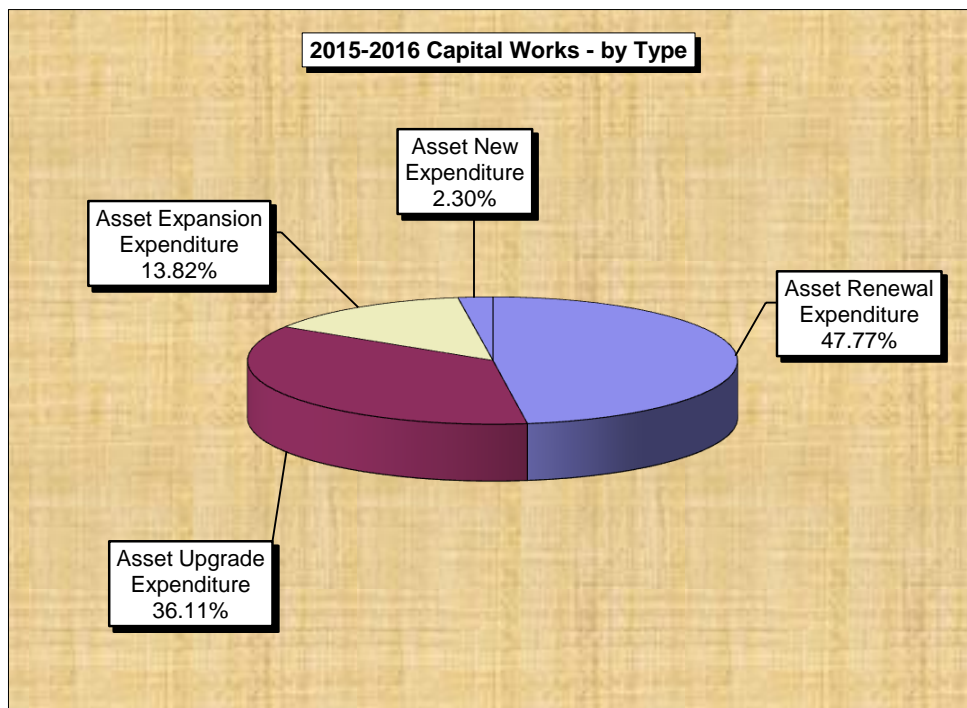
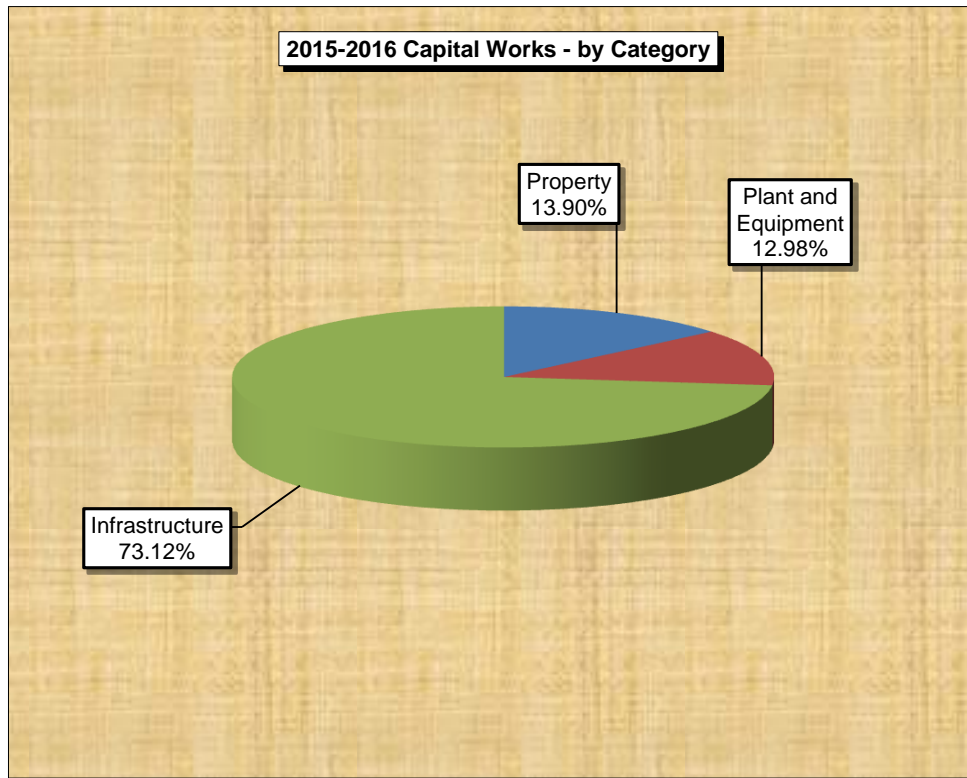
Purpose: Warrawee bequests relate to expenditure for additional facilities and services for residents.

Nature of any restrictions: the funds are held in trust until funds have been spent on residents.

6. Analysis of Capital Budget

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 2015-2016 financial year is \$37.31m. The following tables show the total capital works from various views.

Statement of Capital Works for the year ended 30 June				
Capital Works Program	Ref	Annual Budget 2014-2015 (includes carry overs from 2013-2014) \$'000	Forecast 2014-2015 (includes carry overs from the 2013-2014 financial year) \$'000	Annual Budget 2015-2016 (includes carry overs - not yet identified) \$'000
Carried forward projects from previous financial year	6.1.1	8,000	7,982	5,000
New Works				
Property				
Buildings		5,338	5,553	4,461
Total Property	6.1.2	5,338	5,553	4,461
Plant and Equipment				
Plant, Machinery and Equipment		1,698	1,698	1,021
Computers and Telecommunications		1,137	1,137	748
Library Books and Materials		787	787	805
Other		3,603	3,603	1,593
Total Plant and Equipment	6.1.3	7,225	7,225	4,167
Infrastructure				
Roads		6,788	6,788	7,435
Footpaths		1,725	1,725	1,725
Drainage		3,500	3,500	3,500
Open Space		4,779	6,779	9,699
Car Parks		305	305	560
Streetscape Works		550	550	550
Total Infrastructure	6.1.4	17,647	19,647	23,469
Total New Works		30,210	32,425	32,097
Carried forward projects to the next financial year (estimated)		(3,000)	(5,000)	-
Total Capital Works Expenditure (including carry forwards)		35,210	35,407	37,097
Leased Assets		-	-	214
Total Capital Works Expenditure		35,210	35,407	37,311
Represented by:				
Asset Renewal Expenditure	6.1.5	17,229	17,229	17,823
Asset Upgrade Expenditure	6.1.5	11,226	11,423	13,475
Asset Expansion Expenditure	6.1.5	6,755	6,755	5,156
Asset New Expenditure	6.1.5	-	-	857
Total Capital Works Expenditure		35,210	35,407	37,311



Refer to Appendices A and B for a detailed listing of projects.

6.1 Budgeted Capital Works Statement

Capital Works Projects are classified as Property, Plant and Equipment and Infrastructure.

6.1.1 Carried Forward Works (\$5m)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015-2016 year it is forecast that \$5m of capital works will be incomplete and be carried forward into the 2015-2016 year.

6.1.2 Property (\$4.46m)

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

6.1.3 Plant and Equipment (\$4.12m)

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

6.1.4 Infrastructure (\$23.47m)

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

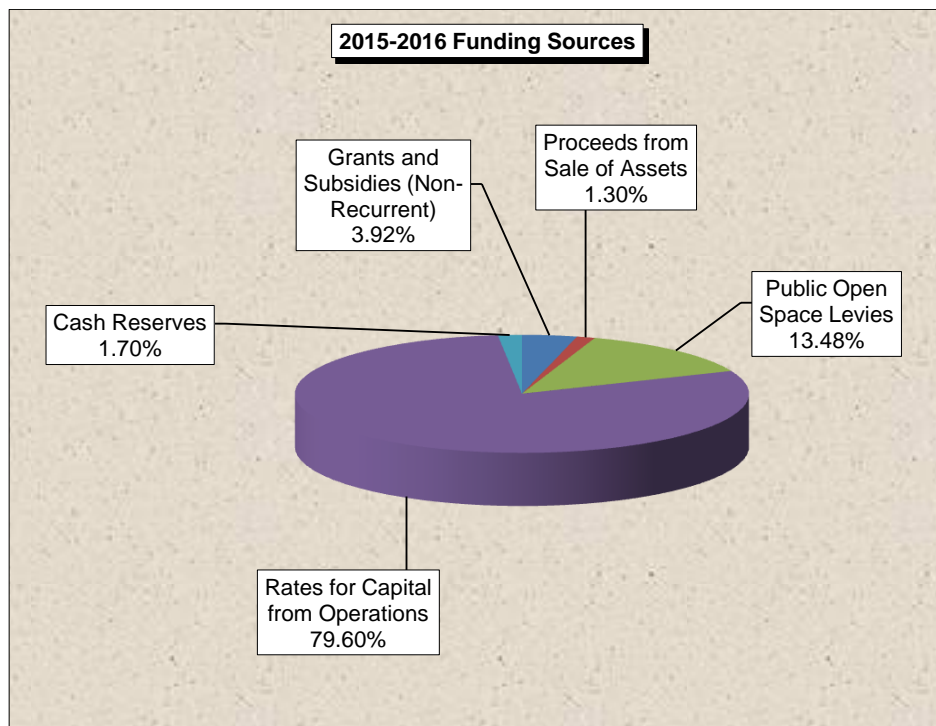
6.1.5 Asset Renewal (\$17.82m), Upgrade (\$13.48m), Expansion (\$5.16m) and New (\$857k)

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.

Refer to Appendix A 'New Capital Works Program' for a detailed listing of projects.

6.2 Summary of Funding Sources in relation to Capital Works Expenditure

Funding Sources					
Sources of Funding	Ref	Annual Budget 2014-2015	Forecast 2014-2015	Annual Budget 2015-2016	Variance 2014-2015 Forecast to 2015-2016 Budget
		\$,000	\$,000	\$,000	\$,000
External					
Grants and Subsidies (Non-Recurrent)	6.2.1	75	25	1,453	1,428
Proceeds from Sale of Assets	6.2.2	481	1,229	481	(748)
Internal					
Public Open Space Levies	6.2.3	2,200	3,000	5,000	2,000
Rates for Capital from Operations	6.2.4	28,242	29,989	29,532	(457)
Transfer from Cash Reserves	6.2.5	4,212	1,164	631	(533)
Transfer to Cash Reserves	6.2.5	-	-	-	-
Total Funding Sources		35,210	35,407	37,097	1,690



6.2.1 Grants and Subsidies - Capital Grants (\$1.45m)

Capital grants and contributions include all monies received from state, federal and community sources for the purposes of funding the capital works program. The level of grants for 2015-2016 represents funding of \$1.45m comprising of:

- Booran Reserve SRV \$585k in 2015-16 (\$650k in total).
- Final payment for the completion of Duncan Mackinnon Pavilion SRV \$100k.
- Open Space Initiative (Leckie Street) SRV \$68k (\$75k in total).
- Final payment for the completion of Centenary Park Pavilion Redevelopment SRV \$50k.
- Duncan Mackinnon Athletics Track and Netball Courts – total budgeted grant \$650k; capital cost \$850k for Athletics Track and \$130k for Netball Courts (these projects are subject to SRV funding).

6.2.2 Proceeds from Sale of Assets (\$481k)

Proceeds from the sale of Council assets of \$481k for 2015-2016 relate to: Sales proceeds from the cyclical replacement of Council's plant and fleet \$326k, laneway sales \$120k and sale of IT equipment \$35k.

6.2.3 Public Open Space Levies (\$5m)

The *Subdivision Act* requires a context for Council to impose a requirement for the payment of an open space levy by an applicant or developer requesting the subdivision of land. The levy is payable when land is subdivided into three or more lots. The amount budgeted in the 2015-2016 financial year is \$5m.

6.2.4 Rates for Capital from Operations (\$29.53m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$29.53m will be generated from operations to fund the 2015-2016 capital works program.

6.2.5 Transfer to and from Cash Reserves (\$631k)

The Council is utilising cash reserves to fund its annual capital works program.

Refer to Appendix A 'New Capital Works Program' for a detailed listing of projects.

7. Analysis of Budgeted Financial Position

7.1 Budgeted Balance Sheet

The Budgeted Balance Sheet shows the expected financial position at the end of the reporting year. This section of the budget report analyses the movements in assets (what is owned), liabilities (what is owed) and equity between 2015-2016 and 2014-2015 annual 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 for the year ended 30 June					
	Ref	Annual Budget 2014-2015	Forecast 2014-2015	Annual Budget 2015-2016	Variance 2014-2015 Forecast to 2015-2016 Budget
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Current Assets	7.1.1				
Cash and Cash Equivalents		25,793	34,988	33,093	(1,895)
Trade and Other Receivables		8,650	8,707	8,707	-
Prepayments		631	472	472	-
Total Current Assets		35,074	44,167	42,272	(1,895)
Non-Current Assets	7.1.1				
Investments in Associates		3,191	2,040	2,040	-
Financial Assets		5	5	5	-
Intangible Assets		1,083	794	794	-
Property, Infrastructure, Plant & Equipment		1,349,980	1,704,225	1,718,355	14,130
Total Non-Current Assets		1,354,259	1,707,064	1,721,194	14,130
TOTAL ASSETS		1,389,333	1,751,231	1,763,466	12,235
LIABILITIES					
Current Liabilities	7.1.2				
Trade and Other Payables		11,318	11,466	11,466	-
Trust Funds and Deposits		22,369	23,909	23,909	-
Provisions		11,287	12,141	12,641	(500)
Interest-Bearing Liabilities		1,156	1,156	1,263	(107)
Total Current Liabilities		46,130	48,672	49,279	(607)
Non-Current Liabilities	7.1.2				
Provisions		707	708	708	-
Interest-Bearing Liabilities		21,205	20,111	18,955	1,156
Total Non-Current Liabilities		21,912	20,819	19,663	1,156
TOTAL LIABILITIES		68,042	69,491	68,942	549
NET ASSETS		1,321,291	1,681,740	1,694,524	12,784
Represented by:					
EQUITY					
Accumulated Surplus	7.1.4	508,982	878,144	891,216	13,072
Asset Revaluation Reserve		808,104	801,213	801,213	-
Public Open Space Reserve		4,205	2,383	2,095	(288)
TOTAL EQUITY		1,321,291	1,681,740	1,694,524	12,784

7.1.1 Current Assets (\$1.9m decrease) and Non-Current Assets (\$14.13m increase)

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 \$1.9m during the year 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 (\$32.1m of new assets), depreciation of assets (\$21.65m) and the gain/loss on sale of property, plant and equipment (\$1.05m).

7.1.2 Current Liabilities (\$607k increase) and Non-Current Liabilities (\$1.16m decrease)

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.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal and finance lease payments of \$1.26m over the year.

Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements.

7.1.3 Adjusted Working Capital (\$2.5m decrease)

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 at 30 June.

The Adjusted Working Capital has been adjusted for the current portion of residential aged care deposits which are expected to be refundable after 12 months.

One of the items which has placed additional pressure on Council's Liquidity Ratio is classification of leave entitlements. Notwithstanding a majority of 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.

Adjusted Liquidity Ratio				
	Annual Budget 2014-2015	Forecast 2014- 2015	Annual Budget 2015-2016	Variance 2014-2015 Forecast to 2015-2016 Budget
	\$'000	\$'000	\$'000	\$'000
Current Assets				
Cash and Cash Equivalents	25,793	34,988	33,093	(1,895)
Trade and Other Receivables	8,650	8,707	8,707	-
Prepayments	631	472	472	-
Total Current Assets	35,074	44,167	42,272	(1,895)
Current Liabilities				
Trade and Other Payables	11,318	11,466	11,466	-
Trust Funds and Deposits	22,369	23,909	23,909	-
Provisions	11,287	12,141	12,641	(500)
Interest-Bearing Liabilities	1,156	1,156	1,263	(107)
Total Current Liabilities	46,130	48,672	49,279	(607)
Less Non Current Trust Funds	(14,509)	(15,524)	(15,524)	-
Adjusted Working Capital	3,453	11,019	8,517	(2,502)
Adjusted Working Capital Ratio	111%	133%	125%	-

7.1.4 Equity (\$12.78m increase)

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.

Statement of Changes in Equity as at 30 June				
	Total \$'000	Accumulated Surplus \$'000	Public Open Space Reserve \$'000	Revaluation Reserve \$'000
2015-2016 Estimate				
Balance at beginning of the financial year	1,681,740	878,144	2,383	801,213
Comprehensive result	13,284	13,284	-	-
Movement in Provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,000)	5,000	-
Transfer from public open space reserve	-	5,288	(5,288)	-
Balance at end of financial year	1,694,524	891,216	2,095	801,213

A total of \$5m is budgeted to be transferred to the Open Space Reserve during the 2015-16 financial year and expenditure from the reserve of \$5.29m relating to: Booran Reserve \$4.84m and Eskdale Road/Fitzgibbon Crescent Road Closure \$450k. This reflects the usage of investment cash reserves to partly fund the open space program.

Open Space Projects funded from Reserve		
	Forecast 2014- 2015 \$'000	Annual Budget 2015- 2016 \$'000
Income		
Open Space Contributions (including C120 additional OS Contributions)	3,000	5,000
Capital Spend		
Booran Reserve (former Glen Huntly Reservoir)*	2,200	4,838
Eskdale Road/Fitzgibbon Crescent Road Closure	-	450
Gisborne/Archibald Street Intersection	900	-
Open Space Projects funded from Reserve	(100)	(288)

*Estimated expenditure of \$3.93m in 2016-2017.

Balance Sheet Key Assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2016 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 2015-2016 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 2014-2015 levels.
- Proceeds from the sale of property, infrastructure, plant and equipment will be received in full in the 2015-2016 year.
- Employee entitlements to be increased by Enterprise Bargaining outcomes.
- Principal repayments are estimated to be \$1.26m and interest payments \$1.67m.
- Total capital expenditure to be \$37.31m (including estimated carry overs of \$5m from the 2014-2015 financial year).
- Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements.

Overview to Appendices

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

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual 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	New Capital Works Program
B	Capital Works Program (as required by the Local Government Regulations)
C	Rates and Charges
D	Schedule of User Charges and Other Fees
E	Schedule of GESAC User Charges and Other Fees

Appendix A – New Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2015-2016 year.

Limited availability of Capital funding has necessitated a disciplined approach to capital budgeting. Identified projects are classified as 'Must Do', 'Rolling Annual', 'Major Projects', 'Open Space Strategy Implementation' and 'Short Term'.

'Must Do' and 'Rolling Annual' projects are given priority. The other projects are assessed and ranked.

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
<u>(1) MUST DO</u>			
Road Reconstruction Program	4,088,000	576,000	3,512,000
Drainage Renewal and Upgrade Program	3,500,000	-	3,500,000
Footpath Replacement Program	1,725,000	-	1,725,000
Local Road Resurfacing Program	1,500,000	-	1,500,000
Right of Way Renewal Program	255,000	-	255,000
Local Area Traffic Management Renewal Program	251,000	-	251,000
Traffic Signal Renewal Program	100,000	-	100,000
Kerb & Channel Replacement Program	160,000	-	160,000
Car Park Renewal Program	560,000	-	560,000
Fleet and Plant Management	1,021,091	-	1,021,091
Ongoing Renewal of IT infrastructure	748,000	-	748,000
TOTAL MUST DO	13,908,091	576,000	13,332,091
<u>(2) ROLLING ANNUAL</u>			
Environmental Initiatives			
Princes Park Oval No. 4 Upgrade - Including Warm Season Grass	400,000	-	400,000
Bicycle Strategy Implementation - Continuation of off road paths, extensions to the on road network and works to improve existing conditions	150,000	-	150,000
Installation of solar systems on council assets to generate renewable energy	150,000	-	150,000
Total Environmental Initiatives	700,000	-	700,000
Libraries			
Purchase of Library Collections	804,590	61,123	743,467
Total Libraries	804,590	61,123	743,467

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Traffic Management			
Installation of speed cushions at intersections	15,000	-	15,000
Improve Pedestrian Safety - Install pedestrian operated signals	500,000	-	500,000
Residential Street Safety - Installation of Traffic Management Treatments Speed Humps and Splitter Islands	320,000	-	320,000
Safer Speed Limit Treatments - Road Humps	150,000	-	150,000
School Safety - Relocation of School Crossing	15,000	-	15,000
Changes to the four sets of traffic signals and Installation of Speed Humps at Laneway/Car Park exits in the vicinity of the Shopping Centres	81,000	-	81,000
Total Traffic Management	1,081,000	-	1,081,000
Public Open Space and Recreational Facilities			
Replace Drip Irrigation	75,000	-	75,000
Soil Stabilisation Works within Parks and Reserves - Soil required beside paths, park benches etc.	40,000	-	40,000
Replacement of Park Shelters and BBQs	75,000	-	75,000
Minor Park Improvements	85,000	-	85,000
Replacement & Installation of Synthetic Cricket Surfaces within practice nets	15,000	-	15,000
Design and Upgrade of existing Pathway Lighting	335,000	-	335,000
Installation of rubber softfall within playgrounds	50,000	-	50,000
Shade Sail Replacement Program	35,000	-	35,000
Replacement of aged, unsafe and damaged Infrastructure/ furniture within Parks and Reserves	100,000	-	100,000
Pathways Granitic Surface Upgrade	50,000	-	50,000
Replacement & Installation of Synthetic Cricket wicket Surfaces	21,000	-	21,000
Park Furniture and Infrastructure Upgrade Program	100,000	-	100,000
Sports Ground Lighting	90,000	-	90,000
Carnegie Swim Centre Capital Maintenance	50,000	-	50,000
Playground Minor Equipment/Art Rolling Program	200,000	-	200,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Public Hall Furniture	30,000	-	30,000
Total Public Open Space and Recreational Facilities	1,351,000	-	1,351,000
Building Works			
Roof Renewal	135,500	-	135,500
Floor Covering Replacement Program	185,000	-	185,000
Painting Program	128,000	-	128,000
Switchboard Renewal	55,000	-	55,000
Kitchen/Joinery Renewal	46,000	-	46,000
Roof Safety	50,000	-	50,000
Forward Design Program	140,000	-	140,000
Plant Renewal	260,100	-	260,100
Bathroom Renewal	70,000	-	70,000
Total Building Works	1,069,600	-	1,069,600
Shopping Centre Upgrades			
Annual Shopping Centre Streetscape Program	550,000	-	550,000
Total Shopping Centre Upgrades	550,000	-	550,000
TOTAL ROLLING ANNUAL	5,556,190	61,123	5,495,067
<u>(3) MAJOR PROJECTS</u>			
Duncan Mackinnon Pavilion Upgrade (costs to complete the project)	1,363,000	-	1,363,000
TOTAL MAJOR PROJECTS	1,363,000	-	1,363,000
<u>(4) OPEN SPACE STRATEGY IMPLEMENTATION</u>			
Booran Reserve (former Glen Huntly Reservoir)	4,838,000	585,000	4,253,000
Elsternwick Plaza Improvements	215,000	-	215,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Eskdale Road/Fitzgibbon Crescent New Open Space and Road Closure)	450,000	-	450,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Nina Reserve, Bentleigh East)	120,000	-	120,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Open Space Strategy Initiatives - Landscape Enhancement Works (Hopetoun Gardens, Elsternwick)	100,000	-	100,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Marara Road Reserve, Caulfield South)	100,000	-	100,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Leckie Street Reserve, Bentleigh)	195,000	75,000	120,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Thomas Street Reserve, McKinnon)	50,000	-	50,000
TOTAL OPEN SPACE STRATEGY IMPLEMENTATION	6,068,000	660,000	5,408,000
(5) SHORT TERM			
Environmental Initiatives			
Building Retrofits Sustainability Initiatives as per recent energy audits - Installation of solar panels and Power supply voltage regulation (total carbon emission per year saving 633 tonnes) (funded by the carbon tax refund \$876k)	481,308	-	481,308
Commencement of LED Street Lighting Program (funded by the carbon tax refund \$876k)	394,741		394,741
Upgrade of lights to LED lights	31,370	-	31,370
Total Environmental Initiatives	907,419	-	907,419
Aged Care			
Portable Hoists and Rail systems	138,641	-	138,641
Store room renovations into a multi purpose room	10,000	-	10,000
Office refurbishment - converted to a meeting room	10,000	-	10,000
Office Refurbishment - Modernisation and functional improvements	10,000	-	10,000
Upgrade of Equipment at Senior Citizens Centre	15,000	-	15,000
Installation of glass swing doors leading to the Centre from the main street	20,000	-	20,000
Replacement of front doors to improve disability access	49,500	-	49,500
ILU Refurbishment - Upgrade of carpets, bathrooms, kitchens etc.	50,000	-	50,000
Residential Services OHS/No Lift Program	80,000	-	80,000
Residential Aged Care - Replacement Furniture- (Curtains and Carpeting)	80,000	-	80,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Residential Aged Care - Minor Improvements - Upgrade Nurse call system integration with telephony system	60,000	-	60,000
Total Aged Care	523,141	-	523,141
Family & Children's Services			
Upgrade vaccination storage equipment	21,748	-	21,748
Refurbishment of outdoor play space	50,000	-	50,000
Replacement of carpets, curtains and new furniture	20,000	-	20,000
Total Family & Children's Services	91,748	-	91,748
Public Open Space and Recreational Facilities			
Irrigation Wiring Renewal Works	200,000	-	200,000
Multi-purpose Sports Court redevelopment - Upgrade existing courts to include a multi-purpose sports surface with provision for miniroos soccer	395,000	-	395,000
Outdoor Fitness Stations and Instructional Signage	55,000	-	55,000
Multi-purpose Hit up walls	300,000	-	300,000
Half Share Fencing	50,000	-	50,000
Duncan Mackinnon Athletics Track Upgrade - to provide new track surface and associated infrastructure (subject to \$650k SRV funding)	850,000	650,000	200,000
Duncan Mackinnon Resurfacing of Netball Courts (subject to SRV funding)	130,000	-	130,000
Total Public Open Space and Recreational Facilities	1,980,000	650,000	1,330,000
Traffic Management			
Electronic Variable Message Trailer Sign	19,250	-	19,250
Total Traffic Management	19,250	-	19,250
Building Works			
Furniture and Equipment for offices and function rooms	100,000	-	100,000
Signage Upgrade	11,000	-	11,000
Replace the middle timber double opening door leading into the portico area of the Gallery	20,000	-	20,000
Replacement of external fire exit stairs	25,000	-	25,000
Installation of swipe cards	109,000	-	109,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Installation of operable wall, DDA Toilet, ramp and entrance hall to accommodate more occupants	250,000	-	250,000
Removal of Hazardous Material	90,000	-	90,000
Public Toilet Upgrade	200,000	-	200,000
<i>Disability Discrimination Act</i> (DDA) Building Compliance Works	290,500	-	290,500
Total Building Works	1,095,500	-	1,095,500
Libraries			
Library electronic and cash payment hardware	62,480	-	62,480
Soft Furnishings - Additional arm chairs	12,000	-	12,000
Total Libraries	74,480	-	74,480
Other Short-Term Projects			
Furniture & Fittings - as required for emergency replacement	50,000	-	50,000
DBYD Automation - Automated response process to 'Dial Before You Dig' enquiries on Council underground assets	13,000	-	13,000
GESAC Annual Plant and Equipment Replacement (including replacement of change room lights)	222,000	-	222,000
Meeting Room (small private meeting room in underused space at the end of the stadium corridor to be used as a second meeting room)	25,000	-	25,000
GESAC Defects Rectification Works	200,000	-	200,000
Total Other Short-Term Projects	510,000	-	510,000
TOTAL SHORT TERM	5,201,538	-	5,201,538
TOTAL NEW CAPITAL WORKS PROJECTS 2015-2016	32,096,819	1,947,123	30,149,696

Appendix B – Capital Works Program (as required by the Local Government Regulations)

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2015-2016 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.

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
New Works					
PROPERTY					
BUILDINGS					
Roof Renewal	135,500	135,500	-	-	-
Floor Covering Replacement Program	185,000	185,000	-	-	-
Painting Program	128,000	128,000	-	-	-
Switchboard Renewal	55,000	55,000	-	-	-
Kitchen/Joinery Renewal	46,000	36,800	9,200	-	-
Roof Safety	50,000	50,000	-	-	-
Forward Design Program	140,000	-	140,000	-	-
Bathroom Renewal	70,000	70,000	-	-	-
Building Retrofits Sustainability Initiatives as per recent energy audits - Installation of solar panels and Power supply voltage regulation (total carbon emission per year saving 633 tonnes) (funded by the carbon tax refund \$876k)	481,308	481,308	-	-	-
Commencement of LED Street Lighting Program (funded by the carbon tax refund \$876k)	394,741	394,741	-	-	-
Upgrade of lights to LED lights	31,370	31,370	-	-	-
Store room renovations into a multi-purpose room	10,000	-	10,000	-	-
Office refurbishment - converted to a meeting room	10,000	-	10,000	-	-
Office Refurbishment - Modernisation and functional improvements	10,000	-	10,000	-	-
Installation of glass swing doors leading to the Centre from the main street	20,000	-	20,000	-	-
Replacement of front doors to improve disability access	49,500	49,500	-	-	-
ILU Refurbishment - Upgrade of carpets, bathrooms, kitchens etc.	50,000	30,000	20,000	-	-

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
Refurbishment of outdoor play space	50,000	-	50,000	-	-
Replacement of carpets, curtains and new furniture	20,000	-	20,000	-	-
Half Share Fencing	50,000	50,000	-	-	-
Signage Upgrade	11,000	-	11,000	-	-
Replace the middle timber double opening door leading into the portico area of the Gallery	20,000	20,000	-	-	-
Replacement of external fire exit stairs	25,000	-	25,000	-	-
Installation of operable wall, DDA Toilet, ramp and entrance hall to accommodate more occupants	250,000	-	250,000	-	-
Removal of Hazardous Material	90,000	90,000	-	-	-
Public Toilet Upgrade	200,000	200,000	-	-	-
<i>Disability Discrimination Act (DDA) Building Compliance Works</i>	290,500	120,000	170,500	-	-
Meeting Room (small private meeting room in underused space at the end of the stadium corridor to be used as a second meeting room)	25,000	-	25,000	-	-
GESAC Defects Rectification Works	200,000	-	200,000	-	-
Duncan Mackinnon Pavilion Upgrade (costs to complete the project)	1,363,000	-	-	1,363,000	-
TOTAL BUILDINGS	4,460,919	2,127,219	970,700	1,363,000	-
TOTAL PROPERTY	4,460,919	2,127,219	970,700	1,363,000	-
PLANT AND EQUIPMENT					
PLANT, MACHINERY AND EQUIPMENT					
Fleet and Plant Management	1,021,091	1,021,091	-	-	-
TOTAL PLANT, MACHINERY & EQUIPMENT	1,021,091	1,021,091	-	-	-
COMPUTERS AND TELECOMMUNICATIONS					
Ongoing Renewal of IT infrastructure	748,000	448,800	112,200	74,800	112,200
TOTAL COMPUTERS & TELECOMMUNICATIONS	748,000	448,800	112,200	74,800	112,200

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
LIBRARY BOOKS AND MATERIALS					
Purchase of Library Collections	804,590	-	804,590	-	-
TOTAL LIBRARY BOOKS	804,590	-	804,590	-	-
OTHER					
Installation of solar systems on council assets to generate renewable energy	150,000	-	-	-	150,000
Plant Renewal	260,100	260,100	-	-	-
Portable Hoists and Rail systems	138,641	-	138,641	-	-
Upgrade of Equipment at Senior Citizens Centre	15,000	-	15,000	-	-
Residential Services OHS/No Lift Program	80,000	80,000	-	-	-
Residential Aged Care - Replacement Furniture- (Curtains and Carpeting)	80,000	40,000	40,000	-	-
Residential Aged Care - Minor Improvements - Upgrade Nurse call system integration with telephony system	60,000	60,000	-	-	-
Upgrade vaccination storage Equipment	21,748	-	21,748	-	-
Irrigation Wiring Renewal Works	200,000	100,000	100,000	-	-
Electronic Variable Message Trailer Sign	19,250	-	-	-	19,250
Furniture and Equipment for offices and function rooms	100,000	100,000	-	-	-
Installation of swipe cards	109,000	-	109,000	-	-
Library electronic and cash payment hardware	62,480	-	-	-	62,480
Soft Furnishings - Additional arm chairs	12,000	-	12,000	-	-
Furniture & Fittings - as required for emergency replacement	50,000	-	-	50,000	-
DBYD Automation - Automated response process to 'Dial Before You Dig' enquiries on Council underground assets	13,000	-	-	-	13,000
GESAC Annual Plant and Equipment Replacement (including replacement of change room lights)	222,000	169,600	10,000	42,400	-
TOTAL OTHER	1,593,219	809,700	446,389	92,400	244,730

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
TOTAL PLANT AND EQUIPMENT	4,166,900	2,279,591	1,363,179	167,200	356,930
INFRASTRUCTURE					
ROADS					
Road Reconstruction Program	4,088,000	2,657,200	817,600	613,200	-
Local Road Resurfacing Program	1,500,000	1,500,000	-	-	-
Right of Way Renewal Program	255,000	216,750	38,250	-	-
Local Area Traffic Management Renewal Program	251,000	200,800	50,200	-	-
Traffic Signals-Upgrade for DDA Compliance of Pram Crossings at Priority Traffic Signal Locations	100,000	-	-	100,000	-
Kerb & Channel Replacement Program	160,000	152,000	8,000	-	-
Installation of Speed cushions at intersections	15,000	-	-	15,000	-
Residential Street Safety – Installation of Traffic Management Treatments Speed Humps and Splitter Islands	320,000	-	-	320,000	-
Improve Pedestrian Safety-Install pedestrian operated signals	500,000	-	-	-	500,000
School Safety – Relocation of School Crossing	15,000	-	-	15,000	-
Changes to the four sets of traffic signals and installation of speed humps at Laneway/ Car Park exits in the vicinity of the Shopping Centres	81,000	-	-	81,000	-
Safer Speed Limit Treatments - Road Humps	150,000	-	-	150,000	-
TOTAL ROADS	7,435,000	4,726,750	914,050	1,294,200	500,000
FOOTPATHS					
Footpath Replacement Program	1,725,000	1,725,000	-	-	-
TOTAL FOOTPATHS	1,725,000	1,725,500	-	-	-
DRAINAGE					
Drainage Renewal and Upgrade Program	3,500,000	1,575,000	1,750,000	175,000	-
TOTAL DRAINAGE	3,500,000	1,575,000	1,750,000	175,000	-

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
OPEN SPACE					
Bicycle Strategy Implementation - Continuation of off road paths, extensions to the on road network and works to improve existing conditions	150,000	-	60,000	90,000	-
Princes Park Oval No. 4 Upgrade - Including Warm Season Grass	400,000	-	400,000	-	-
Replace Drip Irrigation	75,000	75,000	-	-	-
Soil Stabilisation Works within Parks and Reserves - Soil required beside paths, park benches etc.	40,000	40,000	-	-	-
Replacement of Park Shelters and BBQs	75,000	-	75,000	-	-
Minor Park Improvements	85,000	85,000	-	-	-
Replacement & Installation of Synthetic Cricket Surfaces within practice nets	15,000	15,000	-	-	-
Design and Upgrade of existing Pathway Lighting	335,000	251,250	83,750	-	-
Installation of rubber softfall within playgrounds	50,000	50,000	-	-	-
Shade Sail Replacement Program	35,000	35,000	-	-	-
Replacement of aged, unsafe and damaged Infrastructure/ furniture within Parks and Reserves	100,000	100,000	-	-	-
Pathways Granitic Surface Upgrade	50,000	50,000	-	-	-
Replacement & Installation of Synthetic Cricket wicket Surfaces	21,000	21,000	-	-	-
Park Furniture and Infrastructure Upgrade Program	100,000	-	50,000	50,000	-
Sports Ground Lighting	90,000	90,000	-	-	-
Carnegie Swim Centre Capital Maintenance	50,000	-	25,000	25,000	-
Playground Minor Equipment/Art Rolling Program	200,000	200,000	-	-	-
Public Hall Furniture	30,000	30,000	-	-	-
Booran Reserve (former Glen Huntly Reservoir)	4,838,000	550,000	4,270,000	18,000	-
Elsternwick Plaza Improvements	215,000	86,000	129,000	-	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Eskdale Road/Fitzgibbon Crescent New Open Space and Road Closure)	450,000	-	-	450,000	-

2015-2016 Draft Annual Budget

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
Open Space Strategy Initiatives - Landscape Enhancement Works (Nina Reserve, Bentleigh East)	120,000	-	-	120,000	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Hopetoun Gardens, Elsternwick)	100,000	-	-	100,000	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Marara Road Reserve, Caulfield South)	100,000	-	-	100,000	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Leckie Street Reserve, Bentleigh)	195,000	-	-	195,000	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Thomas Street Reserve, McKinnon)	50,000	-	-	50,000	-
Multi-purpose Sports Court redevelopment - Upgrade existing courts to include a multi-purpose sports surface with provision for mini-roos soccer	395,000	79,000	316,000	-	-
Outdoor Fitness Stations and Instructional Signage	55,000	55,000	-	-	-
Multi-purpose Hit up walls	300,000	30,000	270,000	-	-
Duncan Mackinnon Athletics Track Upgrade - to provide new track surface and associated infrastructure (subject to \$650k SRV funding)	850,000	-	850,000	-	-
Duncan Mackinnon Resurfacing of Netball Courts (subject to SRV funding)	130,000	26,000	104,000	-	-
TOTAL OPEN SPACE	9,699,000	1,868,250	6,632,750	1,198,000	-
CAR PARKS					
Car Park Renewal Program	560,000	420,000	140,000	-	-
TOTAL CAR PARKS	560,000	420,000	140,000	-	-

2015-2016 Draft Annual Budget

Capital Works Area	2015-2016 Amount (\$)	2015-2016 Asset Renewal (\$)	2015-2016 Asset Upgrade (\$)	2015-2016 Asset Expansion (\$)	2015-2016 Asset New (\$)
STREETSCAPE WORKS					
Annual Shopping Centre Streetscape Program	550,000	440,000	110,000	-	-
TOTAL STREETSCAPE WORKS	550,000	440,000	110,000	-	-
TOTAL INFRASTRUCTURE	23,469,000	10,755,000	9,546,800	2,667,200	500,000
TOTAL NEW CAPITAL WORKS 2015-2016	32,096,819	15,161,810	11,880,679	4,197,400	856,930
CARRY FORWARD FROM 2014-2015	5,000,000	2,447,000	1,594,000	959,000	-
LEASED ASSETS	214,000	214,000	-	-	-
TOTAL CAPITAL WORKS PROGRAM 2015-2016 (INCLUDING CARRY FORWARDS)	37,310,819	17,822,810	13,474,679	5,156,400	856,930

Appendix C – Rates and Charges

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

(a) the rate in the dollar for each type of rate or charge to be levied;

General Rate	3.492 of each dollar Net Annual Value
Cultural & Recreation with Liquor	60 per cent of the General Rate
Cultural & Recreation without Liquor	50 per cent of the General Rate
Cultural & Recreation MRC	76 per cent of the General Rate
Yarra Yarra Golf Club	Fixed amount as per agreement

(b) the estimated amount to be raised by each type or rate to be levied;

	Before Rebate	After Rebate
General Rate	\$81,778,826	\$81,308,065
Cultural & Recreation with Liquor	\$23,380	\$23,380
Cultural & Recreation without Liquor	\$29,608	\$29,608
Cultural & Recreation MRC*	\$205,097	\$205,097
Yarra Yarra Golf Club	\$69,000	\$69,000

(c) the estimated total amount to be raised;

2014-2015	2015-2016
Before Rebate	Before Rebate
\$77,117,328	\$82,105,911
After Rebate	After Rebate
\$76,624,056	\$81,635,150

(d) the percentage change in the rate in the dollar for each type of rate to be levied compared to that of the previous financial year;

General Rate	5.43% Increase
Cultural & Recreation with Liquor	5.44% Increase
Cultural & Recreation without Liquor	5.43% Increase
Cultural & Recreation MRC	5.44% Increase
Yarra Yarra Golf Club	n/a

(e) the number of assessments for each type of rate to be levied compared with the previous year;

	2014-2015	2015-2016
General Rate	61,537	62,166
Cultural & Recreation with Liquor	6	6
Cultural & Recreation without Liquor	18	18
Cultural & Recreation MRC	1	1
Yarra Yarra Golf Club	1	1

(f) the total number of assessments;

2014-2015	2015-2016
61,563	62,192

(g) the percentage change in the number of assessments for each type of rate to be levied compared to that of the previous financial year;

General Rate	1.02% Increase
Cultural & Recreation with Liquor	0.00%
Cultural & Recreation without Liquor	0.00%
Cultural & Recreation MRC	0.00%
Yarra Yarra Golf Club	0.00%

(h) the percentage change in the total number of assessments compared to that of the previous financial year;

1.02%

(i) the basis of valuation to be used;

Net Annual Value

(j) the estimated total value of property in respect of which each type of rate is to be levied (NET ANNUAL VALUE);

	2014-2015	2015-2016
General Rate	2,319,046,000	2,341,926,650
Cultural & Recreation with Liquor	1,116,000	1,116,000
Cultural & Recreation without Liquor	1,695,750	1,695,750
Cultural & Recreation MRC*	7,727,850	7,727,850
Yarra Yarra Golf Club	4,499,000	4,499,000

(k) the estimated total value of property in respect of which rates are to be levied;

2014-2015	2015-2016
\$2,334,084,600	\$2,356,965,250

(l) the estimated percentage change in the total value of property in respect of which each type of rate is to be levied compared to that of the previous financial year;

General Rate	0.99%
Cultural & Recreation with Liquor	0%
Cultural & Recreation without Liquor	0%
Cultural & Recreation MRC	0%
Yarra Yarra Golf Club	0%

(m) the estimated percentage change in the total value of property in respect of which a rate is to be levied compared to that of the previous financial year;

0.99% increase

(n) the unit amount for each type of charge to be levied;

	2014-2015	2015-2016
240 Litre Bin	\$340.00	\$349.00
120 Litre Bin	\$165.00	\$169.00
Flats Sharing 240 litre bin	\$165.00	\$169.00
Family 240 litre bin	\$238.00	\$244.00
Litter Management Charge	\$49.00	\$53.00
240 Litre Medical	\$165.00	\$169.00
Additional Recycling	\$30.00	\$30.00
Additional Green Waste	\$30.00	\$30.00

(o) the estimated amount to be raised by each type of charge to be levied (as at 1 July 2014) compared with the previous year;

	2014-2015	2015-2016
240 Litre Bin	\$5,789,518	\$5,895,657
120 Litre Bin	\$6,659,400	\$6,868,160
Flats Sharing 240 litre bin	\$289,245	\$314,340
Family 240 litre bin	\$89,012	\$91,988
Litter Management Charge	\$83,986	\$108,862
240 Litre Medical	\$825	\$2,197
Additional Recycling	\$39,000	\$39,600
Additional Green Waste	\$2,910	\$4,110
Total	\$12,953,896	\$13,324,914

(p) the estimated total amount to be raised by rates and charges after rebate;

2014-2015	2015-2016
\$89,577,952	\$94,960,064

(q) the percentage change in unit charge for each type of charge to be levied compared to that of the previous financial year;

240 Litre Bin	2.65% Increase
120 Litre Bin (Res/Comm)	2.42% Increase
Flats Sharing 240 litre bin	2.42% Increase
Family 240 litre bin	2.52% Increase
Litter Management Charge	8.16% Increase
240 Litre Medical	2.42% Increase
Additional Recycling	Nil
Additional Green Waste	Nil

(r) the estimated percentage increase in the total amount to be raised by rates and charges after the rebate compared to that of the previous financial year on a comparable basis;

Description	Forecast 2014-2015 \$'000	Annual Budget 2015- 2016 \$'000	Variance 2014- 2015 Forecast to 2015-2016 Budget \$'000	Change (%)
Average Rates and Charges per assessment	-	-	-	4.94%
Rates Revenue	76,624	81,635	5,011	6.54%
Waste and Recycling Charges	12,954	13,325	371	2.86%
Total Rates and Charges	89,578	94,960	5,382	6.01%

(s) Council Rebates

Council Pension Rebate

A Council pension rebate will continue to be granted in this financial year for those ratepayers who receive a State Government Pension Rebate concession. Each ratepayer who is an "eligible recipient" within the meaning of the *State Concessions Act 2004* will be granted a combined rebate up to 50 per cent off Council Rates to a maximum of \$270 (being an amount contributed by State Government & Council) in respect of that land.

(t) Municipal Charge if any;

- Nil

(u) any significant changes that may affect the estimated amounts to be raised

- Processing of Supplementary Valuations,
- Changes to use of land such that rateable land becomes non-rateable land and vice versa,
- Increase/Decrease in the number of ratepayers opting to change their bin size,
- Decrease in the number of rebates through pensioner verification.

***Note:**

The rates associated with the Melbourne Racing Club involve three parcels of land.

1. The private property along Kambrook and Booran Roads is rated at the General Rate, the same as the vast majority of property in the municipality.
2. The Crown Land comprising the Racecourse Reserve, under the control of the MRC, is rated under the *Cultural and Recreational Land Act* (as are tennis clubs, bowls clubs, golf clubs etc.).
3. The private property north of Station St, will change significantly over the course of the next 10-15 years.
 - a. The land is currently rated under the Cultural and Recreational Lands Act owing to its use in association with racing.
 - b. The land is the site for the proposed development known as 'Caulfield Village'. Planning for that development has placed the land under financial obligations for infrastructure works. This includes the Deed with the Council to ensure that public infrastructure works that would otherwise be the responsibility of the Council will instead be funded by the owner of the land. These infrastructure obligations have the temporary effect of reducing the rateable value of the land.
 - c. As Stages of this land move into construction, they will cease to be rated under the Cultural and Recreational Lands Act and will be rated under the General Rate. This is likely to take the form of a series of Supplementary Rate assessments for increased amounts. 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.
 - d. This process will continue as each Stage moves into development until eventually the whole area is rateable under the General rate and has been subject to back rates. The timing of these changes will be driven by construction which is not within Council's control. It is likely that these changes will occur over successive Council budgets and during the course of particular financial years.

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.

Appendix D – Schedule of User Charges and Other Fees

This appendix 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 2015-2016 year.

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
COMMUNITY SERVICES				
<u>Library and Information Services</u>				
3620 - Library and Information Operations				
Interlibrary Loans	Charge per item + any costs charged by the lending library	Taxable	\$5.00 + any costs charged by the lending library	\$5.00 + any costs charged by the lending library
Holiday Programs/Special Events	Charge varies according to program/event	Taxable	Charge varies according to program/event; \$6.00 - \$20.00	Charge varies according to program/event; \$6.00 - \$20.00
Library bags	Per bag	Taxable	1.50	1.50
Books, CD ROMs, Compact Discs, DVDs, Talking Book Sets, Kits - Lost/Damaged	Various items	Taxable	List price + \$12 processing charge	List price + \$12 processing charge
Magazines - Lost/Damaged	Various items	Taxable	List price + \$3.50 processing charge	List price + \$3.50 processing charge
Jacketing - Damaged	Per item	Taxable	3.50	3.50
CD, CD ROM, and DVD Cases - Lost/Damaged	Per case	Taxable	1.20	1.20
Talking Book Playaway lids - Lost/Damaged	Per lid	Taxable	1.20	1.20

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Kit Cases, Talking Book CD and Talking Book Playaway Cases - Lost/Damaged	Per case	Taxable	6.00	6.00
Barcodes - Lost/Damaged	Per item	Taxable	1.20	1.20
Talking Book Cassettes - Lost/Damaged	Per cassette	Taxable	12.00	12.00
Talking Book Compact Discs - Lost/Damaged	Per compact disc	Taxable	12.00	12.00
Talking Book Cassette Cases - Lost/Damaged	1 - 2 cassette capacity	Taxable	6.00	6.00
	3 - 8 cassette capacity	Taxable	8.00	8.00
	9 or more cassette capacity	Taxable	17.00	17.00
KOBO (e-reader) lost or damaged	KOBO device, case and USB cable	Taxable	130.00	130.00
3621 - Caulfield Library				
Replacement Membership Card		Taxable	4.00	4.00
PCs - Printing	Black and white	Taxable	0.22	0.22
	Colour	Taxable	0.55	1.10
Sale of Memory Sticks		Taxable	10.00	10.00
Charges on Overdue Material	Per item per day - maximum \$10	Free	0.25	0.25
Charges Overdue KOBO	\$5 per day - maximum \$50	Free	0.25	0.25

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Photocopying	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Reservations and Requests for Purchase		Taxable	2.00	2.00
3622 - Elsternwick Library				
Replacement Membership Card		Taxable	4.00	4.00
PC's - Printing	Black and white	Taxable	0.22	0.22
	Colour	Taxable	0.55	1.10
Sale of Memory Sticks		Taxable	10.00	10.00
Charges on Overdue Material	Per Item Per Day - Maximum \$10	Free	0.25	0.25
Photocopying	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Reservations and Requests for Purchase		Taxable	2.00	2.00
3623 - Carnegie Library				
Replacement Membership Card		Taxable	4.00	4.00
PC's - Printing	Black and white	Taxable	0.22	0.22

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Colour	Taxable	1.10	1.10
Sale of Memory Sticks		Taxable	10.00	10.00
Charges on Overdue Material	Per item per day - max \$10	Free	0.25	0.25
Photocopying	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Reservations and Requests for Purchase		Taxable	2.00	2.00
3624 - Bentleigh Library				
Replacement Membership Card		Taxable	4.00	4.00
PC's - Printing	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Sale of Memory Sticks		Taxable	10.00	10.00
Charges on Overdue Material	Per item per day - max \$10	Free	0.25	0.25
Photocopying	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Reservations and Requests for Purchase		Taxable	2.00	2.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
<u>Residential Aged Care Facilities</u>				
Resident Fees are set by the Commonwealth Government and are subject to change.				
<u>Warrawee Facility</u>				
5436 - Warrawee Aged Care Facility - Administration				
Maximum Refundable Accommodation Deposits (RAD) - House 1 & 2		Free	450,000	450,000
Maximum Refundable Accommodation Deposits (RAD) - House 4 & 5		Free	500,000	500,000
Maximum Refundable Accommodation Deposits (RAD) Extra Service - House 6		Free	550,000	550,000
Maximum Refundable Accommodation Deposit (RAD) - House 7		Free	350,000	350,000
Monthly Bond Draw Downs		Free	\$323.00 for existing bonds, not applicable for new RAD	\$323.00 for existing bonds, not applicable for new RAD
Basic Daily Care Fee		Free	43.22	47.15
Extra Service Fees - House 6		Free	37.50	37.50
Meals Staff/Guests		Taxable	6.00	6.00
Respite Care		Free	43.22	47.15

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
<u>Rosstown Aged Care Facility</u>				
5441 - Rosstown Aged Care Facility - Administration				
Maximum Refundable Accommodation Deposit (RAD) - Downstairs		Free	450,000	450,000
Maximum Refundable Accommodation Deposit (RAD) - Upstairs		Free	400,000	400,000
Monthly Bond Draw Downs		Free	\$323.00 for existing bonds, not applicable for new RAD	\$323.00 for existing bonds, not applicable for new RAD
Basic Daily Care Fee		Free	43.22	47.15
Meals Staff/Guests		Taxable	6.00	6.00
Respite Care		Free	43.22	47.15
<u>Spurway Aged Care Facility</u>				
5451 - Spurway Aged Care Facility - Administration				
Maximum Refundable Accommodation Deposit (RAD) - House 1 & 3		Free	450,000	450,000
Maximum Refundable Accommodation Deposit (RAD) - House 2		Free	400,000	400,000
Monthly Bond Draw Downs		Free	\$323.00 for existing bonds, not applicable for new RAD	\$323.00 for existing bonds, not applicable for new RAD

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Basic Daily Care Fee		Free	43.22	47.15
<u>Independent Living Units</u>				
5461 - Independent Living Units				
	One bedroom per fortnight	Input	Rent Assistance Entitlement plus 25% of Total Income	Rent Assistance Entitlement plus 25% of Total Income
<u>Family and Children Services</u>				
<u>Children Services Administration</u>				
5301 - Children Services Administration				
FCS Ticketing Sales		Taxable	8.00	9.00
Educator Session		Free	27.00	30.00
Enrolment Deposit	Deposit on enrolment of child on child care wait list, refundable upon child commencing in care	Free	Not Applicable in 2014 - 2015	50.00
<u>Occasional Care</u>				
5346 - Occasional Care				
Occasional Care Fees		Free	25.00	27.00
	Health Care Card Holder Fee	Free	21.00	23.00
	Second Child Discount	Free	23.00	25.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
<u>Kindergartens</u>				
5212 - Kindergartens				
Kindergarten Central Enrolment Scheme	Full Fee	Free	20.00	21.00
<u>Family Day Care</u>				
5306 - Family Day Care				
Family Day Care Administration Fee		Free	0.80	1.60
Family Day Care Hourly Fee	per hour	Free	\$8.50 - \$12.50	\$8.50 - \$13.00
<u>Carnegie Child Care Centre</u>				
5316 - Carnegie Children's Centre				
Carnegie Child Care Centre	0-3 Year Old Room	Free	115.00	121.00
	3-5 Year Old Room	Free	105.00	111.00
<u>Caulfield Child Care Centre</u>				
5321 - Caulfield Children's Centre				
Caulfield Child Care Centre	0-3 Year Old Room	Free	115.00	121.00
	3-5 Year Old Room	Free	105.00	111.00
<u>Murrumbeena Child Care Centre</u>				
5341 - Murrumbeena Family Centre				
Murrumbeena Child Care Centre	0-3 Year Old Room	Free	115.00	121.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	3-5 Year Old Room	Free	105.00	111.00
<u>Resource and Development</u>				
5286 - Resource and Development				
Hire General - Caulfield MCH Room		Taxable	12.00	12.50
Hire General - Murrumbene MCH Room		Taxable	18.00	18.50
Hire General - Glen Huntly MCH Room		Taxable	12.00	12.50
<u>Environmental Health</u>				
3320 - Environmental Health				
Registration Fees - Public Health and Wellbeing Act	Annual Registration Fee	Free	128.00	132.00
	Late Registration Fee Surcharge	Free	Dependent on Volumes	Dependent on Volumes
Transfer Administration Fees	Food Act	Free	74.00	76.00
Transfer Administration Fees	Public Health and Wellbeing Act	Free	74.00	76.00
Registration Fees - Food Act				
Food Act Registration Fees	Late Registration Fee Surcharge	Free	Dependent on Volumes	Dependent on Volumes
	Class 1A - (5 star award)	Free	363.00	374.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Class 1A - (No award)	Free	474.00	488.00
	Class 1B - (5 star award)	Free	308.00	317.00
	Class 1B - Medium Risk (No award)	Free	421.00	434.00
	Class 2A - (5 star award)	Free	567.00	584.00
	Class 2A - (No award)	Free	679.00	699.00
	Class 2B - (5 star award)	Free	314.00	323.00
	Class 2B - (No award)	Free	426.00	439.00
	Class 2C - Community groups and temporary and mobile food premises	Free	177.00	182.00
	3A - Low risk premises	Free	244.00	251.00
	3B - Low risk large manufacturers	Free	Not Applicable in 2014 - 2015	301.00
	Class 3C - Low risk Community groups and temporary and mobile food premises	Free	129.00	133.00
Additional Follow Up Inspection Fees	Classes 1 and 2	Free	123.00	127.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Class 3	Free	84.00	87.00
Registration Fees - Streatrader				
Annual Registration Fee	Class 2M, 2T & 2V	Free	177.00	182.00
	Class 3M, 3T & 3V	Free	129.00	133.00
Public Health Legal Fee Income	Legal Fees Income	Free	Dependent on Volumes	Dependent on Volumes
Transfer inspection fees	Public Health and Wellbeing Act Transfer Inspection Fee	Free	121.00	125.00
Domestic Waste Water Management System Approval	Domestic Waste Water Management System Approval	Free	281.00	289.00
<u>Community Care</u>				
<u>Personal Care / Home care</u>				
5484 - Personal Care / Home Care				
Home Care Fees	Low Fee	Free	6.10	6.30
	Medium Fee	Free	15.40	15.90
	High Fee	Free	32.30	33.30
	Full Cost Recovery (Packages, Linkages)	Taxable	43.60	49.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Personal Care Fees	Low Fee	Free	5.60	5.80
	Medium Fee	Free	9.30	9.60
	High Fee	Free	35.90	37.00
	Full Cost Recovery (Packages, Linkages)	Taxable	43.60	49.50
<u>Respite Care</u>				
5487 - Respite care				
Respite Care	Low Fee	Free	4.10	4.20
	Medium Fee	Free	5.60	5.80
	High Fee	Free	33.20	34.20
	Full Cost Recovery (Packages, Linkages)	Taxable	43.60	49.50
<u>Property Maintenance</u>				
5482 - Property Maintenance				
Property Maintenance	Low Fee	Free	12.30	12.70
	Medium Fee	Free	17.90	18.40
	High Fee	Free	46.20	47.60

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Full Cost Recovery - (Packages, Linkages)	Taxable	47.90	54.20
<u>Social Support</u>				
5496 - Social Support				
Social Support	Low Fee	Free	18.40	19.00
	Medium Fee	Free	18.40	19.00
	High Fee	Free	29.80	30.70
Full Cost Income	Packages & Linkages	Taxable	20.30	21.00
<u>Delivered Meals</u>				
5500 - Delivered Meals				
Delivered Meals	Low Fee & Medium Fee	Free	7.90	8.10
	High Fee	Free	12.80	13.20
	Full Cost Income - Delivered Meals Taxable	Taxable	15.10	17.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
<u>Social Options</u>				
5271 - Community Transport				
Community Bus Hire (per half day)	Community - Non Profit	Taxable	30.00	35.00
Community Bus Hire (per full day)	Community - Non Profit	Taxable	45.00	50.00
Community Bus Hire (per half day)	Schools, Sporting Groups	Taxable	50.00	55.00
Community Bus Hire (per full day)	Schools, Sporting Groups	Taxable	90.00	100.00
Community Bus Shopping Trip	Shopping Bus Fee	Taxable	3.20	3.30
5411 - Older Adults Programs				
Exercise Program	Exercise Program Fee	Taxable	4.00	4.00
Exercise Program Transport	Per Round Trip	Taxable	3.00	3.00
Explorers Program Transport	Per Round Trip	Taxable	6.00	6.40

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Senior Citizens Centres				
5261 - Senior Citizens Centres				
Senior Citizens Centres Hire Charges	Community Groups, Council Business Units (room hire)	Taxable	25.00	Not Applicable in 2015 - 2016
Arts and Cultural Services				
3560 - Music Program				
Arts Unit - Special Events	Ticket Sales and Programs (Per Ticket)	Taxable	Between \$18.00 - \$25.00	Between \$20.00 - \$25.00
3510 - Gallery				
Arts Unit Gallery Hire for Exhibitions - Per Week	Full - General	Taxable	Various rates apply according to size, duration and season	Various rates apply according to size, duration and season
Arts Unit - Catalogue Sales	Per Catalogue	Taxable	15.00	Not Applicable in 2015 - 2016
Gallery Management Fees		Taxable	Rates vary as they are negotiated on an individual basis	Rates vary as they are negotiated on an individual basis
3520 - Arts and Literature Festival				
Miscellaneous Income		Taxable	Between \$10-\$35	Between \$10-\$35
3551 - Arts & Culture Projects				
	Food vendor site fees	Taxable	Not Applicable in 2014 - 2015	Two site fees - \$150 and \$300

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
3580 - Community Celebrations				
	Food vendor site fees	Taxable	Not Applicable in 2014 - 2015	Two site fees - \$150 and \$300
ASSETS AND FACILITIES				
<u>Asset Management</u>				
4100 - Project and Asset Management				
Asset Consent Permits		Free	72.00	80.00
Vehicle Crossing Permits		Free	138.00	150.00
Building Over Easements Permits		Free	138.00	150.00
User Fees - General	Cost recovered depending on complexity of S173 agreement + 10% administration fee	Taxable	Rates will vary depending on complexity of document preparation	Rates will vary depending on complexity of document preparation
Point of Discharge Income	Permit referred under regulation 610(2)	GST Exempt	59.60	61.00
Asset Protection Permits		GST Exempt	138.00	142.00
<u>Glen Works</u>				
4422 - Asphalt Road and Footpath Reinstatement	Asphalt reinstatement works. Additional Traffic Management Costs may be charged where applicable.			
Asphalt Footpath 30mm thick	per Sq.m.	Taxable	160.00	165.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Asphalt Road Pavement 50mm thick	per Sq.m.	Taxable	200.00	205.00
4441 Concrete Maintenance - Concrete Openings	Works to Reinstate Concrete openings. Additional Traffic Management Costs may be charged where applicable.			
a) Footpath and Vehicle Crossing Reinstatements				
Concrete Footpath - 75mm thick	per Sq.m.	Taxable	90.00	90.00
Footpath Combination with 300mm spoon drain	per Sq.m.	Taxable	140.00	145.00
Vehicle Crossing - 100mm thick	per Sq.m.	Taxable	140.00	145.00
Residential Vehicle Crossings - 125mm thick	per Sq.m.	Taxable	160.00	165.00
Commercial Vehicle Crossings - 150mm thick	per Sq.m.	Taxable	160.00	165.00
Industrial Vehicle Crossings - 200mm thick	per Sq.m.	Taxable	210.00	215.00
b) Kerb and Channel Reinstatements				
Concrete Kerb & Channel - 450mm wide	per Lin.m.	Taxable	140.00	145.00
Concrete Kerb & Channel - 600mm wide	per Lin.m.	Taxable	110.00	110.00
Concrete Kerb & Channel - Extra Wide Channel - 900mm wide	per Lin.m.	Taxable	180.00	185.00
c) Miscellaneous Reinstatements				
Brick Paving	per Sq.m.	Taxable	120.00	120.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Pram Crossing - Unit	per number	Taxable	890.00	910.00
Bluestone - Kerb	per Lin.m.	Taxable	140.00	145.00
Bluestone - Kerb & Channel	per Lin.m.	Taxable	160.00	165.00
Bluestone - Paving	per Sq.m.	Taxable	180.00	185.00
Storm Water Kerb Adaptors	per number	Taxable	100.00	100.00
Storm Water Pipe - 100mm diameter	per Lin.m.	Taxable	80.00	80.00
Nature Strip (which includes level off, top dressing & seeding)	per Sq.m.	Taxable	30.00	30.00
Nature Strip (which includes excavation Maximum Depth 200mm, top soiling & seeding)	per Sq.m.	Taxable	60.00	60.00
Saw Cutting	per Lin.m.	Taxable	15.00	15.00
<u>Parks</u>				
4600 - Contract Parks Administration				
Sale of Compost Bins and Worm Farms	Bins and Worm Farms	Taxable	Worm Farms \$90, Compost Bins \$50, Delivery \$10	Worm Farms \$90, Compost Bins \$50, Delivery \$10
4650 - Contract Tree Gang				
Sundry Income	Tree Removal for Cross-Overs	Taxable	Variable	Variable

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Property and Facilities				
2245 - Facilities Management	Town hall Function Rooms Concessional Rates (i.e. Community Groups) - please note, a session = 3 hours			
Auditorium				
Auditorium - Theatre Style Setup (Fri -Sun)	Per Session	Taxable	899.00	917.00
Kitchen Use (Fri - Sun)	Per Session	Taxable	277.50	283.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Taxable	737.00	752.00
Kitchen Use (Mon - Thu)	Per Session	Taxable	170.00	174.50
Auditorium - Banquet Style Setup (Fri - Sun)	Per Session	Taxable	1,725.00	1,760.50
Auditorium - Banquet Style Setup (Mon -Thu)	Per Session	Taxable	1,324.00	1,350.00
Public Holiday Surcharge	Per Session	Taxable	325.00	331.50
Theatrette (Fri - Sun)	Per Session	Taxable	442.00	451.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	96.00	98.00
Theatrette (Mon - Thu)	Per Session	Taxable	307.00	314.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Ground Floor Kitchen Use (Mon-Thu)	Per Session	Taxable	74.00	75.50
Function Rooms				
Rippon Lea Room (evenings and weekends)	Per Session	Taxable	123.00	125.50
	Each Extra Hour After 3 Hours	Taxable	37.00	38.00
Rippon Lea Room (business hours)	Per Session	Taxable	146.00	149.00
	Each Extra Hour After 3 Hours	Taxable	42.00	43.00
Labassa Room (evenings & weekends)	Per Session	Taxable	109.00	111.00
	Each Extra Hour After 3 Hours	Taxable	37.00	38.00
Labassa Room (business hours)	Per Session	Taxable	135.00	138.00
	Each Extra Hour After 3 Hours	Taxable	42.00	43.00
Ogaki Room (evenings and weekends)	Per Session	Taxable	109.00	112.00
	Each Extra Hour After 3 Hours	Taxable	37.00	38.00
Ogaki Room (business hours)	Per Session	Taxable	135.00	138.00
	Each Extra Hour After 3 Hours	Taxable	42.00	43.00
Caulfield Cup Room (evenings and weekends)	Per Session	Taxable	160.00	163.00
	Per Day	Taxable	250.00	255.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Caulfield Cup Room (business hours)	Per Session	Taxable	211.00	215.00
	Per Day	Taxable	315.00	321.00
Yarra Yarra Room (evenings and weekends)	Per Session	Taxable	121.00	123.00
	Per Day	Taxable	188.00	192.00
Yarra Yarra Room (business hours)	Per Session	Taxable	159.00	162.00
	Per Day	Taxable	238.00	243.00
Upstairs Meeting Rooms - Kitchen (evenings and weekends)	Per Session	Taxable	50.00	51.00
	Per Day	Taxable	98.00	100.00
Upstairs Meeting Rooms - Kitchen (business hours)	Per Session	Taxable	78.00	80.00
	Per Day	Taxable	115.00	117.50
Town hall Function Rooms - Commercial Rates				
Auditorium				
Auditorium - Theatre Style Setup (Fri - Sun)	Per Session	Taxable	1,253.00	1,278.00
Kitchen Use (Fri - Sun)	Per Session	Taxable	400.00	408.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Taxable	976.00	996.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Kitchen Use (Mon - Thu)	Per Session	Taxable	220.00	224.50
Auditorium - Banquet Style Setup (kitchen use included) (Fri -Sun)	Per Session	Taxable	2,307.00	2,353.00
Auditorium - Banquet Style Setup (kitchen use included) (Mon -Thu)	Per Session	Taxable	1,737.00	1,772.00
Public Holiday Surcharge		Taxable	326.00	333.00
Theatrette (Fri - Sun)	Per Session	Taxable	568.00	579.50
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	109.50	112.00
Theatrette (Mon - Thu)	Per Session	Taxable	381.00	389.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	87.00	89.00
Function Rooms				
Rippon Lea Room (evenings and weekends)	Per Session	Taxable	174.00	177.50
	For Each Extra Hour After 3 Hours	Taxable	53.00	54.00
Rippon Lea Room (business hours)	Per Session	Taxable	186.00	190.00
	For Each Extra Hour After 3 Hours	Taxable	58.00	59.00
Labassa Room (evenings and weekends)	Per Session	Taxable	147.00	150.00
	For Each Extra Hour After 3 Hours	Taxable	42.00	43.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Labassa Room (business hours)	Per Session	Taxable	161.00	164.00
	For Each Extra Hour After 3 Hours	Taxable	53.00	54.00
Ogaki Room (evenings and weekends)	Per Session	Taxable	147.00	150.00
	For Each Extra Hour After 3 Hours	Taxable	42.00	43.00
Ogaki Room (business hours)	Per Session	Taxable	161.00	164.00
	For Each Extra Hour After 3 Hours	Taxable	53.00	54.00
Caulfield Cup Room (evenings and weekends)	Per Session	Taxable	289.00	295.00
	Per Day	Taxable	435.00	444.00
Caulfield Cup Room (business hours)	Per Session	Taxable	438.00	447.00
	Per Day	Taxable	664.00	677.50
Yarra Yarra Room (evenings and weekends)	Per Session	Taxable	218.00	222.50
	Per Day	Taxable	328.00	335.00
Yarra Yarra Room (business hours)	Per Session	Taxable	330.00	337.00
	Per Day	Taxable	484.00	494.00
Kitchen (evenings and weekends)	Per Session	Taxable	85.00	87.00
	Per Day	Taxable	85.00	87.00
Kitchen (business hours)	Per Session	Taxable	98.00	100.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Per Day	Taxable	98.00	100.00
Carnegie Library and Community Centre				
Concessional Rates				
Boyd Room 1	Community Per Hour	Taxable	28.00	29.00
Boyd Room 2	Community Per Hour	Taxable	28.00	29.00
Boyd Room 3	Community Per Hour	Taxable	28.00	29.00
Boyd Rooms Combined	Community Per Hour	Taxable	81.00	83.00
Main Kitchen	Community Per Hour	Taxable	15.50	16.00
Children's/Multipurpose Room	Community Per Hour	Taxable	21.00	21.50
Commercial Rates				
Boyd Room 1	Community Per Hour	Taxable	61.00	62.00
Boyd Room 2	Community Per Hour	Taxable	61.00	62.00
Boyd Room 3	Community Per Hour	Taxable	61.00	62.00
Boyd Rooms Combined	Community Per Hour	Taxable	182.00	186.00
Main Kitchen	Community Per Hour	Taxable	15.00	15.50
Children's/Multipurpose room	Community Per Hour	Taxable	29.00	30.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Boyd Room 1	Community Per Day (> 3 Hours)	Taxable	\$28.00 per hour for the first 3 hours, \$10.50 per hour for each hour thereafter	\$29.00 per hour for the first 3 hours, \$11.00 per hour for each hour thereafter
Boyd Room 2	Community Per Day (> 3 Hours)	Taxable	\$28.00 per hour for the first 3 hours, \$10.50 per hour for each hour thereafter	\$29.00 per hour for the first 3 hours, \$11.00 per hour for each hour thereafter
Boyd Room 3	Community Per Day (> 3 Hours)	Taxable	\$28.00 per hour for the first 3 hours, \$10.50 per hour for each hour thereafter	\$29.00 per hour for the first 3 hours, \$11.00 per hour for each hour thereafter
Boyd Rooms Combined	Community Per Day (> 3 Hours)	Taxable	\$81.00 per hour for the first 3 hours, \$10.50 per hour for each hour thereafter	\$83.00 per hour for the first 3 hours, \$33.00 per hour for each hour thereafter
<u>Waste and Recycling</u>				
4300 – Waste and Recycling Charges				
Residential	Large 240L Waste Charge (including an estimated \$51 State Levy)	Free	340.00	349.00
	Small 120L Waste Charge (including an estimated \$24 State Levy)	Free	165.00	169.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Residential Flat Shared Bins (240L) Waste Charge per assessment (including an estimated \$51 State Levy)	Free	165.00	169.00
	240L Family Bin (including an estimated \$51 State Levy)	Free	238.00	244.00
	Medical 240L Waste Charge (including an estimated \$51 State Levy)	Free	165.00	169.00
	Litter Management Charge	Free	49.00	53.00
General	Additional Recycling Bin	Free	30.00	30.00
	Additional Green Waste Bin	Free	30.00	30.00
Commercial	Large 240L Waste Charge (including an estimated \$51 State Levy)	Free	340.00	349.00
	Small 120L Waste Charge (including an estimated \$24 State Levy)	Free	165.00	169.00
PLANNING AND TRANSPORT				
Statutory Planning				
3121 - Statutory Planning				
Amended Plans Fees (Secondary Consent Procedure)	Part Cost Recovery	Taxable	300.00	310.00
Condition of Permit Plans (Administrative Fee for Unsatisfactory Plans)		Taxable	110.00	115.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Planning Application Fees	Class 3b >\$100,001	Free	Statutory Charges	Statutory Charges
	Class 5d > \$10,000 - \$250,000	Free	Statutory Charges	Statutory Charges
	Class 6e >\$250,000 - \$500,000	Free	Statutory Charges	Statutory Charges
	Class 7e >\$500,000 - \$1,000,000	Free	Statutory Charges	Statutory Charges
	Class 8e >\$1,000,000 - \$7,000,000	Free	Statutory Charges	Statutory Charges
	Class 9e >\$7,000,000 - \$10,000,000	Free	Statutory Charges	Statutory Charges
	Class 10e >\$10,000,000 - \$50,000,000	Free	Statutory Charges	Statutory Charges
	Class 11e >\$50,000,000	Free	Statutory Charges	Statutory Charges
	Class 12 to Subdivide an Existing Building	Free	Statutory Charges	Statutory Charges
	Class 13f to Subdivide Land into Two Lots	Free	Statutory Charges	Statutory Charges
	Class 15g To Subdivide Land	Free	Statutory Charges	Statutory Charges
Sale of Public Notices	On Site' Large Notices - Additional to Statutory Fee	Taxable	57.00	59.00
Public Notice Service (posted to affected parties)	First 10 notices	Taxable	113.00	120.00
	Each Additional Notice	Taxable	10.00	11.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Planning Information Fees	Information Fees - GST Free	Free	103.00	106.00
	Extension of Time Request	Free	155.00	160.00
	Request for Historical Documentation (view file request)	Free	72.00	75.00
Subdivision Certification Application	Variable Statutory Fee + \$20 per lot + \$100 Consolidation Fee	Free	Statutory Charges	Statutory Charges
Photocopies of Plans	Size A0: 1 - 3 Copies - Per Copy	Taxable	7.20	7.60
	Size A1: 4 or More - Per Copy	Taxable	7.20	7.60
	Size A2: 4 or More - Per Copy	Taxable	7.20	7.60
	Size A4 - Per Copy	Taxable	2.20	2.30
	Size A3 - Per Copy	Taxable	2.60	2.70
	Copy of Objections - Per Objection	Taxable	2.20	2.30
Planning Scheme Amendment Fees		Free	Statutory Charges	Statutory Charges
<u>Civic Compliance</u>				
3400 - Building Control				
Permits	Fences Permit Fee	Taxable	497.00	507.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Reblocks, Garages, Carports, Verandas Permit Fee	Taxable	676.00	690.00
	Other Garages and Swimming Pools	Taxable	676.00	690.00
	Pool Fences only	Non Taxable	380.00	388.00
Dwelling Additions (including 4 inspections) cost/80	Minimum Fee - Owner Builder	Taxable	1,900.00	1,938.00
Cost/100	Minimum Fee-Registered Builder	Taxable	1,548.00	1,580.00
Dwellings (including 4 inspections) cost/100	Minimum Fee - Owner Builder	Taxable	2,560.00	2,612.00
Cost/120	Minimum Fee - Registered Builder	Taxable	2,140.00	2,183.00
Commercial Cost/100	(Up to \$20k - including 2 inspects)	Taxable	795.00	811.00
	(\$20k and over)	Taxable	Cost/100	Cost/100
Demolition Fees	Domestic - within Municipality	Taxable	600.00	612.00
	Commercial	Taxable	Price on Application	Price on Application
Special Assessments	Domestic - per hour (minimum 1 hour)	Taxable	154.00	157.00
	Commercial - per hour (minimum 1 hour)	Taxable	410.00	418.00
Inspection Rates	Within Municipality	Taxable	144.00	146.00
	Adjoining Municipalities	Taxable	144.00	Not Applicable in 2015 - 2016

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Lapsed Permits	Taxable	380.00	388.00
	Additional Inspections	Taxable	144.00	146.00
External Inspections		Taxable	333.00	340.00
Occupancy Permits	Prescribed Temporary Structures	Free	533.00	544.00
	Place for Public Entertainment	Free	2,630.00	2,690.00
	Amendment to above CO Certificates	Free	330.00	337.00
Siting approval- Prescribed Temporary Structures	Siting approval of prescribed temporary structures - Building Act s 57(1)(a)	Free	244.00	268.00
Council Dispensation Applications (Building Regulations 2006)	Council Consent (Part 4 siting, Building Regulations 2006) per Regulation Applicable. Maximum fee set by Legislation, charges are currently estimated.	Free	244.00	250.00
	Corner fences combined application	Free	367.00	375.00
	Domestic buildings-Dispensation or performance determination Reg. 608, 503, 1011	Free	305.00	311.00
	Commercial buildings-Dispensation or performance determination Reg. 608, 503, 1011	Free	610.00	622.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Hoarding Permits	Hoarding Permits - Fee Per Month	Free	\$154 + (value) * (value) * \$2.40	\$157 + (value) * (value) * \$2.40
	Renewal (new administration fee of \$77 effective in 2014-15)	Free	\$77 + (value) * (value) * \$2.40	\$79 + (value) * (value) * \$2.40
Statutory Inspections/Penalties	Pool Certificate	Free	380.00	388.00
	Subdivisions	Free	380.00	388.00
Modifications for Existing Building Redevelopment	Domestic - Per Modification	Taxable	315.00	321.00
Extensions/Cancellations of Permits	Domestic	Taxable	170.00	173.00
Building Appeals Commission/Melbourne Water Fees Re Modifications	Various Fees Depending on Modifications	Free	Various	Various
Plan Copies	Fee Includes \$25 Search Fee	Taxable	Fee Includes \$25 Search Fee	Fee Includes \$27 Search Fee
	Usually \$25 First 4 Copies, Discount for Further Copies	Taxable	Various	Various
Copies of building permit documentation		Taxable	36.00	38.00
Building Permit Levy (State Government)	Statutory Fee - works >10,000	Free	Set by State Government	Set by State Government
Computation Checking	Recovery of Charges to GECC	Taxable	Various	Various

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Property Information Fee - GECC	Statutory (Set by Legislation - Charges are currently estimated)	Free	48.60	49.60
Permit Lodgement Fees	Statutory Fee - Domestic (Set by Legislation Charges are currently estimated)	Free	36.40	37.10
	Statutory Fee - Commercial (Set by Legislation Charges are currently estimated)	Free	36.40	37.10
3224 - Animal Control Services				
Cat Registration	Cat registration fees			
	Sterilised and Microchipped (including \$2 State Levy)	Free	32.50	33.10
	Non Sterilised (Max fee) (including \$2 State Levy)	Free	94.45	96.30
	Over 10 years (including \$2 State Levy)	Free	32.50	33.10
	FCC/Reg (including \$2 State Levy)	Free	32.50	33.10
	Microchipped Non Sterilised (existing registrations only) (including \$2 State Levy)	Free	32.50	33.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Pensioner Rate - Cat Sterilised and Micro chipped (including \$2 State Levy)	Free	17.25	17.55
	Pensioner Rate - Cat Non Sterilised (including \$2 State Levy)	Free	48.25	49.15
Dog Registration	Dog registration fees			
	Sterilised and Microchipped (including \$3.50 State Levy)	Free	49.65	50.55
	Non Sterilised (Max fee) (including \$3.50 State Levy)	Free	143.35	146.15
	Over 10 years (including \$3.50 State Levy)	Free	49.65	50.55
	FCC/Reg (including \$3.50 State Levy)	Free	49.65	50.55
	Microchipped Non Sterilised (existing registrations only) (including \$3.50 State Levy)	Free	49.65	50.55
	Pensioner Rate - Dog Sterilised and Microchipped (including \$3.50 State Levy)	Free	26.55	27.00
	Pensioner Rate - Dog Non Sterilised (including \$3.50 State Levy)	Free	73.40	74.80

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Obedience Trained (including \$3.50 State Levy)	Free	26.55	27.00
	Obedience Trained - Pensioner Rate (including \$3.50 State Levy)	Free	15.05	15.30
	Restricted Breed and Declared Dangerous Dog (including \$3.50 State Levy)	Free	290.55	296.30
	Dangerous Dog which is a Guard Dog or Protection Trained (including \$3.50 State Levy)	Free	143.55	146.15
Domestic Animal Business	Pet Shop Registration (Including \$10.00 State Levy)	Free	298.00	304.00
Animal Registration Register	Copy of Pet Registration Information	Free	44.00	45.00
Impoundment Fees - Statutory	Fee Prior to Delivery to Pound	Free	85.70	87.40
	Pound Release Fee within 8 days (if animal is unregistered at time of impoundment)	Free	\$99.00 plus pound contractor variable costs including vaccination and holding costs	\$99.00 plus pound contractor variable costs including vaccination and holding costs
	Seized animals-charge per day after 8 days	Free	24.00	24.48
	Permit for more than 2 cats/dogs	Free	55.35	56.45

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
3210 - Local Laws				
Sale of Derelict Vehicles	Release of Impounded Vehicles Towing and First Two Days	Free	320.00	Not Applicable in 2015 - 2016
	Storage Rate Per Day After 2 Days	Free	42.00	Not Applicable in 2015 - 2016
Waste Bin Permits (Road Occupancy Permits)		Free	72.00	73.50
Materials on Nature Strips	Flat Rate Per Week	Free	72.00	73.50
Footpath Trading Permits	Area 1 per sq/m	Free	43.05	44.35
	Area 2 per sq/m	Free	36.15	36.90
	Area 3 per sq/m	Free	28.20	28.80
	A' Frame Signs	Free	103.50	105.60
	Coffee Shop Windbreaks	Free	172.00	175.50
	Gas Heaters	Free	50.00	51.00
	Magazine Racks	Free	103.50	105.60
Footpath/road occupancy permit	Footpath/road Occupancy Permits - Fee Per Month	Free	\$154 +(value) *(value) *\$2.40	\$157+ (value)* (value)* \$2.40
Mobile Crane Permits	Flat Fee + Value of Footpath Rental/Car Spaces Taken	Free	113.00	157.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Works Zone Permits	Three months or less per zone	Free	861.00	887.00
	Six months	Free	1,540.00	1,587.00
	Nine months	Free	2,000.00	2,060.00
	12 Months	Free	2,500.00	2,575.00
	Extension per month	Free	410.00	422.00
	Additional bays per month	Free	160.00	164.80
Property Clean Up -GST Free		Free	Variable Fee Plus \$323 Admin Fee	Variable according to tendered schedule of fees under contract.
Removal of Rubbish	Per Site	Taxable	Variable upon gaining 3 quotes from contractors	Variable according to tendered schedule of fees under contract.
Removal of Overhanging Shrubs	Contractor Fees	Taxable	Minimum \$144	Variable according to tendered schedule of fees under contract.
Street Closure Permit (Street Parties)	Permit Fee	Free	82.00	150.00
Reserved Parking- Film sites etc.	Unrestricted Time Zones Per Car Space	Free	46.00	47.30
	Time Restricted Zones Per Car Space	Free	85.30	88.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Traffic and Parking				
3200 - Traffic and Parking Management				
Magistrate Court Fees		Free	Various	Various
3220 - Parking Management				
Parking Infringements	Non Compliance of Road Rules	Free	Various	Various
PERIN Parking Infringements		Free	Various	Various
Residential Parking Permits		Free	103.00	105.00
Tradespersons Permit	Per week charge for residential parking spaces (<i>charge effective from January 2015</i>)	Free	40.00	40.00
Parking Fees Caulfield Racecourse		Taxable	Various	Various
	First Two Hours (all areas)	Taxable	1.80	1.90
	All Day Areas Nos. 1 & 2	Taxable	5.50	5.60
	All Day Area No. 3	Taxable	4.40	4.50
User Fees General	Photos	Taxable	10.50	11.00
User Fees General		Free	Various	Various
Miscellaneous Income		Taxable	Various	Various

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
3230 - School Crossing Safety				
School Crossing Fees - Cost of Supply of Attendant	Supervision of Crossings Outside Vic Roads criteria - per supervision	Taxable	Various	Various
CORPORATE COUNSEL				
<u>Risk Insurance and Compliance</u>				
2400 - Statutory & Local Government Act				
Freedom of Information Fees	Set Statutory Fees = per Application	Free	Estimated statutory fee \$25.70	Estimated statutory fee \$27.50
2450 - Tendering				
User Fees - Tendering		Taxable	\$50.00 or \$100.00 (More than 100 pages)	Not Applicable in 2015 - 2016
COMMUNITY RELATIONS				
<u>Recreation Services</u>				
4803 - Pavilions		Taxable		
Hire of Sports Pavilions/Hall/Social Rooms:				
Hire charges listed below also relate to the following pavilions: Bailey Reserve Pavilion, Bentleigh Reserve Pavilion, Caulfield Park Pavilion, Centenary Park Pavilion, EE Gunn Reserve Pavilion, East Caulfield Reserve Pavilion, Glenhuntly Pavilion King, George Reserve Pavilion, Koornang Reserve Pavilion, Lord Reserve Pavilion, Mackie Reserve Pavilion, Marlborough Reserve Pavilion, McKinnon Reserve Pavilion, Moorleigh Pavilion, Murrumbeena Pavilion, Packer Park Pavilion/Hall, Princes Park Pavilion, Victory Park Pavilion.				
Bond: Minimum \$1,000 - Maximum \$5,000				
Hall Caretaker Fee	Weekday		34.00	35.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Weekend		61.50	63.00
	Public Holiday rate		92.50	94.00
4804 - Duncan Mackinnon Reserve		Taxable		
4805 - Moorleigh Community Village		Taxable		
	Rental	Taxable	Rates vary dependent on size of room	Rates vary dependent on size of room
	Utility Reimbursement	Taxable	Rates vary dependent on number of rooms used	Rates vary dependent on number of rooms used
	Casual Hire/Not for Profit	Taxable	23.50	24.00
4806 - Bentleigh/McKinnon Youth Centre		Taxable		
4808 - McKinnon Public Hall		Taxable		
4809 - Murrumbeena Hall		Taxable		
4810 - GlenHuntly Hall		Taxable		
4812 - Caulfield Park Pavilion Community Room		Taxable		
4813 - Packer Social Room		Taxable		
4814 - DC Bricker Social Room		Taxable		
4815 - East Caulfield Social Room		Taxable		

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Hire of Hall, social room, function room, meeting room, community room	Full Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	26.00	27.00
Bond: Minimum \$1,000 - Maximum \$5,000	Full Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	49.00	50.00
	Full Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	76.80	78.30
	Full Flat Rate Evening Casual - Friday & Saturday Night 6pm - Midnight	Taxable	402.50	410.50
	Full Hourly Rate Casual (Public Holiday) - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	37.50	38.30
	Full Hourly Rate Casual (Public Holiday) - Saturday & Sunday 8am - 5pm	Taxable	55.50	56.60
	Full Hourly Rate Casual (Public Holiday) - Sunday 5pm - 10pm	Taxable	84.50	86.20
	Full Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	598.00	607.00
	Sporting Clubs (non profit) Hourly Rate Casual Sunday - Thursday 6am - 10pm & Friday/Saturday 6am - 6pm	Taxable	23.50	24.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Sporting Clubs (non profit) - Flat Rate Evening Casual - Friday - Saturday Night 6pm - Midnight	Taxable	355.00	362.00
	Non Profit Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	23.50	24.00
	Non Profit Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	35.00	35.70
	Non Profit Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	50.00	51.00
	Non Profit Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	360.00	367.20
	Non Profit Hourly Rate Casual (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	36.50	37.20
	Non Profit Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	48.60	49.60
	Non Profit Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm	Taxable	67.70	69.00
	Non Profit Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	533.50	544.20

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Commercial Hourly Rate Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	71.70	73.00
	Commercial Hourly Rate Casual Saturday & Sunday 8am - 5pm	Taxable	132.00	134.60
	Commercial Hourly Rate Casual Saturday & Sunday 5pm - 10pm	Taxable	146.50	149.50
	Commercial Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	732.20	746.80
	Commercial Hourly Rate (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	143.20	146.00
	Commercial Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	264.70	267.00
	Commercial Hourly Rate Casual (Public Holiday) Saturday & Sunday 5pm - 10pm	Taxable	292.90	298.80
	Commercial Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	1,098.80	1,120.80
Combined Hire - Community Room and Meeting Room at same venue	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	52.00	53.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	98.00	100.00
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	153.60	156.70
	Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual - Friday & Saturday Night 6pm - Midnight	Taxable	665.60	679.00
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	75.00	76.50
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Saturday & Sunday 8am - 5pm	Taxable	111.00	113.20

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Sunday 5pm - 10pm	Taxable	169.00	172.40
	Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	879.00	896.50
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	47.00	48.00
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	70.00	71.40
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	100.00	102.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual - Friday & Saturday Night 6pm - Midnight	Taxable	533.50	544.20
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	72.70	74.20
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	90.00	91.80
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm	Taxable	130.00	132.60
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	798.70	814.70

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	143.40	146.30
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Saturday & Sunday 8am - 5pm	Taxable	264.00	269.30
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Sunday 5pm - 10pm	Taxable	293.00	299.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	1,100.00	1,122.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	280.00	285.60

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	264.00	269.30
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm	Taxable	293.00	299.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual (Public Holiday) Friday & Saturday Night 6pm - Midnight	Taxable	1,073.00	1,094.40
	Store Room	Taxable	\$40.00 per month	\$40.80 per month
4804 - Duncan Mackinnon Reserve - Bond - School track bookings: Minimum \$500 - Maximum \$5,000				
Athletics Track Schools within Glen Eira	Casual Per Day	Taxable	369.00	376.00
Athletics Track Schools outside Glen Eira	Casual Per Day	Taxable	470.00	479.00
Caretaker Fee/Call Out Fee	Caretaker Fee/Call Out Fee	Taxable	\$56.00 w/d \$140.00 w/e and Public Holiday	\$58.00 w/d \$143.00 w/e and Public Holiday
Athletics Track Schools within Glen Eira	Casual Per Hour	Taxable	80.00	82.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Athletics Track Schools outside Glen Eira	Casual Per Hour	Taxable	96.00	98.00
Athletics Track Casual Hire	Casual Per Hour	Taxable	96.00	120.00
Athletics Track Schools within Glen Eira	Public Holiday Casual Per Hour	Taxable	120.00	122.00
Athletics Track Schools outside Glen Eira	Public Holiday Casual Per Hour	Taxable	138.00	141.00
Athletics Track Casual Hire	Public Holiday Casual Per Hour	Taxable	138.00	160.00
Athletics Track Schools within Glen Eira	Casual Other (Half Day)	Taxable	220.00	224.00
Athletics Track Schools outside Glen Eira	Casual Other (Half Day)	Taxable	266.00	271.00
Athletics Track Casual Hire	Casual Other (Half Day)	Taxable	266.00	300.00
Athletics Track Schools within Glen Eira	Public Holiday (Full Day)	Taxable	608.00	620.00
Athletics Track Schools outside Glen Eira	Public Holiday (Full Day)	Taxable	727.00	742.00
Athletics Track Casual Hire	Public Holiday (Full Day)	Taxable	727.00	760.00
Athletics Track Schools within Glen Eira	Public Holiday (Half Day)	Taxable	342.25	349.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Athletics Track Schools outside Glen Eira	Public Holiday (Half Day)	Taxable	447.00	456.00
Athletics Track Casual Hire	Public Holiday (Half Day)	Taxable	447.00	470.00
	Equipment Hire (Half Day)	Taxable	75.00	77.00
	Equipment Hire (Full Day)	Taxable	150.00	153.00
	Starting Blocks (Half Day)	Taxable	30.00	31.00
	Starting Blocks (Full Day)	Taxable	60.00	62.00
	Timing Gates	Taxable	250.00	255.00
	Timing Gates (Weekend/Public Holiday)	Taxable	Not Applicable in 2014 - 2015	350.00
	Timing Gates Operation	Taxable	200.00	205.00
	Timing Gates Operation (Weekend/Public Holiday)	Taxable	Not Applicable in 2014 - 2015	250.00
	Lighting (early morning per hour)	Taxable	30.00	31.00
Netball Courts Schools within Glen Eira	Full day (6 hours & 8 courts)	Taxable	310.00	316.00
Netball Courts Schools within Glen Eira	Full day (6 hours & 8 courts) Public Holiday	Taxable	498.00	508.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Netball Courts Schools within Glen Eira	Full day (6 hours & 4 courts)	Taxable	155.00	158.00
Netball Courts Schools within Glen Eira	Full day (6 hours & 4 courts) Public Holiday	Taxable	249.00	254.00
Netball Courts Schools within Glen Eira	Half day (3 hours & 8 courts)	Taxable	155.00	158.00
Netball Courts Schools within Glen Eira	Half day (3 hours & 8 courts) Public Holiday	Taxable	249.00	254.00
Netball Courts Schools within Glen Eira	Half day (3 hours & 4 courts)	Taxable	78.00	80.00
Netball Courts Schools within Glen Eira	Half day (3 hours & 4 courts) Public Holiday	Taxable	125.00	128.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 8 courts)	Taxable	428.00	437.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 8 courts) Public Holiday	Taxable	685.00	699.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 4 courts)	Taxable	214.00	218.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 4 courts) Public Holiday	Taxable	342.00	349.00
Netball Courts Schools outside Glen Eira	Half day (3 hours & 8 courts)	Taxable	214.00	218.00
Netball Courts Schools outside Glen Eira	Half day (3 hours & 8 courts) Public Holiday	Taxable	342.00	349.00
Netball Courts Schools outside Glen Eira	Half day (3 hours & 4 courts)	Taxable	107.00	109.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Netball Courts Schools outside Glen Eira	Half day (3 hours & 4 courts) Public Holiday	Taxable	172.00	175.00
Netball Courts Casual	Full day (6 hours & 8 courts)	Taxable	Not Applicable in 2014 - 2015	450.00
Netball Courts Casual	Full day (6 hours & 8 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	720.00
Netball Courts Casual	Full day (6 hours & 4 courts)	Taxable	Not Applicable in 2014 - 2015	230.00
Netball Courts Casual	Full day (6 hours & 4 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	360.00
Netball Courts Casual	Half day (3 hours & 8 courts)	Taxable	Not Applicable in 2014 - 2015	230.00
Netball Courts Casual	Half day (3 hours & 8 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	360.00
Netball Courts Casual	Half day (3 hours & 4 courts)	Taxable	Not Applicable in 2014 - 2015	120.00
Netball Courts Casual	Half day (3 hours & 4 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	190.00
Netball Courts Casual	Per Hour (1 hour & 8 courts)	Taxable	Not Applicable in 2014 - 2015	65.00
Netball Courts Casual	Per Hour (1 hour & 8 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	100.00
Netball Courts Casual	Per Hour (1 hour & 4 courts)	Taxable	Not Applicable in 2014 - 2015	40.00
Netball Courts Casual	Per Hour (1 hour & 4 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	55.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Netball Courts Schools within Glen Eira	Per Hour (1 hour & 8 courts)	Taxable	Not Applicable in 2014 - 2015	60.00
Netball Courts Schools within Glen Eira	Per Hour (1 hour & 8 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	95.00
Netball Courts Schools outside Glen Eira	Per Hour (1 hour & 8 courts)	Taxable	Not Applicable in 2014 - 2015	80.00
Netball Courts Schools outside Glen Eira	Per Hour (1 hour & 8 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	125.00
Netball Courts Schools within Glen Eira	Per Hour (1 hour & 4 courts)	Taxable	Not Applicable in 2014 - 2015	35.00
Netball Courts Schools within Glen Eira	Per Hour (1 hour & 4 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	50.00
Netball Courts Schools outside Glen Eira	Per Hour (1 hour & 4 courts)	Taxable	Not Applicable in 2014 - 2015	45.00
Netball Courts Schools outside Glen Eira	Per Hour (1 hour & 4 courts) Public Holiday	Taxable	Not Applicable in 2014 - 2015	70.00
Netball Courts Schools within Glen Eira	Casual Per Hour Per Court	Taxable	17.00	17.50
Netball Courts Schools outside Glen Eira	Casual Per Hour Per Court	Taxable	30.00	31.00
Netball Courts Schools within Glen Eira	Casual Per Hour Per Court - Public Holiday	Taxable	24.00	25.00
Netball Courts Schools outside Glen Eira	Casual Per Hour Per Court - Public Holiday	Taxable	40.00	41.00
4816 - Open Space				
Hire of Rotundas	Day Rate	Taxable	126.00	128.50
Hire of Rotundas with power	Bentleigh Centre Road & Caulfield Park Band Stand	Taxable	146.00	149.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Open Space Hire	Day Rate	Taxable	126.00	128.50
Open Space Hire - Commercial Rate	Day Rate	Taxable	Not Applicable in 2014 - 2015	193.00
	Minor event <500 people	Taxable	399.40	407.50
Organisations Which Include Functions that Attract at Least One Activity to the Park (Day Rate)	1 Item/equipment brought onto the park	Taxable	399.40	407.50
	2 Item/equipment brought onto the park	Taxable	614.40	627.00
	3 Item/equipment brought onto the park	Taxable	1,218.60	1,243.00
	4 Item/equipment brought onto the park >	Taxable	1,704.00	1,738.00
	Open Space hire for - School Within Glen Eira During Schools Hours	Taxable	40.00	41.00
	Open Space hire for - School Outside Glen Eira During School Hours	Taxable	82.00	84.00
Conservatory	Hourly rate	Taxable	76.80	Not Applicable in 2015 - 2016
	Public Holiday hourly rate	Taxable	115.00	Not Applicable in 2015 - 2016
Hire of Chess Set	Hire of Chess Set	Taxable	69.00	70.50
Bond for Chess Set	Bond for Chess Set	Free	1,000.00	1,000.00
Flower Stall at Caulfield Park	Per Day	Taxable	31.60	32.30

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Filming Permit	Student / Low Impact Filming (per day)	Taxable	31.80	32.50
	Commercial (per day)	Taxable	487.40	497.00
	Commercial (per half day)	Taxable	243.70	248.50
	Still Photography (per day)	Taxable	304.10	310.00
	Still Photography (half day)	Taxable	152.10	155.00
Hire of Car Park in Open Space, Reserve, Park	Per car park fee	Taxable	50.00	50.00
Advertising Board Bond	Bond for Advertising Board per board	Free	50.00	50.00
Major Events				
Bond - Special Events: Minimum \$500 - Maximum \$15,000 (Day Rate)				
	Special Events - 500 - 2,000 people	Taxable	793.10	809.00
	Special Events - 2,000 - 5,000 people	Taxable	1,218.60	1,243.00
	Special Events - 5,000 > people	Taxable	1,704.00	1,738.00
Hire of Sports Reserves - Casual Rates	Casual rate	Taxable	126.00	128.50
Hire of Sports Reserves - Commercial Rates	Commercial rate	Taxable	189.00	193.00
Hire of Sports Reserves - School Rates				
One Oval Per Term		Taxable	40.00	41.00
Two Ovals Per Term		Taxable	80.00	82.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Three Ovals Per Term		Taxable	120.00	123.00
Four Ovals Per Term		Taxable	160.00	164.00
Five Ovals Per Term		Taxable	200.00	205.00
	School Outside Glen Eira During School Hours	Taxable	82.00	84.00
	School bookings outside school hours	Taxable	126.00	128.50
Balloon Landing	Per Landing - Caulfield Park	Taxable	160.00	163.00
Balloon Landing	Per Landing - Caulfield Park (no notification)	Taxable	326.00	332.50
Site Inspection for events		Taxable	45.00	46.00
Personal Training	Annual Fee - standard one year licence	Taxable	322.87	330.00
Personal Training	Fee per participant per day (GST Inc)	Taxable	2.64	2.70
Personal Training	Fee per student participant per day (GST Inc)	Taxable	1.76	1.80
Personal Training	Annual Capped Fee (set in line with State Government)	Taxable	15,827.64	16,144.00
4754 - East Caulfield Reserve Tennis Facility				
Sundry Income	Per Hour During the Day	Taxable	18.00	21.50
	Per Hour - Evenings and Weekends	Taxable	21.00	25.00
4751 - Carnegie Swimming Pool				

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	General Admission - Adult	Taxable	5.50	5.80
	General Admission - Child	Taxable	3.20	3.30
	Concession/Student	Taxable	4.20	4.40
	Spectators	Taxable	2.00	2.00
	Family Pass* (Medicare card)	Taxable	15.00	16.00
	Season Tickets - Adults x 20	Taxable	88.00	93.00
	Season Tickets - Adults x 10	Taxable	44.00	46.50
	Season Tickets - Children x 20	Taxable	51.20	54.00
	Season Tickets - Children x 10	Taxable	25.60	27.00
	Season Tickets - Concession x 20	Taxable	67.20	67.20
	Season Tickets - Concession x 10	Taxable	33.60	33.60
	Family Pass* (Medicare card)	Taxable	370.00	385.00
	Season Pass - Adult	Taxable	235.00	240.00
	Season Pass - Concession	Taxable	188.00	195.00
	Season Pass - Children	Taxable	142.00	145.00
	Lane Hire	Taxable	26.00	27.00
	Half Dive Pool	Taxable	26.00	27.00
	Dive Pool	Taxable	52.00	54.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Aquatic Education	Per Lesson	Taxable	13.00	13.50
Tennis Court Hire	Per Hour During the Day	Taxable	18.00	21.50
	Per Hour - Evenings and Weekends	Taxable	21.00	25.00
	Coaching Annual Fee	Taxable	280.50	285.00
Swim Carnivals	Full Day (Per Hour)	Taxable	160.00	170.00
	Half Day (Per Hour)	Taxable	170.00	180.00
	Entry Fee (Carnivals)	Taxable	3.00	3.20
Casual Hall Hire	During Centre Hours (Per Hour)	Taxable	Not Applicable in 2014 - 2015	33.50
Birthday Parties	Supervised & Non-catered 6-15years (Per Child)	Taxable	Not Applicable in 2014 - 2015	15.00
4752 - Caulfield Recreation Centre				
Direct Debit Membership	Full Price	Taxable	34.70/ fortnight	36.1/ fortnight
	Concession	Taxable	27.70/ fortnight	28.8/ fortnight
	New Member	Taxable	34.70/ fortnight	36.1/ fortnight
	New Member Concession	Taxable	27.70/ fortnight	28.8/ fortnight
Start Up Fee	New Member	Taxable	75.00	78.00
Memberships - Gym and Aerobics	12 Month	Taxable	670.00	680.00
	6 Month	Taxable	471.00	478.00
	3 Month	Taxable	273.00	277.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
	12 Month Concession	Taxable	595.00	604.00
	6 Month Concession	Taxable	418.00	424.00
	3 Month Concession	Taxable	240.00	243.00
Memberships - Gym	12 Month	Taxable	590.00	598.00
	6 Month	Taxable	395.00	400.00
	3 Month	Taxable	225.00	228.00
	12 Month Concession	Taxable	525.00	533.00
	6 Month Concession	Taxable	330.00	335.00
	3 Month Concession	Taxable	228.00	231.00
Membership - Aerobics	12 Month	Taxable	490.00	497.00
	6 Month	Taxable	342.00	347.00
	3 Month	Taxable	198.00	201.00
	12 Month Concession	Taxable	387.00	393.00
	6 Month Concession	Taxable	326.00	331.00
	3 Month Concession	Taxable	154.00	156.00
Teen Gym	Membership	Taxable	18.70	19.40
	Start Up Fee	Taxable	35.00	37.00
	Multi Pass	Taxable	62.00	66.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Health Club	Casual Health Club	Taxable	18.00	19.00
	Multi Visit Card Concession (10)	Taxable	144.00	152.00
	Challenge Fitness Camp	Taxable	16.00	16.00
Personal Training (45 mins)	Member 1 on 1 session single	Taxable	56.00	57.00
	Member 1 on 1 session - 10 Pack	Taxable	504.00	504.00
	Member Group Single Session (Each)	Taxable	42.00	43.50
	Member Group 10 Pack (Each)	Taxable	378.00	391.50
	Casual 1 On 1 Session Single	Taxable	61.50	64.10
	Casual 10 Pack	Taxable	553.50	576.90
	Casual Group Single Session (Each)	Taxable	45.10	47.00
	Casual Group 10 Pack (Each)	Taxable	405.90	420.00
Group Fitness	Group Fitness Casual	Taxable	15.00	15.50
	Group Fitness Concession	Taxable	12.00	12.50
	Multi Card Visit (10)	Taxable	120.00	128.00
	Multi Visit Card Concession (10)	Taxable	96.00	102.00
	Adrenaline Direct Debit Membership	Taxable	54.70	55.00
	Adrenaline Casual Member	Taxable	12.00	12.00
	Adrenaline Casual Non Member	Taxable	18.00	18.00

2015-2016 Draft Annual Budget

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Older Adults	Pryme Movers	Taxable	5.00	5.00
	Pryme Movers Multi Visit Card Concession (10)	Taxable	40.00	40.00
Children's Programs	Childcare - Casuals	Taxable	6.10	7.20
	Childcare - Casuals (Family)	Taxable	8.10	9.50
	Childcare - Members	Taxable	5.10	5.20
	Childcare - Members (Family)	Taxable	7.10	7.20
School Holiday Program			62.00	65.00
Casual Hall Hire	During Centre Hours	Taxable	33.00	33.50
	Outside Centre Hours	Taxable	86.00	87.00
	Creche Room	Taxable	15.00	15.50
Tennis Court Hire	Per Hour During the Day	Taxable	18.00	21.50
	Per Hour - Evenings and Weekends	Taxable	21.00	25.00
	Coaching Annual Fee	Taxable	280.50	285.00
<i>Note: The income for the recreation centre and pools are collected by external contractors.</i>				

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
<u>Community Information</u>				
1180 - Community Information				
Advertising in Glen Eira News - Commercial Rate, Black and White	Column - per cm			
	5.5cm x 1 column	Taxable	69.00	69.00
	11cm x 1 column	Taxable	133.00	133.00
	13cm x 2 column	Taxable	260.00	260.00
	Per logo or photo scan	Taxable	58.00	58.00
Advertising in Glen Eira News - Commercial Rate, for Colour	5.5cm x 1 column	Taxable	76.00	76.00
	11cm x 1 column	Taxable	148.00	148.00
	13cm x 2 column	Taxable	283.00	283.00
	Per logo or photo scan	Taxable	58.00	58.00
Advertising in Glen Eira News - Community Group (not for profit only), Colour or Black and White	5.5cm x 1 column	Taxable	53.00	53.00
	11cm x 1 column	Taxable	78.00	78.00
	13cm x 2 column	Taxable	209.00	209.00
	Per Logo or Photo Scan	Taxable	53.00	53.00
Photo Sales - Glen Eira News	6cm x 4cm	Taxable	7.00	7.00
	7cm x 5cm	Taxable	10.00	10.00
	8cm x 6cm	Taxable	12.00	12.00
	8cm x 12cm	Taxable	18.00	18.00

Appendix E – Schedule of Glen Eira Sports & Aquatic Centre (GESAC) User Charges and Other Fees

This appendix 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 2015-2016 year.

In order to allow for promotional and marketing programs, the GESAC Manager will have limited delegated authority to vary a fee:

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

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
<u>Glen Eira Sports & Aquatic Centre - (GESAC)</u>				
4759 - Administration & Human Resource - Creche				
Creche Members	10 x Creche Members Casual Rate	GST free	60.30	63.00
Creche Members	Creche Members Casual Rate	GST free	6.70	7.00
Creche Members	10 x Creche Platinum Members Rate	GST free	52.00	54.60
Creche Non Members	Creche Non Members Casual Rate	GST free	10.10	10.70
4761 - Administration & Human Resource - Consumables				
Sundry Income	Member Wrist Band	Taxable	17.00	18.00
Sundry Income	Member Wrist Band – Upgrade	Taxable	13.00	13.50
Sundry Income	Replacement Card	Taxable	8.00	8.50
Uniform Purchase	Uniform	Taxable	50.00	50.00
4762 - Gesac Aquatics - Learn To Swim				
Learn To Swim	Foundation Swim School Membership	GST free	16.50	17.30
Learn To Swim	Swim School membership	GST Free	17.00	17.85

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Learn To Swim	Swim School Membership Flexi	GST free	18.70	19.60
Learn To Swim	Swim School 3 month Term	GST free	243.00	255.00
Learn To Swim	Private Lesson	GST free	56.00	59.00
Holiday Program	Swim School Fastlane - Member	GST Free	50.00	50.00
Holiday Program	Swim School Fastlane - Non Member	GST Free	90.00	95.00
Joining Fees	Administration Fee	Taxable	30.00	30.00
Junior Swim Squad	Junior Swim Squad	Taxable	18.70	19.60
Junior Swim Squad	Junior Swim Squad Flexi	Taxable	20.35	21.35
Junior Swim Squad	Junior Swim Squad 3 month Term	Taxable	264.00	277.00
4763- Gesac Aquatics - Schools	July 2015 - December 2015 Prices (Prices to be reset in January 2016)			
School Swimming Program	Max 6 per class	GST Free	9.80	9.80
School Swimming Program	Max 8 per class	GST Free	9.15	9.15
School Swimming Program	Max 10 per class	GST Free	8.60	8.60
	January 2016 - June 2016 Prices			
School Swimming Program	Max 6 per class	GST Free	9.80	10.40
School Swimming Program	Max 8 per class	GST Free	9.15	9.70
School Swimming Program	Max 10 per class	GST Free	8.60	9.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
4765- Gesac Aquatics - Birthday Parties				
Birthday Party Program	Birthday Party Program - Snack Menu	Taxable	27.00	28.60
Birthday Party Program	Birthday Party Program - Meal Menu	Taxable	29.00	30.75
Birthday Party Program	Birthday Party Program - Feast Menu	Taxable	31.00	32.85
Birthday Party Program	Birthday Party Deposit	Taxable	100.00	100.00
4766- Gesac Aquatics - Casual Entry				
Adult Swims	10x Adult Swim General Admission	Taxable	76.00	79.50
Adult Swims	Adult Swim General Admission	Taxable	9.50	9.95
Adult Swims	Adult Swim Off Peak	Taxable	7.60	7.95
Concession Swims	10 x Concession General Admission	Taxable	60.00	63.00
Concession Swims	Concession Swim General Admission	Taxable	7.10	7.50
Concession Swims	Concession Swim Off Peak	Taxable	6.00	6.30
Child Swims	10 x Child General Admission	Taxable	60.00	63.00
Child Swims	Child Swim General Admission	Taxable	7.10	7.50
Child Swims	Child Swim Off Peak	Taxable	6.00	6.30
Group Swims	10 x Group Swim General Admission	Taxable	231.00	243.00
Group Swims	Group Swim General Admission	Taxable	28.20	29.70
Group Swims	Group Swim Off Peak	Taxable	23.10	24.30

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	116.10	122.40
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	12.90	13.60
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	92.70	97.20
Aquatic Wellness	Aquatic Wellness Concession	Taxable	10.30	10.80
Aquatic Wellness	Aquatic Wellness Upgrade	Taxable	3.40	3.65
Aquatic Wellness	Aquatic Wellness Upgrade - General Concession	Taxable	3.20	3.30
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak Concession	Taxable	4.30	4.50
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak	Taxable	5.30	5.65
Bulk Visit Passes	GESAC Club Card Fee	Taxable	50.00	50.00
Spectator Fees	Spectator Fees	Taxable	3.40	3.60
4769 - Gesac Aquatics - Pool Hire	July 2015 - December 2015 Prices (Prices to be reset in January 2016)			
Pool Hire	25m Pool - Lane	Taxable	59.00	59.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	53.00	53.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	46.50	46.50
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	45.00	45.00
Pool Hire	25m Pool - Whole Pool	Taxable	330.00	330.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Pool Hire	50m Pool - Lane	Taxable	59.00	59.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	52.50	52.50
Pool Hire	50m Pool - Lane (Contract)	Taxable	46.50	46.50
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	45.00	45.00
Pool Hire	50m Pool - Whole Pool	Taxable	330.00	330.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	170.00	170.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	46.50	46.50
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	23.25	23.25
Pool Hire	Wellness Program Pool - Whole Pool	Taxable	180.00	180.00
Pool Hire	LTS Pool - Lane	Taxable	29.00	29.00
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	25.50	25.50
Pool Hire	LTS Pool - Lane (Contract)	Taxable	21.00	21.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	19.00	19.00
Pool Hire	LTS Pool - Whole Pool	Taxable	115.50	115.50
Pool Hire	Leisure Pool	Taxable	170.00	170.00
Pool Hire	Water Slides	Taxable	170.00	170.00
Pool Hire	Ultimate Package	Taxable	800.00	800.00
Pool Hire	Ultimate Package - After 9pm	Taxable	1,000.00	1,000.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Pool Hire	Fun Package	Taxable	620.00	620.00
Pool Hire	Fun Package - After 9pm	Taxable	775.00	775.00
Pool Hire	Child Care Room	Taxable	90.00	90.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	52.00	52.00
Pool Hire	Instructor	Taxable	58.00	58.00
Pool Hire	Lifeguard	Taxable	53.00	53.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	58.00	58.00
Pool Hire	Inflatable	Taxable	170.00	170.00
Pool Hire	Carnival Equipment	Taxable	58.00	58.00
	January - June 2016 Prices			
Pool Hire	25m Pool - Lane	Taxable	59.00	62.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	53.00	56.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	46.50	49.00
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	45.00	47.50
Pool Hire	25m Pool - Whole Pool	Taxable	330.00	350.00
Pool Hire	50m Pool - Lane	Taxable	59.00	62.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	52.50	56.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	46.50	49.00
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	45.00	47.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Pool Hire	50m Pool - Whole Pool	Taxable	330.00	350.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	170.00	180.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	46.50	49.00
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	23.25	24.50
Pool Hire	Wellness Program Pool - Half Pool	Taxable	180.00	190.00
Pool Hire	LTS Pool - Lane	Taxable	29.00	30.50
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	25.50	27.00
Pool Hire	LTS Pool - Lane (Contract)	Taxable	21.00	22.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	19.00	20.00
Pool Hire	LTS Pool - Whole Pool	Taxable	115.50	125.00
Pool Hire	Leisure Pool	Taxable	170.00	180.00
Pool Hire	Water Slides	Taxable	170.00	180.00
Pool Hire	Ultimate Package	Taxable	800.00	850.00
Pool Hire	Ultimate Package - After 9pm	Taxable	1,000.00	1,050.00
Pool Hire	Fun Package	Taxable	620.00	660.00
Pool Hire	Fun Package - After 9pm	Taxable	775.00	825.00
Pool Hire	Child Care Room	Taxable	90.00	95.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	52.00	55.00
Pool Hire	Instructor	Taxable	58.00	61.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Pool Hire	Lifeguard	Taxable	53.00	56.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	58.00	61.00
Pool Hire	Inflatable	Taxable	170.00	180.00
Pool Hire	Carnival Equipment	Taxable	58.00	61.00
4774 - Gesac Operations - Administration				
Lockers	Small Locker	Taxable	2.00	2.00
Lockers	Medium Locker	Taxable	3.00	3.00
Lockers	Large Locker	Taxable	4.00	4.00
4775 - Gesac Sales & Marketing - Foundation				
Foundation Membership	Foundation Membership Stage 1	Taxable	17.55	18.40
Foundation Membership	Foundation Membership Stage 2	Taxable	18.65	19.55
Foundation Membership	Foundation Membership Stage 3	Taxable	20.90	21.95
4777 - Gesac Sales & Marketing				
Full Membership	GOLD Membership Direct Debit - 12 month minimum - weekly fee	Taxable	21.95	22.95
Full Membership	GOLD Membership Direct Debit - 1 month minimum – weekly fee	Taxable	25.95	26.95
Full Membership	GOLD Membership 3 month Term	Taxable	387.00	400.00
Full Membership	GOLD Membership 6 month Term	Taxable	724.00	750.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Full Membership	GOLD Membership 12 month Term	Taxable	1,191.00	1,243.00
Full Membership	Tri Gold Membership Direct Debit	Taxable	29.95	31.45
Full Membership	Tri Gold Membership 3 month Term	Taxable	450.00	458.00
Full Membership	Tri Gold Membership 6 month Term	Taxable	850.00	867.00
Full Membership	Tri Gold Membership 12 month Term	Taxable	1,651.00	1,685.00
Concession Membership	GOLD Concession Membership Direct Debit - 12 month minimum	Taxable	18.95	19.90
Concession Membership	GOLD Concession Membership Direct Debit - 1 month minimum	Taxable	22.95	23.95
Concession Membership	GOLD Concession Membership 3 month Term	Taxable	348.00	361.00
Concession Membership	GOLD Concession Membership 6 month Term	Taxable	646.00	672.00
Concession Membership	GOLD Concession Membership 12 month Term	Taxable	1,035.00	1,084.00
Aquatic Membership	Aquatic Membership Direct Debit - 12 month	Taxable	14.95	14.95
Aquatic Membership	Aquatic Membership Direct Debit - 1 month	Taxable	17.95	17.95
Aquatic Membership	Aquatic Membership 3 month Term	Taxable	283.00	283.00
Aquatic Membership	Aquatic Membership 6 month Term	Taxable	516.00	516.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Aquatic Membership	Aquatic Membership 12 month Term	Taxable	827.00	827.00
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 12 month	Taxable	13.25	13.25
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 1 month	Taxable	15.95	15.95
Aquatic Concession Membership	Aquatic Concession Membership 3 month Term	Taxable	257.00	257.00
Aquatic Concession Membership	Aquatic Concession Membership 6 month Term	Taxable	464.00	464.00
Aquatic Concession Membership	Aquatic Concession Membership 12 month Term	Taxable	738.00	738.00
Corporate Membership	Corporate Membership Direct Debit - 12 month minimum	Taxable	19.95	20.95
Corporate Membership	Corporate Membership Direct Debit - 1 month minimum	Taxable	23.95	24.95
Corporate Membership	Corporate Membership 3 month Term	Taxable	361.00	374.00
Corporate Membership	Corporate Membership 6 month Term	Taxable	672.00	698.00
Corporate Membership	Corporate Membership 12 month Term	Taxable	1,087.00	1,139.00
Activate Membership	Activate Membership Direct Debit	Taxable	18.30	18.30
Activate Membership	Activate Membership 3 month Term	Taxable	287.00	287.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Activate Membership	Activate Membership 6 month Term	Taxable	525.00	525.00
Activate Membership	Activate Membership 12 month Term	Taxable	1,001.00	1,001.00
Junior Membership	Junior Membership Direct Debit	Taxable	18.30	18.30
Junior Membership	Junior Membership 3 month Term	Taxable	287.00	287.00
Junior Membership	Junior Membership 6 month Term	Taxable	525.00	525.00
Junior Membership	Junior Membership 12 month Term	Taxable	1,001.00	1,001.00
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	155.25	161.55
Bulk Visit Passes	10 x Concession Group Fitness Pass	Taxable	131.85	137.25
4783 - Gesac - Sport, Health & Wellbeing - Courses				
Courses	Try a Tri - Member	Taxable	49.00	49.00
Courses	Try a Tri - Non Member	Taxable	99.00	99.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
4784 - Gesac - Sport, Health & Wellbeing - Gym				
Casual Gym	Centre Visit Pass	Taxable	25.95	26.95
Casual Gym	Concession Centre Visit Pass	Taxable	22.95	23.95
Casual Gym	Health Assessment	Taxable	33.00	35.00
Casual Gym	Living Longer Living Stronger	Taxable	6.70	7.00
Casual Gym	Living Longer Living Stronger Consultation	Taxable	30.00	31.50
4785 - Gesac - Sport, Health & Wellbeing - Facilities Hire				
Wet Program	Aqua Aerobics Group Class	Taxable	170.00	180.00
Dry Program	Group Fitness Class	Taxable	170.00	180.00
Dry Program	Group Cycle Class	Taxable	150.00	160.00
Dry Program	Group Fitness Studio Hire	Taxable	110.00	115.00
Dry Program	Group Fitness Studio Hire (High Use)	Taxable	74.00	78.00
Dry Program	Mind and Body Studio Hire	Taxable	90.00	95.00
Dry Program	Mind and Body Studio Hire (High Use)	Taxable	58.00	61.00
4786 - Gesac - Sport, Health & Wellbeing - Stadium				
Competition Fees	Competition Team Fees Senior	Taxable	66.50	70.00
Competition Fees	Junior Futsal Development Program	Taxable	11.28	11.75

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Competition Fees	Junior Netball Development Program	Taxable	8.00	11.75
Stadium Hire	Court Hire - Peak	Taxable	56.00	59.00
Stadium Hire	Court Hire - Schools	Taxable	45.00	47.50
Stadium Hire	Court Hire - Off Peak	Taxable	34.00	36.00
Casual Use	Casual Use	Taxable	5.60	6.00
Registration	Netball Registration	Taxable	270.00	280.00
Registration	Futsal Registration	Taxable	170.00	180.00
Insurance	Insurance Netball Juniors		45.00	Not Applicable in 2015 - 2016
Insurance	Insurance Netball Seniors		65.00	Not Applicable in 2015 - 2016
4788 - Gesac - Sport, Health & Wellbeing - Group Exercise				
Casual Group Exercise	Casual Group Exercise	Taxable	17.25	17.95
Casual Group Exercise	Casual Concession Group Exercise	Taxable	14.65	15.25
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	11.15	11.70
4789 - Gesac - Sport, Health & Wellbeing - Personal Training				
Personal Training	PT Plus One	Taxable	49.95	49.95
Personal Training	PT Plus Two	Taxable	46.95	46.95
Personal Training	PT Plus Three	Taxable	43.95	43.95
Personal Training	PT 5 week Pack - 1 a week	Taxable	249.75	249.75
Personal Training	PT 5 week Pack - 2 a week	Taxable	469.50	469.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Personal Training	PT 5 week Pack - 3 a week	Taxable	659.25	659.25
Starter Packs	Metabolic Jumpstart Set Up	Taxable	49.95	49.95
Starter Packs	Metabolic Jumpstart Ongoing Fee	Taxable	2.00	2.00
Starter Packs	PT Kickstart	Taxable	99.00	99.00
Results Membership	Results Option - Direct Debit	Taxable	13.50	13.50
Results Membership	Results Option - 3 month Term	Taxable	225.00	225.00
Results Membership	Results Option - 6 month Term	Taxable	400.00	400.00
Results Membership	Results Option - 12 month Term	Taxable	751.00	751.00
Platinum Option	Platinum Option - Direct Debit	Taxable	19.95	19.95
Platinum Option	Platinum Option - 3 month Term	Taxable	309.00	309.00
Platinum Option	Platinum Option - 6 month Term	Taxable	569.00	569.00
Platinum Option	Platinum Option - 12 month Term	Taxable	1,089.00	1,089.00
Platinum Option	Group Training Casual - Member	Taxable	17.25	17.95
4791 - Gesac - Sport, Health & Wellbeing - Wellness Centre				
Massage	Massage 30 min Introductory	Taxable	Not applicable in 2014-2015	30.00
Massage	Massage 30 mins	Taxable	Not applicable in 2014-2015	50.00
Massage	Massage 60 mins	Taxable	Not applicable in 2014-2015	80.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Beauty Therapy	Upper Lip Waxing	Taxable	Not applicable in 2014-2015	10.00
Beauty Therapy	Chin Waxing	Taxable	Not applicable in 2014-2015	10.00
Beauty Therapy	Stomach Waxing	Taxable	Not applicable in 2014-2015	20.00
Beauty Therapy	Half Leg Waxing	Taxable	Not applicable in 2014-2015	25.00
Beauty Therapy	Three Quarter Leg Waxing	Taxable	Not applicable in 2014-2015	35.00
Beauty Therapy	Full Leg Waxing	Taxable	Not applicable in 2014-2015	45.00
Beauty Therapy	Under Arm Waxing	Taxable	Not applicable in 2014-2015	16.00
Beauty Therapy	Full Arm Waxing	Taxable	Not applicable in 2014-2015	30.00
Beauty Therapy	Half Arm Waxing	Taxable	Not applicable in 2014-2015	24.00
Beauty Therapy	Eyebrow Tint	Taxable	Not applicable in 2014-2015	22.00
Beauty Therapy	Standard Bikini Wax	Taxable	Not applicable in 2014-2015	25.00
Beauty Therapy	G String Wax	Taxable	Not applicable in 2014-2015	35.00
Beauty Therapy	Brazilian Wax	Taxable	Not applicable in 2014-2015	45.00
Beauty Therapy	Upper Back Wax	Taxable	Not applicable in 2014-2015	30.00
Beauty Therapy	Full Back Wax	Taxable	Not applicable in 2014-2015	40.00
Beauty Therapy	Chest Wax	Taxable	Not applicable in 2014-2015	40.00
Beauty Therapy	Shoulders Wax	Taxable	Not applicable in 2014-2015	18.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Beauty Therapy	Full Spray Tan	Taxable	Not applicable in 2014-2015	40.00
Beauty Therapy	Half Spray Tan	Taxable	Not applicable in 2014-2015	25.00
Beauty Therapy	Facial 30 mins	Taxable	Not applicable in 2014-2015	50.00
Beauty Therapy	Facial 60 mins	Taxable	Not applicable in 2014-2015	80.00
Beauty Therapy	Manicure 30 mins	Taxable	Not applicable in 2014-2015	40.00
Beauty Therapy	Manicure 60 mins	Taxable	Not applicable in 2014-2015	65.00
Beauty Therapy	Manicure Shellac 30 mins	Taxable	Not applicable in 2014-2015	50.00
Beauty Therapy	Manicure Shellac Removal	Taxable	Not applicable in 2014-2015	15.00
Beauty Therapy	Pedicure 30 mins	Taxable	Not applicable in 2014-2015	40.00
Beauty Therapy	Pedicure 60 mins	Taxable	Not applicable in 2014-2015	65.00
Beauty Therapy	Pedicure Shellac 30 mins	Taxable	Not applicable in 2014-2015	50.00
Beauty Therapy	Pedicure Shellac Removal	Taxable	Not applicable in 2014-2015	15.00
Hire	Daily Room Hire	Taxable	Not applicable in 2014-2015	80.00
Wellness Membership	Monthly 30 min Massage Membership Direct Debit	Taxable	Not applicable in 2014-2015	9.95
Wellness Membership	Monthly 30 min Massage Membership 3 month Term	Taxable	Not applicable in 2014-2015	179.00
Wellness Membership	Monthly 30 min Massage Membership 6 month Term	Taxable	Not applicable in 2014-2015	308.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2014-2015 (\$)	Charges per unit 2015-2016 (\$)
Wellness Membership	Monthly 30 min Massage Membership 12 month Term	Taxable	Not applicable in 2014-2015	567.00
Wellness Membership	Monthly 60 min Massage Membership Direct Debit	Taxable	Not applicable in 2014-2015	14.95
Wellness Membership	Monthly 60 min Massage Membership 3 month Term	Taxable	Not applicable in 2014-2015	244.00
Wellness Membership	Monthly 60 min Massage Membership 6 month Term	Taxable	Not applicable in 2014-2015	438.00
Wellness Membership	Monthly 60 min Massage Membership 12 month Term	Taxable	Not applicable in 2014-2015	827.00

5. CLOSURE OF MEETING

The meeting closed at 7.13PM.

CONFIRMED THIS 19 MAY 2015

CHAIRPERSON