



# **GLEN EIRA CITY COUNCIL**

## **SPECIAL COUNCIL MEETING**

under s84(3) of the Act

### **AGENDA**

27 June 2017

**Notice for Meeting  
to be held in the Council Chamber,  
Corner Hawthorn & Glen Eira Roads, Caulfield  
at 7.00 pm**

*"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."*

- s3c(1) Local Government Act



**SPECIAL MEETING OF THE GLEN EIRA CITY COUNCIL  
to be held in the Council Chamber, Glen Eira Council Offices,  
corner Hawthorn Road and Glen Eira Road, Caulfield  
on Tuesday 27 June 2017 at 7.00 pm**

**1. ACKNOWLEDGEMENT**

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

**2. APOLOGIES**

**3. CONFLICTS OF INTEREST**

**4. OATH OF OFFICE AND DISCLOSURE OF INTERESTS**

Councillors are reminded that we are bound by our 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 us under the Local Government Act or any other Act, to the best of our skill and judgement.

Councillors are also reminded of the requirement for disclosure of conflicts of interest in relation to the item 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.

**5. PRESENTATION OF OFFICER REPORT**

- 5.1 Draft Council and Community Plan 2017-2021 including Strategic Resource Plan 2017-18 to 2026-27
- 5.2 Draft 2017-2018 Annual Budget
- 5.3 Declaration of Rates and Charges - 1 July 2017 to 30 June 2018

**6. CLOSURE OF MEETING**

**ITEM 5.1            ADOPTION OF THE COUNCIL AND COMMUNITY PLAN 2017-2021 INCLUDING STRATEGIC RESOURCE PLAN 2017-18 TO 2026-27****Author:**            *Peter Jones***File No:**            *17/1136295***Attachments:**    *Attachment 1 – Council and Community Plan 2017-2021*  
*Attachment 2 – Strategic Resource Plan 2017-18 to 2026-27*  
*Attachment 3 – Summary of changes made*

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**PURPOSE AND SUMMARY**

To adopt the *Council and Community Plan 2017-2021* (Attachment 1) including the *Strategic Resource Plan 2017-18 to 2026-27* (Attachment 2) that meets the requirements of s125 of the Local Government Act 1989.

**RECOMMENDATION**

That the Council and Community Plan 2017-2021 and Strategic Resource Plan 2017-18 to 2026-27 be approved.

**BACKGROUND**

A comprehensive community consultation process was undertaken to determine the issues and themes to be addressed in the next Council and Community Plan. The consultation included 500 phone surveys, 6 community meetings, 6 focus groups and an online consultation page. In addition to this consultation, demographic data and key government and social policies informed the development of the draft Council and Community Plan 2017-2021.

On 2 May 2017 Council resolved to give Public Notice of the draft Council and Community Plan 2017-2021 including the Strategic Resource Plan (SRP). The statutory notice was placed in The Age of 4 May 2017.

Public consultation of the draft Council and Community Plan 2017-2021 (including the SRP) was held during 3 May 2017 to 1 June 2017. Promotion of the consultation was advertised in The Age, the Caulfield Leader, the Moorabbin Leader, on Council's website and Facebook page. An electronic copy of the draft Council and Community Plan was placed on Council's website and hard copies made available in the Service Centre, Glen Eira libraries, Senior Citizen Centres, Maternal and Child Health Centres, Youth Services and Glen Eira Sports and Aquatic Centre.

**ISSUES AND DISCUSSION**

Comments and submissions on the Council and Community Plan (including SRP) could be made on the [haveyoursaygleneira.com.au](http://haveyoursaygleneira.com.au) website, sent via email to [mail@gleneira.vic.gov.au](mailto:mail@gleneira.vic.gov.au) or sent via the post to Glen Eira City Council.

All submissions and feedback received were reported and heard at the Council meeting on 13 June 2017. At this meeting submitters were provided the opportunity to address Council in support of their submissions.

The information received in submissions was considered in the finalising of the *Plan*. An outline of the changes is provided in Attachment 3.

### **FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS**

The *Council and Community Plan 2017-2021* is the Council's primary strategic document for the next four years. The *Strategic Resources Plan 2017-18 to 2026-27* outlines Council's financial direction for the next ten years.

### **POLICY AND LEGISLATIVE IMPLICATIONS**

Pursuant to s125 of the *Local Government Act 1989* Glen Eira City Council must '*prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later*'. All requirements of s125 have been met to date in the development of the *Council and Community Plan 2017-2021* (including SRP).

### **COMMUNICATION AND ENGAGEMENT**

As noted above, extensive opportunity has been provided to the community to provide feedback on the draft Council and Community Plan 2017 – 2021 (including SRP).

### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

### **CONCLUSION**

Council to adopt the *Council and Community Plan 2017-2021* including the *Strategic Resource Plan 2017-18 to 2026-27* and submit this Plan to the Minister for Local Government by 30 June 2017.





GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

# GLEN EIRA COUNCIL AND COMMUNITY PLAN 2017–2021





Glen Eira City Council acknowledges the Boon Wurrung people of the Kulin Nation as the traditional landowners and the historical and contemporary custodians of the land on which the City of Glen Eira and surrounding municipalities are located.

We acknowledge and pay tribute to their living culture and their unique role in the life of this region.

# GLEN EIRA COUNCIL AND COMMUNITY PLAN 2017–2021

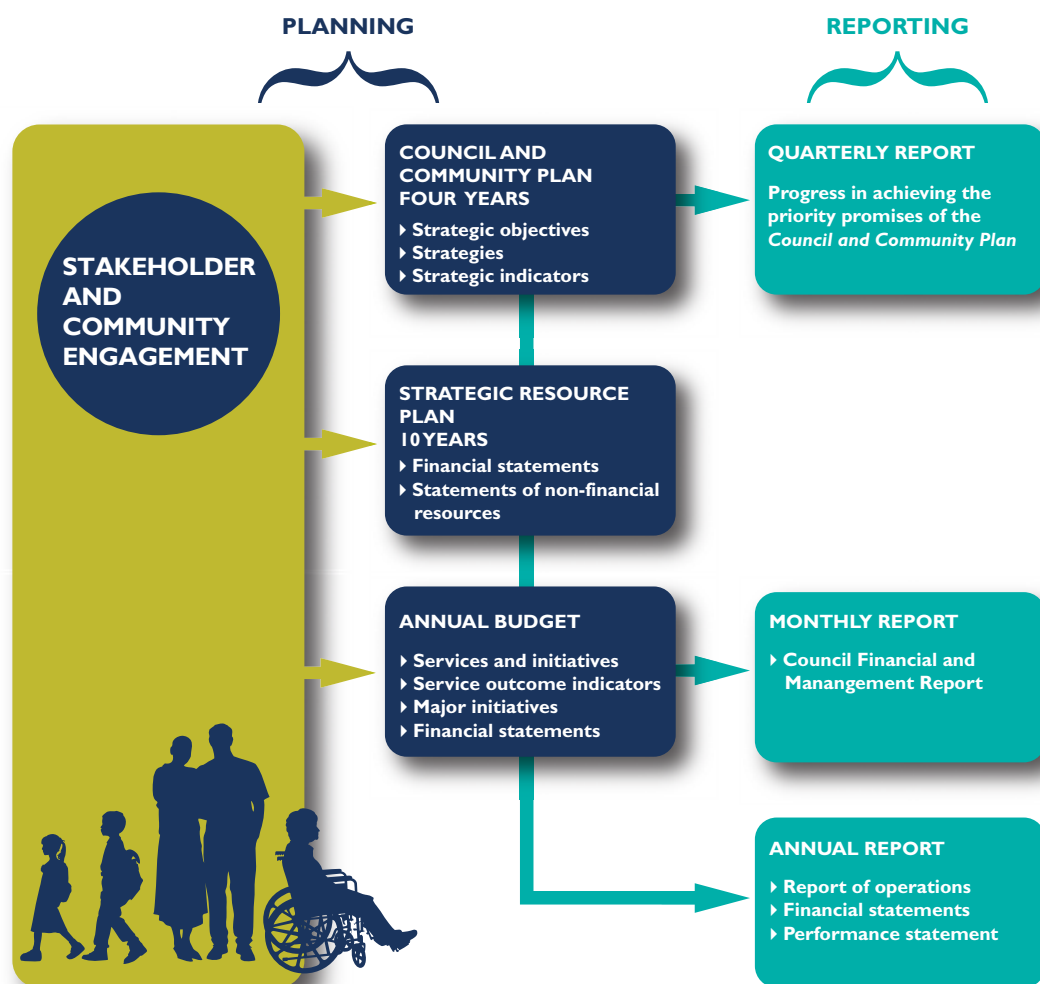
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## INTRODUCTION

The *Glen Eira Council and Community Plan 2017–2021 (the Plan)* sets a vision for the City of Glen Eira and identifies our goals and aspiration for the next four years.

This *Plan* has been formulated in partnership with our community. It provides a guide for individuals, businesses, local groups and other levels of government on strategic priorities for the City. These priorities have been developed from information gathered through a consultative process, supported by an analysis of demographic data, and with reference to key government and social policies.

Our *Council and Community Plan* is the strategic framework for all Council plans and activities. The *Strategic Resource Plan*, which forms part of this *Plan*, is a rolling 10 year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the *Council and Community Plan*. The diagram below outlines our planning and accountability framework.



The *Plan* is structured around five key priority areas that will drive Council activities over the next four years.



## ABOUT THE CITY OF GLEN EIRA

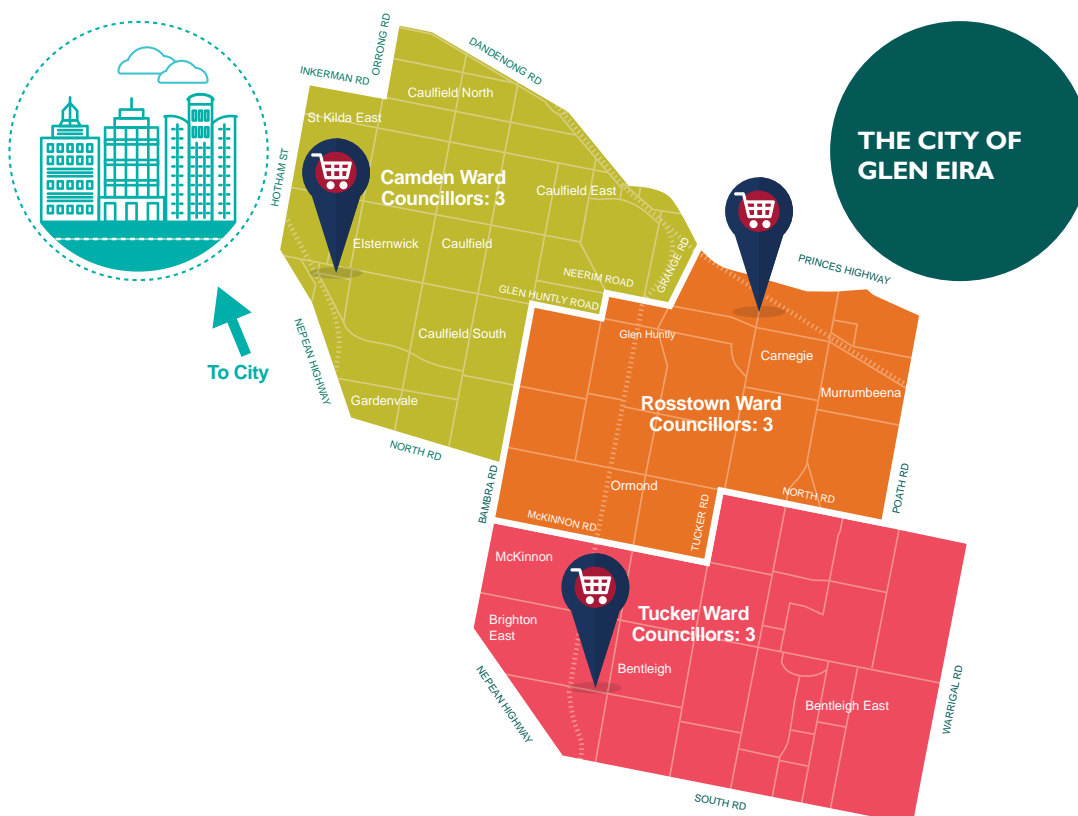
The area that makes up the City of Glen Eira rests on the traditional lands of the Boon Wurrung people of the Eastern Kulin Nation. The Boon Wurrung have lived on and been connected to the land to the south and east of Melbourne, from the Werribee River to Wilson's Promontory, for thousands of years.

The City of Glen Eira covers an area of 39 km<sup>2</sup> and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East.

The area of Glen Eira is approximately 10 kilometres from Melbourne's central business district. With close proximity to Melbourne, Glen Eira is well served by public transport; local infrastructure; parks and recreation reserves; and shopping precincts.

The suburbs of Glen Eira have defined identities and neighbourhoods that many consider villages. These are connected with leafy, tree lined streets and spacious streetscapes, which are valued by our community. People who live in our community tell us that Glen Eira is a great place to live and raise families.

The major precincts of Koornang Road (Carnegie), Glenhuntly Road (Elsternwick) and Centre Road (Bentleigh) provide a variety of retail, leisure and entertainment opportunities, each with their own culture and history.



IN TOTAL, COUNCIL IS THE STEWARD FOR MORE THAN \$2B IN COMMUNITY ASSETS AND INFRASTRUCTURE. WE ARE COMMITTED TO MANAGING THESE ASSETS RESPONSIBLY ON BEHALF OF THE COMMUNITY.

OUR CITY CONSISTS OF:



## WHO WE ARE

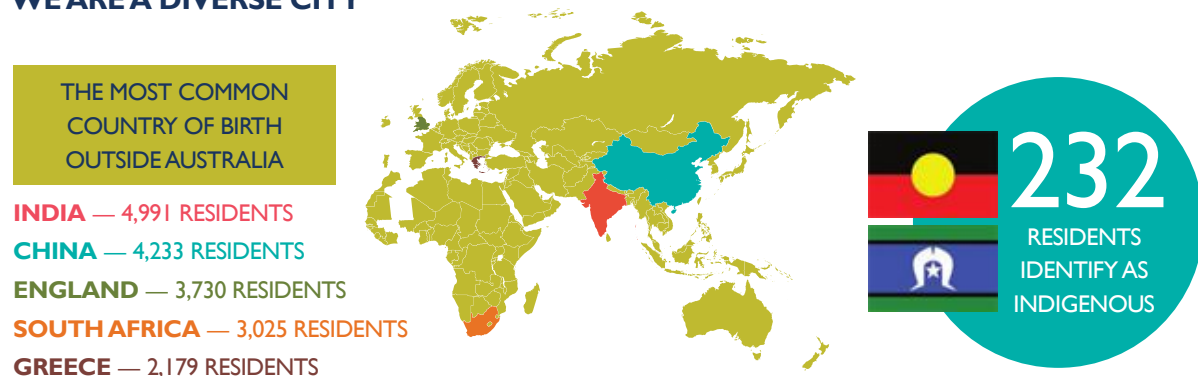
The residents of Glen Eira are diverse and span a wide range of cultures, household types and ages. There are 51,899 households in the City, the most common type being couples with children. Our population will continue to grow and our demographics will change — it's important that we work with the community to consider the best way to meet these changing needs.

## WE ARE A GROWING CITY

### POPULATION FORECAST



## WE ARE A DIVERSE CITY



[1] <http://profile.id.com.au/glen-eira>



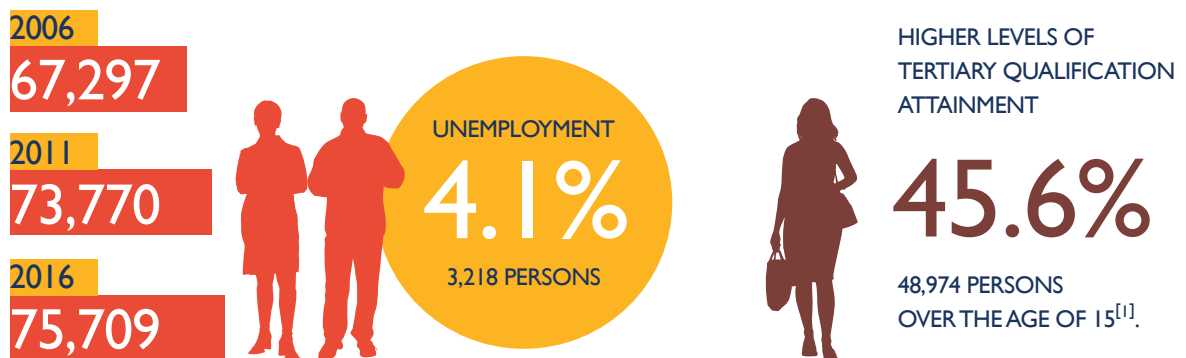
4.3 PER CENT OF RESIDENTS REQUIRE ASSISTANCE WITH THEIR DAY-TO-DAY LIVES DUE TO DISABILITY. THE MAJORITY OF THESE RESIDENTS ARE AGED OVER 80.



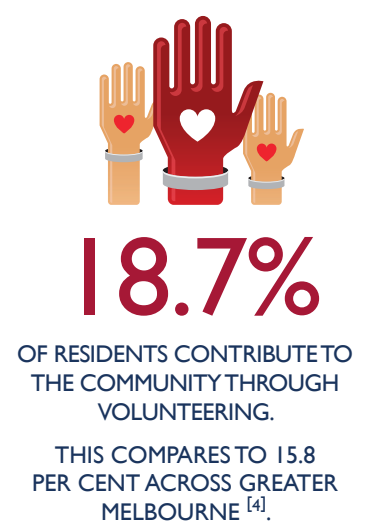
## WE ARE A PROSPEROUS CITY

Glen Eira has a significantly lower percentage of residents receiving forms of income support and residents in our municipality also have higher median incomes than Greater Melbourne.

### EMPLOYED RESIDENTS



## WE ARE A COMMUNITY ORIENTATED CITY



[1] [2] [4] <http://profile.id.com.au/glen-eira>

[3] <https://www.vichealth.vic.gov.au/~media/indicators>

## RESPONDING TO NEW CHALLENGES

**The *Glen Eira Council and Community Plan* aims to ensure that the City of Glen Eira remains amongst the most liveable, accessible, healthy and safest municipalities in the state.**

Glen Eira is a popular place to live and as a middle ring municipality, there is pressure on Glen Eira to grow. Our *Council and Community Plan* provides the opportunity to let our community know that we will advocate to protect local zoning rights and be a voice for community concerns on planning issues.

Council will need to respond to:

- A review of the *Local Government Act*, which is signalling reforms that seek to enhance local democracy, improve corporate efficiency, increase transparency of decision-making and facilitate collaboration. The changes will impact on Council processes and establish a clearer and more accessible reporting regime and improve commitments to community engagement.
- The State Government's *Fair Go Rates System*, which imposes a cap on Council rates reflecting Consumer Price Index. These limitations impact significantly on Council income, which will compound each year over the life of this *Council and Community Plan*. While we are currently in a good financial position, Council will need to consider and reflect these limitations in our annual budget and priorities.

All of these challenges require us to be future focused and innovative. Our efforts will enhance quality of life and amenity, not only for current residents, but also for our resident population of the future. The themes encapsulated in this *Plan* reflect these challenges.

## HOW THIS PLAN WAS DEVELOPED

In 2016, Council commenced a different way of engaging with the community. Traditionally, Council has engaged with the community on individual projects, however we know that better engagement occurs when we build a positive and ongoing conversation with our residents. We have focused on more accessible and visible two-way communication and engagement opportunities across all key activity centres to enable Council to understand and establish a stronger sense of Glen Eira's strategic vision.

Council's community engagement activity for the development of this *Plan*, illustrates that we are committed to understanding our community's needs and aspirations. More specifically, Council has actively interacted with members of the community more than 10, 000 times through community consultation activities.

Our engagement approach has been diverse and co-ordinated through a range of interactions, including face-to-face, online, hard copy, email and telephone. For example, Council sought feedback for seven Council strategies, including this *Council and Community Plan* in the 2016–17 financial year. We have asked the community about the review of our *Planning Scheme*, a new *Disability Action Plan*, an *Environmental Sustainability Strategy*, your vision for Glen Eira's Libraries, a new open space proposal, a new *Sustainable Transport Strategy* as well as seeking feedback on 17 activity centres and shopping strips.

**IN 2016, COMMUNITY ENGAGEMENT SAW COMMUNITY MEMBERS INTERACT WITH COUNCIL IN THE FOLLOWING WAYS ...**



**4,189**

PAPER BASED SURVEYS AND FEEDBACK FORMS WERE RETURNED



**3,251**

ELECTRONIC/ONLINE SURVEYS WERE COMPLETED



**1,039**

RESIDENTS PARTICIPATED IN PHONE SURVEYS



**575**

IPAD SURVEYS WERE COMPLETED AT EVENTS WITH ROVING STAFF



**199**

HARD COPY SUBMISSIONS WERE MADE



**369**

TOOK PART IN TARGETED FOCUS GROUPS



**316**

ACTIVELY COMMENTED ON OUR ONLINE HAVE YOUR SAY FORUMS



**391**

ATTENDING PUBLIC MEETINGS



**77**

RESIDENTS PARTICIPATED IN FORMAL INTERVIEWS

THIS PLAN WAS DEVELOPED BASED ON THE RESULTS OF THE ABOVE COMMUNITY ENGAGEMENT ACTIVITIES AS WELL AS SPECIFIC ENGAGEMENT UNDERTAKEN FOR THE COUNCIL AND COMMUNITY PLAN.

THE CONSULTATION INCLUDED:



**6**

SIX COMMUNITY MEETINGS WERE HELD



**500**

RESIDENTS WERE ENGAGED IN COMMISSIONED TELEPHONE RESEARCH

## WHAT YOU TOLD US

650

**PEOPLE ENGAGED IN  
CONSULTATIONS AROUND  
OUR COUNCIL AND  
COMMUNITY PLAN DURING  
JULY AND AUGUST 2016. THIS  
IS WHAT THEY SAID WERE  
THEIR MAIN PRIORITIES:  
(IN NO ORDER)**



### **OVER-DEVELOPMENT AND LOSS OF NEIGHBOURHOOD CHARACTER:**

- ▶ impact of development on heritage, neighbourhood character and community connection;
- ▶ impact on residents during development;
- ▶ communication by Council regarding the planning process;
- ▶ infrastructure to support development; and
- ▶ advocacy around quality, affordable and environmentally sustainable housing.



### **TRAFFIC CONGESTION, PARKING AND TRANSPORT:**

- ▶ initiatives to manage traffic flow and parking;
- ▶ safety for pedestrians, cyclists and motorists;
- ▶ pathways, linkages and amenities to promote alternative modes of transport;
- ▶ enforcement of parking restrictions; and
- ▶ transport routes and services to key local places, including community transport.



### **SERVICES AND FACILITIES:**

- ▶ services across all demographics with a focus on ageing, youth, young families and disability;
- ▶ facilities and activities to reduce social isolation and promote health and wellbeing;
- ▶ continue to develop libraries and senior citizen centres;
- ▶ advocacy for accessible and affordable services to support those in need; and
- ▶ services spread across the municipality.



#### **PARKS, OPEN SPACE, WASTE AND SUSTAINABILITY:**

- ▶ appropriate planting and innovative use of streetscapes;
- ▶ more varied open space to meet diverse needs, including informal recreation opportunities;
- ▶ provision and maintenance of sporting/recreation facilities and parks;
- ▶ amenities and areas of interest in parks — walking paths, seats, shade, shelters, toilets; and
- ▶ shared commitment from Council, business and the community to address environmental issues.



#### **COMMUNITY SAFETY:**

- ▶ crime prevention and advocacy around increased local police presence and security;
- ▶ advocacy to improve cleanliness of railway stations and railway lines;
- ▶ street lighting, quality of footpaths and safe walking routes;
- ▶ consistent approach to graffiti and waste management; and
- ▶ response to social issues in the community eg. homelessness, mental health, family violence.



#### **COMMUNITY CONNECTION:**

- ▶ events and activities to bring people together;
- ▶ reduce barriers to social inclusion (accessible, affordable, information in different languages);
- ▶ build a sense of community by helping create active neighbourhoods/street parties;
- ▶ create opportunities for people to connect locally and volunteer; and
- ▶ support local community groups, sporting clubs and organisations.



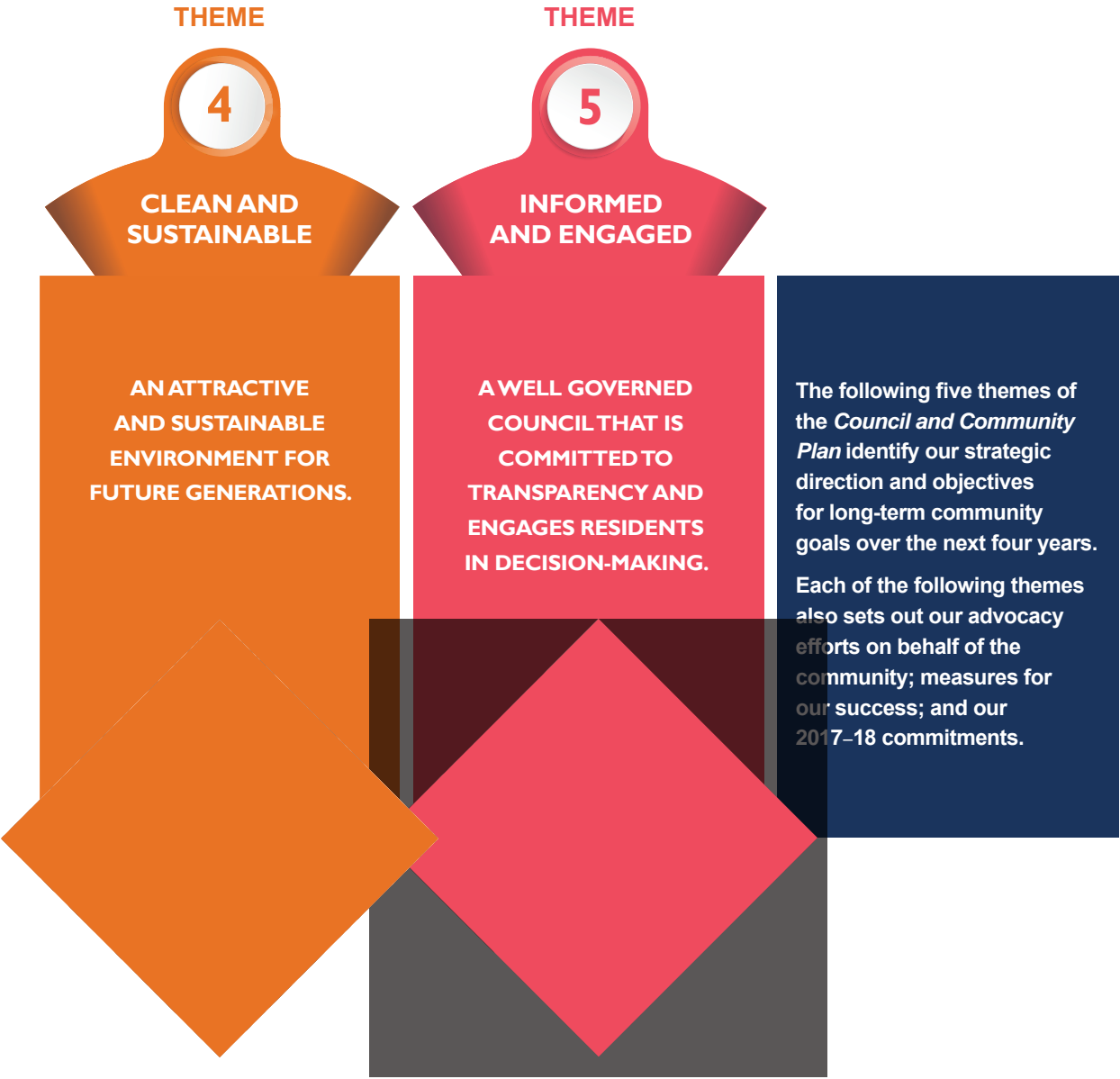
#### **GOOD GOVERNANCE AND ENGAGEMENT:**

- ▶ transparent and accountable to the community;
- ▶ involving and informing the community about the decision-making process;
- ▶ formal and informal engagement with the community across all ages and demographics;
- ▶ keep rates low and deliver value-for-money services; and
- ▶ advocacy to higher levels of government on local issues.

## OUR ASPIRATIONS FOR THE FUTURE

The aspirations of Councillors and community are for a City that is liveable, accessible, safe, sustainable and engaged.







## WHAT THE COMMUNITY SAID

“Make Glen Eira liveable, resilient and inclusive for all ages and abilities.”

“Council should take a strong advocacy role to prevent inappropriate development.”

“Developments should be made to provide enough parking.”

“Council should provide better communication regarding the planning process.”

“Minimise the impact on the community during development.”

“There should be stricter rules for new developments and building regulations should be enforced.”

“Restrict the impact of developments on neighbourhood character.”

“I’d like to have more diversity of shops and restaurants in the area.”



# THEME ONE

## LIVEABLE AND WELL DESIGNED

### **A well planned City that is a great place to live.**

We are committed to Glen Eira being a well designed City that is safe, attractive and vibrant for our residents and businesses. We will provide for social activities, employment and a range of residential opportunities.

Our town planning decision-making process will be fair, transparent, timely and inclusive. We will give residents the opportunity to contribute towards policies that affect their quality of life and their neighbourhood. Our approach will prioritise the uniqueness of each place and be informed by the views and perspectives of our diverse communities.

Our community infrastructure is essential to supporting liveability and we will design and manage our roads, buildings and community spaces to ensure Glen Eira remains a great place to live.

# THEME ONE

## LIVEABLE AND WELL DESIGNED

### LONG-TERM COMMUNITY GOAL:

**A well planned City is a great place to live.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. CREATE PROSPEROUS, ACCESSIBLE AND VIBRANT URBAN PLACES

##### WE WILL:

- Develop and implement structure plans and a shared vision to guide future development, open space, business and transport improvements.
- Influence future development across Glen Eira's station, retail and dining precincts by revising our *Activity Centre, Housing and Local Economy Strategy*.
- Ensure future development respects and celebrates our heritage and character by establishing new building and development guidelines.
- Work with the community and stakeholders to create places that are diverse, vibrant, and prosperous.
- Deliver improvements to buildings, open spaces, parks and roads, as well as progress planning for future improvements to key Council facilities.

#### 2. ENCOURAGE DEVELOPMENT THAT BENEFITS THE COMMUNITY

##### WE WILL:

- Review our heritage places and provide stronger development guidelines to preserve and enhance Glen Eira's heritage buildings and precincts.
- In areas going through significant change, ensure developments take account of the wider local impacts such as the cost of infrastructure, open space and parking.
- Introduce planning policies that moderate developments and protect the character and amenity of our residential areas.
- Facilitate development that positively contributes to the local community socially, environmentally, and economically.
- We will proactively seek opportunities to incorporate social and/or affordable housing outcomes in urban renewal sites.
- We will commence preparation of policies and an updated Municipal Strategic Statement which strengthen the conservation of trees on developments sites.



### **3. PROACTIVELY PLAN FOR AND MANAGE CHANGE WITHIN OUR URBAN PLACES**

#### **WE WILL:**

- Update the *Glen Eira Planning Scheme* by implementing the adopted actions of the 2016 *Planning Scheme Review*.
- Attempt to minimise the impact on the community's quality of life during major building construction through stricter guidelines and local laws for developers, and their enforcement.
- Aim to balance our community's aspirations on managing development, with State policies such as *Plan Melbourne*, which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

### **4. INVEST SUSTAINABLY IN OUR INFRASTRUCTURE AND COMMUNITY ASSETS**

#### **WE WILL:**

- Ensure new infrastructure assets meet the needs of our community.
- Review service needs to ensure strategic service planning informs investment.
- Maintain and renew our assets to ensure they meet the required standards.

# THEME ONE

## LIVEABLE AND WELL DESIGNED

### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Stronger partnerships with State Government and adjoining councils in planning for and funding key regional infrastructure.
- Victorian Civil and Administrative Tribunal (VCAT) reform to implement local policy and restrict the substitution of amended proposals.
- State Government leadership in facilitating and enabling the provision of social and affordable housing by supporting 'Outcome 2' policies in *Plan Melbourne* that seek to increase the supply of social and affordable housing.
- An assurance that 'value capture' development above locations subject to level crossing removals, will be appropriate to the local context and sensitive to community concerns.
- State Government inclusion of social and/or affordable housing outcomes in development sites over which they have decision-making influence, including but not limited to level crossing removals value capture sites.
- Increased State Government responsiveness to legitimate community concerns around the operation of rooming houses.

### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Our community will report increased satisfaction with Council's communication with the planning process and with the opportunities to have a say in planning decisions and planning policy formulation.
- Our community will report increased satisfaction with Council's planning for population growth.
- A minimum 70 per cent of residents will report that their quality of life is good or very good.
- There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.
- We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our *Planning Scheme*.
- There will be an increase from 2017 figures on the level of diversity within available housing stock.
- In 2017, we will adopt structure plans for Carnegie, Bentleigh and Elsternwick.



### OUR 2017–18 COMMITMENTS

- We will deliver detailed structure plans for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an *Activity Centre, Housing and Local Economy Strategy* or all our centres.
- We will commence community consultation and a feasibility study to develop a new vibrant community hub in Elsternwick.
- We will update and refresh a minimum of three key Council community infrastructure strategies relating to recreation, open space and facilities.
- We will develop and implement policies and controls that protect heritage, and the character of our residential areas.
- We will invest a minimum of \$30M annually through Council's capital works program.
- We will develop concepts for Lord Reserve; Carnegie Swim Centre; and Koornang Park to create a community focused, multi-use recreation precinct.
- We will develop a statement of commitment on housing affordability and work with neighbouring councils to develop a regional perspective.





## WHAT THE COMMUNITY SAID

“There is an over reliance on  
motor vehicles.”

“I would like more community  
bus routes.”

“There needs to be better  
enforcement of parking restrictions —  
especially near stations.”

“Improve pathways and linkages to  
enable active transport.”

“Our community needs better  
connection between different forms  
of public transport.”

“Encourage and support alternate  
forms of transport — walking, cycling  
and public transport.”

“We need to fix traffic issues like  
speed, congestion and street parking.”

“There should be better planning  
of transport routes and services to  
key local places, such as Glen Eira  
Sports and Aquatic Centre.”

## THEME TWO

### ACCESSIBLE AND WELL CONNECTED

#### **A City that is easy to move around, full of safe travel options and walkable neighbourhoods.**

We are committed to maintaining a safe footpath network, upgrading bicycle routes and coming up with new solutions to address parking demands. We will encourage various modes of transport, including walking. Our aspiration is to create neighbourhoods where people can access the goods and services they need, within 20 minutes of where they live, travelling by foot, bicycle or public transport.

Our transport network will be safe for pedestrians, cyclists and motorists. It will address the demands of today and cater for Glen Eira's future.

# THEME TWO

## ACCESSIBLE AND WELL CONNECTED

### LONG-TERM COMMUNITY GOAL:

**A City that is easy to move around: full of safe travel options and walkable neighbourhoods.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

- 1. DEVELOP A HOLISTIC APPROACH TO TRANSPORT AND PARKING, WHICH INVOLVES PLANNING AND ACCOMMODATING FOR RESIDENTS AND VISITORS, THE INDIVIDUAL'S JOURNEY AND THE CITY AS A WHOLE.**

#### **WE WILL:**

- Develop an integrated approach on the many different ways we can move around the City; with a focus on safer, greener and walkable neighbourhoods.
- Improve our local streets and shared paths through the implementation of a revised cycling strategy, walking strategy and street design guidelines.

- 2. ADDRESS THE COMMUNITY'S PARKING NEEDS TO MINIMISE IMPACTS ON COMMUNITY WELLBEING, AND IMPROVE THE CONNECTIONS AND THE VIBRANCY OF THE CITY.**

#### **WE WILL:**

- Manage public parking within built up areas and shopping precincts through targeted improvements.
- Address the impact of new developments by reviewing the parking requirements within our *Planning Scheme* to ensure that developments provide their fair share of on-site parking and minimise the impacts on the amenity of local streets.
- Prepare a strategic, municipal-wide review of car parking and traffic to help inform future decision-making regarding parking provision.





**3. REDUCE CAR CONGESTION BY ENCOURAGING GREATER LOCAL EMPLOYMENT, HEALTH, EDUCATION AND SHOPPING OPPORTUNITIES CLOSE TO HOME AND PUBLIC TRANSPORT NETWORKS.**

**WE WILL:**

- Explore local planning policy, to ensure that it encourages local employment opportunities.
- Undertake place-based planning that encourages greater employment, residential and business opportunities within our urban places.

**4. ENHANCE ROAD USER SAFETY WITH PARTICULAR FOCUS AROUND SCHOOLS AND ACTIVITY CENTRES.**

**WE WILL:**

- Update our *Road Safety Strategy* with the latest VicRoads data (Road Crash Information Systems) and publish an update of the action plan.
- Continue and monitor our program of safety audits around schools.
- Through our parking enforcement framework, ensure our drivers park in a safe and fair manner.

# THEME TWO

## ACCESSIBLE AND WELL CONNECTED

### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- State Government and adjoining councils to take a collaborative approach to transport planning.
- High quality design and integration of committed railway grade separation projects and a commitment to remove Glenhuntly Road and Neerim Road level crossings.
- Improved access to public transport, particularly more direct bus services linking existing rail and tram services to our shopping precincts and community places.
- Reduced speed limits and other road safety initiatives around school crossings and shopping centre precincts.
- The State Government to prioritise through-traffic on the roads that it is responsible for.

### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- We will increase bicycle usage by 10 per cent from 2017 figures.
- A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.
- We will construct five per cent of our missing link footpaths.
- We will achieve a five per cent improvement in the 'Walk Score' across the municipality.
- We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year's *Community Satisfaction Survey*.



## OUR 2017–18 COMMITMENTS

- We will develop a new integrated transport strategy, which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.
- We will complete a municipal-wide car parking strategy.
- We will update our *Walking Strategy* with particular focus on improving pedestrian safety around schools, and creating incentives for our community to use sustainable forms of transport.
- We will revise our approach to implementing or amending parking restrictions to ensure that affected residents are consulted in all circumstances in advance of any changes being implemented.
- We will enhance our footpath renewal and upgrade programs to deliver more small area footpath improvement projects and also construct a number of missing link footpaths throughout the municipality.





## WHAT THE COMMUNITY SAID

“It is important that services are inclusive and represent the needs of the community.”

“Glen Eira has excellent services for senior citizens.”

“Support local community groups — they are vital for our community.”

“I want to feel safe going out during the day and night.”

“What is important to me is a community where people feel connected.”

“I feel proud of my community and I want it to stay friendly and welcoming.”

“It’s important that we care for people in our community who need support.”

“Facilities like libraries, sport and recreation places and community centres help locals stay active and feel part of the community.”

## THEME THREE

### SAFE, HEALTHY AND INCLUSIVE

#### **A strong and safe community that connects people and enhances health and wellbeing.**

We are committed to being a community that is safe, healthy and inclusive. Our aim is to help people feel socially included, with access to quality support services. We will build a social environment that encourages participation, where people are safe in their homes and around our streets.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will encourage and provide opportunities for our residents to lead active and healthy lives. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

Our libraries, pavilions, and community centres will be vibrant hubs that bring people together for recreation, learning and social interaction. Our events, festivals and cultural activities will promote community inclusion and celebrate our rich diversity.

# THEME THREE

## SAFE, HEALTHY AND INCLUSIVE

### LONG-TERM COMMUNITY GOAL:

**A strong and safe community that connects people and enhances health and wellbeing.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. WORK IN PARTNERSHIP TO MAKE OUR CITY A SAFE AND INCLUSIVE PLACE FOR ALL.

##### WE WILL:

- Partner with key stakeholders such as Victoria Police to promote and enhance community safety throughout the City.
- Develop strategies to increase the safety of common walking routes eg. options for enhanced lighting where required, enhanced business activity along transport routes, etc.
- Develop an evidence-based approach to implementing localised crime prevention strategies.
- Work collaboratively with community stakeholders to reduce the incidence of family violence in our community.
- Support and run events, programs and activities, that help people to connect with each other, and create a sense of community.

#### 2. SUPPORT ACCESS TO A RANGE OF QUALITY AND VALUED SERVICES THAT MEET THE COMMUNITY'S NEEDS.

##### WE WILL:

- Provide services for children, youth and the aged that enhance the health and wellbeing outcomes of residents.
- Encourage volunteering by improving access to grants, delivering training and enhancing promotion of volunteering.
- Increase the access to and use of Council's community buildings and facilities.



### 3. DELIVER PROGRAMS AND ACTIVITIES TO PROMOTE A HEALTHY AND RESILIENT COMMUNITY.

#### WE WILL:

- Deliver programs and initiatives that support young people that are responsive to the feedback received through Council youth engagement activities, eg. *Resilience Youth Survey* of primary and secondary school students.
- Provide the community with support and information to build resilience and recover from local emergencies.
- Promote the health and development of young children through the delivery of quality Maternal and Child Health Services, parent education programs and family health and wellbeing initiatives.
- Deliver health promotion initiatives which educate and encourage an active and healthy lifestyle.
- Provide a greater range of library, sporting and recreation services to bring people together and encourage healthy lifestyles.
- Develop a *Municipal Public Health and Wellbeing Plan* that addresses mental health, obesity and drug related harms.
- Provide opportunities to communities who may be discriminated against, such as the Aboriginal and Torres Strait Islander community, disability community, culturally and linguistically diverse community and LGBTIQ community, to access programs, gain supports and engage in community life.
- Explore opportunities to create a dog agility park within the municipality.

# THEME THREE

## SAFE, HEALTHY AND INCLUSIVE

### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Increased security and local police presence.
- The timely removal of graffiti from state and federal government owned assets.
- Access to affordable, safe, accessible and diverse housing.
- State and federal government initiatives that address social issues in the community.
- Funding for children's services, including child care and kindergarten services.
- Better funding for aged support services that meet community needs and enable residents to age in place.
- State and federal government funding for community infrastructure.

### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- There will be an increase in the percentage of residents who agree this is a close-knit community.
- The level of satisfaction with the 'family support service' in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.
- There will be an increase in the percentage of residents who participate in volunteering.





## OUR 2017–18 COMMITMENTS

- We will establish a Community Safety Committee with representation from Victoria Police, key stakeholder organisations, and community members.
- We will develop a comprehensive community safety plan in collaboration with the community that includes a range of crime prevention strategies.
- We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's *Disability Action Plan*.
- We will incorporate the needs and feedback from our community consultation into the feasibility study for a vibrant, multi-functional hub in Elsternwick.





## WHAT THE COMMUNITY SAID

“We need a shared approach and commitment from Council, business and the community to address environmental issues.”

---

“I would like to see our Council lead the way on climate change.”

---

“I really appreciate the effort Council puts into maintaining its parks and gardens.”

---

“Glen Eira will become an inner city area — we need to protect our parks and open space.”

---

“Due to increasing development, more efforts need to be made to source additional land for sporting facilities.”

---

“Council provides great rubbish, recycling and hard waste collections.”

---

“Our tree-lined streets are great but Council should plant more natives.”

## THEME FOUR

### CLEAN AND SUSTAINABLE

#### **An attractive and sustainable environment for future generations.**

Our City will be attractive and environmentally sustainable.

We will protect the diversity of plants and animals, and provide for a healthy environment that supports our community to live healthy and happy lives. We will improve our own environmental sustainability and partner with our community to reduce our ecological footprint.

We will be a leader in providing access to high quality parks, open space and active recreation facilities, which are vibrant, and accessible. Our streets and built environment will be clean and inviting and we will continue to demonstrate leadership in our contemporary approaches to sustainability, waste management and recycling.

# THEME FOUR

## CLEAN AND SUSTAINABLE

### LONG-TERM COMMUNITY GOAL:

**An attractive and sustainable environment for future generations.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. KEEP OUR CITY CLEAN AND ATTRACTIVE.

##### WE WILL:

- Continually improve our maintenance activities to keep the City clean, including looking for ways to incorporate new technologies such as mobile reporting and solar litter bin compaction.
- Progressively renew and revitalise our streetscapes.

#### 2. PRESERVE AND DEVELOP OUR OPEN SPACE TO MEET CURRENT AND FUTURE NEEDS.

##### WE WILL:

- Improve and upgrade our open spaces for passive and active recreation through our capital works program.
- Continue to explore opportunities to increase the amount of open space for recreation purposes, including access to schools, as well as state and federal government owned land.
- Protect and enhance biodiversity on Council land.

#### 3. INCREASE ENVIRONMENTAL SUSTAINABILITY AND PREPARE FOR THE EFFECTS OF CLIMATE CHANGE.

##### WE WILL:

- Help our community members to reduce their impact on the environment through education and support programs.
- Show leadership in sustainability in our waste, water and energy usage practices.
- Demonstrate a clear focus on energy sustainability in our capital projects, in design, construction and operations.
- Work towards zero net carbon emissions from Council operations by 2030 by reducing greenhouse gas emissions by a further 25 per cent from Council buildings, waste and outdoor lighting by 2021.
- Work towards zero net carbon emissions from the community by 2050 by supporting the Glen Eira community to reduce greenhouse gas emissions.
- We will consult the community on the implementation of a Classified Tree Register.



## ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- New generation waste disposal and recycling facilities for the future.
- The protection of vegetation in major development projects in the City, including level crossing removals and on state and federal government owned land.
- Better immediate community access to Caulfield Racecourse Reserve for sporting and recreation purposes and full implementation of the recommendations of the ministerially appointed Bi-Partisan Working Group within five years.
- Improved state and federal government policy on environmental sustainability initiatives.

## HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- We will see a five per cent increase in the recycling rate at Council buildings.
- Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.
- There will be an increase in open space in areas of the City identified in our *Open Space Strategy* as lacking green space.
- The level of satisfaction with open space in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.
- New generation garbage disposal facilities will be well progressed toward opening
- New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.

## OUR 2017–18 COMMITMENTS

- We will continue to implement our *Open Space Strategy* priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commencing the implementation of the EE Gunn Reserve Masterplan in Ormond.
- We will increase the amount of community open space in Joyce Park.
- Five per cent of the capital budget for all new and large refurbishment building projects, will be allocated to sustainability measures, over and above the minimum required standards.
- We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.



## WHAT THE COMMUNITY SAID

“What we want to know — what has been achieved in the previous period and what Council plan to achieve in the coming period.”

---

“Improve consultation and engagement with the community, including follow-up.”

---

“There should be more regular opportunities for communication between Council and the community.”

---

“There needs to be consistency for why decisions have been made.”

---

“Council should lead by innovative ideas, consult and listen to community needs.”

---

“It would be good to have some more engagement before decisions are made — find out what the community thinks before Council acts.”

---

“I feel that a lack of communication affects Council’s relationship with the community.”

## THEME FIVE

### INFORMED AND ENGAGED

#### **A well governed Council that is committed to transparency and engages residents in decision-making.**

Our community will be well informed and engaged. We will provide access to timely and relevant information about issues which affect them and establish a range of opportunities for them to share their views, comment on our performance and actively participate in decision-making.

We will remain contemporary and connected to our residents. Decisions made will be evidence-based, transparent and in the best interests of the whole community. We will work to build a community that is well informed and actively participates in Council decision-making.

We will retain our reputation for good governance, ensure that Council continues to comply with the principles of sound financial management and provide full, accurate and timely disclosure of financial information relating to Council.

# THEME FIVE

## INFORMED AND ENGAGED

### LONG-TERM COMMUNITY GOAL:

**A transparent and accountable Council that engages its residents in decision-making.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. DEVELOP CLEAR AND OPEN COMMUNICATION CHANNELS WITH THE COMMUNITY.

##### WE WILL:

- Keep you better informed by improving our regular newsletters, use of social media, direct mailouts and responses to your service requests.
- Enable you to provide your views more easily by increasing the range of ways that we engage and consult with you, including enhanced participation in our public meeting processes.
- Make sure that key Council information and publications are available in a range of formats that are accessible to those with a disability or who are from culturally and linguistically diverse communities.
- Take proactive steps to ensure that we are going out of our way to seek views and input from those who are hard to reach through traditional consultation methods.
- Encourage you to participate in our decision-making processes.
- Provide you with regular and transparent reports on key outcomes and on our performance.

#### 2. ACHIEVE A REPUTATION FOR ORGANISATIONAL AND SERVICE EXCELLENCE.

##### WE WILL:

- Take a strategic approach to reviewing and improving Council operations.
- Build an organisational culture that is committed to customer service and continuous improvement.
- Deliver good value-for-money services to residents and continue to have the second lowest average rates charge in Metropolitan Melbourne.
- Be a role model employer, recognising that skilled and motivated staff deliver better customer service and community outcomes.
- Build strong partnerships and good working relationships with our neighbouring councils, government peak bodies and other key stakeholders.
- Ensure our Local Law supports appropriate levels of transparency and good governance.





### **3. INVEST IN TECHNOLOGY AND PROCESS IMPROVEMENTS THAT ENHANCE THE CUSTOMER'S EXPERIENCE OF DOING BUSINESS WITH US AND IMPROVE EFFICIENCY AND TRANSPARENCY.**

#### **WE WILL:**

- Introduce new online methods and practices that enable residents to transact with us to register and track requests, update their information, and make payments at a time that suits them.
- Review customer transaction processes and digitise those processes wherever it is efficient to do so.
- Reduce unnecessary bureaucracy and streamline processes to improve turnaround timelines and responsiveness.
- Improve awareness of Council's services to ensure people can access what they need, when they need it.
- Increase the amount of information that is available and accessible to the community on Council's website.

## THEME FIVE

### INFORMED AND ENGAGED

#### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Community consultation on key community projects, including state and federal government projects, such as the level crossing removals.
- Additional state and federal government funding for key community projects.

#### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Rates per assessment will remain at the second lowest level of all metropolitan municipalities.
- The level of satisfaction with the 'advocacy' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Every major project will have a comprehensive community engagement process.
- The community will receive regular reporting on our performance.
- The level of satisfaction with the 'community engagement' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- The level of satisfaction with the 'customer service' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Staff engagement levels will be consistent with, or better than, industry benchmarks.



## OUR 2017–18 COMMITMENTS

- We will review and enhance our *Community Engagement Strategy* and develop a new youth consultation strategy.
- We will establish an online consultation group of approximately 400 residents who are willing to be involved and provide opinions and feedback on Council's programs and strategies.
- We will provide greater online options for residents by ensuring that half of our requests and payment services are available via Council's website.
- We will receive an unqualified audit opinion in relation to the completed *2016–17 Financial Report and Performance Statement* and year on year thereafter.
- We will develop an advocacy strategy which informs the community of our advocacy program and outlines our advocacy goals.
- We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via our website.
- We will report quarterly to the community on our progress against all of our promises outlined in this *Plan*.



## GLOSSARY

**Activity centre** — an area that provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

**Activity Centre, Housing and Local Economy Strategy** — a high-level strategic document that identifies the vision, objectives and role of activity centres in Glen Eira. The document emphasises the link between Council's *Council and Community Plan*, *Municipal Strategic Statement (MSS)* and the State Government's *Metropolitan Planning Strategy*, *Plan Melbourne*.

**Capital Works Program** — a program outlining work to be undertaken to establish, renew, expand, upgrade or dispose of Council's assets.

**Community hub** — community facilities which provide a central location for residents to access a range of local services, activities, learning options and social opportunities.

**Community Satisfaction Survey** — a State Government requirement whereby councils conduct a survey once a year to obtain community feedback in order to gauge satisfaction levels with council services.

**Glen Eira Planning Scheme** — a statutory document that sets out our objectives, policies and provisions relating to the use, development, protection and conservation of land.

**LGBTIQ** — Lesbian, Gay, Bisexual, Transgender, Intersex and Queer.

**Place-based planning (or place-making)** — is an integrated approach to planning public places at a local level. It is a community-driven process for designing accessible public spaces (streets, sidewalks, plazas, squares, campuses, parks, and so on) that often accommodate a mix of uses.

**Plan Melbourne** — a State Government policy which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

**Structure plan** — sets a long term shared vision for land use and development within a particular area with the aim to provide clarity and certainty to residents and developers alike. They are a tool to help manage change and can consider a variety of elements such as, but not limited to, urban design, building scale, height, neighbourhood character, social and economic needs, community infrastructure and transport.

**Urban places** — an inner-city area with an increased population density accompanied by housing, commercial buildings and infrastructure.

**Value capture project** — a value capture project (when used in regards to level crossing removal works) is the development that is built in order to retain some percentage of expenditure used to carry out the works.

**VCAT** — Victorian Civil and Administrative Tribunal.

**Walk Score** — measures the walkability of any address using a patented system. For each address, a walk score analyses hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category.

## APPENDIX I: SUPPORTING STRATEGIES

# Glen Eira Council and Community Plan 2017–2021

## Glen Eira Strategic Resource Plan 2017–2018 to 2026–2027

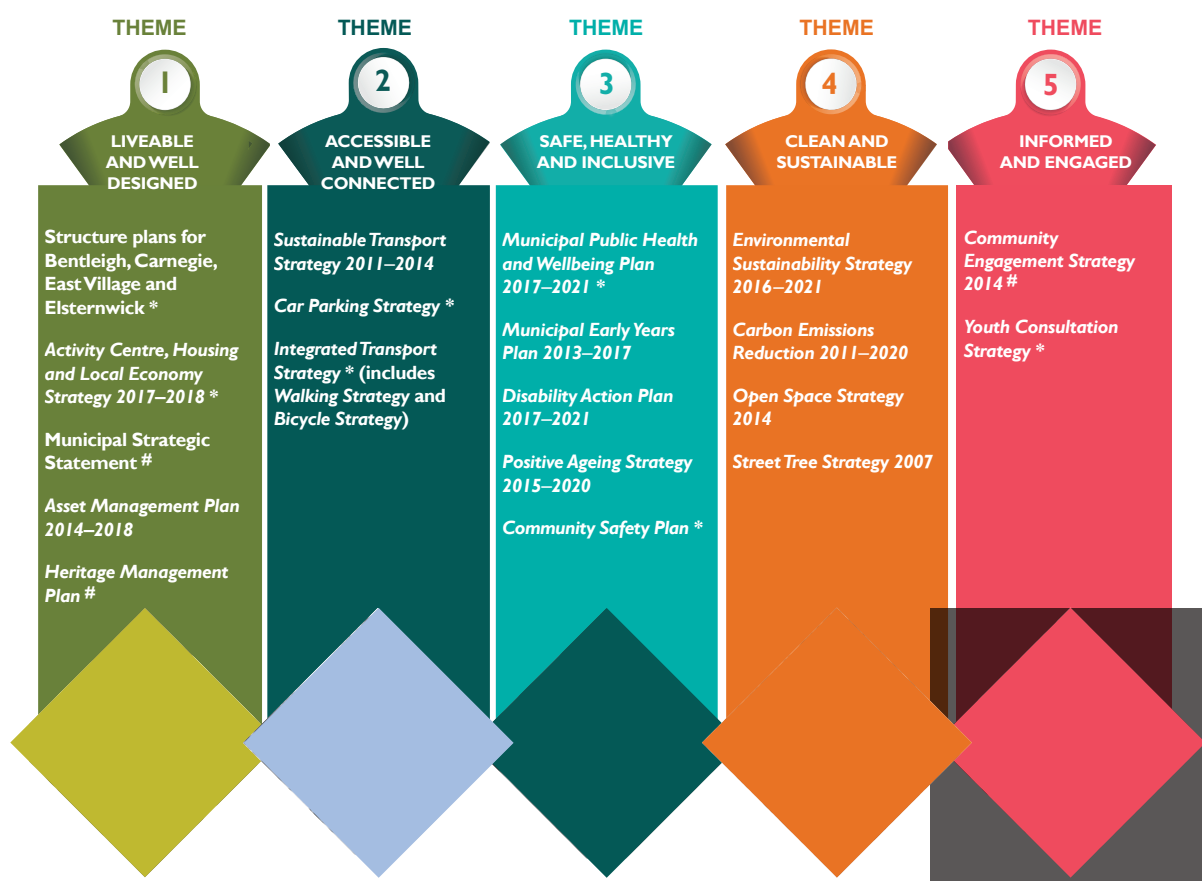
### Annual Report

Outlines financial statements for the previous 12 months and a performance statement on progress in achieving goals and results.

### Annual budget

Outlines how the funded activities or initiatives contribute to achieving the *Plan's* strategic objectives.

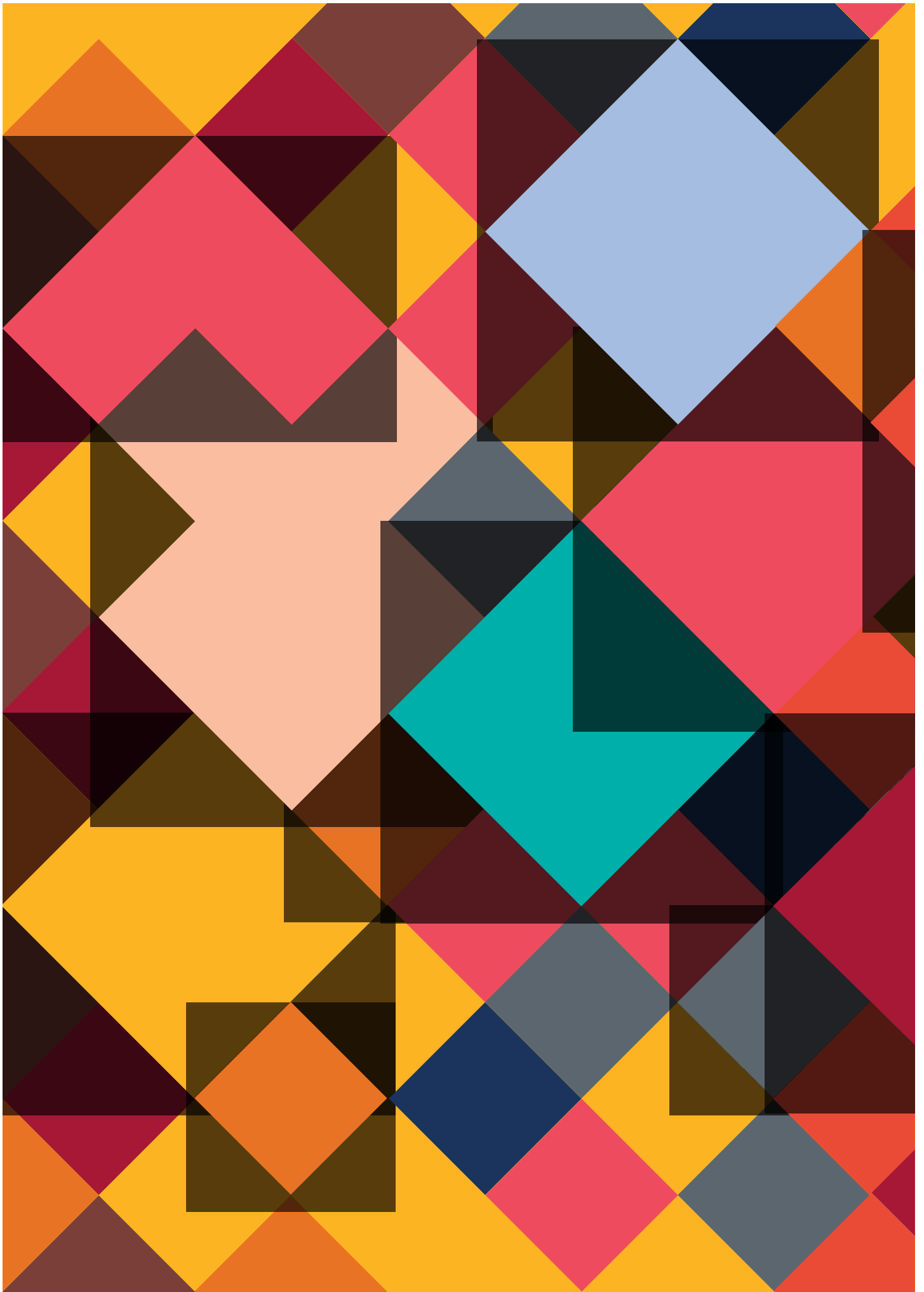
### Strategies and Plans that support the Glen Eira Council and Community Plan

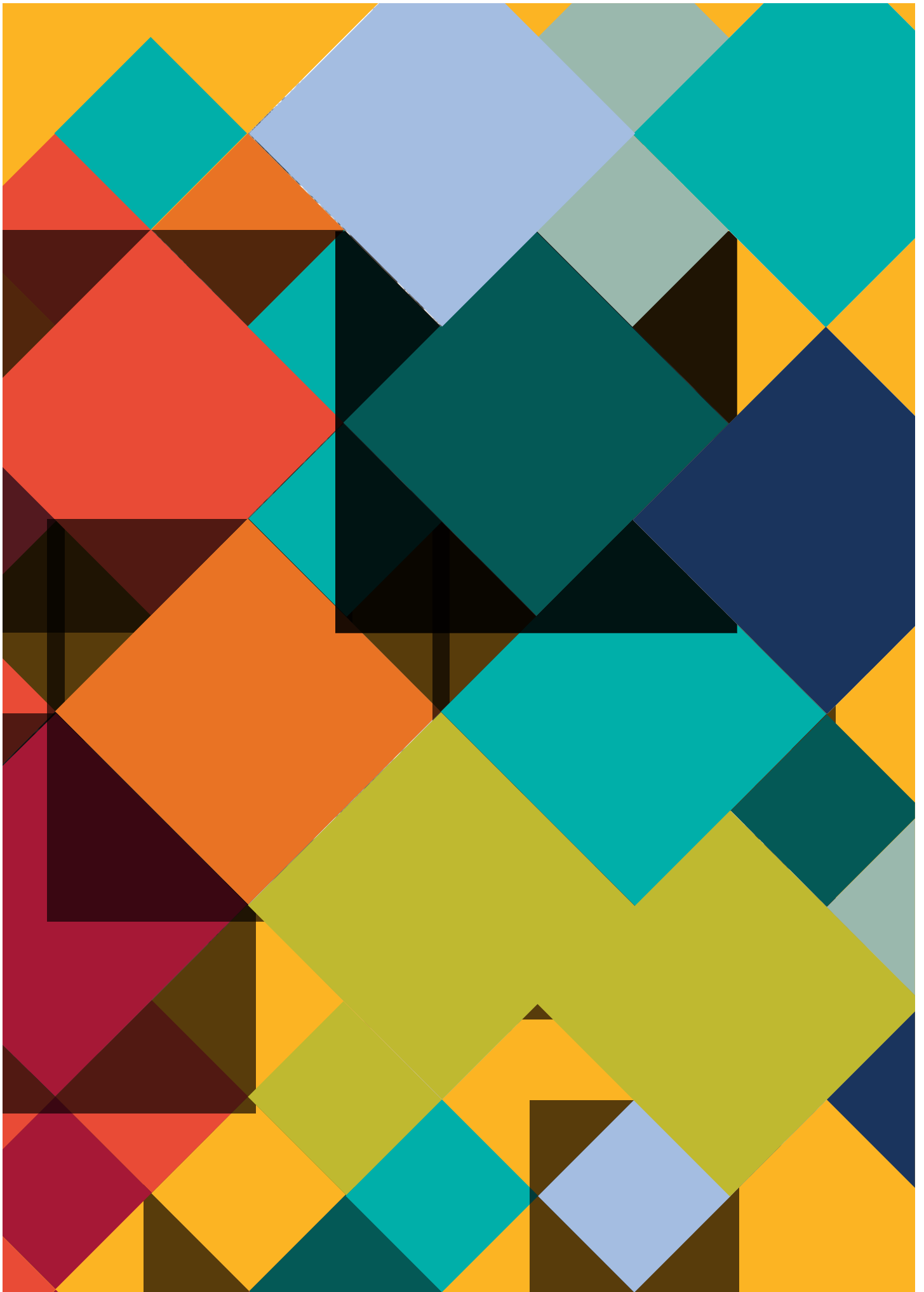


\* A new Plan or Strategy currently in development or committed for development.

# A Plan or Strategy currently being reviewed or pending review.

All Plans and Strategies are available on Glen Eira City Council's website [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)







**GLEN EIRA**  
CITY COUNCIL

**GLEN EIRA CITY COUNCIL**

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Caulfield South, 3162

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[www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

**National Relay Service**

If you are deaf, hearing-impaired, or speech-impaired,  
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**Glen Eira Maternal and Child Health:**

[www.facebook.com/GlenEiraMaternalandChildHealth](http://www.facebook.com/GlenEiraMaternalandChildHealth)

**Glen Eira Sports and Aquatic Centre (GESAC):**

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)

**Glen Eira Youth Services:**

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)







GLEN EIRA  
CITY COUNCIL

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MURRUMBEENA  
ORMOND  
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**GLEN EIRA CITY COUNCIL**

# **STRATEGIC RESOURCE PLAN 2017-18 to 2026-27**

**For the year ended 30 June 2018**

**Special Council Meeting Tuesday, 27 June 2017**



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## **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 and Community 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 and Community 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 Plan Development**

Council has prepared a *Strategic Resource Plan* (SRP) for the ten years 2017-18 to 2026-27 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 and Community 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 and Community Plan*. The key financial objectives, which underpin the SRP, are:

- Manage finances appropriately within the constraints set by the State Government’s Rate Capping regime.
- Funds to provide for additional public open space and renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set fee increases that are manageable and sustainable.
- Focus on continuous improvement.
- Keep day-to-day costs and rates below our peers.

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 process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives. Please note that the SRP is subject to change on an annual basis as its preparation is undertaken using the best assumptions available to Council at that time.

## **2 Assumptions/Deliverables**

The SRP assumes a rate increase of 2 per cent. This is in line with the new *Fair Go Rates System (FGRS)* which has capped rates increases by Victorian councils to the forecast movement of 2 per cent in line with the forecasted Consumer Price Index (CPI) for the financial year 2017-18.

The cap for 2016-17 was also set at forecast CPI last year (at 2.5 per cent), the first year Victorian Councils operated under a rate cap.

Council must manage the budget and long-term plan appropriately within the constraints set by the State Government's Rate Capping regime.

Council has elected not to apply to the Essential Services Commission (ESC) for a rate cap variation in 2017-18.

The SRP is based on the assumptions set out below:

### **2.1 Operational**

#### ***Income***

- Council's SRP is based on average rates per assessment increase of 2 per cent. The budget assumes an additional 800 to 1,000 property assessments per annum. The average Rates per Assessment for 2017-18 is estimated at \$1,361. The 10 year outlook is based on 2 per cent each year.
- Waste management charges are levied on a basis of cost recovery.
- Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. Increases are set at 2 per cent per annum.
- User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care Services. Increases are set at 3 per cent per annum.
- Grant funding received from State and Federal sources is set at 2 per cent per annum and includes funding for the Carnegie Pool Redevelopment (subject to the Sports and Recreation Victoria *Better Pools Program* of \$2.5m).
- State Revenue Office – Valuation Recoupment \$300k every 2 years.

#### ***Expenses***

- Open Space Maintenance – \$370k per annum to allow for additional maintenance covering the growth of the *Open Space Strategy* Program.
- Contractor payments – increase by 2.5 per cent per annum which covers items such as: waste management, tipping fees, parks and grounds maintenance, traffic management, IT support, agency staff etc.
- Election costs of \$600k every 4 years.
- Defined Benefits Call – no allowance.

## **2.2 Capital Works Program**

Council's base capital program is approximately \$30m (excluding Open Space Strategy initiatives, pavilions and major projects). This funding is sufficient to close the renewal gap.

### **Infrastructure**

- 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 Roads \$5m, Drainage Improvement Program \$3.9m, Footpaths \$2m, Local Road Resurfacing \$1.56m and Car Park Renewals \$700k.
- Transport and Planning projects – \$1m per annum includes safety projects at cross intersections, pedestrian, safer speed limits, school safety, shopping centres, sustainable transport and disabled parking upgrades.

### **Open Space**

- *Open Space Strategy* Implementation includes the following projects for 2017-18:
  - Joyce Park Open Space Conversion – \$400k
  - Spring Road Reserve upgrade – \$250k
  - EE Gunn Reserve – Masterplan Outcomes – \$500k
  - Rosanna Street Reserve – Stage 1 – \$250k
  - Lord Reserve and Koornang Park Masterplan Development – \$100k
  - Aileen Avenue – New Open Space – \$25k (concept plan).
- 2018 onwards - *Open Space Strategy* implementation commencing at \$6m pa increasing to at least \$10m from 2022-23 onwards.

### **Recreational**

- Duncan Mackinnon Works in 2017-18 including :
  - Athletics Track Upgrade – \$1m (includes funding of \$250k).
  - Landscape works \$565k and netball court development \$474k – (includes funding of \$100k).
- Carnegie Pool Redevelopment, capital costs of \$15m (subject to the Sports and Recreation Victoria *Better Pools* funding of \$2.5m). Construction costs in 2018-19 to 2020-21.
- Lord Reserve/Koornang Park Masterplan Precinct Implementation - \$2m over 2018-19 and 2019-20.
- *Pavilion Program* from 2018-19 onwards - \$2.5m per annum.
- *Bicycle Strategy* \$250k - continuation of off-road paths, extensions to the on road network and works to improve existing conditions.

***City Futures (Activity Centres)***

Council has committed to undertaking a significant strategic work plan over the coming 4 years to complete a comprehensive update of the Planning Scheme, place based planning and integrated transport. This important work will set the future 10-20 year strategic direction in the key areas of land-use, transport, economic development and urban design. Funding for structural planning include:

- Structure Plan Implementation – Major Projects Program - \$1m from 2019-20 onwards, increasing to \$3m from 2024-25. Funding for this is to implement major projects identified in the Structure Plans, including new buildings, new public plazas, etc.
- Bentleigh Plaza Project – \$2.25m in 2018-19 to rebuild Bentleigh plaza to create a vibrant public space and is a catalyst for renewal across Bentleigh.
- Activity Centre Minor Improvements Program - \$100k per annum to explore opportunities to improve amenity, safety and vibrancy across the activity centres.
- Major Centres – Streetscape Renewal & Enhancement Program - \$1m per annum from 2019-20 onwards. Funding for this is to improve the public places within the major activity centres – with new street, furniture, planting, lighting, signage, pedestrian crossings and pavement.
- Integrated Transport Strategy Implementation – \$1m from 2019-20 onwards, increasing to \$3m from 2024-25, to implement the new *Integrated Transport Strategy* with projects including new bicycle paths, new pedestrian improvements, wayfinding signage, parking improvements, etc.

***Other Projects***

- Energy efficiency lighting – \$2.15m (2018-19 and 2019-20) offset by funding of \$1m.
- Sustainability initiatives (including warm season grass program) approximately \$1.25m per annum.
- Glen Eira Sports and Aquatic Centre (GESAC) – annual allowance for cyclical renewal works and replacement of plant and equipment over 10 years.
- Town Hall accommodation works – \$2.5m from 2018-19 to 2019-20.
- Library Book Collections – approximately \$950k per annum, includes: purchase of books, DVDs, magazines, games, cds, eBooks and eMagazines.

### 2.3 Cash Position/Liquidity Ratio

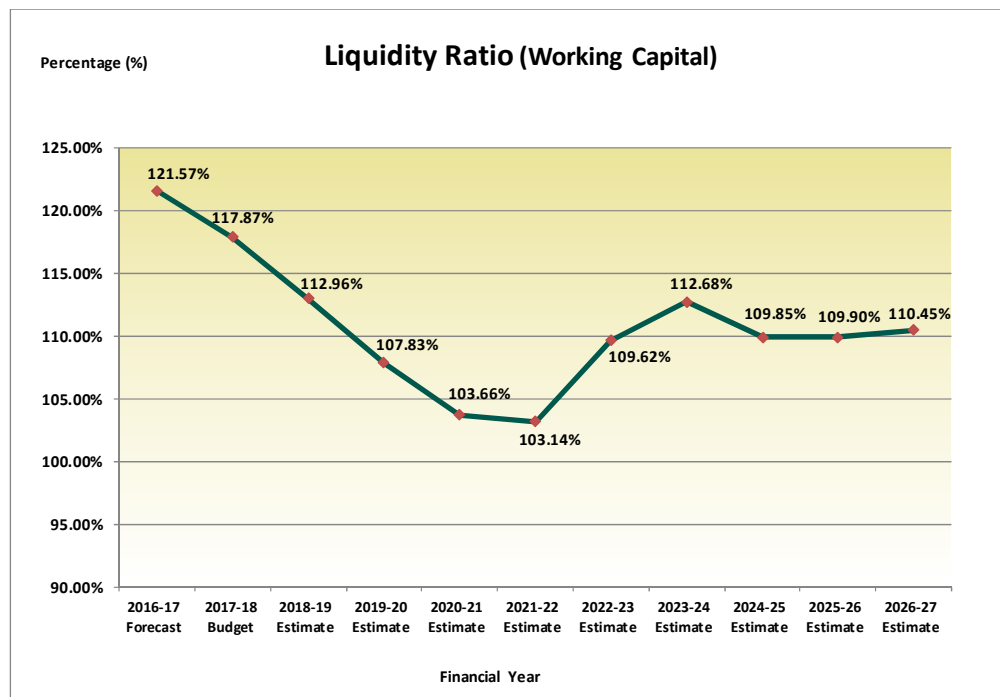
Our forecast cash balance has improved but is still expected to remain at relatively low levels for the next few years, sufficient to cover current liabilities.

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

- **Residential Accommodation Deposits (\$22m)** — relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable Deposits (\$3m)** — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

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.

The trend for working capital is forecast to remain at a level of greater than 100 per cent from 2017-18.





## 2.4 Open Space Contributions

Council receives open space levies pursuant to clause 52.01 of the *Glen Eira Planning Scheme*. Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

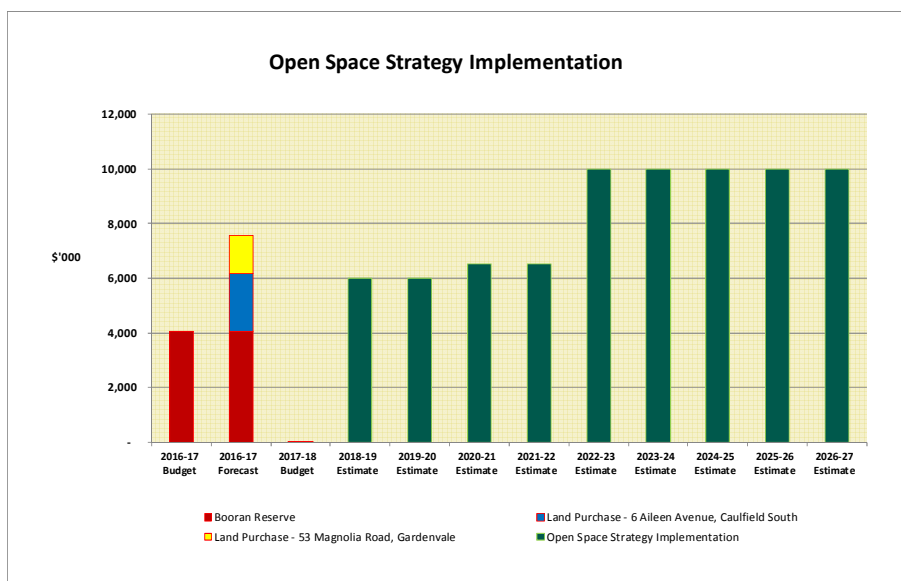
Council will continue to spend far more on additional and improved public open space than Council receives in levies. Open space projects will include:

- *Open Space Strategy* initiatives in 2017-18 of \$1.53m including:
  - Joyce Park Open Space Conversion – \$400k
  - Spring Road Reserve upgrade – \$250k
  - EE Gunn Reserve – Masterplan Outcomes – \$500k
  - Rosanna Street Reserve – Stage 1 – \$250k
  - Lord Reserve and Koornang Park Masterplan Development – \$100k
  - Aileen Avenue – New Open Space – \$25k (concept plan).

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

Open Space Contributions													
Description	2015-16 Actuals \$'000	2016-17 Budget \$'000	2016-17 Forecast \$'000	2017-18 Budget \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000	2024-25 Estimate \$'000	2025-26 Estimate \$'000	2026-27 Estimate \$'000
<b>Income</b>													
Open Space Contributions	5,865	5,500	6,738	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Caulfield Village Development Contributions	-	-	-	-	5% of site value mixed use precinct	-	-	-	-	5% of site value Smith St precinct	-	-	-
<b>Capital Spend on Open Space</b>													
Booran Reserve	5,313	4,059	4,059	-	-	-	-	-	-	-	-	-	-
Land Purchase - 6 Aileen Avenue, Caulfield South	-	-	2,106	25	-	-	-	-	-	-	-	-	-
Land Purchase - 53 Magnolia Road, Gardenvale	-	-	1,392	-	-	-	-	-	-	-	-	-	-
Open Space Strategy Implementation	-	-	-	-	6,000	6,000	6,500	6,500	10,000	10,000	10,000	10,000	10,000

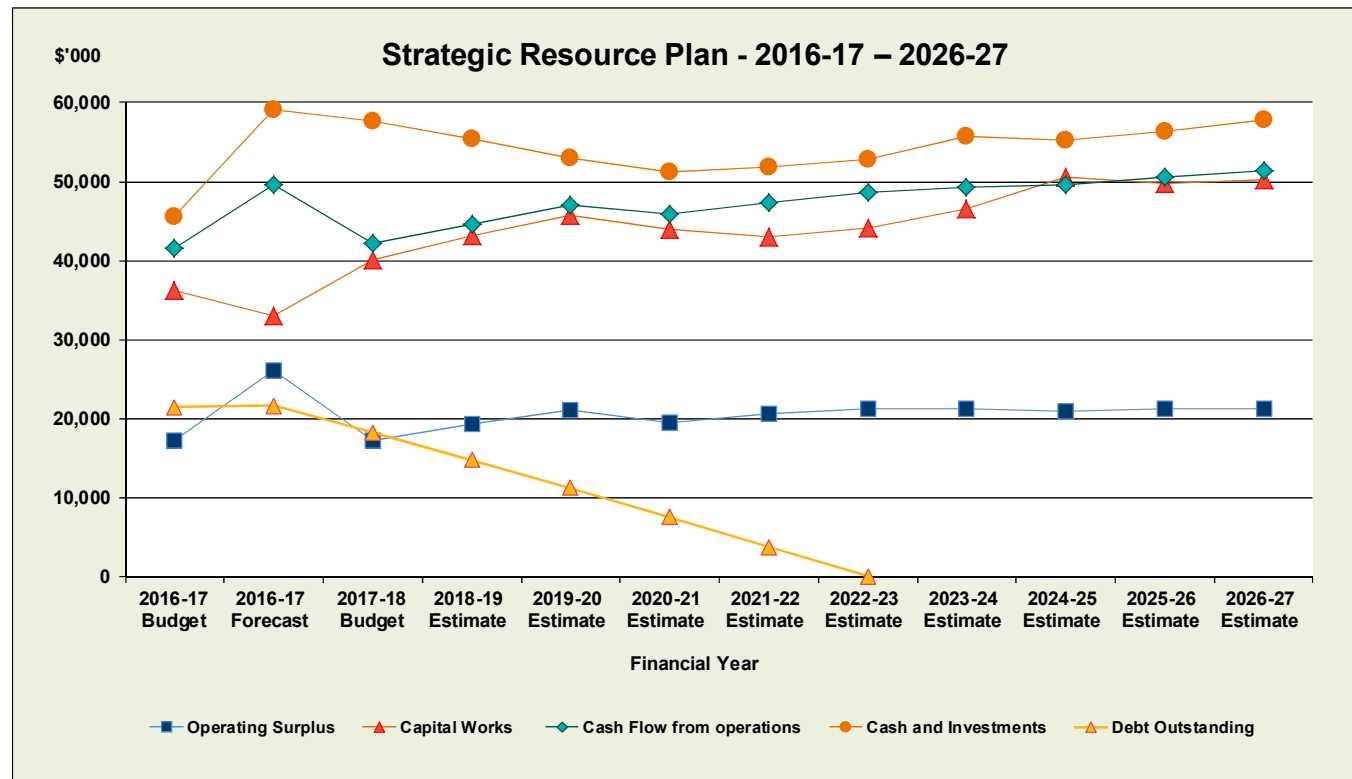
Please note development contribution for Caulfield Village is difficult to estimate as it will be determined based on the value of the land at a future date.





### 3 Financial Resources

The following graph summarises the key financial results for the years 2016-17 to 2026-27. The graph below shows that: the operating result remains positive, capital works continue at \$30m plus and debt is paid down. 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).



The following table summarises the key financial results for the years 2016-17 to 2026-27. Attachment B includes a more detailed analysis of the financial resources to be used over the ten year period.

<b>Key Financial Results</b>													
	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	Trend +/-
Operating Surplus	17,216	26,173	17,219	19,289	21,156	19,498	20,577	21,279	21,292	21,042	21,240	21,374	o
Capital Works	36,299	33,115	40,082	43,165	45,715	44,027	43,048	44,167	46,639	50,586	49,750	50,278	+
Cash Flow from operations	41,542	49,581	42,143	44,667	47,012	45,850	47,435	48,654	49,267	49,690	50,578	51,421	o
Cash and Investments	45,582	59,085	57,644	55,458	53,069	51,206	51,906	52,848	55,776	55,180	56,308	57,751	o
Debt Outstanding	21,462	21,645	18,303	14,848	11,277	7,592	3,786	100	-	-	-	-	+

Key to Forecast Trend:

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

The key outcomes of the SRP are as follows:

▪ **Financial Sustainability**

Cash and investments are forecast to increase from 2017-18 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 per assessment increase by approximately 2 per cent in 2017-18, in line with the Rate Cap announced by the Minister in December 2016. Thereafter, the increases in rates per assessment are set at 2 per cent per annum.

The SRP assumes an additional 800 to 1,000 property assessments per annum.

▪ **Sustainability**

Waste and recycling charges are levied on the basis of cost recovery and the fees have increased by approximately 2 per cent in 2017-18 onwards.

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

Council drew down \$25m in the early part of 2011-12 for GESAC. On 17 May 2016, Council approved to restructure the existing loan facilities with a revised term of 7 years and a fixed interest rate. Loan repayments of approximately \$4m per annum have been included in the SRP. Borrowings outstanding as at 30 June 2018 are projected to be \$18.3m.

▪ **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 works program is approximately \$46m over the ten year plan.

## 4 Financial Performance Indicators

### 4.1 Local Government Performance Reporting Framework Indicators (LGPRF)

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Councils. The regulations include a set of 12 financial performance indicators, which aim to provide information on the effectiveness of financial management.

The following tables highlight Council's current and projected performance across a range of these 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 2017-27															
Indicator	Measure	Notes	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	Trend +/-
Operating Position Adjusted Underlying Result	Adjusted Underlying Surplus	1	9.47%	14.26%	9.43%	10.13%	10.32%	10.36%	10.65%	10.71%	10.45%	10.04%	9.88%	9.67%	o
	Adjusted Underlying Revenue														
Liquidity Working Capital	Current Assets/ Current Liabilities	2	104.36%	121.57%	117.87%	112.96%	107.83%	103.66%	103.14%	109.62%	112.68%	109.85%	109.90%	110.45%	o
	Unrestricted Cash/ Current Liabilities		25.47%	48.52%	26.16%	29.78%	23.00%	18.05%	17.28%	23.94%	32.61%	35.20%	40.49%	46.12%	+

#### 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

## 2017-18 to 2026-27 Strategic Resource Plan

Financial Performance Indicators for the years ending 30 June 2017-27															
Indicator	Measure	Notes	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	Trend +/-
<b>Obligations</b>															
Loans and Borrowings	Interest-bearing Loans and Borrowings	3	21.32%	21.49%	17.55%	13.83%	10.16%	6.62%	3.20%	-	-	-	-	-	+
	Rate Revenue														
Loans and Borrowings	Interest and Principal Repayments		3.98%	3.97%	3.84%	3.71%	3.59%	3.48%	3.37%	3.15%	-	-	-	-	+
	Rate Revenue														
Indebtedness	Non-current Liabilities		16.91%	16.08%	13.17%	10.42%	7.64%	4.91%	2.38%	2.31%	2.24%	2.18%	2.12%	2.06%	+
	Own Source Revenue														
Asset Renewal	Asset Renewal	4	79.11%	76.93%	79.03%	94.96%	83.73%	73.85%	73.99%	80.08%	81.15%	89.60%	85.51%	85.76%	+
	Asset Depreciation														
<b>Stability</b>															
Rates Concentration	Rate Revenue	5	62.14%	59.69%	61.36%	61.28%	61.65%	61.81%	62.17%	62.26%	62.54%	62.63%	62.90%	62.98%	o
	Adjusted Underlying Revenue														
Rates Effort	Rate Revenue		0.16%	0.16%	0.16%	0.16%	0.16%	0.15%	0.15%	0.15%	0.14%	0.14%	0.14%	0.14%	o
	Property Values (CIV)														
<b>Efficiency</b>															
Expenditure Level	Total Expenditure		\$ 2,282	\$ 2,235	\$ 2,341	\$ 2,360	\$ 2,382	\$ 2,418	\$ 2,446	\$ 2,485	\$ 2,527	\$ 2,582	\$ 2,623	\$ 2,674	o
	No. of Assessments														
Revenue Level	Residential Rates Revenue		\$ 1,530	\$ 1,535	\$ 1,549	\$ 1,572	\$ 1,600	\$ 1,629	\$ 1,662	\$ 1,693	\$ 1,724	\$ 1,756	\$ 1,788	\$ 1,821	+
	No. of Residential Assessments														
Workforce Turnover	No. of Resignations & Terminations		10.33%	10.62%	10.69%	10.69%	10.69%	10.69%	10.69%	10.69%	10.69%	10.69%	10.69%	10.69%	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

**Notes to Financial Performance Indicators (LGPRF)**

**1. Adjusted Underlying Result**

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. 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 of more than 100 per cent means there is more cash and liquid assets than short-term liabilities.

Council needs to ensure working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements. Over the last few years, Council has invested heavily in its capital works program by fully utilising cash reserves.

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

The trend of working capital is forecast to remain at a level of greater than 100 per cent from 2017-18.

**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 renewal expenditure on new capital works projects against its depreciation charge.

**5. Rates Concentration**

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

## 4.2 Victorian Auditor-General Financial Sustainability Risk Indicators

Each year, the Auditor-General of Victoria performs an audit of the Local Government sector and produces a report to Parliament of the results of those audits. As part of this process, the Auditor-General assesses the financial sustainability of Councils. Below is an explanation of the criteria that is used to assess the indicators.

Financial sustainability risk indicators—risk assessment criteria

Risk	Net result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
<b>High</b>	Less than negative 10%  Insufficient revenue is being generated to fund operations and asset renewal.	Less than 0.75  Immediate sustainability issues with insufficient current assets to cover liabilities.	Less than 75%  Limited cash generated from operations to fund new assets and asset renewal.	More than 60%  Potentially long-term concern over ability to repay debt levels from own-source revenue.	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.
<b>Medium</b>	Negative 10%–0%  A risk of long-term run down to cash reserves and inability to fund asset renewals.	0.75–1.0  Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	75–100%  May not be generating sufficient cash from operations to fund new assets.	40–60%  Some concern over the ability to repay debt from own-source revenue.	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.
<b>Low</b>	More than 0%  Generating surpluses consistently.	More than 1.0  No immediate issues with repaying short-term liabilities as they fall due.	More than 100%  Generating enough cash from operations to fund new assets.	40% or less  No concern over the ability to repay debt from own-source revenue.	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: VAGO.

## 2017-18 to 2026-27 Strategic Resource Plan

The table below details Council's forecast performance from 2016-17 to 2026-27 based on the Victorian Auditor-General Financial Sustainability Risk Indicators.

Victorian Auditor-General's Financial Sustainability Risk Indicators														
Indicator	Objective	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	Overall Risk Rating
<b>Net Result (%)</b>	To generate surpluses consistently greater than 0%.	10.44%	15.27%	10.00%	10.85%	11.52%	10.44%	10.73%	10.79%	10.54%	10.13%	9.97%	9.76%	Low
<b>Liquidity (ratio)</b>	To measure Council's ability to repay short-term liabilities as they fall due. Low risk - indicator is to be greater than 1.0.	1.04	1.22	1.18	1.13	1.08	1.04	1.03	1.10	1.13	1.10	1.10	1.10	Low
<b>Internal Financing (%)</b>	Generating enough cash from operations to fund new assets. Low risk - the indicator is to be greater than 100%.	124.75%	133.79%	123.65%	103.48%	102.84%	104.14%	110.19%	110.16%	105.63%	98.23%	101.67%	102.27%	Low
<b>Indebtedness (%)</b>	Lower than 40% relates to the ability to repay debt from own-source revenue.	16.91%	16.08%	13.17%	10.42%	7.64%	4.91%	2.38%	2.31%	2.24%	2.18%	2.12%	2.06%	Low
<b>Capital Replacement (ratio)</b>	To ascertain the level of risk of insufficient spending on asset renewal. Low risk - the indicator is to be more than 1.5.	1.61	1.50	1.73	1.81	1.87	1.76	1.68	1.68	1.73	1.83	1.76	1.73	Low
<b>Renewal Gap (ratio)</b>	To ensure there is sufficient spending on Council's asset base. Low risk - the indicator is to be greater than 1.0.	1.22	1.14	1.29	1.67	1.69	1.60	1.51	1.49	1.52	1.64	1.57	1.55	Low



## 5 Non-financial Resources

### 5.1 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.

The 2017-18 Budget provides for 810.7 full-time equivalent (FTE) staff in a range of positions across the organisation. The status of these FTE's comprises of: 383.15 full-time, 328.16 permanent part-time and 99.39 casuals.

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.

The Glen Eira Transforming Together program of internal transformation is expected to deliver efficiencies from 2019-20 onwards. This is likely to have a flow on impact on FTE numbers however it is too early to tell. These figures will be reviewed annually and where reductions are possible these will be delivered through natural attrition.

A Statement of Human Resources is included in Attachment B.

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

Statement of Human Resources for the years ending 30 June 2017 - 2027												
Staff Expenditure	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs - Operating	70,953	70,290	74,617	76,483	78,395	80,355	82,398	84,492	86,640	88,842	91,101	93,378
Employee Costs - Capital	(2,261)	(2,261)	(2,411)	(2,471)	(2,533)	(2,596)	(2,661)	(2,728)	(2,796)	(2,866)	(2,938)	(3,011)
<b>Total Staff Expenditure</b>	<b>68,692</b>	<b>68,029</b>	<b>72,206</b>	<b>74,012</b>	<b>75,862</b>	<b>77,758</b>	<b>79,736</b>	<b>81,764</b>	<b>83,844</b>	<b>85,976</b>	<b>88,163</b>	<b>90,367</b>

Staff Numbers	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
<b>Employees (Full-time Equivalent)</b>	<b>791.30</b>	<b>791.30</b>	<b>810.70</b>	<b>812.70</b>	<b>814.70</b>	<b>816.70</b>	<b>818.70</b>	<b>820.70</b>	<b>822.70</b>	<b>824.70</b>	<b>826.70</b>	<b>828.70</b>

## 5.2 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.

The risk management function works in collaboration with Council's business unit managers to ensure risk is well understood and managed. Assistance is offered through advice, support and training to all staff. Management of risk at the business unit level was reported by the auditors to be excellent. Risk management has been embraced by staff and this responsibility has been included in position descriptions.

Every manager has a risk register to monitor the operational risks within their business units. Managers are 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.

## **6 Glen Eira Rating Strategy**

### **6.1 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.

From 2016-17 onwards, Council's ability to raise revenue from rate income has been impacted by the State Government's introduction of the *Fair Go Rates System* (FGRS).

### **6.2 State Taxation of Glen Eira Property**

#### ***Fire Services Property Levy (FSPL)***

From 1 July 2013, the State Government commenced using Local Governments' rate systems as a collection agent for the *Fire Services Property Levy*. The Levy is listed on Council rate notices, collected by Councils and paid to the State Government. The amount of the State Levy collected in Glen Eira is estimated at approximately \$11.5m for 2016-17.

#### ***State Landfill Levy***

The *State Government Landfill Levy* is the amount that Council pays to the State Government for every tonne of waste delivered to landfill. The government uses the levy to promote recycling and related programs and the levy reflects the government's policy to reduce waste going to landfill.

The landfill levy is beyond Council's control.

Since 2009, the State Government's Landfill Levy has increased from \$9 to \$63 per tonne (a 600 per cent increase). It is estimated that Council will pay approximately \$1.9m in 2017-18 for the State Government Landfill Levy which is approximately 29 per cent of Glen Eira's total waste collection and disposal costs.

### **6.3 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.

#### 6.4 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 per cent of the Capital Improved Value (CIV) for any property. For residential properties it is fixed at 5 per cent 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 approximately \$222 (2017-18).

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 (Council's portion is approximately \$48 in 2017-18).

#### 6.5 General Revaluation of Properties

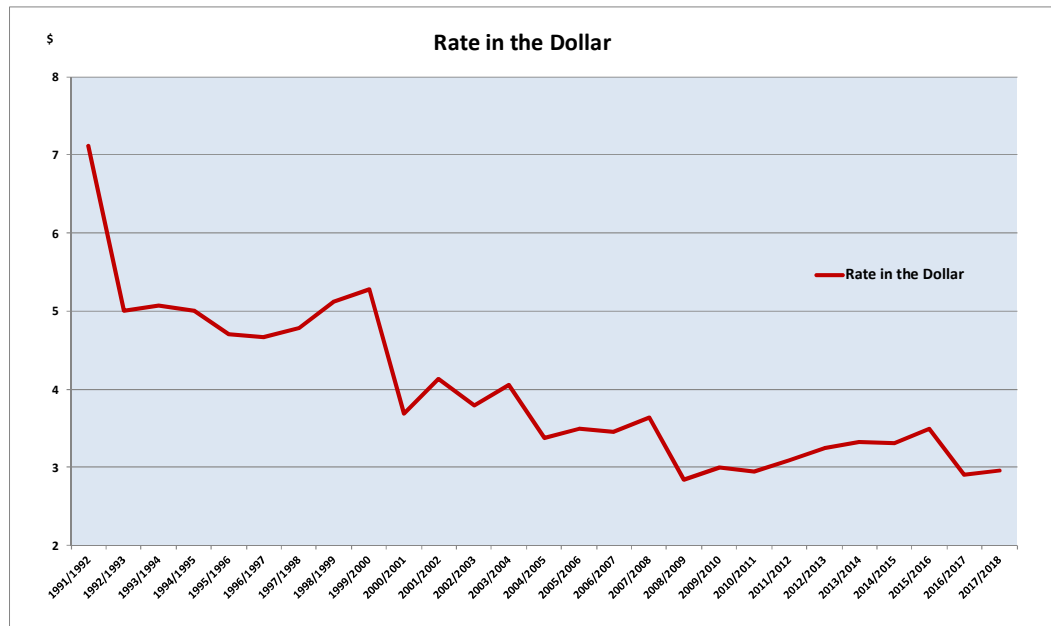
Legislation requires that all rateable property in the municipality is revalued every two years. The current revaluation is effective as at 1 January 2016. The current capital improved value of all rateable property is approximately \$58.6 billion.

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.

A 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 2017-18 is 2.9597.

## 2017-18 to 2026-27 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 \$320m extra in rate revenue since then.

A 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. In a revaluation year 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. The *2017-18 Budget* does not fall in a revaluation year.

## 6.6 Strategic Resource Plan

In developing the SRP, rate revenue was identified as an important source of revenue, accounting for approximately 51 per cent of the total revenue received by Council annually.

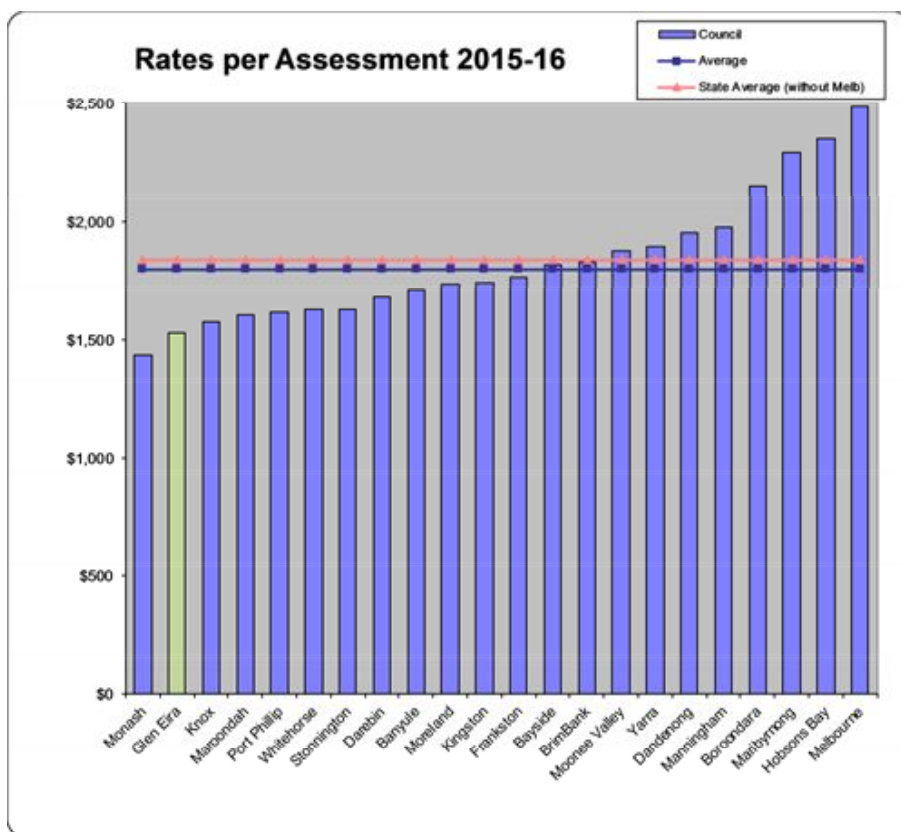
Planning for future rate increases has been an important component of the Strategic Resource Planning process. The State Government has introduced the *Fair Go Rates System* which sets out the maximum amount councils may increase rates in a year. The SRP assumes a rate increase of 2 per cent per annum.

Glen Eira continues to have the second-lowest average rates and charges in metro Melbourne.

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

Amongst our neighbours, Glen Eira is the second lowest of the 21 Inner Melbourne Councils (2014-15: also second lowest) and is \$269 per assessment (\$17.02m) below the average outcome.

This means that Council charges \$17.02m per annum less than inner metropolitan municipalities and has \$17.02m per annum less for upgrading or providing facilities and services.



## **6.8 Current and Future year Rate Increases**

It is predicted that the 2017-18 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 SRP.

Council's SRP is based on the Rate Cap announcement by the Minister of 2 per cent. The SRP assumes an additional 800 to 1,000 property assessments per annum. The average Rates per Assessment for 2016-17 is estimated at \$1,361.

Council is expected to continue to have the second-lowest average rates and charges in metropolitan Melbourne.

The table below shows the average rates per assessment forecasted for the 10 year outlook.

<b>Rate Increases</b>		
<b>Year</b>	<b>Increase in Average Rates per Assessment (capped)</b>	<b>Average Rates per Assessment</b>
	<b>(%)</b>	<b>(\$)</b>
2017-18 Estimate	2.00%	1,361
2018-19 Estimate	2.00%	1,388
2019-20 Estimate	2.00%	1,416
2020-21 Estimate	2.00%	1,444
2021-22 Estimate	2.00%	1,473
2022-23 Estimate	2.00%	1,502
2023-24 Estimate	2.00%	1,532
2024-25 Estimate	2.00%	1,563
2025-26 Estimate	2.00%	1,594
2026-27 Estimate	2.00%	1,626

## 7 Borrowings Strategy

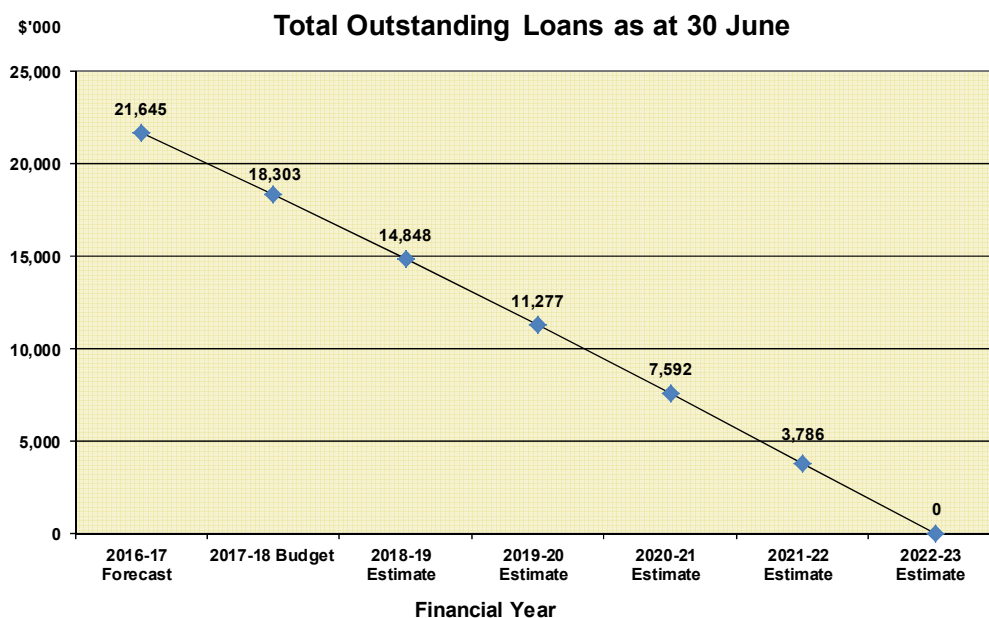
In developing the SRP, borrowings were identified as an important funding source to fund the construction of the Glen Eira Sports and Aquatic Centre (GESAC). Following advice from Treasury Corporation Victoria, Council drew down \$25m in the early part of 2011-2012 for a fixed term at a fixed rate of interest.

In early 2016, Council considered a number of options to determine if cost savings were available from restructuring the existing borrowings. The options involved refinancing the loan for a shorter term of 7 years at a fixed rate of interest.

On 17 May 2016, Council approved to restructure the existing loan facilities into a 7 year principal plus interest loan (with an early repayment cost of \$4.93m to be absorbed into the existing loan). Despite the early repayment penalty, restructuring the old loan facility resulted in a net financial benefit of approximately \$1.7m to Council.

Loan repayments of approximately \$4m per annum have been included in the SRP.

Borrowings outstanding as at 30 June 2018 are projected to be \$18.3m.



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

Borrowings are to be substantially repaid from GESAC cash, in accordance with the current schedule. On a cash basis GESAC will pay for all its direct costs.

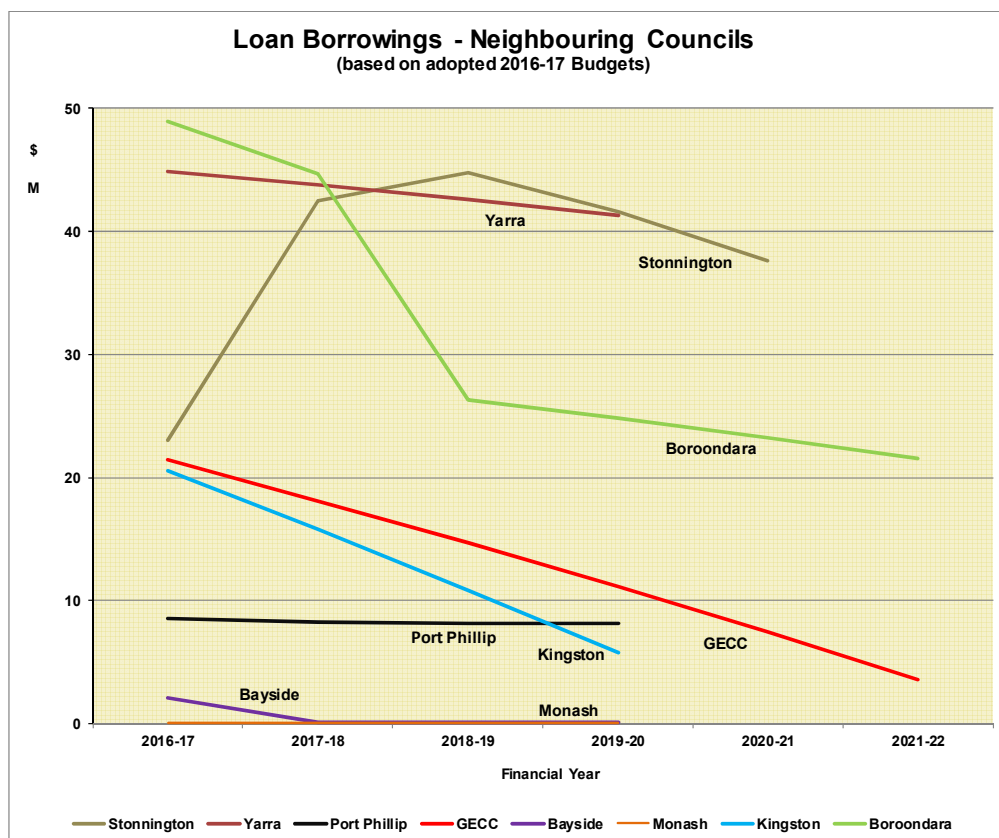


## 2017-18 to 2026-27 Strategic Resource Plan

The following table sets out the schedule of borrowings and repayments, based on the forecast financial position of Council out to 2022-23.

<b>Borrowings</b>							
Year	New Borrowings	Leasing	Repayment of Borrowings	Repayment of Leases	Interest Paid for Borrowings and Leasing	Economic Cost	Balance 30 June
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2016-2017 Forecast	-	-	3,238	-	765	4,927	21,645
2017-2018 Budget	-	-	3,343	-	660	-	18,303
2018-2019 Estimate	-	-	3,455	-	532	-	14,848
2019-2020 Estimate	-	-	3,571	-	416	-	11,277
2020-2021 Estimate	-	-	3,685	-	301	-	7,592
2021-2022 Estimate	-	-	3,805	-	182	-	3,786
2022-2023 Estimate	-	-	3,786	-	58	-	-

The official projections for borrowings by our benchmark Councils based on their adopted 2016-17 Annual Budgets.



## 8 **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 and Community 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 per cent 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.

## 2017-18 to 2026-27 Strategic Resource Plan

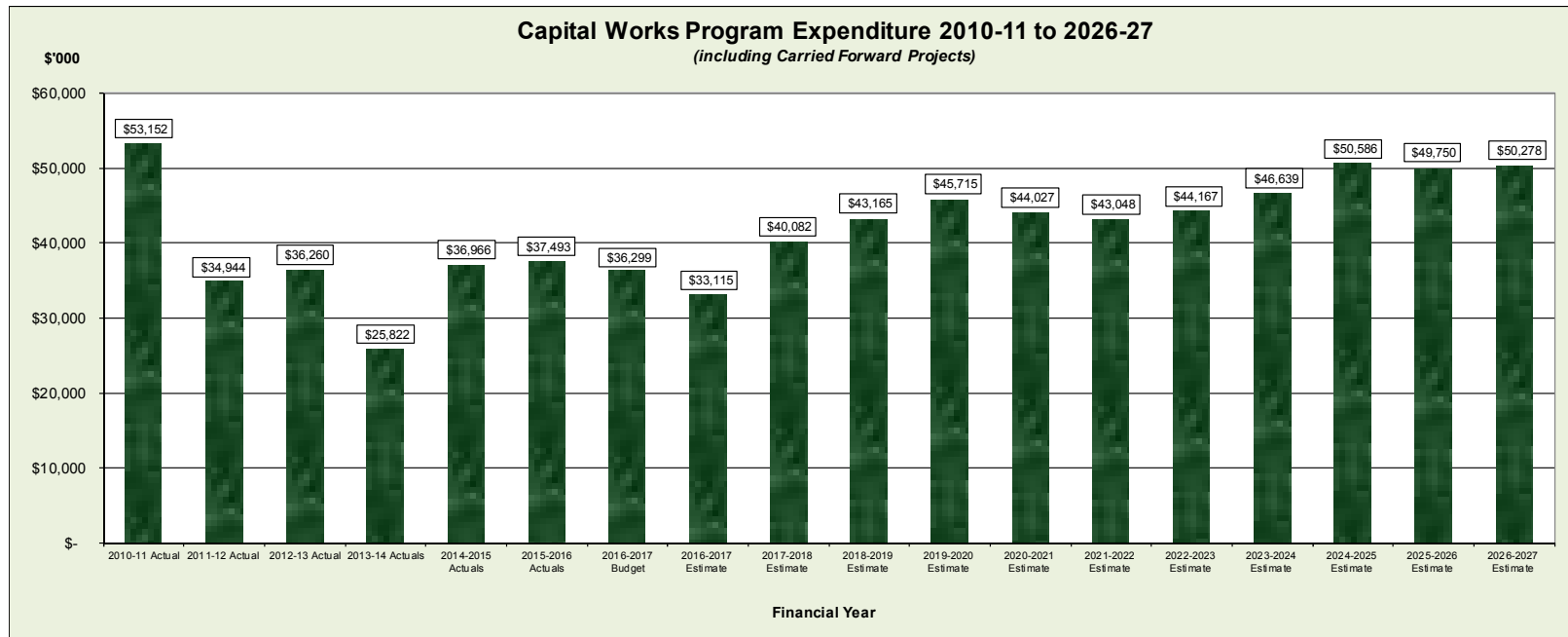
The following table summarises Council's forward outlook on capital expenditure including funding sources for the next ten years.

Funding Sources													
Sources of Funding	Notes	2016-17 Budget \$,000	2016-17 Forecast \$,000	2017-18 Budget \$,000	2018-19 Estimate \$,000	2019-20 Estimate \$,000	2020-21 Estimate \$,000	2021-22 Estimate \$,000	2022-23 Estimate \$,000	2023-24 Estimate \$,000	2024-25 Estimate \$,000	2025-26 Estimate \$,000	2026-27 Estimate \$,000
<b>External</b>													
Grants - Non-Recurrent	1	1,876	2,113	1,200	1,538	2,582	300	306	312	318	324	331	337
Proceeds from Sale of Assets	2	481	692	501	300	300	300	300	300	300	300	300	300
<b>Internal</b>													
Public Open Space Levies	3	5,500	6,738	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Rates for Capital from Operations	4	33,404	35,137	37,356	34,836	36,249	37,478	39,171	40,501	41,161	41,572	42,447	43,277
Transfer to/(from) Cash Reserves	5	(4,962)	(11,564)	(6,474)	(1,009)	(916)	(1,551)	(4,229)	(4,446)	(2,639)	890	(828)	(1,136)
<b>Total Funding Sources</b>		<b>36,299</b>	<b>33,115</b>	<b>40,082</b>	<b>43,165</b>	<b>45,715</b>	<b>44,027</b>	<b>43,049</b>	<b>44,167</b>	<b>46,639</b>	<b>50,586</b>	<b>49,750</b>	<b>50,278</b>

- (1) **Grants - Non-Recurrent** - non-recurrent grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program.
- (2) **Proceeds from Sale of Assets** - relate to: sales proceeds from the cyclical replacement of Council's plant and fleet, laneway sales and sale of IT equipment.
- (3) **Public Open Space Levies** - Pursuant to clause 52.01 of the *Glen Eira Planning Scheme* a person who proposes to subdivide land into three or more lots must make a contribution to Council for public open space.
- (4) **Rates for Capital from Operations** - Council generates cash from its operating activities, which is used as a funding source for the capital works program.
- (5) **Transfer to and from Cash Reserves** - Council has sufficient funds for its annual capital works program.

Please note development contribution for Caulfield Village is difficult to estimate as it will be determined based on the value of the land at a future date.

The graph below highlights the growth in Capital expenditure since 2010-11 and Council's forward outlook on capital expenditure to 2026-27.



## **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:

<b>Attachments</b>	<b>Nature of information</b>
<b>A</b>	<b>Benchmarking</b>
<b>B</b>	<b>Financial Statements</b>

Attachment A

**A. Sector Benchmarking**

Each year an independent firm (Strategy Plus), 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 2016 and extracts are shown in the following graphs.

The development of financial strategies for Council is often a difficult process. What is an acceptable level of debt? Are we achieving a sufficient amount of revenue to provide services to our community? What should our target be in respect of resourcing expenditure on new assets (capital expenditure)? These are just a few of the multitude of questions that Council must face in establishing its financial strategic direction.

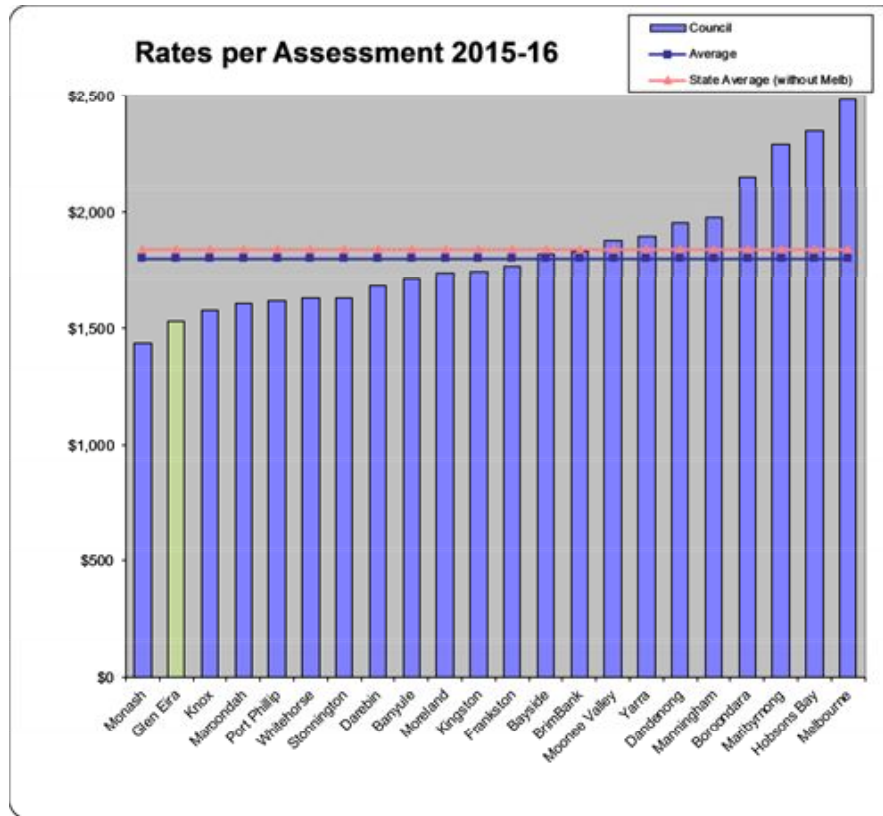
Some of the answers may come from prudential guidelines established by industry bodies such as Local Government Victoria. A great deal however is left for each Council as an individual entity to determine. How does Council gather appropriate data on which to base decisions about its financial future?

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.

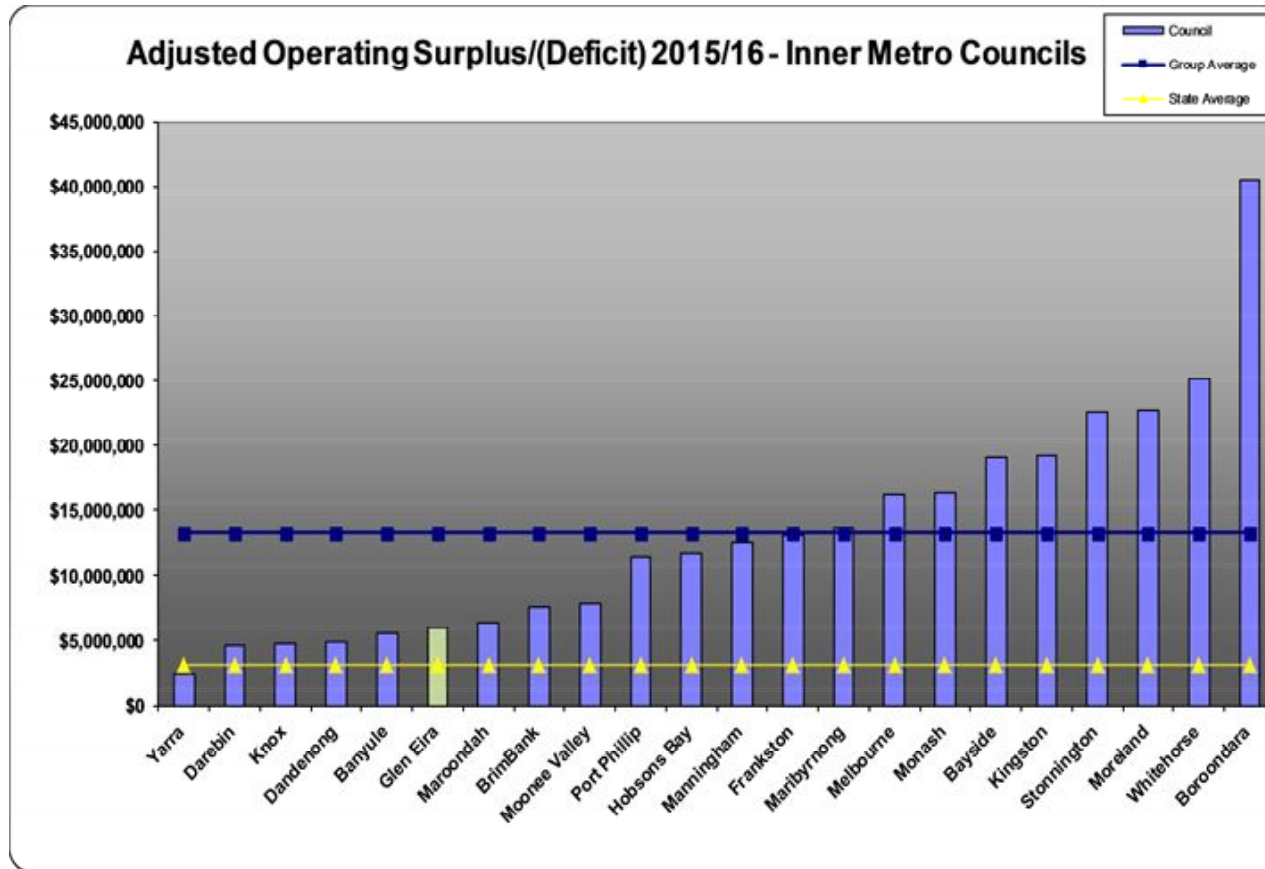
The benchmarking program that has been undertaken by Strategy Plus differs to other approaches in that it is derived almost solely from financial data contained in Council's *Annual Reports*. This ensures that data is as comparable as possible under the current accounting regulations. The financial indicators cover all 79 Victorian Councils. In terms of the categorisation of Councils, the five categories below are those used by the Victorian Auditor-General (VAGO). The 2015-16 KPIs have been completed from the Annual Reports of every Victorian Council.

Category Description	Councils within Category
Inner Melbourne	22
Outer Melbourne	9
Regional Cities	10
Large Shires	19
Small Shires	19
<b>Total</b>	<b>79</b>

The graphs show Glen Eira's financial performance compared to other Councils for the 2015-16 financial year. Please note, whilst Melbourne is shown in the graph, the averages exclude Melbourne's result.

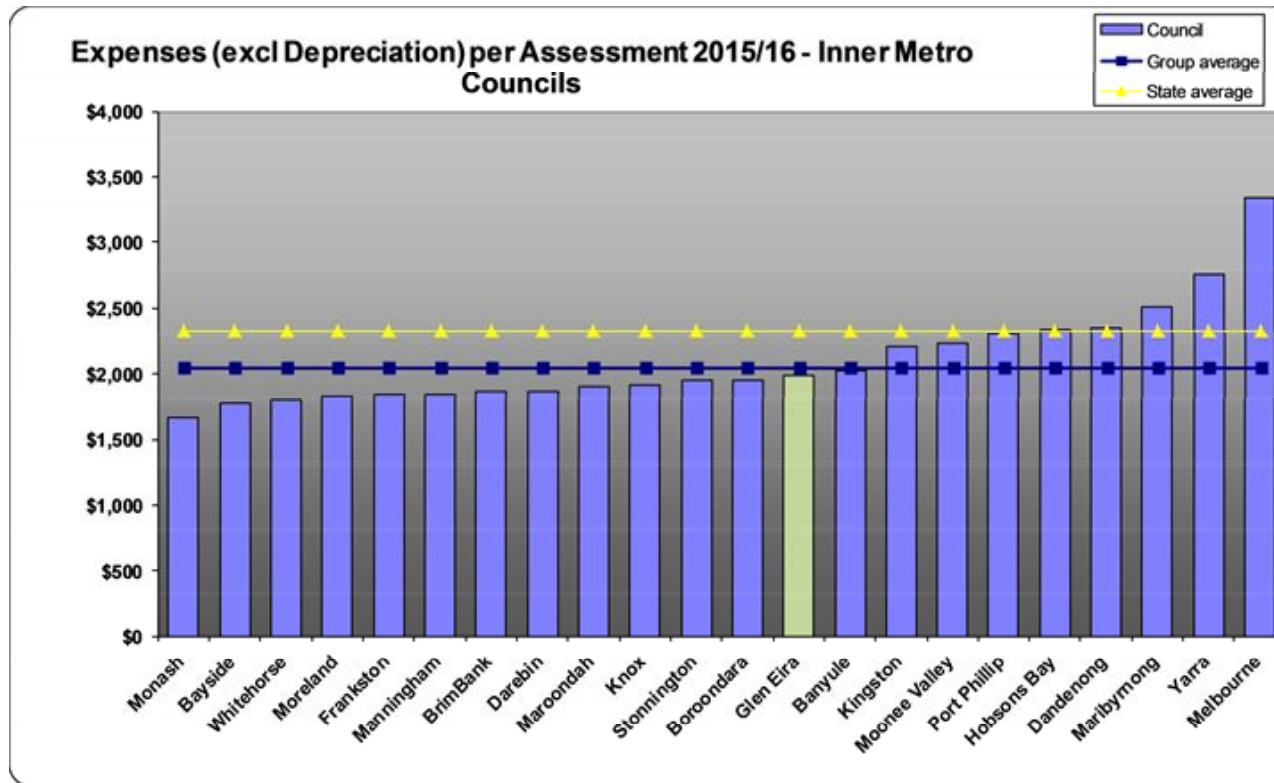


Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is the second lowest of the 21 Inner Melbourne Councils (2014-15: also second lowest) and is \$269 per assessment (\$17.02m) below the average outcome. The rates per assessment outcomes demonstrate Glen Eira is rating at lower levels than like Councils – although residential rates are almost in line with the group and State averages. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result.

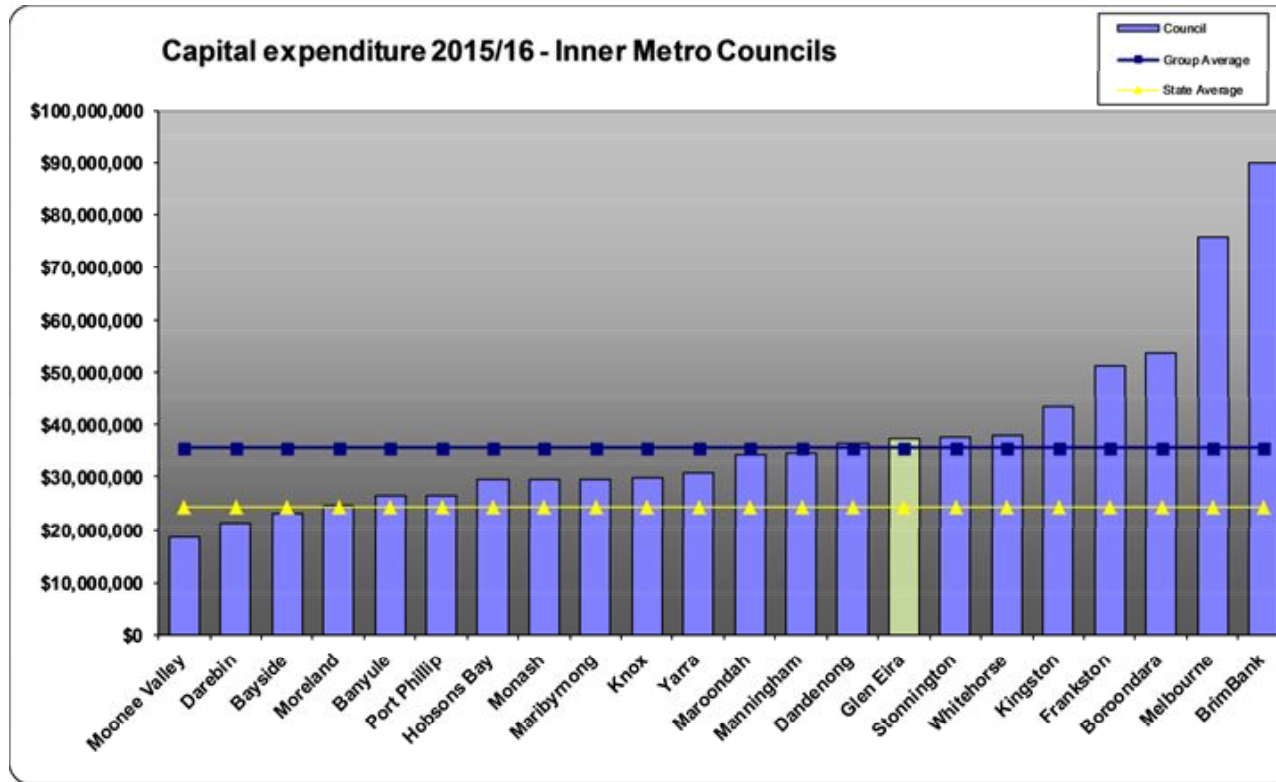


Council continues with an underlying operational surplus of \$6.0m, which is slightly above the state average.



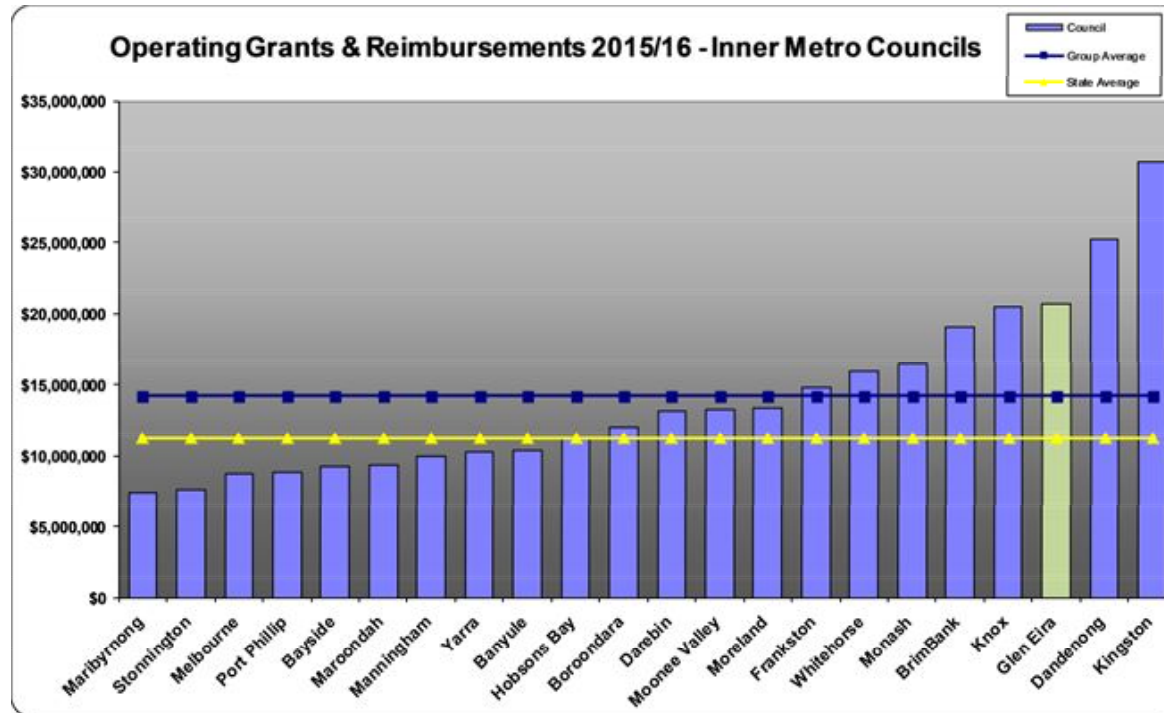


In terms of operational expenditure (excluding depreciation), Glen Eira ranks as spending \$48 less per assessment (\$3.04m) than the average for the Inner Melbourne Councils grouping. This outcome however, needs to be read in conjunction with the revenue per assessment ratio and therefore net operational outcome.

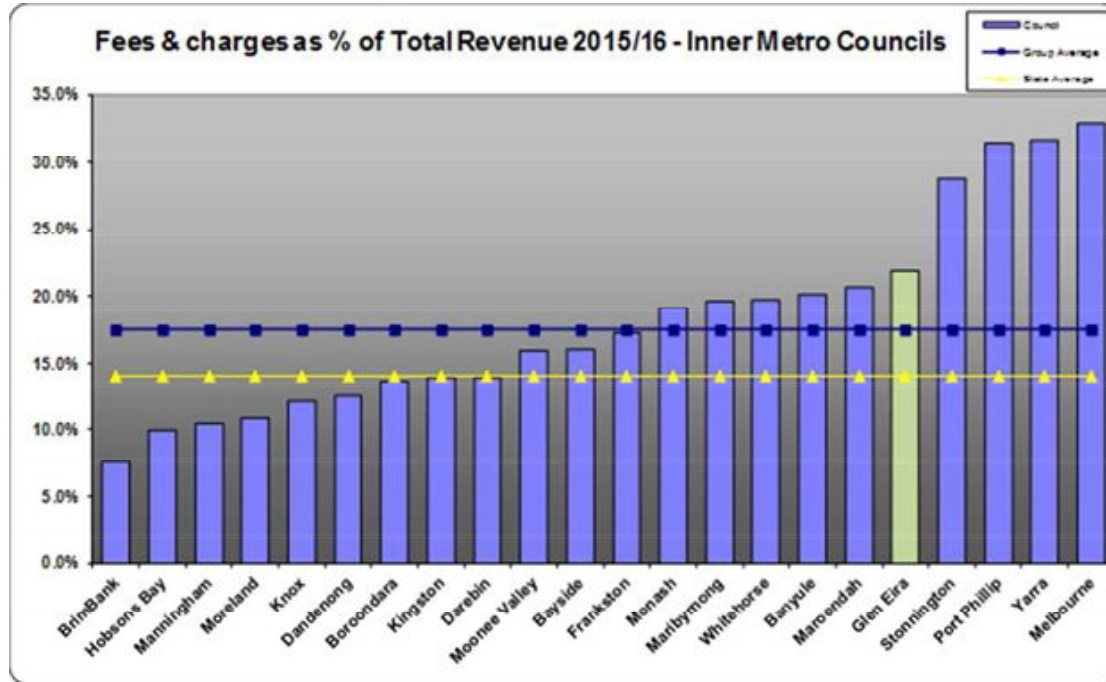


Council's capital spending has been consistent with a demonstrated commitment to renewing and upgrading existing assets. Capital expenditure in excess of \$36m, for each of the years 2014-15 and 2015-16, and also in the 2016-17 forecast, are positive outcomes. The longer-term result, over the last ten years, is the achievement of asset renewal and upgrade as a percentage of depreciation of 159.19 per cent which is an excellent result by Council.

The two graphs below highlight Glen Eira's comparative performance in attracting Recurrent Grant and Fees and Charges Revenue.



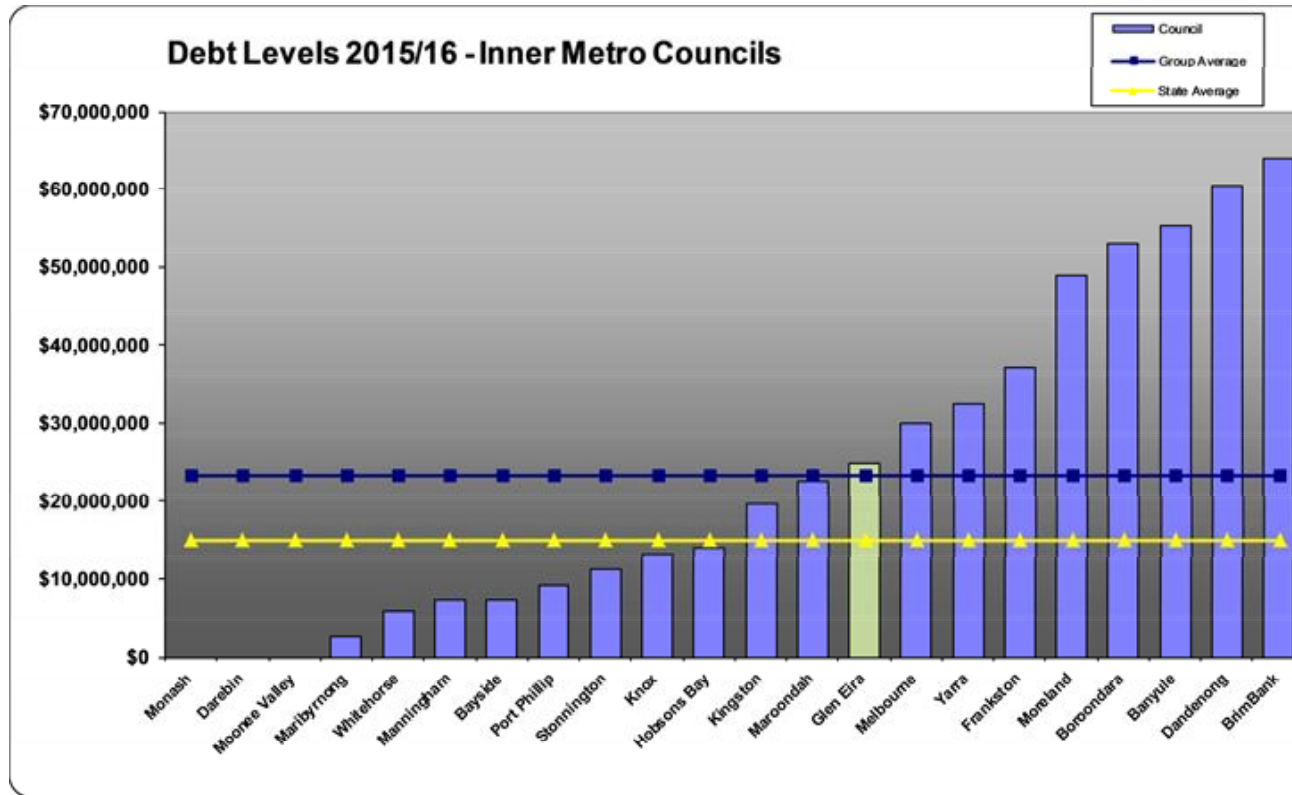
Operating grant revenues continue to be solid and Council ranks third highest of the 21 councils in straight dollar terms (2014-15: sixth highest).



Income from Fees & Charges increased by \$3.297m (10.89 per cent) in 2015/16 (2014-15: 5.1 per cent). Council's percentage against Total Revenue is an improvement on the previous year, with the outcome for this ratio at 21.9 per cent. Glen Eira is fourth highest of the 21 Councils in terms of its ability to attract Fees and Charges Revenue (2014-15: also fourth highest).

It is noteworthy the average result for the Inner Melbourne 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 28 per cent.

Maintaining a broader revenue base from Fees reduces the reliance on property based rating and Glen Eira has achieved a good result for this ratio over each year of the trend period.



With no new borrowings undertaken in 2015-16, nor any new borrowings forecast for the 2016-17 year, Council's debt ratio outcomes are all within prudential limits and Council therefore continues to have flexibility in funding future capital works via loans. Note however that Glen Eira's debt servicing ratio outcome spiked in 2015-16 due to penalty interest associated with restructuring of loan borrowings. The 2016-17 forecast sees a return to a much lower level in line with the current group and State-wide averages.

**B. Financial Statements**

The following eight Financial Statements for the *Strategic Resource Plan* form a special purpose financial report prepared specifically to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Capital Works (by Asset Expenditure Type)
- Statement of Human Resources - Staff Expenditure
- Statement of Human Resources - Staff Numbers

## 2017-18 to 2026-27 Strategic Resource Plan

Comprehensive Income Statement for the years ending 30 June 2017 - 2027												
	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates Revenue	85,051	85,184	88,407	91,237	94,477	97,811	101,240	104,466	107,781	111,188	114,687	118,281
Supplementary Rates	800	792	800	800	800	800	800	800	800	800	800	800
Waste and Recycling Charges	14,821	14,745	15,060	15,362	15,669	15,982	16,302	16,628	16,961	17,300	17,646	17,999
Statutory Fees and Fines	5,610	7,473	6,630	6,762	6,897	7,035	7,176	7,320	7,466	7,615	7,768	7,923
User Fees	25,500	25,769	27,185	28,309	28,850	30,024	30,616	31,843	32,489	33,773	34,477	35,821
Other Income	2,321	2,592	2,951	1,511	1,511	1,511	1,511	1,511	1,511	1,511	1,511	1,511
Interest Received	900	1,135	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - Monetary	5,500	6,738	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Grants - Operating	22,567	24,829	21,224	23,513	23,983	24,463	24,952	25,451	25,960	26,479	27,009	27,549
Grants - Capital	1,876	2,113	1,200	1,538	2,582	300	306	312	318	324	331	337
<b>Total Income</b>	<b>164,946</b>	<b>171,369</b>	<b>172,157</b>	<b>177,832</b>	<b>183,569</b>	<b>186,726</b>	<b>191,702</b>	<b>197,131</b>	<b>202,087</b>	<b>207,790</b>	<b>213,028</b>	<b>219,021</b>
<b>Expenses</b>												
Employee Costs	68,692	68,029	72,206	74,012	75,862	77,758	79,736	81,764	83,844	85,976	88,163	90,367
Training	793	718	960	989	1,019	1,049	1,081	1,113	1,147	1,181	1,217	1,253
Materials and Consumables	6,040	5,745	5,997	6,147	6,301	6,458	6,619	6,785	6,955	7,128	7,307	7,489
Contractor Payments	30,903	30,632	33,007	33,332	34,166	35,620	35,910	36,808	37,728	39,460	40,044	41,245
Maintenance	6,323	6,077	6,648	7,155	7,334	7,757	8,321	9,029	9,780	10,586	11,539	12,640
Utilities	4,218	4,205	4,528	4,664	4,803	4,948	5,096	5,249	5,406	5,569	5,736	5,908
Insurance	1,075	1,036	1,034	1,065	1,097	1,130	1,164	1,199	1,235	1,272	1,310	1,350
Grants and Subsidies	922	812	926	953	982	1,011	1,042	1,073	1,105	1,138	1,173	1,208
Other Expenses	4,438	4,533	4,707	4,848	4,994	5,144	5,298	5,457	5,621	5,789	5,963	6,142
Borrowing Costs	762	765	660	532	416	301	182	58	-	-	-	-
Depreciation and Amortisation	22,514	22,135	23,234	23,815	24,410	25,020	25,646	26,287	26,944	27,618	28,308	29,016
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,050	508	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030
<b>Total Expenses</b>	<b>147,730</b>	<b>145,195</b>	<b>154,938</b>	<b>158,542</b>	<b>162,413</b>	<b>167,227</b>	<b>171,125</b>	<b>175,852</b>	<b>180,794</b>	<b>186,748</b>	<b>191,788</b>	<b>197,647</b>
<b>Surplus for the year</b>	<b>17,216</b>	<b>26,173</b>	<b>17,219</b>	<b>19,289</b>	<b>21,156</b>	<b>19,498</b>	<b>20,577</b>	<b>21,279</b>	<b>21,292</b>	<b>21,042</b>	<b>21,240</b>	<b>21,374</b>

## 2017-18 to 2026-27 Strategic Resource Plan

Balance Sheet for the years ending 30 June 2017 - 2027												
	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>												
<b>Current Assets</b>												
Cash and Cash Equivalents	45,582	59,085	57,644	55,458	53,069	51,206	51,906	52,848	55,776	55,180	56,308	57,751
Trade and Other Receivables	8,984	10,408	10,408	10,408	10,408	10,408	10,408	10,408	10,408	10,408	10,408	10,408
Other Financial Assets	1,309	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297	1,297
<b>Total Current Assets</b>	<b>55,875</b>	<b>70,790</b>	<b>69,349</b>	<b>67,163</b>	<b>64,774</b>	<b>62,911</b>	<b>63,611</b>	<b>64,553</b>	<b>67,481</b>	<b>66,885</b>	<b>68,013</b>	<b>69,456</b>
<b>Non-Current Assets</b>												
Investments in Joint Operations	2,595	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125	2,125
Financial Assets	5	5	5	5	5	5	5	5	5	5	5	5
Intangible Assets	750	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042
Property, Infrastructure, Plant & Equipment	1,727,370	2,056,919	2,072,236	2,090,256	2,110,230	2,127,907	2,143,978	2,160,528	2,178,893	2,200,531	2,220,643	2,240,575
<b>Total Non-Current Assets</b>	<b>1,730,720</b>	<b>2,060,091</b>	<b>2,075,408</b>	<b>2,093,428</b>	<b>2,113,402</b>	<b>2,131,079</b>	<b>2,147,150</b>	<b>2,163,700</b>	<b>2,182,065</b>	<b>2,203,703</b>	<b>2,223,815</b>	<b>2,243,746</b>
<b>Total Assets</b>	<b>1,786,595</b>	<b>2,130,881</b>	<b>2,144,756</b>	<b>2,160,591</b>	<b>2,178,176</b>	<b>2,193,989</b>	<b>2,210,761</b>	<b>2,228,253</b>	<b>2,249,546</b>	<b>2,270,588</b>	<b>2,291,828</b>	<b>2,313,202</b>
<b>Liabilities</b>												
<b>Current Liabilities</b>												
Trade and Other Payables	11,832	16,494	16,494	16,494	16,494	16,494	16,494	16,494	16,494	16,494	16,494	16,494
Trust Funds and Deposits	24,670	25,501	25,501	25,501	25,501	25,501	25,501	25,501	25,501	25,501	25,501	25,501
Provisions	13,692	12,891	13,391	13,891	14,391	14,891	15,891	16,891	17,891	18,891	19,891	20,891
Interest-Bearing Liabilities	3,349	3,343	3,455	3,571	3,685	3,805	3,786	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>53,543</b>	<b>58,229</b>	<b>58,841</b>	<b>59,457</b>	<b>60,071</b>	<b>60,691</b>	<b>61,672</b>	<b>58,886</b>	<b>59,886</b>	<b>60,886</b>	<b>61,886</b>	<b>62,886</b>
<b>Non-Current Liabilities</b>												
Provisions	1,187	1,186	1,186	1,186	1,186	1,186	1,186	1,186	1,186	1,186	1,186	1,186
Interest-Bearing Liabilities	18,113	18,303	14,848	11,277	7,592	3,786	0	-	-	-	-	-
Other Liabilities	3,352	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568
<b>Total Non-Current Liabilities</b>	<b>22,652</b>	<b>22,057</b>	<b>18,602</b>	<b>15,031</b>	<b>11,346</b>	<b>7,540</b>	<b>3,754</b>	<b>3,754</b>	<b>3,754</b>	<b>3,754</b>	<b>3,754</b>	<b>3,754</b>
<b>Total Liabilities</b>	<b>76,195</b>	<b>80,285</b>	<b>77,443</b>	<b>74,488</b>	<b>71,417</b>	<b>68,232</b>	<b>65,426</b>	<b>62,640</b>	<b>63,640</b>	<b>64,640</b>	<b>65,640</b>	<b>66,640</b>
<b>Net Assets</b>	<b>1,710,400</b>	<b>2,050,595</b>	<b>2,067,314</b>	<b>2,086,103</b>	<b>2,106,759</b>	<b>2,125,758</b>	<b>2,145,335</b>	<b>2,165,613</b>	<b>2,185,906</b>	<b>2,205,948</b>	<b>2,226,188</b>	<b>2,246,562</b>
<b>Equity</b>												
Accumulated Surplus	908,144	917,143	926,386	943,676	962,831	980,830	999,407	1,022,186	1,044,978	1,067,520	1,090,260	1,113,135
Asset Revaluation Reserve	797,983	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179	1,130,179
Public Open Space Reserve	4,273	3,274	10,749	12,249	13,749	14,749	15,749	13,249	10,749	8,249	5,749	3,249
<b>TOTAL EQUITY</b>	<b>1,710,400</b>	<b>2,050,595</b>	<b>2,067,314</b>	<b>2,086,103</b>	<b>2,106,759</b>	<b>2,125,758</b>	<b>2,145,335</b>	<b>2,165,613</b>	<b>2,185,906</b>	<b>2,205,948</b>	<b>2,226,188</b>	<b>2,246,562</b>



## 2017-18 to 2026-27 Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2017-21				
	Total \$'000	Accumulated Surplus \$'000	Public Open Space Reserve \$'000	Revaluation Reserve \$'000
<b>2016-17 Budget</b>				
Balance at beginning of the financial year	1,693,684	892,869	2,832	797,983
Comprehensive result	17,216	17,216	-	-
Movement in assets and liabilities	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,500)	5,500	-
Transfer from public open space reserve	-	4,059	(4,059)	-
<b>Balance at end of financial year</b>	<b>1,710,400</b>	<b>908,144</b>	<b>4,273</b>	<b>797,983</b>
<b>2016-17 Forecast</b>				
Balance at beginning of the financial year	1,692,226	890,150	4,093	797,983
Comprehensive result	358,369	26,173	-	332,196
Movement in assets and liabilities	-	-	-	-
Transfer to public open space reserve	-	(6,738)	6,738	-
Transfer from public open space reserve	-	7,557	(7,557)	-
<b>Balance at end of financial year</b>	<b>2,050,595</b>	<b>917,143</b>	<b>3,274</b>	<b>1,130,179</b>
<b>2017-18 Budget</b>				
Balance at beginning of the financial year	2,050,595	917,143	3,274	1,130,179
Comprehensive result	17,219	17,219	-	-
Movement in assets and liabilities	(500)	(500)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	25	(25)	-
<b>Balance at end of financial year</b>	<b>2,067,314</b>	<b>926,386</b>	<b>10,749</b>	<b>1,130,179</b>
<b>2018-19 Estimate</b>				
Balance at beginning of the financial year	2,067,313	926,386	10,749	1,130,179
Comprehensive result	19,289	19,289	-	-
Movement in assets and liabilities	(500)	(500)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	6,000	(6,000)	-
<b>Balance at end of financial year</b>	<b>2,086,103</b>	<b>943,676</b>	<b>12,249</b>	<b>1,130,179</b>
<b>2019-20 Estimate</b>				
Balance at beginning of the financial year	2,086,104	943,676	12,249	1,130,179
Comprehensive result	21,156	21,156	-	-
Movement in assets and liabilities	(500)	(500)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	6,000	(6,000)	-
<b>Balance at end of financial year</b>	<b>2,106,759</b>	<b>962,831</b>	<b>13,749</b>	<b>1,130,179</b>
<b>2020-21 Estimate</b>				
Balance at beginning of the financial year	2,106,759	962,831	13,749	1,130,179
Comprehensive result	19,498	19,498	-	-
Movement in assets and liabilities	(500)	(500)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	6,500	(6,500)	-
<b>Balance at end of financial year</b>	<b>2,125,758</b>	<b>980,830</b>	<b>14,749</b>	<b>1,130,179</b>

## 2017-18 to 2026-27 Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2021-27				
	Total \$'000	Accumulated Surplus \$'000	Public Open Space Reserve \$'000	Revaluation Reserve \$'000
<b>2021-22 Estimate</b>				
Balance at beginning of the financial year	2,125,758	980,830	14,749	1,130,179
Comprehensive result	20,577	20,577	-	-
Movement in assets and liabilities	(1,000)	(1,000)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	6,500	(6,500)	-
<b>Balance at end of financial year</b>	<b>2,145,335</b>	<b>999,407</b>	<b>15,749</b>	<b>1,130,179</b>
<b>2022-23 Estimate</b>				
Balance at beginning of the financial year	2,145,335	999,407	15,749	1,130,179
Comprehensive result	21,279	21,279	-	-
Movement in provisions	(1,000)	(1,000)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	10,000	(10,000)	-
<b>Balance at end of financial year</b>	<b>2,165,613</b>	<b>1,022,186</b>	<b>13,249</b>	<b>1,130,179</b>
<b>2023-24 Estimate</b>				
Balance at beginning of the financial year	2,165,613	1,022,186	13,249	1,130,179
Comprehensive result	21,292	21,292	-	-
Movement in assets and liabilities	(1,000)	(1,000)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	10,000	(10,000)	-
<b>Balance at end of financial year</b>	<b>2,185,906</b>	<b>1,044,978</b>	<b>10,749</b>	<b>1,130,179</b>
<b>2024-25 Estimate</b>				
Balance at beginning of the financial year	2,185,906	1,044,978	10,749	1,130,179
Comprehensive result	21,042	21,042	-	-
Movement in assets and liabilities	(1,000)	(1,000)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	10,000	(10,000)	-
<b>Balance at end of financial year</b>	<b>2,205,948</b>	<b>1,067,520</b>	<b>8,249</b>	<b>1,130,179</b>
<b>2025-26 Estimate</b>				
Balance at beginning of the financial year	2,205,948	1,067,520	8,249	1,130,179
Comprehensive result	21,240	21,240	-	-
Movement in assets and liabilities	(1,000)	(1,000)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	10,000	(10,000)	-
<b>Balance at end of financial year</b>	<b>2,226,188</b>	<b>1,090,260</b>	<b>5,749</b>	<b>1,130,179</b>
<b>2026-27 Estimate</b>				
Balance at beginning of the financial year	2,226,188	1,090,260	5,749	1,130,179
Comprehensive result	21,374	21,374	-	-
Movement in assets and liabilities	(1,000)	(1,000)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	10,000	(10,000)	-
<b>Balance at end of financial year</b>	<b>2,246,562</b>	<b>1,113,135</b>	<b>3,249</b>	<b>1,130,179</b>

Statement of Cash Flows for the ending 30 June 2017 - 2027												
	2016-17 Budget Inflow/ (Outflow) \$'000	2016-17 Forecast Inflow/ (Outflow) \$'000	2017-18 Budget Inflow/ (Outflow) \$'000	2018-19 Estimate Inflow/ (Outflow) \$'000	2019-20 Estimate Inflow/ (Outflow) \$'000	2020-21 Estimate Inflow/ (Outflow) \$'000	2021-22 Estimate Inflow/ (Outflow) \$'000	2022-23 Estimate Inflow/ (Outflow) \$'000	2023-24 Estimate Inflow/ (Outflow) \$'000	2024-25 Estimate Inflow/ (Outflow) \$'000	2025-26 Estimate Inflow/ (Outflow) \$'000	2026-27 Estimate Inflow/ (Outflow) \$'000
<b>Cash Flow from Operating Activities</b>												
Rates Revenue	85,851	85,976	89,207	92,037	95,277	98,611	102,040	105,266	108,581	111,988	115,487	119,081
Waste and Recycling Charges	14,821	14,745	15,060	15,362	15,669	15,982	16,302	16,628	16,961	17,300	17,646	17,999
Statutory Fees and Fines	5,610	7,473	6,630	6,762	6,897	7,035	7,176	7,320	7,466	7,615	7,768	7,923
User Fees	25,500	25,769	27,185	28,309	28,850	30,024	30,616	31,843	32,489	33,773	34,477	35,821
Other Receipts	2,321	2,592	2,951	1,511	1,511	1,511	1,511	1,511	1,511	1,511	1,511	1,511
Interest Received	900	1,135	1,200	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - Monetary	5,500	6,738	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Grants - Operating	22,567	24,829	21,224	23,513	23,983	24,463	24,952	25,451	25,960	26,479	27,009	27,549
Grants - Capital	1,876	2,113	1,200	1,538	2,582	300	306	312	318	324	331	337
Employee Costs	(68,692)	(68,029)	(72,206)	(74,012)	(75,862)	(77,758)	(79,736)	(81,764)	(83,844)	(85,976)	(88,163)	(90,367)
Materials and Services	(50,275)	(49,225)	(53,101)	(54,305)	(55,701)	(57,973)	(59,233)	(61,256)	(63,356)	(66,335)	(68,324)	(71,092)
Other Payments	(4,438)	(4,533)	(4,707)	(4,848)	(4,994)	(5,144)	(5,298)	(5,457)	(5,621)	(5,789)	(5,963)	(6,142)
<b>Net Cash provided by/(used in) Operating Activities</b>	<b>41,542</b>	<b>49,581</b>	<b>42,143</b>	<b>44,667</b>	<b>47,012</b>	<b>45,850</b>	<b>47,435</b>	<b>48,654</b>	<b>49,267</b>	<b>49,690</b>	<b>50,578</b>	<b>51,421</b>
<b>Cash Flow from Investing Activities</b>												
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	481	692	501	300	300	300	300	300	300	300	300	300
Payments for Property, Infrastructure, Plant & Equipment	(36,299)	(33,115)	(40,082)	(43,165)	(45,715)	(44,027)	(43,048)	(44,167)	(46,639)	(50,586)	(49,750)	(50,278)
<b>Net Cash provided by/(used in) Investing Activities</b>	<b>(35,818)</b>	<b>(32,423)</b>	<b>(39,581)</b>	<b>(42,865)</b>	<b>(45,415)</b>	<b>(43,727)</b>	<b>(42,748)</b>	<b>(43,867)</b>	<b>(46,339)</b>	<b>(50,286)</b>	<b>(49,450)</b>	<b>(49,978)</b>
<b>Cash Flow from Financing Activities</b>												
Repayment of Borrowings	(3,243)	(3,238)	(3,343)	(3,455)	(3,571)	(3,685)	(3,805)	(3,786)	-	-	-	-
Finance Costs	(762)	(765)	(660)	(532)	(416)	(301)	(182)	(58)	-	-	-	-
<b>Net Cash provided by/(used in) Financing Activities</b>	<b>(4,005)</b>	<b>(4,003)</b>	<b>(4,003)</b>	<b>(3,987)</b>	<b>(3,987)</b>	<b>(3,987)</b>	<b>(3,987)</b>	<b>(3,845)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Increase/(Decrease) in Cash held	1,719	13,155	(1,441)	(2,185)	(2,390)	(1,863)	700	942	2,928	(596)	1,128	1,443
Cash and Cash Equivalents at the Beginning of the Financial Year	43,863	45,930	59,085	57,644	55,458	53,069	51,206	51,906	52,848	55,776	55,180	56,308
<b>Cash and Cash Equivalents at End of Year</b>	<b>45,582</b>	<b>59,085</b>	<b>57,644</b>	<b>55,458</b>	<b>53,069</b>	<b>51,206</b>	<b>51,906</b>	<b>52,848</b>	<b>55,776</b>	<b>55,180</b>	<b>56,308</b>	<b>57,751</b>

## 2017-18 to 2026-27 Strategic Resource Plan

Statement of Capital Works for the years ending 30 June 2017- 2027												
Capital Works Area	2016-17 Budget \$'000	2016-17 Forecast \$'000	2017-18 Budget \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000	2024-25 Estimate \$'000	2025-26 Estimate \$'000	2026-27 Estimate \$'000
Carried forward expenditure from previous financial year	3,000	2,055	6,000	-	-	-	-	-	-	-	-	-
<b>New Works</b>												
<b>Property</b>												
Land	-	3,590	-	-	-	-	-	-	-	-	-	-
Buildings	3,727	3,727	5,525	5,227	4,356	3,383	3,480	4,030	3,494	4,686	4,010	4,010
<b>Total Property</b>	<b>3,727</b>	<b>7,317</b>	<b>5,525</b>	<b>5,227</b>	<b>4,356</b>	<b>3,383</b>	<b>3,480</b>	<b>4,030</b>	<b>3,494</b>	<b>4,686</b>	<b>4,010</b>	<b>4,010</b>
<b>Plant and Equipment</b>												
Plant, Machinery and Equipment	1,706	1,706	1,672	2,076	1,963	1,398	1,759	1,181	1,552	1,969	1,761	1,844
Computers and Telecommunications	838	838	1,918	1,020	1,040	1,061	1,082	1,104	1,126	1,148	1,171	1,171
Library Books and Materials	1,106	1,106	873	871	889	906	925	943	962	981	1,001	1,021
Other	943	943	1,049	1,951	1,174	421	523	1,329	307	681	486	488
<b>Total Plant and Equipment</b>	<b>4,593</b>	<b>4,593</b>	<b>5,511</b>	<b>5,918</b>	<b>5,065</b>	<b>3,787</b>	<b>4,289</b>	<b>4,556</b>	<b>3,947</b>	<b>4,779</b>	<b>4,419</b>	<b>4,523</b>
<b>Infrastructure</b>												
Roads	8,145	8,146	7,843	7,369	7,385	7,625	7,671	8,051	8,230	8,392	8,507	8,642
Footpaths	1,725	1,725	2,010	2,050	2,091	2,133	2,176	2,219	2,264	2,309	2,355	2,402
Drainage	3,510	3,510	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183	4,266
Open Space and Recreation	6,198	6,368	8,828	9,509	13,353	13,060	11,318	7,519	7,833	8,469	8,427	8,584
Open Space Strategy Implementation	4,059	4,059	25	6,000	6,000	6,500	6,500	10,000	10,000	10,000	10,000	10,000
Car Parks	775	775	420	400	650	650	650	750	750	750	750	750
Streetscape Works	567	567	350	3,050	3,100	3,100	3,100	3,100	6,100	7,100	7,100	7,100
<b>Total Infrastructure</b>	<b>24,979</b>	<b>25,150</b>	<b>23,046</b>	<b>32,020</b>	<b>36,293</b>	<b>36,857</b>	<b>35,280</b>	<b>35,581</b>	<b>39,198</b>	<b>41,120</b>	<b>41,322</b>	<b>41,745</b>
<b>Total New Works</b>	<b>33,299</b>	<b>37,060</b>	<b>34,082</b>	<b>43,165</b>	<b>45,715</b>	<b>44,027</b>	<b>43,048</b>	<b>44,167</b>	<b>46,639</b>	<b>50,586</b>	<b>49,750</b>	<b>50,278</b>
Carried forward projects to the next financial year	-	(6,000)		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	<b>36,299</b>	<b>33,115</b>	<b>40,082</b>	<b>43,165</b>	<b>45,715</b>	<b>44,027</b>	<b>43,048</b>	<b>44,167</b>	<b>46,639</b>	<b>50,586</b>	<b>49,750</b>	<b>50,278</b>
<b>Represented by:</b>												
Asset Renewal Expenditure	17,495	16,721	18,045	22,235	20,103	18,181	18,679	20,729	21,540	24,387	23,864	24,543
Asset Upgrade Expenditure	9,984	8,484	11,921	17,628	21,180	21,864	20,121	18,445	19,483	20,794	20,489	20,477
Asset Expansion Expenditure	6,642	5,142	5,775	3,047	4,172	3,716	3,977	4,716	5,335	5,118	5,104	4,960
Asset New Expenditure	2,178	2,768	4,341	255	260	265	271	276	282	287	293	299
<b>Total Capital Expenditure</b>	<b>36,299</b>	<b>33,115</b>	<b>40,082</b>	<b>43,165</b>	<b>45,715</b>	<b>44,027</b>	<b>43,048</b>	<b>44,167</b>	<b>46,639</b>	<b>50,586</b>	<b>49,750</b>	<b>50,278</b>

**Statement of Capital Works for the year ending 30 June 2018  
(by Asset Expenditure Type)**

Capital Works Area	2017-18 Budget Total \$'000	2017-18 Budget New \$'000	2017-18 Budget Renewal \$'000	2017-18 Budget Upgrade \$'000	2017-18 Budget Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	5,525	60	1,849	2,312	1,304
<b>Total Property</b>	<b>5,525</b>	<b>60</b>	<b>1,849</b>	<b>2,312</b>	<b>1,304</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,672	-	1,672	-	-
Computers and Telecommunications	1,918	243	487	944	244
Library Books and Materials	873	-	873	-	-
Other	1,048	107	568	374	-
<b>Total Plant and Equipment</b>	<b>5,511</b>	<b>350</b>	<b>3,600</b>	<b>1,317</b>	<b>244</b>
<b>Infrastructure</b>					
Roads	7,844	1,056	5,693	1,096	-
Footpaths	2,010	302	1,708	-	-
Drainage	3,570	-	892	2,678	-
Open Space	8,828	2,367	978	4,282	1,202
Open Space Strategy Implementation	25	-	-	-	25
Car Parks	420	2	326	92	-
Streetscape Works	350	205	-	145	-
<b>Total Infrastructure</b>	<b>23,046</b>	<b>3,931</b>	<b>9,597</b>	<b>8,292</b>	<b>1,227</b>
<b>Total New Works</b>	<b>34,082</b>	<b>4,341</b>	<b>15,045</b>	<b>11,921</b>	<b>2,775</b>
Add Carried forward projects from the previous financial year	6,000	-	3,000	-	3,000
<b>Total Capital Expenditure (including carry forwards)</b>	<b>40,082</b>	<b>4,341</b>	<b>18,045</b>	<b>11,921</b>	<b>5,775</b>
<b>Total Capital Expenditure</b>	<b>40,082</b>	<b>4,341</b>	<b>18,045</b>	<b>11,921</b>	<b>5,775</b>

**Statement of Capital Works for the year ending 30 June 2019  
(by Asset Expenditure Type)**

Capital Works Area	2018-19 Estimate Total \$'000	2018-19 Estimate New \$'000	2018-19 Estimate Renewal \$'000	2018-19 Estimate Upgrade \$'000	2018-19 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	5,227	-	4,295	857	75
<b>Total Property</b>	<b>5,227</b>	<b>-</b>	<b>4,295</b>	<b>857</b>	<b>75</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	2,076	-	2,076	-	-
Computers and Telecommunications	1,020	-	612	306	102
Library Books and Materials	871	-	-	871	-
Other	1,951	-	1,401	166	383
<b>Total Plant and Equipment</b>	<b>5,918</b>	<b>-</b>	<b>4,089</b>	<b>1,344</b>	<b>485</b>
<b>Infrastructure</b>					
Roads	7,369	-	5,390	972	1,007
Footpaths	2,050	255	1,672	-	123
Drainage	3,641	-	1,639	1,821	182
Open Space	15,259	-	3,484	10,950	825
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	400	-	300	100	-
Streetscape Works	3,050	-	1,365	1,335	350
<b>Total Infrastructure</b>	<b>32,020</b>	<b>255</b>	<b>13,850</b>	<b>15,427</b>	<b>2,488</b>
<b>Total New Works</b>	<b>43,165</b>	<b>255</b>	<b>22,235</b>	<b>17,628</b>	<b>3,047</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>43,165</b>	<b>255</b>	<b>22,235</b>	<b>17,628</b>	<b>3,047</b>
<b>Total Capital Expenditure</b>	<b>43,165</b>	<b>255</b>	<b>22,235</b>	<b>17,628</b>	<b>3,047</b>

**Statement of Capital Works for the year ending 30 June 2020  
(by Asset Expenditure Type)**

Capital Works Area	2019-20 Estimate Total \$'000	2019-20 Estimate New \$'000	2019-20 Estimate Renewal \$'000	2019-20 Estimate Upgrade \$'000	2019-20 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	4,356	-	3,365	915	76
<b>Total Property</b>	<b>4,356</b>	<b>-</b>	<b>3,365</b>	<b>915</b>	<b>76</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,963	-	1,963	-	-
Computers and Telecommunications	1,040	-	624	312	104
Library Books and Materials	889	-	-	889	-
Other	1,174	-	812	170	192
<b>Total Plant and Equipment</b>	<b>5,065</b>	<b>-</b>	<b>3,399</b>	<b>1,370</b>	<b>296</b>
<b>Infrastructure</b>					
Roads	7,385	-	5,399	974	1,012
Footpaths	2,091	260	1,706	-	125
Drainage	3,714	-	1,671	1,857	186
Open Space	19,103	-	3,276	14,850	977
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	650	-	488	163	-
Streetscape Works	3,100	-	800	800	1,500
<b>Total Infrastructure</b>	<b>36,293</b>	<b>260</b>	<b>13,339</b>	<b>18,894</b>	<b>3,800</b>
<b>Total New Works</b>	<b>45,715</b>	<b>260</b>	<b>20,103</b>	<b>21,180</b>	<b>4,172</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>45,715</b>	<b>260</b>	<b>20,103</b>	<b>21,180</b>	<b>4,172</b>
<b>Total Capital Expenditure</b>	<b>45,715</b>	<b>260</b>	<b>20,103</b>	<b>21,180</b>	<b>4,172</b>

**Statement of Capital Works for the year ending 30 June 2021  
(by Asset Expenditure Type)**

Capital Works Area	2020-21 Estimate Total \$'000	2020-21 Estimate New \$'000	2020-21 Estimate Renewal \$'000	2020-21 Estimate Upgrade \$'000	2020-21 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	3,383	-	2,386	921	77
<b>Total Property</b>	<b>3,383</b>	<b>-</b>	<b>2,386</b>	<b>921</b>	<b>77</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,398	-	1,398	-	-
Computers and Telecommunications	1,061	-	636	318	106
Library Books and Materials	906	-	-	906	-
Other	421	-	32	173	216
<b>Total Plant and Equipment</b>	<b>3,787</b>	<b>-</b>	<b>2,067</b>	<b>1,398</b>	<b>322</b>
<b>Infrastructure</b>					
Roads	7,625	-	5,468	991	1,165
Footpaths	2,133	265	1,740	-	128
Drainage	3,789	-	1,705	1,894	189
Open Space	19,310	-	3,528	15,448	335
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	650	-	488	163	-
Streetscape Works	3,100	-	800	800	1,500
<b>Total Infrastructure</b>	<b>36,857</b>	<b>265</b>	<b>13,728</b>	<b>19,546</b>	<b>3,317</b>
<b>Total New Works</b>	<b>44,027</b>	<b>265</b>	<b>18,181</b>	<b>21,864</b>	<b>3,716</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>44,027</b>	<b>265</b>	<b>18,181</b>	<b>21,864</b>	<b>3,716</b>
<b>Total Capital Expenditure</b>	<b>44,027</b>	<b>265</b>	<b>18,181</b>	<b>21,864</b>	<b>3,716</b>



**Statement of Capital Works for the year ending 30 June 2022  
(by Asset Expenditure Type)**

Capital Works Area	2021-22 Estimate Total \$'000	2021-22 Estimate New \$'000	2021-22 Estimate Renewal \$'000	2021-22 Estimate Upgrade \$'000	2021-22 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	3,480	-	2,458	943	78
<b>Total Property</b>	<b>3,480</b>	<b>-</b>	<b>2,458</b>	<b>943</b>	<b>78</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,759	-	1,759	-	-
Computers and Telecommunications	1,082	-	649	325	108
Library Books and Materials	925	-	-	925	-
Other	523	-	33	177	313
<b>Total Plant and Equipment</b>	<b>4,289</b>	<b>-</b>	<b>2,442</b>	<b>1,426</b>	<b>421</b>
<b>Infrastructure</b>					
Roads	7,671	-	5,487	996.05	1,188.37
Footpaths	2,176	271	1,775	-	131
Drainage	3,864	-	1,739	1,932	193
Open Space	17,568	-	3,491	13,611	466
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	650	-	488	163	-
Streetscape Works	3,100	-	800	800	1,500
<b>Total Infrastructure</b>	<b>35,280</b>	<b>271</b>	<b>13,779</b>	<b>17,752</b>	<b>3,478</b>
<b>Total New Works</b>	<b>43,048</b>	<b>271</b>	<b>18,679</b>	<b>20,121</b>	<b>3,977</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>43,048</b>	<b>271</b>	<b>18,679</b>	<b>20,121</b>	<b>3,977</b>
<b>Total Capital Expenditure</b>	<b>43,048</b>	<b>271</b>	<b>18,679</b>	<b>20,121</b>	<b>3,977</b>

**Statement of Capital Works for the year ending 30 June 2023  
(by Asset Expenditure Type)**

Capital Works Area	2022-23 Estimate Total \$'000	2022-23 Estimate New \$'000	2022-23 Estimate Renewal \$'000	2022-23 Estimate Upgrade \$'000	2022-23 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	4,030	-	3,012	939	79
<b>Total Property</b>	<b>4,030</b>	<b>-</b>	<b>3,012</b>	<b>939</b>	<b>79</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,181	-	1,181	-	-
Computers and Telecommunications	1,104	-	662	331	110
Library Books and Materials	943	-	-	943	-
Other	1,329	-	34	180	1,115
<b>Total Plant and Equipment</b>	<b>4,556</b>	<b>-</b>	<b>1,877</b>	<b>1,454</b>	<b>1,225</b>
<b>Infrastructure</b>					
Roads	8,051	-	5,792	1,047	1,212
Footpaths	2,219	276	1,810	-	133
Drainage	3,942	-	1,774	1,971	197
Open Space	17,269	-	5,102	11,796	370
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	750	-	563	188	-
Streetscape Works	3,100	-	800	800	1,500
<b>Total Infrastructure</b>	<b>35,581</b>	<b>276</b>	<b>15,841</b>	<b>16,052</b>	<b>3,412</b>
<b>Total New Works</b>	<b>44,167</b>	<b>276</b>	<b>20,729</b>	<b>18,445</b>	<b>4,716</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>44,167</b>	<b>276</b>	<b>20,729</b>	<b>18,445</b>	<b>4,716</b>
<b>Total Capital Expenditure</b>	<b>44,167</b>	<b>276</b>	<b>20,729</b>	<b>18,445</b>	<b>4,716</b>

**Statement of Capital Works for the year ending 30 June 2024  
(by Asset Expenditure Type)**

Capital Works Area	2023-24 Estimate Total \$'000	2023-24 Estimate New \$'000	2023-24 Estimate Renewal \$'000	2023-24 Estimate Upgrade \$'000	2023-24 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	3,494	-	2,451	963	80
<b>Total Property</b>	<b>3,494</b>	<b>-</b>	<b>2,451</b>	<b>963</b>	<b>80</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,552	-	1,552	-	-
Computers and Telecommunications	1,126	-	675	338	113
Library Books and Materials	962	-	-	962	-
Other	307	-	34	184	89
<b>Total Plant and Equipment</b>	<b>3,947</b>	<b>-</b>	<b>2,262</b>	<b>1,483</b>	<b>202</b>
<b>Infrastructure</b>					
Roads	8,230	-	5,926	1,068.23	1,236.38
Footpaths	2,264	282	1,846	-	136
Drainage	4,020	-	1,809	2,010	201
Open Space	17,583	-	5,082	12,021	480
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	750	-	563	188	-
Streetscape Works	6,100	-	1,600	1,500	3,000
<b>Total Infrastructure</b>	<b>39,198</b>	<b>282</b>	<b>16,826</b>	<b>17,037</b>	<b>5,053</b>
<b>Total New Works</b>	<b>46,639</b>	<b>282</b>	<b>21,540</b>	<b>19,483</b>	<b>5,335</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>46,639</b>	<b>282</b>	<b>21,540</b>	<b>19,483</b>	<b>5,335</b>
<b>Total Capital Expenditure</b>	<b>46,639</b>	<b>282</b>	<b>21,540</b>	<b>19,483</b>	<b>5,335</b>

**Statement of Capital Works for the year ending 30 June 2025  
(by Asset Expenditure Type)**

Capital Works Area	2024-25 Estimate Total \$'000	2024-25 Estimate New \$'000	2024-25 Estimate Renewal \$'000	2024-25 Estimate Upgrade \$'000	2024-25 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	4,686	-	3,645	957	84
<b>Total Property</b>	<b>4,686</b>	<b>-</b>	<b>3,645</b>	<b>957</b>	<b>84</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,969	-	1,969	-	-
Computers and Telecommunications	1,148	-	689	344	115
Library Books and Materials	981	-	-	981	-
Other	681	-	35	187	459
<b>Total Plant and Equipment</b>	<b>4,779</b>	<b>-</b>	<b>2,693</b>	<b>1,513</b>	<b>574</b>
<b>Infrastructure</b>					
Roads	8,392	-	6,041	1,090	1,261
Footpaths	2,309	287	1,883	-	139
Drainage	4,101	-	1,845	2,050	205
Open Space	18,219	-	5,317	12,546	355
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	750	-	563	188	-
Streetscape Works	7,100	-	2,400	2,200	2,500
<b>Total Infrastructure</b>	<b>41,120</b>	<b>287</b>	<b>18,049</b>	<b>18,324</b>	<b>4,460</b>
<b>Total New Works</b>	<b>50,586</b>	<b>287</b>	<b>24,387</b>	<b>20,794</b>	<b>5,118</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>50,586</b>	<b>287</b>	<b>24,387</b>	<b>20,794</b>	<b>5,118</b>
<b>Total Capital Expenditure</b>	<b>50,586</b>	<b>287</b>	<b>24,387</b>	<b>20,794</b>	<b>5,118</b>

**Statement of Capital Works for the year ending 30 June 2026  
(by Asset Expenditure Type)**

Capital Works Area	2025-26 Estimate Total \$'000	2025-26 Estimate New \$'000	2025-26 Estimate Renewal \$'000	2025-26 Estimate Upgrade \$'000	2025-26 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	4,010	-	2,948	976	86
<b>Total Property</b>	<b>4,010</b>	<b>-</b>	<b>2,948</b>	<b>976</b>	<b>86</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,761	-	1,761	-	-
Computers and Telecommunications	1,171	-	703	351	117
Library Books and Materials	1,001	-	-	1,001	-
Other	486	-	35	191	260
<b>Total Plant and Equipment</b>	<b>4,419</b>	<b>-</b>	<b>2,499</b>	<b>1,543</b>	<b>377</b>
<b>Infrastructure</b>					
Roads	8,507	-	6,130	1,104.36	1,271.80
Footpaths	2,355	293	1,921	-	141
Drainage	4,183	-	1,882	2,091	209
Open Space	18,177	-	5,522	12,136	519
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	750	-	563	188	-
Streetscape Works	7,100	-	2,400	2,200	2,500
<b>Total Infrastructure</b>	<b>41,322</b>	<b>293</b>	<b>18,418</b>	<b>17,970</b>	<b>4,642</b>
<b>Total New Works</b>	<b>49,750</b>	<b>293</b>	<b>23,864</b>	<b>20,489</b>	<b>5,104</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>49,750</b>	<b>293</b>	<b>23,864</b>	<b>20,489</b>	<b>5,104</b>
<b>Total Capital Expenditure</b>	<b>49,750</b>	<b>293</b>	<b>23,864</b>	<b>20,489</b>	<b>5,104</b>

Statement of Capital Works for the year ending 30 June 2027 (by Asset Expenditure Type)					
Capital Works Area	2026-27 Estimate Total \$'000	2026-27 Estimate New \$'000	2026-27 Estimate Renewal \$'000	2026-27 Estimate Upgrade \$'000	2026-27 Estimate Expansion \$'000
<b>New Works</b>					
<b>Property</b>					
Buildings	4,010	-	2,948	976	86
<b>Total Property</b>	<b>4,010</b>	<b>-</b>	<b>2,948</b>	<b>976</b>	<b>86</b>
<b>Plant and Equipment</b>					
Plant, Machinery and Equipment	1,844	-	1,844	-	-
Computers and Telecommunications	1,171	-	703	351	117
Library Books and Materials	1,021	-	-	1,021	-
Other	488	-	35	191	261
<b>Total Plant and Equipment</b>	<b>4,523</b>	<b>-</b>	<b>2,582</b>	<b>1,564</b>	<b>378</b>
<b>Infrastructure</b>					
Roads	8,642	-	6,247	1,122.38	1,273
Footpaths	2,402	299	1,959	-	144
Drainage	4,266	-	1,920	2,133	213
Open Space	18,334	-	5,925	12,044	366
Open Space Strategy Implementation	250	-	-	250	-
Car Parks	750	-	563	188	-
Streetscape Works	7,100	-	2,400	2,200	2,500
<b>Total Infrastructure</b>	<b>41,745</b>	<b>299</b>	<b>19,013</b>	<b>17,937</b>	<b>4,496</b>
<b>Total New Works</b>	<b>50,278</b>	<b>299</b>	<b>24,543</b>	<b>20,477</b>	<b>4,960</b>
Add Carried forward projects from the previous financial year	-	-	-	-	-
<b>Total Capital Expenditure (including carry forwards)</b>	<b>50,278</b>	<b>299</b>	<b>24,543</b>	<b>20,477</b>	<b>4,960</b>
<b>Total Capital Expenditure</b>	<b>50,278</b>	<b>299</b>	<b>24,543</b>	<b>20,477</b>	<b>4,960</b>

## 2017-18 to 2026-27 Strategic Resource Plan

Statement of Human Resources - Staff Expenditure for the years ending 30 June 2017 - 2027												
Description	2016-17 Budget	2016-17 Forecast	2017-18 Budget	2018-19 Estimate	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff Expenditure</b>												
<b>Community Wellbeing</b>												
Permanent Full-time	9,381	9,381	10,556	10,820	11,090	11,368	11,652	11,943	12,242	12,548	12,862	13,184
Permanent Part-time	20,825	20,825	20,200	20,705	21,223	21,753	22,297	22,854	23,426	24,011	24,612	25,227
<b>Total Community Wellbeing</b>	<b>30,206</b>	<b>30,206</b>	<b>30,756</b>	<b>31,525</b>	<b>32,313</b>	<b>33,121</b>	<b>33,949</b>	<b>34,798</b>	<b>35,668</b>	<b>36,560</b>	<b>37,474</b>	<b>38,411</b>
<b>Infrastructure, Environment and Leisure</b>												
Permanent Full-time	14,887	14,887	15,956	16,355	16,764	17,183	17,612	18,053	18,504	18,967	19,441	19,927
Permanent Part-time	813	813	1,030	1,056	1,082	1,109	1,137	1,165	1,194	1,224	1,255	1,286
<b>Total Infrastructure, Environment and Leisure</b>	<b>15,700</b>	<b>15,700</b>	<b>16,986</b>	<b>17,411</b>	<b>17,846</b>	<b>18,292</b>	<b>18,749</b>	<b>19,218</b>	<b>19,699</b>	<b>20,191</b>	<b>20,696</b>	<b>21,213</b>
<b>Planning and Place</b>												
Permanent Full-time	5,789	5,789	6,835	7,006	7,181	7,361	7,545	7,733	7,927	8,125	8,328	8,536
Permanent Part-time	1,039	1,039	1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218	1,249
<b>Total Planning and Place</b>	<b>6,828</b>	<b>6,828</b>	<b>7,835</b>	<b>8,031</b>	<b>8,232</b>	<b>8,437</b>	<b>8,648</b>	<b>8,865</b>	<b>9,086</b>	<b>9,313</b>	<b>9,546</b>	<b>9,785</b>
<b>Corporate Services</b>												
Permanent Full-time	6,238	6,238	6,493	6,655	6,822	6,992	7,167	7,346	7,530	7,718	7,911	8,109
Permanent Part-time	650	650	683	700	718	736	754	773	792	812	832	853
<b>Total Corporate Services</b>	<b>6,888</b>	<b>6,888</b>	<b>7,176</b>	<b>7,355</b>	<b>7,539</b>	<b>7,728</b>	<b>7,921</b>	<b>8,119</b>	<b>8,322</b>	<b>8,530</b>	<b>8,743</b>	<b>8,962</b>
<b>City Management</b>												
Permanent Full-time	1,214	1,214	2,259	2,315	2,373	2,433	2,494	2,556	2,620	2,685	2,752	2,821
Permanent Part-time	423	423	315	323	331	339	348	356	365	374	384	393
<b>Total City Management</b>	<b>1,637</b>	<b>1,637</b>	<b>2,574</b>	<b>2,638</b>	<b>2,704</b>	<b>2,772</b>	<b>2,841</b>	<b>2,912</b>	<b>2,985</b>	<b>3,060</b>	<b>3,136</b>	<b>3,215</b>
<b>Total Permanent Staff Expenditure</b>	<b>61,259</b>	<b>61,259</b>	<b>65,327</b>	<b>66,961</b>	<b>68,635</b>	<b>70,350</b>	<b>72,109</b>	<b>73,912</b>	<b>75,760</b>	<b>77,654</b>	<b>79,595.62</b>	<b>81,586</b>
Casuals and Other Expenditure	9,694	9,031	9,290	9,522	9,760	10,005	10,289	10,581	10,880	11,188	11,505	11,793
Capitalised Labour Costs	(2,261)	(2,261)	(2,411)	(2,471)	(2,533)	(2,596)	(2,661)	(2,728)	(2,796)	(2,866)	(2,938)	(3,011)
<b>Total Expenditure</b>	<b>68,692</b>	<b>68,029</b>	<b>72,206</b>	<b>74,012</b>	<b>75,862</b>	<b>77,758</b>	<b>79,736</b>	<b>81,764</b>	<b>83,844</b>	<b>85,976</b>	<b>88,163</b>	<b>90,367</b>

## 2017-18 to 2026-27 Strategic Resource Plan

### Statement of Human Resources - Staff Numbers for the years ending 30 June 2017 - 2027

Description	2016-17 Budget EFT Number	2016-17 Forecast EFT Number	2017-18 Budget EFT Number	2018-19 Estimate EFT Number	2019-20 Estimate EFT Number	2020-21 Estimate EFT Number	2021-22 Estimate EFT Number	2022-23 Estimate EFT Number	2023-24 Estimate EFT Number	2024-25 Estimate EFT Number	2025-26 Estimate EFT Number	2026-27 Estimate EFT Number
<b>Staff Expenditure</b>												
<b>Community Wellbeing</b>												
Permanent Full-time	98.64	98.64	84.45	84.45	84.45	84.45	84.45	84.45	84.45	84.45	84.45	84.45
Permanent Part-time	254.20	254.20	267.08	267.08	267.08	267.08	267.08	267.08	267.08	267.08	267.08	267.08
<b>Total Community Wellbeing</b>	<b>352.84</b>	<b>352.84</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>	<b>351.53</b>
<b>Infrastructure, Environment and Leisure</b>												
Permanent Full-time	147.43	147.43	149.09	149.09	149.09	149.09	149.09	149.09	149.09	149.09	149.09	149.09
Permanent Part-time	6.85	6.85	8.87	8.87	8.87	8.87	8.87	8.87	8.87	8.87	8.87	8.87
<b>Total Infrastructure, Environment and Leisure</b>	<b>154.28</b>	<b>154.28</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>	<b>157.96</b>
<b>Planning and Place</b>												
Permanent Full-time	59.39	59.39	67.82	67.82	67.82	67.82	67.82	67.82	67.82	67.82	67.82	67.82
Permanent Part-time	13.89	13.89	12.67	12.67	12.67	12.67	12.67	12.67	12.67	12.67	12.67	12.67
<b>Total Planning and Place</b>	<b>73.28</b>	<b>73.28</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>	<b>80.49</b>
<b>Corporate Services</b>												
Permanent Full-time	62.89	62.89	64.79	64.79	64.79	64.79	64.79	64.79	64.79	64.79	64.79	64.79
Permanent Part-time	7.12	7.12	5.48	5.48	5.48	5.48	5.48	5.48	5.48	5.48	5.48	5.48
<b>Total Corporate Services</b>	<b>70.01</b>	<b>70.01</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>	<b>70.27</b>
<b>City Management</b>												
Permanent Full-time	10.00	10.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00
Permanent Part-time	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06
<b>Total City Management</b>	<b>14.06</b>	<b>14.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>	<b>21.06</b>
<b>Total Permanent Staff</b>	<b>664.47</b>	<b>664.47</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>	<b>681.31</b>
Casuals and Other	100.83	100.83	99.39	101.39	103.39	105.39	107.39	109.39	111.39	113.39	115.39	117.39
Capitalised Labour	26.00	26.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00
<b>Total Staff</b>	<b>791.30</b>	<b>791.30</b>	<b>810.70</b>	<b>812.70</b>	<b>814.70</b>	<b>816.70</b>	<b>818.70</b>	<b>820.70</b>	<b>822.70</b>	<b>824.70</b>	<b>826.70</b>	<b>828.70</b>



### Attachment 3 - Summary of changes made.

Section of <i>Plan</i> changed	Detail of change
<p>Theme 3 - SAFE, HEALTHY AND INCLUSIVE</p> <p>Added two dot points to Strategic Objective 3</p>	<ul style="list-style-type: none"> <li><i>Provide opportunities to communities who may be discriminated against, such as the Aboriginal and Torres Strait Islander community, disability community, culturally and linguistically diverse community and LGBTIQ community, to access programs, gain supports and engage in community life.</i></li> <li><i>Explore options to create a dog agility park within the municipality.</i></li> </ul>
<p>Theme 4 - CLEAN AND SUSTAINABLE</p> <p>Added three new dot points to Strategic Objective 3</p>	<ul style="list-style-type: none"> <li><i>Work towards, zero net carbon emissions from Council operations by 2030 by reducing greenhouse gas emissions by a further 25 per cent from Council buildings, waste and outdoor lighting by 2021.</i></li> <li><i>Works towards zero net carbon emissions from the community by 2050 by supporting the Glen Eira community to reduce greenhouse gas emissions</i></li> <li><i>We will consult with the community on the implementation of a Classified Tree Register.</i></li> </ul>
<p>Theme 4 - CLEAN AND SUSTAINABLE</p> <p>In the HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL? section</p> <p>Replaced the second dot point and added two new dot points</p>	<p>Replaced the second dot point with</p> <ul style="list-style-type: none"> <li><i>Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.</i></li> </ul> <p>Added two new dot points</p> <ul style="list-style-type: none"> <li><i>New generation garbage disposal facilities will be well progressed toward opening.</i></li> <li><i>New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.</i></li> </ul>
<p>Theme 5 – INFORMED AND ENGAGED</p> <p>Added a new dot point to Strategic Objective 1</p>	<ul style="list-style-type: none"> <li><i>Make sure that key Council information and publications are available in a range of formats that are accessible to those with a disability or who are from culturally and linguistically diverse communities.</i></li> </ul>

**ITEM 5.2            ADOPTION OF 2017-18 DRAFT ANNUAL BUDGET**

**Author:**            *John Vastianos (Chief Financial Officer)*

**File No:**            *17/1114680*

**Attachments:**    *Attachment 1: 2017-18 Draft Annual Budget - List of Submitters*  
                         *Attachment 2: 2017-18 Draft Annual Budget*

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**PURPOSE AND SUMMARY**

To adopt the *2017-18 Annual Budget* in accordance with the *Local Government Act 1989* (the 'Act').

**RECOMMENDATION**

That:

- a) Council, having prepared and published its *2017-18 Budget* and having considered any submissions received (refer Attachment 1- list of Budget Submitters) in accordance with section 223 of the Act, hereby resolves to adopt the *2017-18 Budget*, as attached;
- b) A public notice be given of the decision to adopt the Budget, in accordance with section 130(2) of the Act; and
- c) Council submits a copy of the Budget to the Minister in accordance with section 130(4) of the Act.

**BACKGROUND**

The *2017-18 Draft Annual Budget*, (refer to Attachment 2), is for the year 1 July 2017 to 30 June 2018 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.

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.

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

## ISSUES AND DISCUSSION

### a) Budget Overview

Council's strategic direction is set out in the *Council and Community Plan*. The Council Plan is underpinned by a ten year *Strategic Resource Plan* (SRP).

This Budget for 2017-18 represents one year's instalment on the implementation of the Council Plan and SRP. Highlights of the *2017-18 Draft Annual Budget* include:

#### i. **The Rate Rise**

- The proposed budget is based on a rate increase of 2 per cent. This is in line with the new *Fair Go Rates System* (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2 per cent in line with the forecasted Consumer Price Index (CPI) for the financial year 2017-18.
- The average rates per assessment for 2017-18 is estimated at \$1,361.

#### ii. **New capital expenditure**

To support Council's \$2.05 billion of community assets, new capital expenditure is projected at \$34.08 million for asset renewals, upgrades and expansions. Highlights of the capital works program include:

- *Priority items* — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction (\$5.19 million); drainage improvement program (\$3.57 million); footpaths (\$2.01 million); and local road resurfacing (\$1.5 million).
- *Building works* — comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions (\$5.53 million).
- *Open space* — this includes open space initiatives; parks; playing surfaces; and playground equipment (\$8.85 million).
- *Environmental initiatives* — this includes warm season grasses; Council's *Bicycle Strategy* (continuation of off-road paths, extensions to the on-road network and works to improve existing conditions); installation of LED lights; park lighting energy efficiency upgrade; and photovoltaic systems on council assets to generate renewable energy (\$1.92 million).
- *Transport and planning* — this includes safety projects at cross intersections, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport; and disabled parking upgrades (\$1.2 million).
- *Plant and equipment* — this includes plant, machinery and equipment; information technology and telecommunications; and library collections (\$5.51 million).

**iii. Public open space**

This Budget continues the Open Space Strategy, which Council approved on 8 April 2014 following widespread community consultation. The following open space projects are funded:

- Joyce Park Open Space Conversion – \$400,000
- Spring Road Reserve upgrade – \$250,000
- EE Gunn Reserve – Masterplan Outcomes – \$500,000
- Rosanna Street Reserve – Stage 1 – \$250,000
- Lord Reserve and Koornang Park Masterplan Development – \$100,000
- Aileen Avenue – New Open Space – \$25,000 (concept plan).

**iv. Waste and recycling**

Waste and recycling charges are levied on the basis of cost recovery and the fees have increased by approximately 2 per cent. Residential Garbage Charges for 2017-18 are set at:

- Large 240L Waste Charge \$366 (including an estimated \$50 State Levy) (\$359 in 2016-17)
- Small 120L Waste Charge \$177 (including an estimated \$24 State Levy) (\$174 in 2016-17)
- Residential Flat Shared Bins (240L) Waste Charge \$177 per assessment (including an estimated \$24 State Levy) (\$174 in 2016-17)
- 240L Family Bin \$256 (including an estimated \$50 State Levy) (\$251 in 2016-17)
- Medical 240L Waste Charge \$177 (including an estimated \$50 State Levy) (\$174 in 2016-17)
- Litter Management Charge \$54 (\$55 in 2016-17).

**v. Pensioner rebate**

The combined State and Council pensioner rebate will be maintained at a total of \$270, which is higher than in most Victorian municipalities.

**vi. Fire Service Property Levy**

From 1 July 2013, the State Government commenced using Local Governments' rate systems as a collection agent for the *Fire Services Property Levy*. The levy is listed on Council rate notices, collected by Councils and paid to the State Government.

**vii. Early Learning Centre Fees**

These fees are proposed as follows: for zero to three-year-olds, \$130 per day (\$127 in 2016–17), for three to five-year-olds, \$122 per day (\$119 in 2016–17). These fees are below mid-point of fees across Glen Eira. Actual costs will depend on the Commonwealth Government rebate in individual circumstances.

**b) 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 2016. The current capital improved value of all rateable property is approximately \$58.6 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 *2017-18 Budget* does not fall in a revaluation year.

**c) Operating Result**

The budget provides for an operating surplus of \$17.22 million which is used to fund capital investment.

**FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS**

The proposed budget details the resources required over the next year to fund the large range of services Council provides to the community. It also includes details of proposed capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

The key financial objectives for Council are:

- Manage finances appropriately within the constraints set by the State Government's Rate Capping regime.
- 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.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- **Budget** - under section 127 of the Act, Council is required to prepare and adopt an annual budget each financial year.
- **Public Notice** - under section 129 of the Act, as soon as practicable after a Council has prepared a proposed budget or revised budget, the Council must give public notice.
- **Adoption of Budget** - under section 130 of the Act, Council must adopt the budget by 30 June each year and must submit a copy of the budget to the Minister within 28 days after adopting the budget.

**COMMUNICATION AND ENGAGEMENT**

In accordance with the Act, Councils must give the public at least 28 days to inspect the budget. On 2 May 2017, Council resolved to give Public Notice of the proposed *2017-18 Draft Annual Budget*, with a public information session held on 22 May 2017.

Budget submissions were received at the Council Meeting of 13 June 2017.

In this year's cycle officers have completed the following:

- Circulated copies of submissions to Councillors;
- Have copies of submissions publicly available at the Council Meeting (Tuesday, 13 June 2017); and
- Incorporated submissions in full in the Minutes of the Special Council Meeting (Tuesday, 27 June 2017).

Council officers in preparing the *2017-18 Draft Annual Budget*, take into account other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the current financial year.

**LINK TO COUNCIL PLAN**

Theme 4: Governance – To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

That Council adopts the *2017-18 Draft Annual Budget* and submits a copy of the Budget to the Minister in accordance with section 130(4) of the Act.

**ATTACHMENT 1:**

**PUBLIC SUBMISSIONS RECEIVED FOR 2017-18 DRAFT ANNUAL BUDGET**

- 1) David Hughes
- 2) Bentleigh Football Netball Club Inc.
- 3) Nick Staikos
- 4) Glen Eira Adult Learning Centre Inc.
- 5) Wayne Cossens
- 6) Friends of Caulfield Park



GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

GLEN EIRA CITY COUNCIL

# ANNUAL BUDGET 2017-18

For the year ended 30 June 2018

Special Council Meeting Tuesday, 27 June 2017





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### **Mayor's Introduction**

The Councillors and I are pleased to release the *2017-18 Budget*. The Budget will enable the delivery of our *Council and Community Plan 2017-2021* and focuses on the following 5 themes:

- Theme 1: Liveable and well-designed
- Theme 2: Accessible and well-connected
- Theme 3: Safe, healthy and inclusive
- Theme 4: Clean and sustainable
- Theme 5: Informed and engaged

The *Council and Community Plan 2017-2021* sets out our strategic plan to deliver our shared vision over the full term of the Council. As this is the first year of the current Council's term, much of the next year will be on planning and design activities and on delivering current commitments.

The *Budget* details the resources required to fund the large range of services we provide to the community. It also includes details of capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets.

As Councillors, it is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016, we have consistently heard that Council's services are valued by the community, that you want us to have good plans in place to shape the City's future, and that we should continue to keep rates as low as possible. Over the coming years we will invest more in technology and other improvements so that we can continue to deliver high quality, responsive and accessible services to the community at a reasonable cost.

The budget is based on a rate increase of 2 per cent. This is in line with the new *Fair Go Rates System* (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2 per cent in the Consumer Price Index (CPI). We anticipate that Glen Eira will remain among lowest rating municipalities in metropolitan Melbourne.

### ***Property Valuations***

As this is a non-revaluation year, a large majority of property valuations will remain unchanged.

In a revaluation year (every 2<sup>nd</sup> year), all properties are revalued and rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Council does not receive any extra money when property values rise.

### ***Rate Capping***

For the financial year 2017-18, the Minister for Local Government has set the 'cap' on Victorian Council rates at 2 per cent.

This 'cap' applies to the average, per property increase, for all rates in the municipality. It does not apply to individual rate notices.

The *2017-18 Budget* also assumes an additional 1,000 supplementary assessments which reflect additional development/growth. These assessments increase Council's general rate income as this is required to ensure that the additional properties participate in funding the services, facilities and community assets that will be utilised by all residents.

In this budget we have allocated funding of \$29.74m for asset renewals, upgrades and expansions. The budget also funds \$4.34m for new assets.

Council has also allocated funding to deliver tangible progress on other key priorities and initiatives including;

- Continuous Improvement projects to make it easier for you to do business with us, reduce bureaucracy, increase efficiency, and make sure that we are financially sustainable for the long-term.
- Strategic planning work to address gaps in the key areas of land-use, transport, economic development and urban design.

Of course we will also continue to deliver the high quality services and projects that you already enjoy, and that together, make our City a great place to live.

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

- Manage our finances within the constraints set by the State Government's rate capping regime.
- Provide top-up funding for services that we provide on behalf of the State and Federal Government to the local community (such as School Crossing Supervision and Home and Community Care). (Over time the funds received by local governments have not increased in line with real cost increases – leaving a gap).
- Increase investment in the maintenance of our ageing community and infrastructure assets.
- Respond to growth and increasing diversity in the population within the municipality.

The *Budget* was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. It should be read in conjunction with our *Council and Community Plan 2017-2021*.

**Cr Mary Delahunty**  
**Mayor**

### **Chief Executive Officer's Overview**

This *2017-18 Budget* seeks to balance demand for services and infrastructure with revenue. This is always challenging, as inevitably compromises need to be made. Despite this I am confident that this budget not only continues the effort that we have commenced in recent years but also provides the necessary investment to set us on a strong path for the future.

As CEO I am committed to leading a high performing organisation and supporting the Council by delivering good value for money to you, our community.

It is my second year with Glen Eira and I am proud of the many projects underway. Some of the main areas include:

### ***Capital Works Program Highlights***

In the *2017-18 Budget*, Council has allocated funding of \$34.08m for asset renewals, upgrades and expansions. The capital works program includes:

- Priority items — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction (\$5.19m); drainage improvement program (\$3.57 m); footpaths (\$2.01m); and local road resurfacing (\$1.5m).
- Building works — comprising buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions (\$5.53m).
- Open space — this includes open space initiatives; parks; playing surfaces; and playground equipment (\$8.85m).
- Environmental initiatives — this includes warm season grasses; Council's *Bicycle Strategy* (continuation of off-road paths, extensions to the on-road network and works to improve existing conditions); installation of LED lights; park lighting energy efficiency upgrade; and photovoltaic systems on council assets to generate renewable energy (\$1.92m).
- Transport and planning — this includes safety projects: cross intersection, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport; and disabled parking upgrades (\$1.2m).
- Plant and equipment — this includes plant, machinery and equipment; information technology and telecommunications; and library collections (\$5.51m).

### ***Continuous Improvement and Innovation***

We are committed to continuously improving our services and improving efficiency, and have built it into our everyday activities. Our Glen Eira Transforming Together program of internal transformation has been developed to ensure that we focus our efforts on becoming an organisation that is known for excellence, through leadership, innovation and partnership.

We are working towards success and sustainability for the long term. This means improving services and assets, eliminating bureaucracy and wasted effort, and increasing our use of technology and contemporary ways of working to make it easier for you to do business with us.

Our transformation program will deliver meaningful medium term efficiencies that Council will be able to re-invest into other areas of the business such as front line services and city infrastructure.

Addressing the four themes of Digital by Default, Customer First, Our People and Assets and Places, the program touches all areas of our business and importantly creates a link between culture and service performance.

***City Futures and Structure Planning***

Council has committed to undertaking a significant strategic work plan over the coming 4 years to complete a comprehensive update of the Glen Eira Planning Scheme, and our approach to place based planning and integrated transport. This important work will set the future 10-20 year strategic direction in the key areas of land-use, transport, economic development and urban design.

I look forward to hearing from the community and working with you to achieve our strategic objectives.

Key budget information is provided below about Council's rate cap rise, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives.

For more information about Council's Budget 2017-18 visit [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

**Rebecca McKenzie**  
**Chief Executive Officer**

## **Executive Summary**

Council has prepared a *Budget* for 2017-18 which is aligned to the vision in the *Council and Community Plan 2017-2021*. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government. The *Strategy* adopted in this *Budget* is to:

- Manage finances appropriately within the constraints set by the State Government's Rate Capping regime.
- 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 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 and Community Plan 2017-2021*.

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

This *Budget* for 2017-18 represents one year's instalment on the implementation of the *Council and Community Plan* and *SRP*. Further information on the Council's planning framework commences in the 'Budget Processes' section on page 34.

### **b) The Rate Rise**

- a. The average rate per property will rise by 2 per cent in line with the order by the Minister for Local Government on 16 December 2016 under the *Fair Go Rates System*. The budget assumes an additional 1,000 assessments (properties). The average Rates per Assessment for 2017-18 is estimated at \$1,361.

Total rates would be \$89.21m, including \$800k generated from supplementary rates. Total rates and charges revenue (including waste) is \$104.27m. This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne.

- b. Key drivers:

- i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
  - ii. To fund renewal of infrastructure and community assets
  - iii. To cope with growth in the population within the municipality.
  - iv. To cope with cost shifting from the State Government.
- c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments. (<http://www.abs.gov.au/ausstats/abs@.nsf/mf/5506.0>)
- e. Refer Appendix C for further Rates and Charges details.

**c) Public Open Space**

Council receives open space levies pursuant to clause 52.01 of the *Glen Eira Planning Scheme*. Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

Council provides open space for recreation, nature conservation and passive outdoor enjoyment. This includes parks, reserves, gardens, larger urban and civic spaces and forecourts as shown by completed projects within the *Open Space Strategy*:





Open Space Strategy initiatives for 2017-18 of \$1.53m are funded in the Budget for:

- Joyce Park, Ormond - \$400k
- EE Gunn Reserve, Ormond - \$500k.
- Rosanna Street Reserve, Carnegie \$250k
- Spring Road Reserve, Caulfield South \$250k
- Precinct Plan - Lord Reserve, Carnegie Pool, Koornang Park \$100k
- Aileen Avenue, Caulfield South - \$25k (concept design).

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

Open Space Reserve			
Description	Annual Budget 2016-17	Forecast 2016-17	Annual Budget 2017-18
	\$'000	\$'000	\$'000
<b>Income</b>			
Open Space Contributions (including C120 additional OS Contributions)	5,500	6,738	7,500
<b>Capital Spend</b>			
Booran Reserve (former Glen Huntly Reservoir)	4,059	4,059	-
Land Purchase - 6 Aileen Avenue, Caulfield South	-	2,106	25
Land Purchase - 53 Magnolia Road, Gardenvale	-	1,392	-
<b>Total movement</b>	<b>1,441</b>	<b>(819)</b>	<b>7,475</b>

Open Space Projects funded from rates			
Description	Annual Budget 2016-17	Forecast 2016-17	Annual Budget 2017-18
	\$'000	\$'000	\$'000
<b>Capital Spend</b>			
Marara Road Reserve Stage 2, Caulfield South	400	400	-
Pell Street, Bentleigh East	100	400	-
Hopetoun Gardens Stage 2, Elsternwick	400	100	-
Joyce Park, Ormond	-	-	400
EE Gunn Reserve, Ormond	-	-	500
Rosanna Street Reserve	-	-	250
Spring Road Reserve, Caulfield South	-	-	250
Precinct Plan - Lord Reserve, Carnegie Pool, Koornang Park	-	-	100
<b>Open Space Projects funded from rates</b>	<b>900</b>	<b>900</b>	<b>1,500</b>



#### d) Sustainability

Environmental initiatives \$1.92m including:

- The *Budget* continues the *Warm Season Grasses Program* - \$710k for upgrading Bailey Reserve Oval 1, Bentleigh East.
- *Bicycle Strategy* Implementation - continuation of off road paths, extensions to the on road network and works to improve existing conditions - \$250k.
- Park lighting energy efficiency upgrades - \$250k.
- Sustainability initiatives – LED lights; insulation; solar film - \$507k.

Waste and recycling charges are levied on the basis of cost recovery and have increased by approximately 2 per cent.

Residential Garbage Charges for 2017-18 are set at:

- Large 240L Waste Charge \$366 (including an estimated \$50 State Levy) (\$359 in 2016-17)
- Small 120L Waste Charge \$177 (including an estimated \$24 State Levy) (\$174 in 2016-17)
- Residential Flat Shared Bins (240L) Waste Charge \$177 per assessment (including an estimated \$24 State Levy) (\$174 in 2016-17)
- 240L Family Bin \$256 (including an estimated \$50 State Levy) (\$251 in 2016-17)
- Medical 240L Waste Charge \$177 (including an estimated \$50 State Levy) (\$174 in 2016-17)
- Litter Management Charge \$54 (\$55 in 2016-17).

#### e) Recreational Services

The capital works program provides funds for:

- Duncan Mackinnon Athletics Track Upgrade - \$1m (includes grant funding of \$250k)
- Duncan Mackinnon Reserve netball court development - \$474k
- Playground upgrades at McKinnon Reserve \$350k and Harleston Park \$650k
- Moorleigh Village Multi-purpose Sports Training Facility \$275k. Funding includes the conversion of the current facility, a 4 bay cricket facility, into a multi-purpose sports training facility. This will extend use to other sports and community groups.

**f) Aquatic Facilities**

Council's aquatic facilities are budgeted in 2017-18 to generate direct income of \$13.73m and incur direct costs of \$11.54m, making an estimated surplus before depreciation and interest of \$2.19m.

In an accounting sense, the Sports and Aquatic Facilities will cover all operating costs, depreciation and interest costs on borrowings.

The table below shows the financial performance of the Aquatic Facilities:

<b>SPORTS &amp; AQUATIC FACILITIES</b> (Accounting basis after Dep'n and Interest)		
Description	2017-18 Annual Budget \$'000	Sub-total \$'000
<b>Operations</b>		
Revenue	13,734	
Expenses	11,543	
<b>Surplus</b>		<b>2,190</b>
<b>Internal Overheads</b>		
Depreciation on Buildings, Furniture & Equipment	1,504	
<b>Total Overheads</b>		<b>1,504</b>
<b>Surplus after Depreciation</b>		<b>686</b>
<b>Loan</b>		
Interest on Loan	638	
<b>Total Interest</b>		<b>638</b>
<b>Surplus after Depreciation and Interest</b>		<b>48</b>

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



### **g) Early Learning Centres**

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

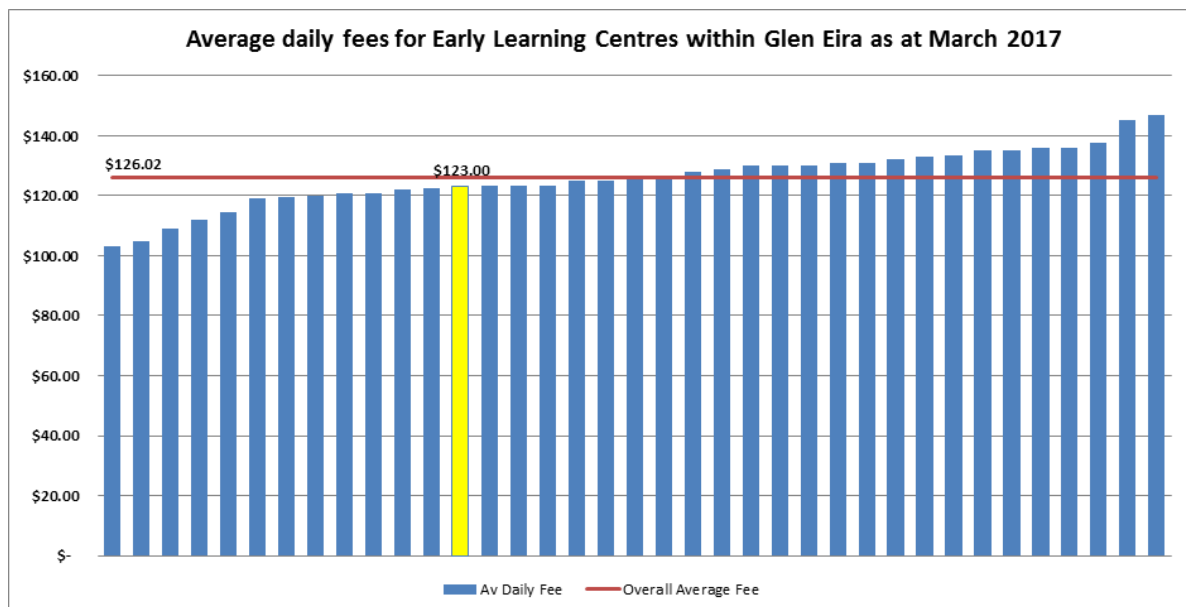
Fees at Council's Early Learning Centres are below average when compared against the other 45 private and not-for-profit Centres operating in Glen Eira.

2017-18 fees are as follows:

- For 0–3 year olds \$130 per day (\$127 in 2016-17)
- For 3-5 year olds \$122 per day (\$119 in 2016-17).

Council's services do not include: nappies, food and additional curricula activities provided by larger private centres. The number of Early Learning Centres in Glen Eira is increasing and is becoming more competitive to fill places.

From 1 January 2016 the State Government changed child/staff ratios for children 3 years of age up to preschool age from 1 staff member for every 15 children to 1 staff member for every 11 children. This ratio increase effectively increased staffing requirements. In addition, in order to receive kindergarten funding from the Victorian Government, all Early Learning Centres are now required to have a qualified early childhood teacher to plan and deliver the funded program.



(Note: some centres will be revising fees during the financial year)

#### **h) Superannuation Defined Benefits**

The *Defined Benefit Scheme* provides quarterly reviews of the “Vested Benefits Index” (VBI) to Councils (this is reported in the monthly Financial Report to Council). In simple terms, this index measures whether there are enough assets to meet the liabilities of the *Defined Benefit Scheme*.

For the plan to be in a satisfactory financial position requires a VBI of 100 per cent or more. The VBI has remained greater than 100 per cent since June 2013.

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

#### **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*.

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.

Over the last few years, Council has invested heavily in its capital works program by fully utilising cash reserves.

Council should hold sufficient cash to cover ‘Restricted Assets’ such as: Residential Aged Care Deposits, Public Open Space Reserve, Contract Deposits and *Fire Services Property Levy*.

#### **j) Borrowings**

Council drew down \$25m in the early part of 2011-12 for GESAC. On 17 May 2016, Council approved to restructure the existing loan facilities with a revised term of 7 years and a fixed interest rate. Loan repayments of approximately \$4m per annum have been included in the SRP. Borrowings outstanding as at 30 June 2018 are projected to be \$18.3m.

#### **k) Sector Benchmarking**

Glen Eira is a low-cost, high investing organisation which charges low municipal Rates (refer to Sector Benchmarking section commencing on page 19).

Council continues to have the second-lowest average rates and charges in metro Melbourne.

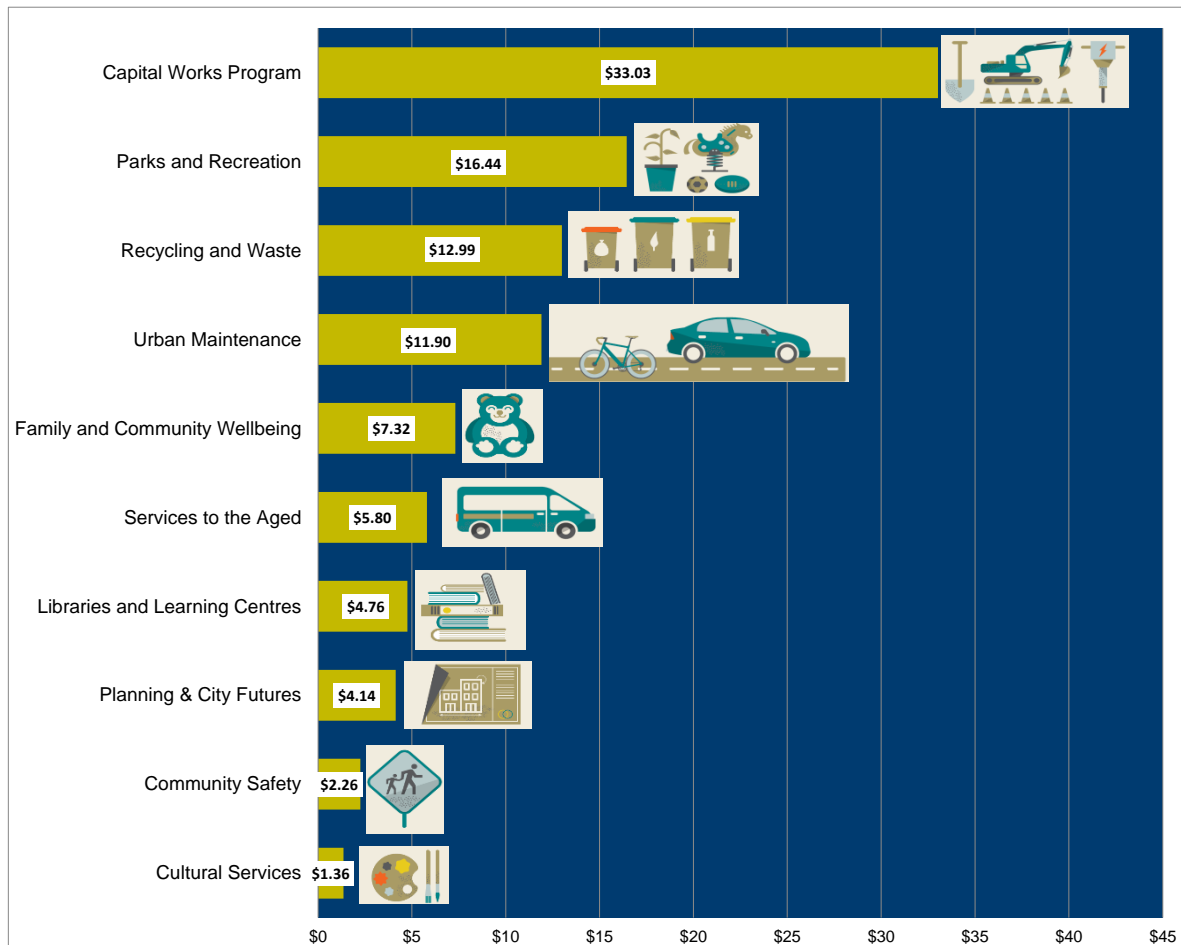
#### **l) Auditor-General's Classification**

The Auditor-General rates Council as ‘low risk’ (the best possible rating) for 2015-16. 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 ensure they last their full lifecycle and for the community to get the best use out of them. Fixing assets earlier is more economical than having them fail and having to be replaced.

## Services that Council delivers for every \$100 of Rate Revenue



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

### Guide to Services

**Capital Works Program:** Provision of New assets and Renewal, Upgrade and Expansions for existing Infrastructure, Plant and Equipment and Property assets.

**Parks and Recreation:** Promote, manage, maintain and improve the City's open recreational space and strategic planning for the City's recreation activities, facilities and reserves. Maintains trees and sports grounds and manages recreational facilities, pavilions and youth services.

**Recycling and Waste:** Collection and disposal of general waste, green waste and hard rubbish and provision of recycling services. Also includes street sweeping activities, waste management education and enforcement.

*Urban Maintenance:* Maintaining, developing and renewing the City's infrastructure including footpaths, roads, drains and buildings. This also includes facilities management, project and asset management, and emergency services.

*Family and Community Wellbeing:* The function includes the following areas - maternal and child health, kindergartens central enrolment service, family day care, early learning services, occasional care, children's support services and immunisation and public health.

*Services to the Aged:* Home and community based services for elderly residents. Includes personal care, home maintenance, disability and respite care, meal delivery, social programs and independent living units. Also includes low and high level care in three residential facilities.

*Libraries and Learning Centres:* Provides access to reference material, information, books, DVDs, magazines, games, CDs, e-Books and e-Magazines at Caulfield, Elsternwick, Carnegie and Bentleigh.

*Planning and City Futures:* Implementation of Councils Planning Scheme, development of an activity centre strategy and structure plans and strategic town planning services.

*Community Safety:* Includes street lighting, school crossing, environmental health, building control and local laws.

*Cultural Services:* Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals.

New capital works expenditure is projected at \$34.08m. The emphasis is on renewing and upgrading facilities that we already have rather than creating additional ones. The capital budget of \$34.08m (*excluding carry forwards*) includes:

Priority items including the renewal and upgrade of Council's major infrastructure assets such as:

- *Roads Reconstruction* - \$5.19m.
- *Drainage Renewal and Upgrade Program* - \$3.57m.
- *Footpaths Replacement Program* - \$2.01m.
- Local Road Resurfacing - \$1.50m.
- Replacement of Fleet and Plant - \$1.67m.
- Ongoing Renewal of IT Infrastructure \$1.22m.

Rolling Annual Programs include:

- Environmental Initiatives - \$1.47m includes: *Bicycle Strategy* Implementation \$250k, *Warm Season Grass Program* \$710k and installation of LED lights \$507k.
- Libraries and Learning Centres - \$873k (purchase of collections including: books, DVDs, magazines, games, CDs, e-Books and e-Magazines).
- Traffic Management - \$1.18m (street safety, pedestrian operated signals, crossing works, roundabouts and safer speed limits).
- Public Open Space and Recreational Facilities - \$2.97m (irrigation works, park improvements and furniture, pathway lighting, shade sails, sportsground lighting and playground equipment).
- Building Works - \$1.76m (roof renewals/safety, floor coverings, painting and renewal works on Council buildings).
- Shopping Streetscape - \$350k (street beautification of Council's streets and shopping precincts).

Major Projects include:

Duncan Mackinnon Athletics Track Upgrade - \$1m

*Open Space Strategy* Implementation includes:

- Landscape enhancement works at:
  - Joyce Park, Ormond - \$400k
  - EE Gunn Reserve, Ormond - \$500k
  - Rosanna Street Reserve, Carnegie \$250k
  - Spring Road Reserve, Caulfield South \$250k
  - Aileen Avenue, Caulfield South - \$25k (concept design).

Short-term Projects include:

- Environmental Initiatives - \$454k includes: sustainability initiatives \$153k and lighting energy efficiency \$301k.
- Aged Care Facilities - \$220k (replacement of furniture and minor equipment, lifting machines, wheel chairs, portable hoists and rail systems).
- Public Open Space & Recreational Facilities - \$2.19m (includes netball and running path at Duncan Mackinnon Reserve - \$1.04m and community improvements at Harleston Park, Elsternwick - \$350k).
- Building Works - \$3.53m (renewal of heating ventilation and air-conditioning, refurbishments at various Council buildings).
- Other short-term projects - \$286k (includes replacement of furniture, plant and equipment).

#### **n) Key Statistics**

- Total Revenue: \$172.16m (2016-17 forecast = \$171.37m)
- Total Expenditure: \$154.94m (2016-17 forecast = \$145.2m)
- Operating Surplus: \$17.22m (2016-17 forecast = \$26.17m)

(Refer to Analysis of Operating Budget - Section 4)

- Underlying Operating Result: \$17.05m (2016-17 forecast = \$24.57m)

(Refer to Analysis of Operating Budget in Section 4)

(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

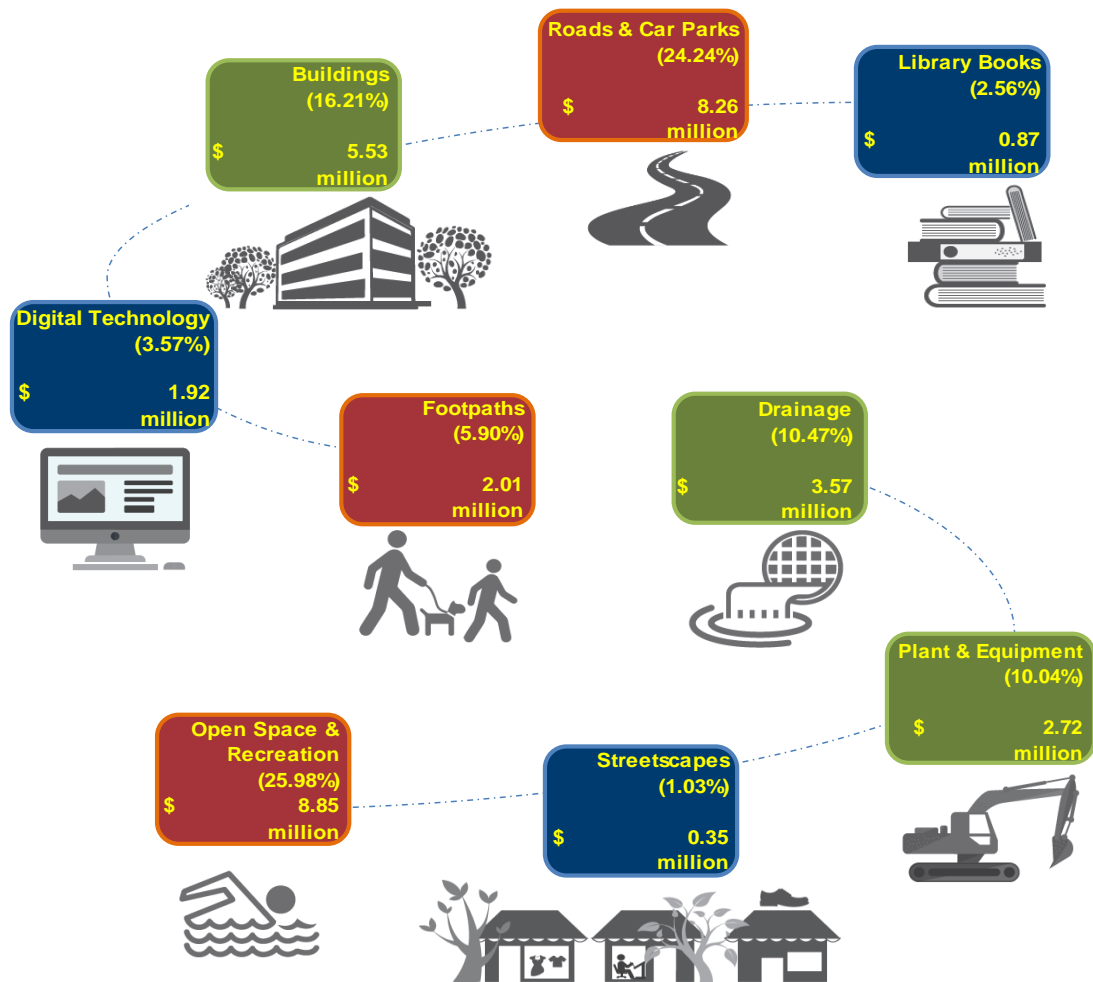
- Cash Result: \$57.64m (2016-17 forecast = \$59.09m)

(Refer to Statement of Cash Flows in Section 5)

This is the net funding result after considering the funding requirements to meet loan principal repayments and the *Capital Works Program*.



## Capital Works Program - \$34.08 million



### **Sector Benchmarks**

Each year an independent firm (Strategy Plus), 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 2016 and extracts are shown in the following graphs.

The development of financial strategies for Council is often a difficult process. What is an acceptable level of debt? Are we achieving a sufficient amount of revenue to provide services to our community? What should our target be in respect of resourcing expenditure on new assets (capital expenditure)? These are just a few of the multitude of questions that Council must face in establishing its financial strategic direction.

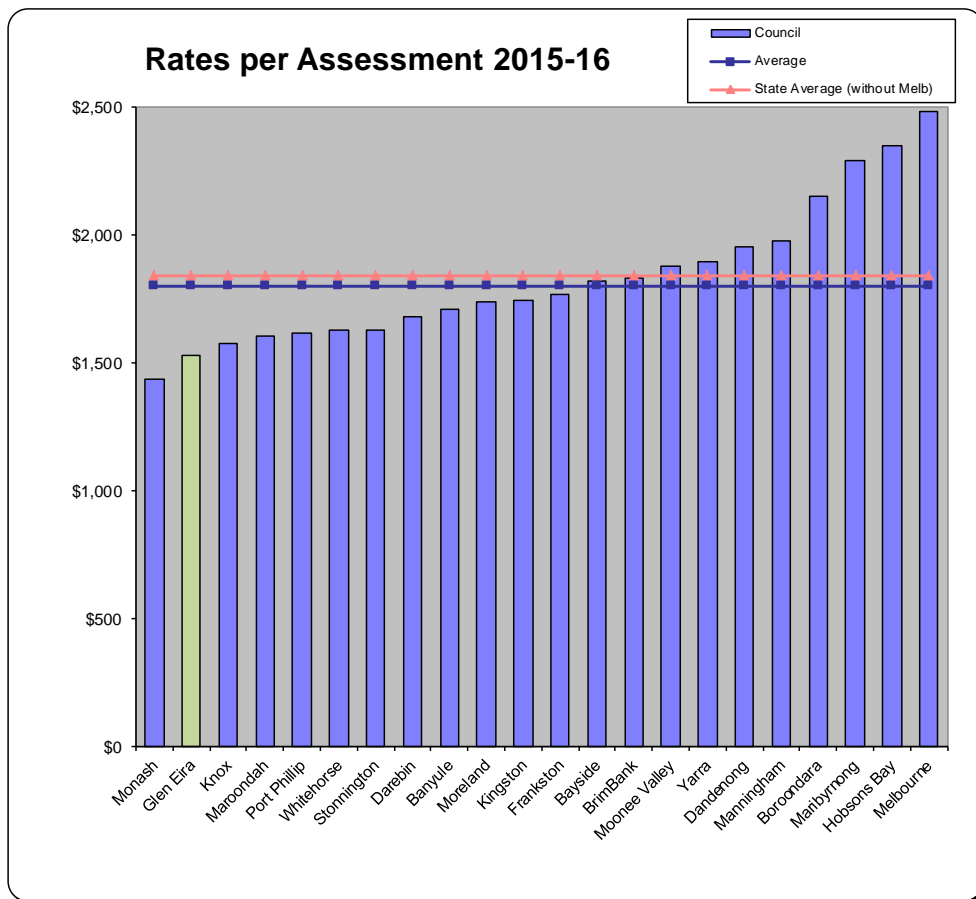
Some of the answers may come from prudential guidelines established by industry bodies such as Local Government Victoria. A great deal however is left for each Council as an individual entity to determine. How does Council gather appropriate data on which to base decisions about its financial future?

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. In terms of the categorisation of Councils, the five categories below are those used by the Victorian Auditor-General (VAGO). The 2015-16 KPIs have been completed from the Annual Reports of every Victorian Council.

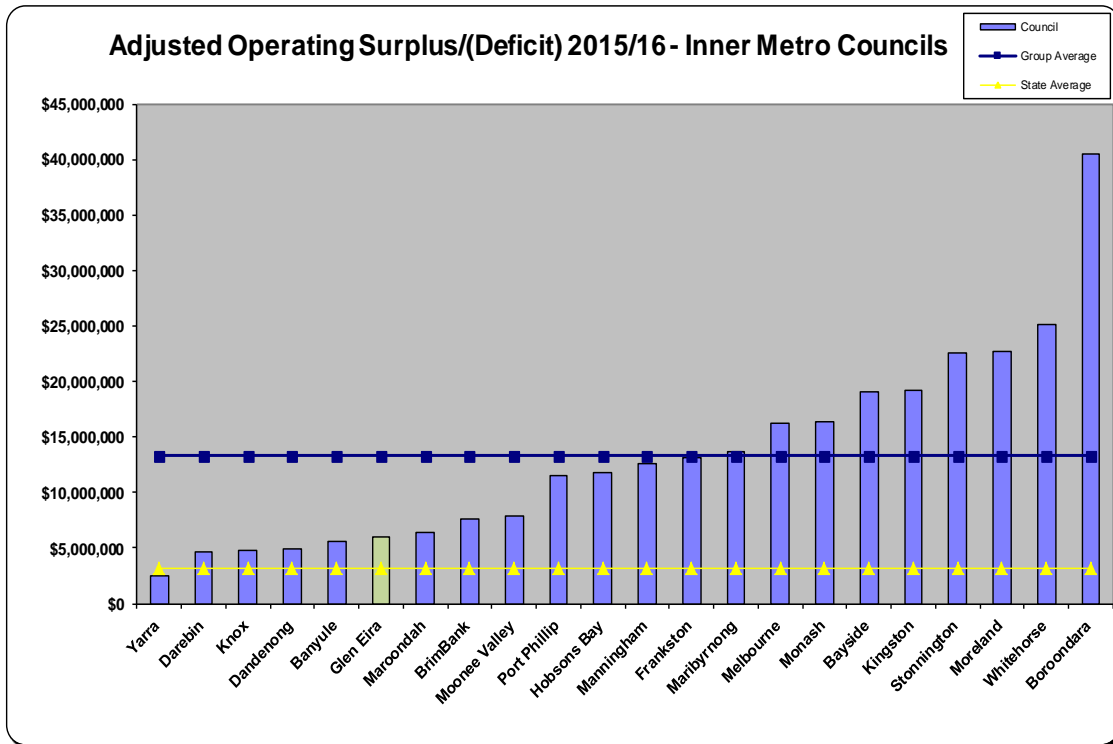
Category Description	Councils within Category
Inner Melbourne	22
Outer Melbourne	9
Regional Cities	10
Large Shires	19
Small Shires	19
<b>Total</b>	<b>79</b>

The graphs show Glen Eira's financial performance compared to other Councils for the 2015-16 financial year. Please note, whilst Melbourne is shown in the graph, the averages exclude Melbourne's result.

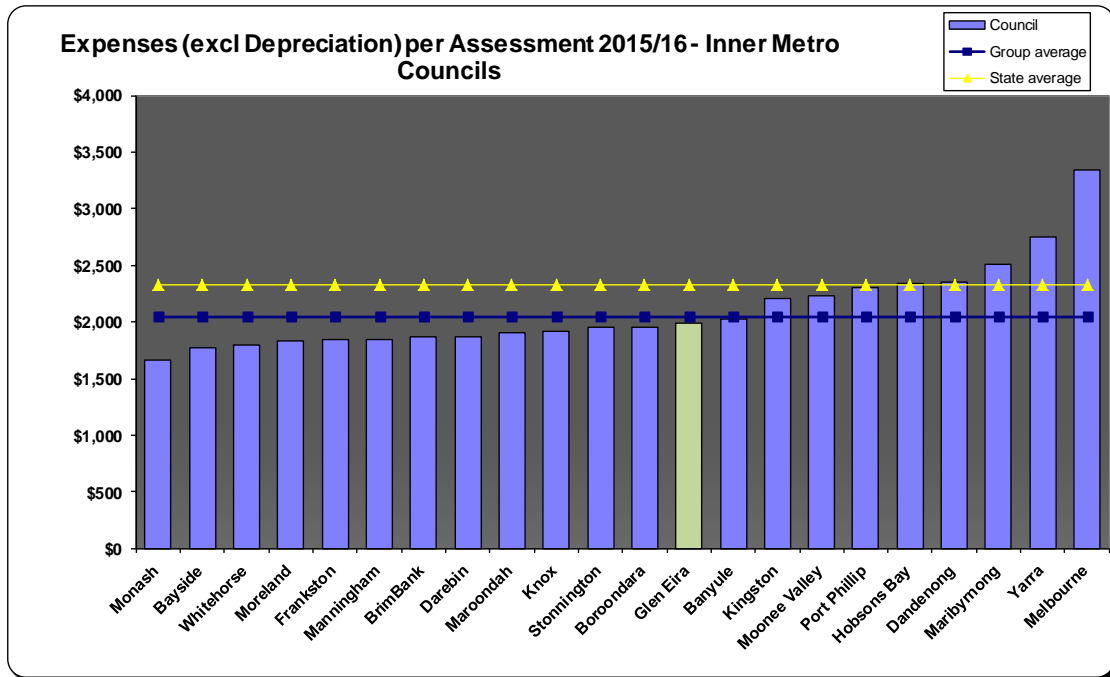


Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is the second lowest of the 21 Inner Melbourne Councils (2014-15: also second lowest) and is \$269 per assessment (\$17.02m) below the average outcome.

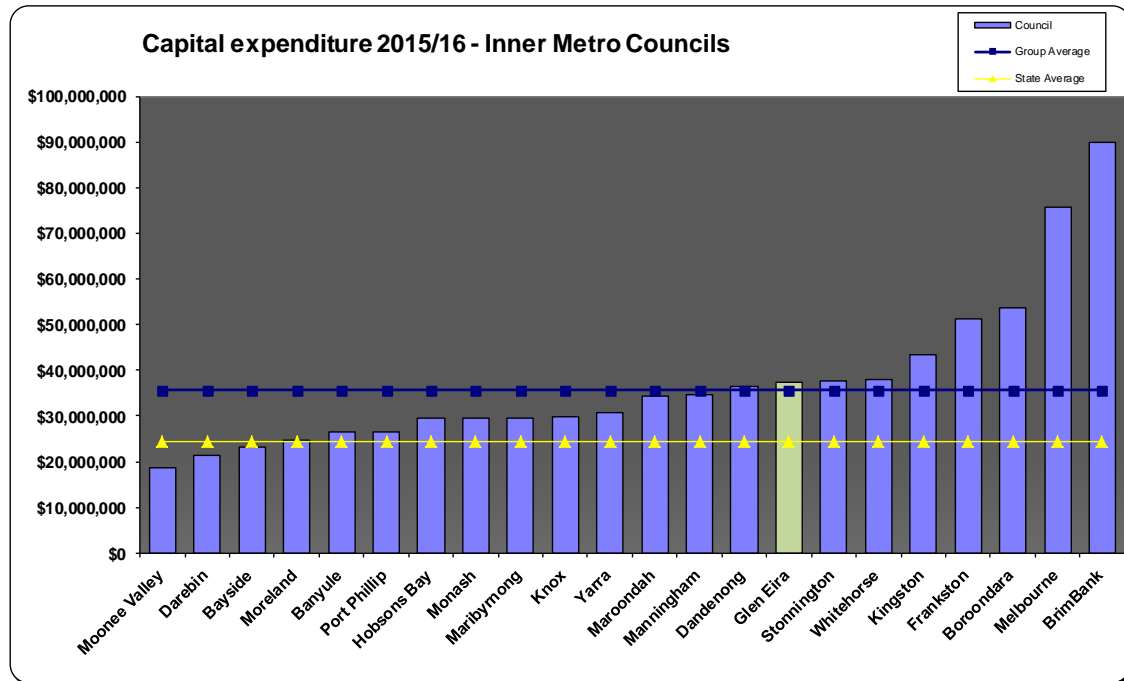
The rates per assessment outcomes demonstrate Glen Eira is rating at lower levels than like Councils – although residential rates are almost in line with the group and State averages. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result.



Council continues with an underlying operational surplus of \$6.0m, which is slightly above the state average.

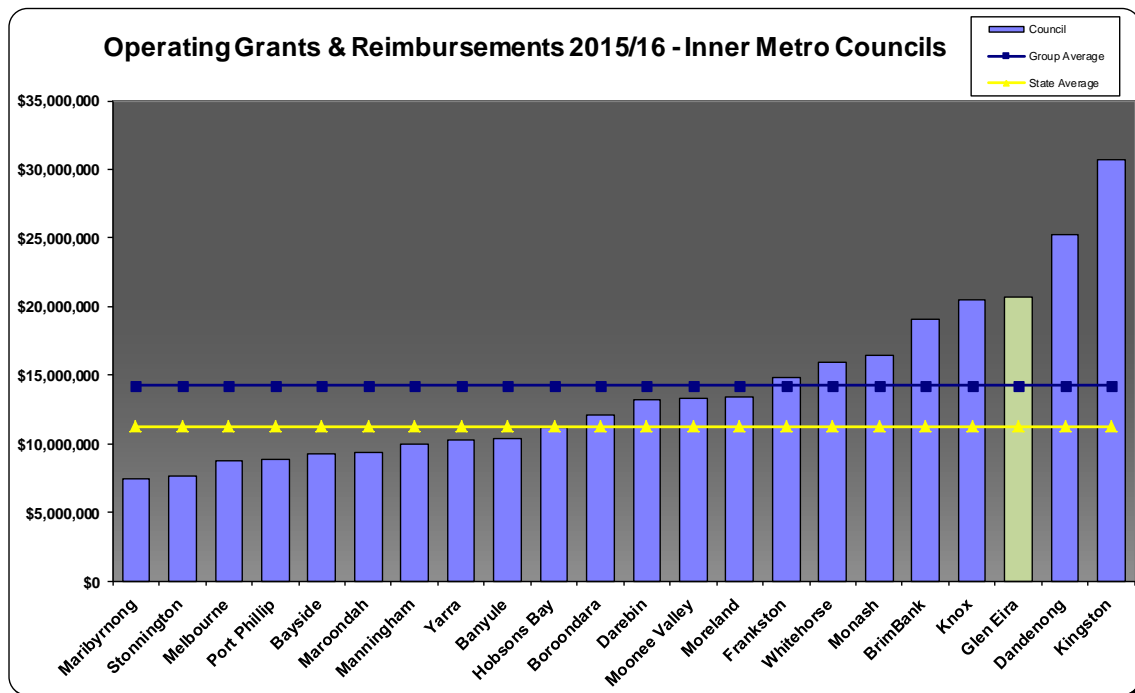


In terms of operational expenditure (excluding depreciation), Glen Eira ranks as spending \$48 less per assessment (\$3.04m) than the average for the Inner Melbourne Councils grouping. This outcome however, needs to be read in conjunction with the revenue per assessment ratio and therefore net operational outcome.

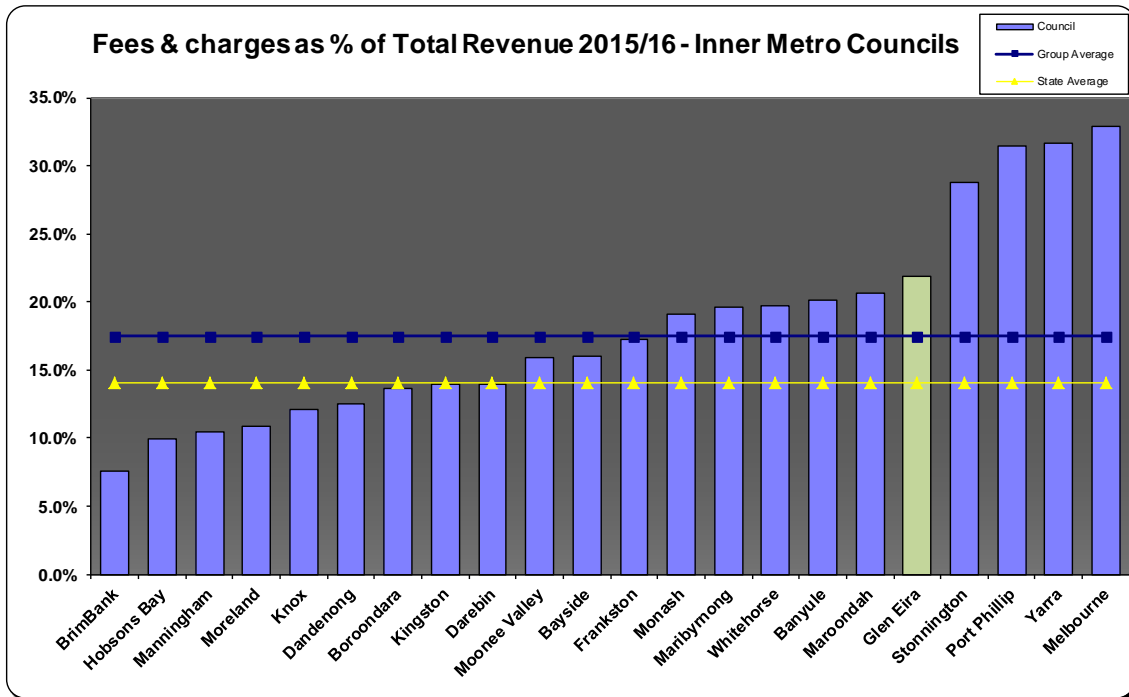


Council's capital spending has been consistent with a demonstrated commitment to renewing and upgrading existing assets. Capital expenditure in excess of \$36m, for each of the years 2014-15 and 2015-16, and also in the 2016-17 forecast, are positive outcomes. The longer-term result, over the last ten years, is the achievement of asset renewal and upgrade as a percentage of depreciation of 159.19 per cent which is an excellent result by Council.

The two graphs below highlight Glen Eira's comparative performance in attracting Recurrent Grant and Fees and Charges Revenue.



Operating grant revenues continue to be solid and Council ranks third highest of the 21 councils in straight dollar terms (2014-15: sixth highest).

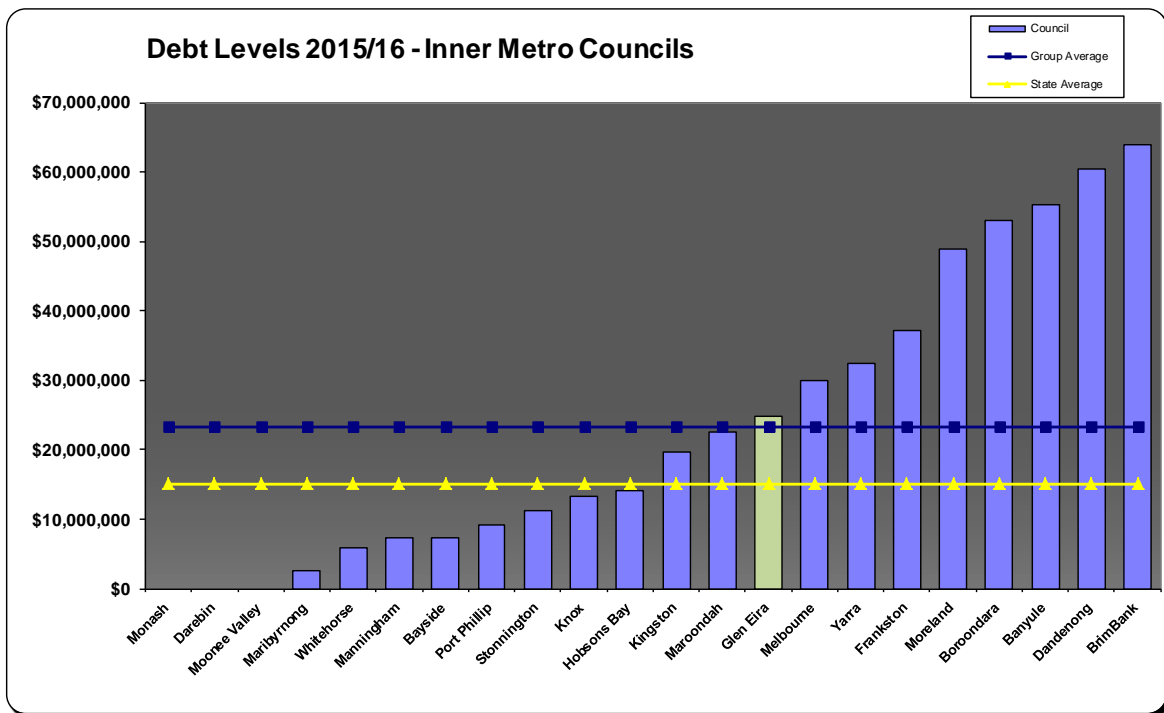


Income from Fees & Charges increased by \$3.297m (10.89 per cent) in 2015-16 (2014-15: 5.1 per cent). Council's percentage against Total Revenue is an improvement on the previous year, with the outcome for this ratio at 21.9 per cent. Glen Eira is fourth highest of the 21 Councils in terms of its ability to attract Fees and Charges Revenue (2014-15: also fourth highest).

It is noteworthy the average result for the Inner Melbourne 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 28 per cent.

Maintaining a broader revenue base from Fees reduces the reliance on property based rating and Glen Eira has achieved a good result for this ratio over each year of the trend period.





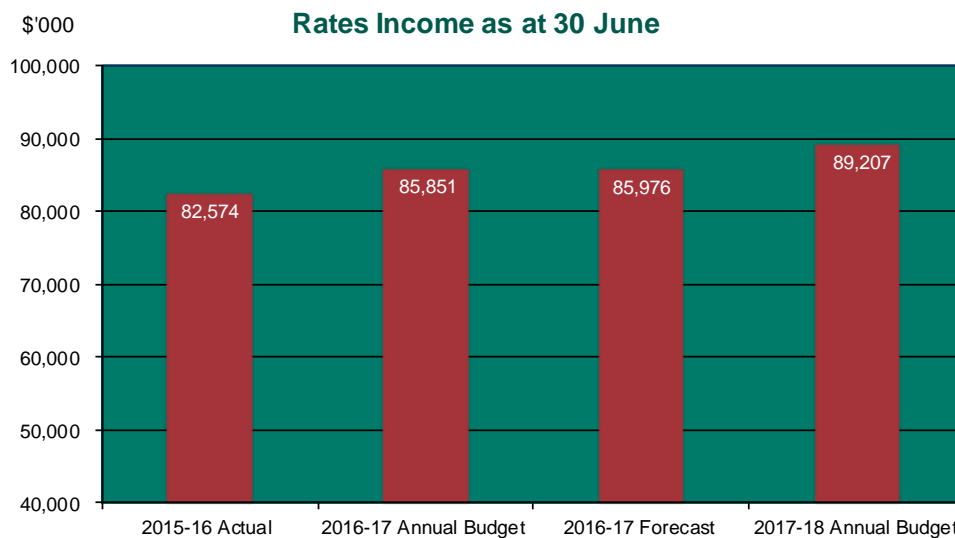
With no new borrowings undertaken in 2015-16, nor any new borrowings forecast for the 2016-17 year, Council's debt ratio outcomes are all within prudential limits and Council therefore continues to have flexibility in funding future capital works via loans.

Note however that Glen Eira's debt servicing ratio outcome spiked in 2015-16 due to penalty interest associated with restructuring of loan borrowings. The 2016-17 forecast sees a return to a much lower level in line with the current group and State-wide averages.

### **Summary of Financial Position**

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

#### **1. Rates**



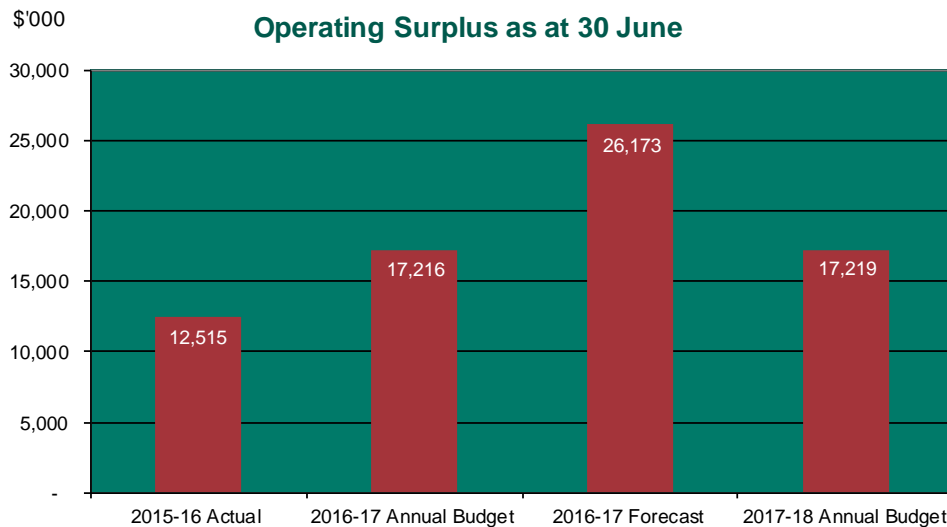
The average rate will rise by 2 per cent in line with the order by the Minister for Local Government in December 2016 under the *Fair Go Rates System*. The budget assumes an additional 1,000 property assessments. The average Rates per Assessment for 2017-18 is estimated at \$1,361.

Council is expected to continue to have the second-lowest average rates and charges in metropolitan Melbourne.

Total rates budgeted is \$89.21m, including \$800k generated from supplementary rates. Total rates and charges revenue (including waste) budgeted is \$104.27m.

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

## 2. Operating Result



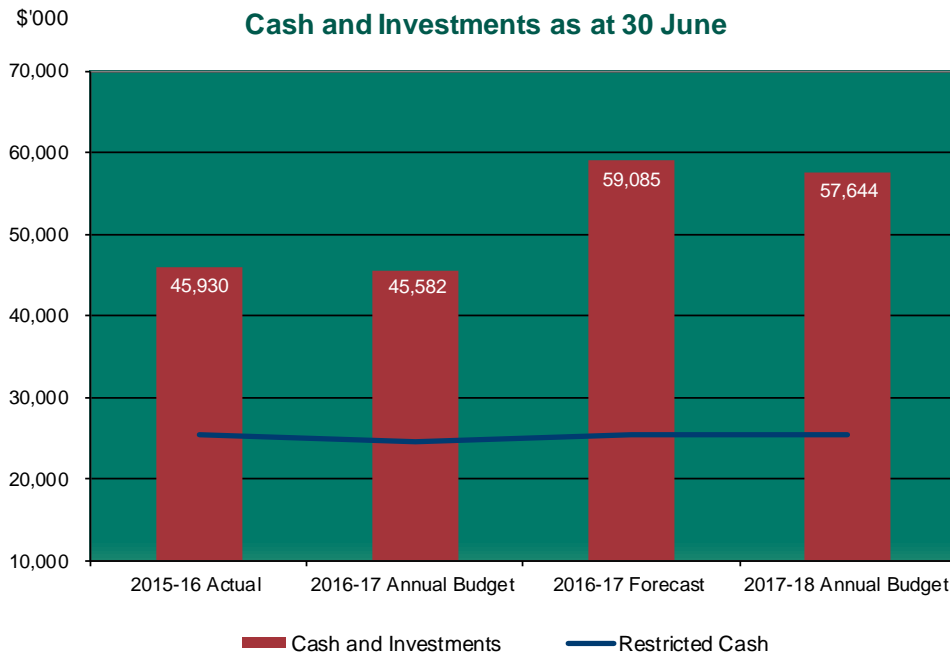
The expected operating result for the 2017-18 year is a surplus of \$17.22m which is a decrease of \$8.96m from the 2016-17 annual forecast. The forecast operating result for the 2016-17 year is a surplus of \$26.17m due to higher than budgeted levels of statutory fees and grants income including prepayment of the Victoria Grants Commission funding for 2017-18. This prepayment has subsequently reduced the grants expected to be received for 2017-18.

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 \$17.05m.

The Surplus from Operations funds a higher *Capital Investment Program*.

Refer to section 6 of this section for further information.

### 3. Cash and Investments

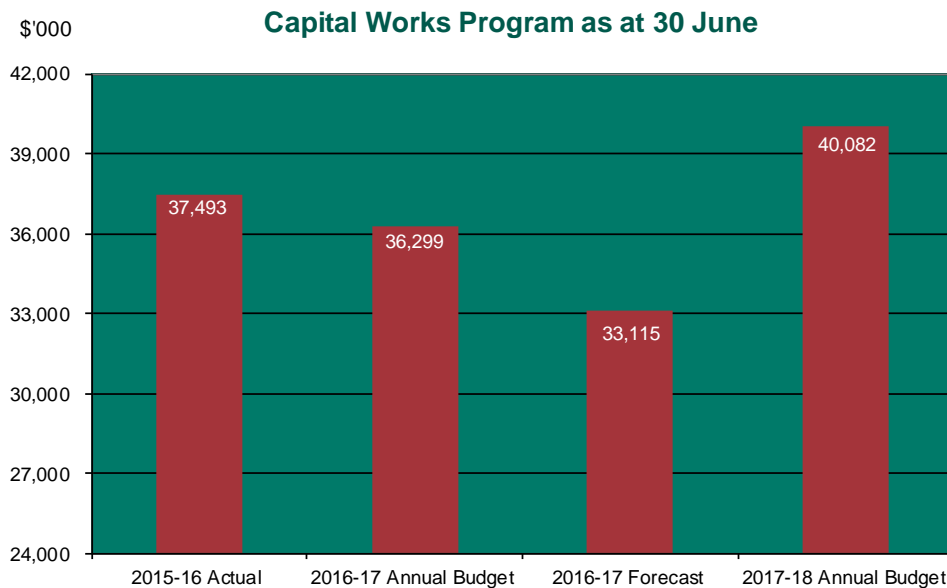


Total cash and investments are expected to decrease by \$1.44m during the year to \$57.64m as at 30 June 2018. This is due to a higher than anticipated closing cash balance as at 30 June 2017. (Cash and investments are forecast to be \$59.09m as at 30 June 2017).

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

- **Residential Accommodation Deposits (\$22m)** — relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable Deposits (\$3m)** — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

#### 4. Capital Works



The *Capital Works Program* for the 2017-18 year is expected to be \$40.08m of which \$6m relates to projects which will be carried forward from the 2016-17 year. The carried forward component is fully funded from the 2016-17 budget. (Capital works is forecast to be \$33.12m for the 2016-17 year).

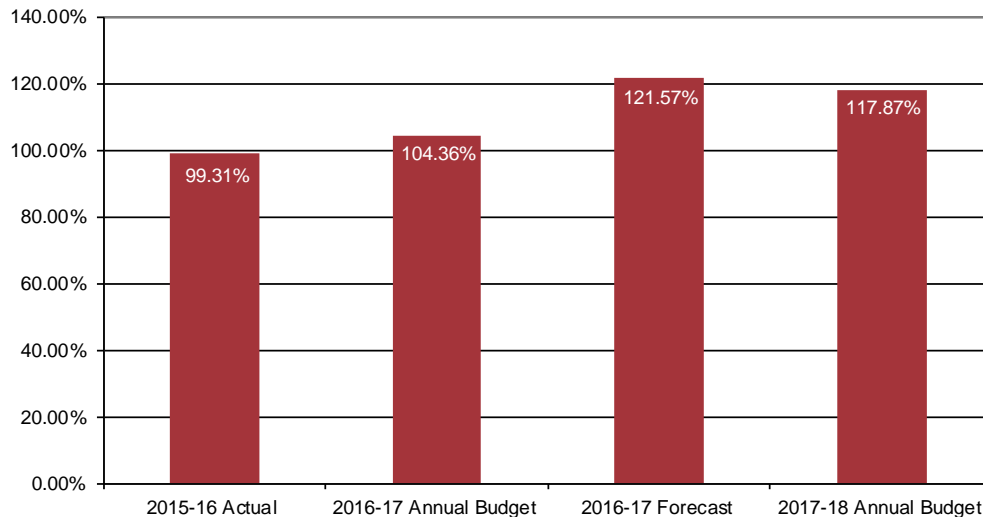
The *Capital Works Program* has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Capital expenditure levels have been set to address the infrastructure renewal gap and *Open Space Strategy* Initiatives.

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

## 5. Financial Position

### Financial Position - Working Capital as at 30 June



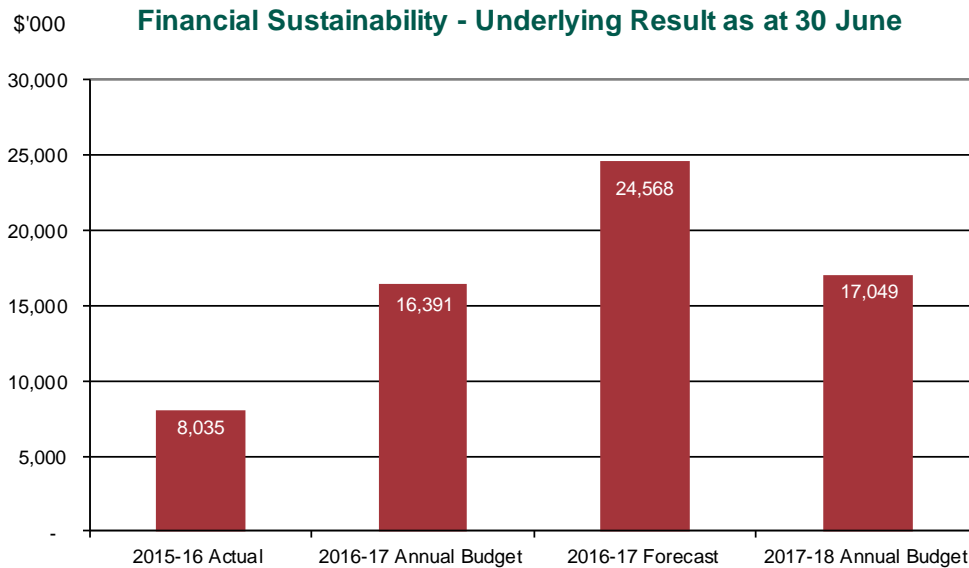
The financial position is expected to improve with net assets (net worth) to increase by \$16.72m to \$2,067m. Working Capital will decrease from 121.57 per cent forecasted in 2016-17 to 117.87 per cent in 2017-18 as at 30 June 2018.

Council will be using cash reserves to fund the *Capital Works Program*. The positive variance between the 2016-17 forecast and 2017-18 budget is due to a higher than expected level of cash at the end of June 2017, as the operating result for 2016-17 is expected to be higher than budget.

The Working Capital expresses the level of current assets Council has available to meet its current liabilities which are likely to fall due in the next 12 months.

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.

## 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 2017-18 year is a surplus of \$17.05m which is a decrease of \$7.52m from the 2016-17 forecast.

The forecasted underlying result for 2016-17 (\$24.57m) is higher than the annual budget for 2016-17 (\$16.39m) due to the following:

- Statutory Fees and Fines – increase due to higher than anticipated parking infringements income. This growth in parking infringements is due to the emphasis on safety around schools and balancing trader and patron parking due to increased building activity and the grade separation works.
- Grants - Operating – Early receipt of the Victoria Grants Commission grant for the 2017-18 year.
- Monetary Contributions – higher than budgeted Open Space Contributions. These amounts are variable in nature and it is difficult to determine the exact timing of anticipated contributions.
- Employee Costs – positive variance against the *2016-17 Budget* due to the timing of staff recruitment.

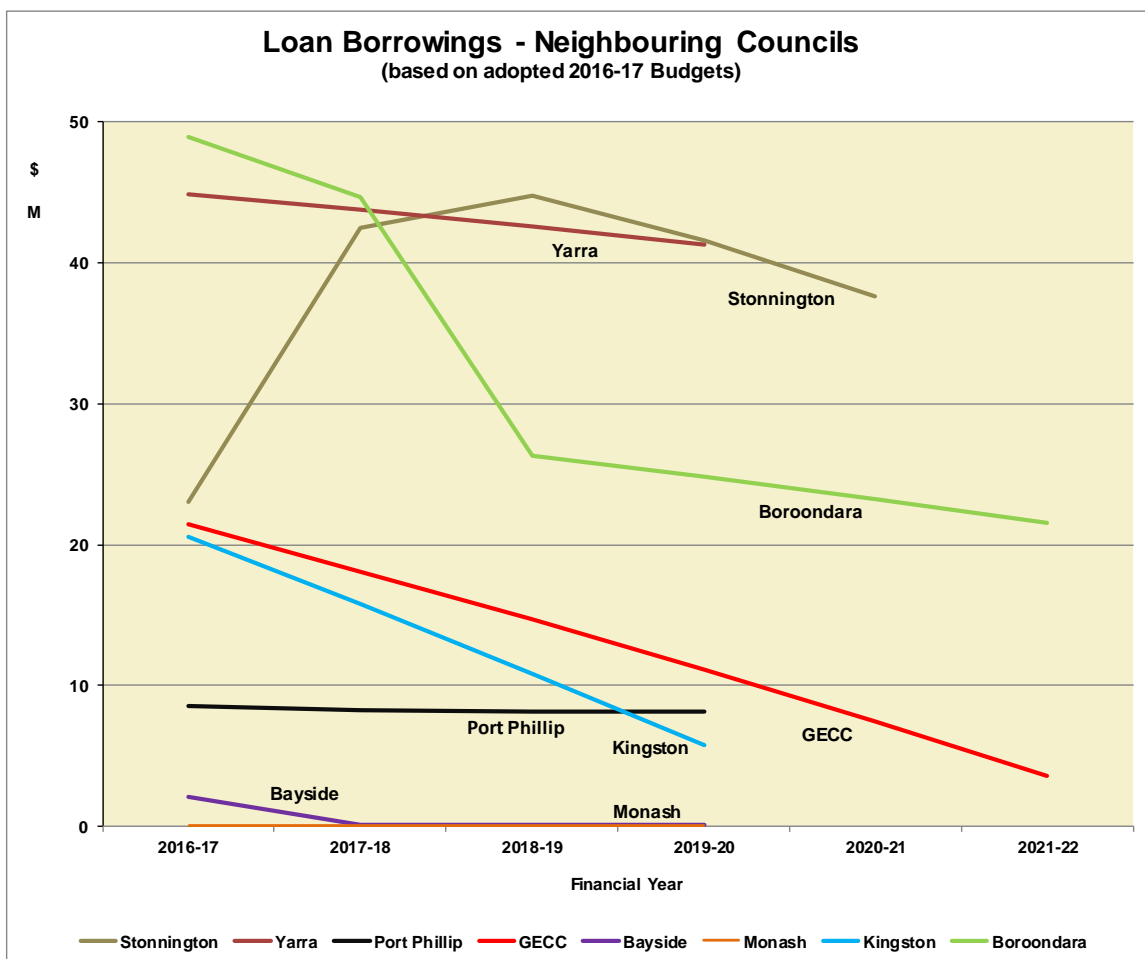
## 7. Borrowings

On 17 May 2016, Council approved to restructure the existing loan facilities with a revised term of 7 years and a fixed interest rate. Loan repayments of approximately \$4m per annum have been included in the SRP. Borrowings outstanding as at 30 June 2018 are projected to be \$18.3m.

The table below shows the amounts of repayments for borrowings and interest as at 30 June for the 2016-17 and 2017-18 financial years. This information is specifically required by the Regulations.

Borrowings				
Year	New Borrowings	Repayment of Borrowings	Interest Paid for Borrowings	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2016-17 Forecast	-	3,238	765	21,645
2017-18 Annual Budget	-	3,343	660	18,303

The official projections for borrowings by our benchmark Councils based on their adopted 2016-17 annual budgets:





### **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 2017-18 *Budget*, which is included in this report, is for the year 1 July 2017 to 30 June 2018 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 2018 in accordance with the *Act* and Regulations and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The *Budget* also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the *Budget*.

A proposed *Budget* is prepared in accordance with the *Act* and submitted to Council 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.

With the introduction of the State Government's Rate Capping legislation in 2015 Councils are capped to a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). Glen Eira City Council has determined not to submit an application for a variation in 2017-18.

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. Minister of Local Government announces maximum rate increase	Dec
2. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
3. Council submits formal rate variation submission to ESC	Mar
4. Proposed budget(s) submitted to Council for approval	Apr/May
5. ESC advises whether rate variation submission is successful	May
6. Public notice advising intention to adopt budget	May
7. Budget available for public inspection and comment	May
8. Public submission process undertaken	May/Jun
9. Submissions period closes (28 days)	Jun
10. Submissions considered by Council	Jun
11. Budget and submissions presented to Council for adoption	Jun
12. Copy of adopted budget submitted to the Minister	Jun

This section includes information on the following:

<b>Section</b>	<b>Nature of information</b>
<b>1</b>	Linkage to the <i>Community Plan</i>
<b>2</b>	Services, Initiatives and Service Performance Indicators
<b>3</b>	Budget Influences

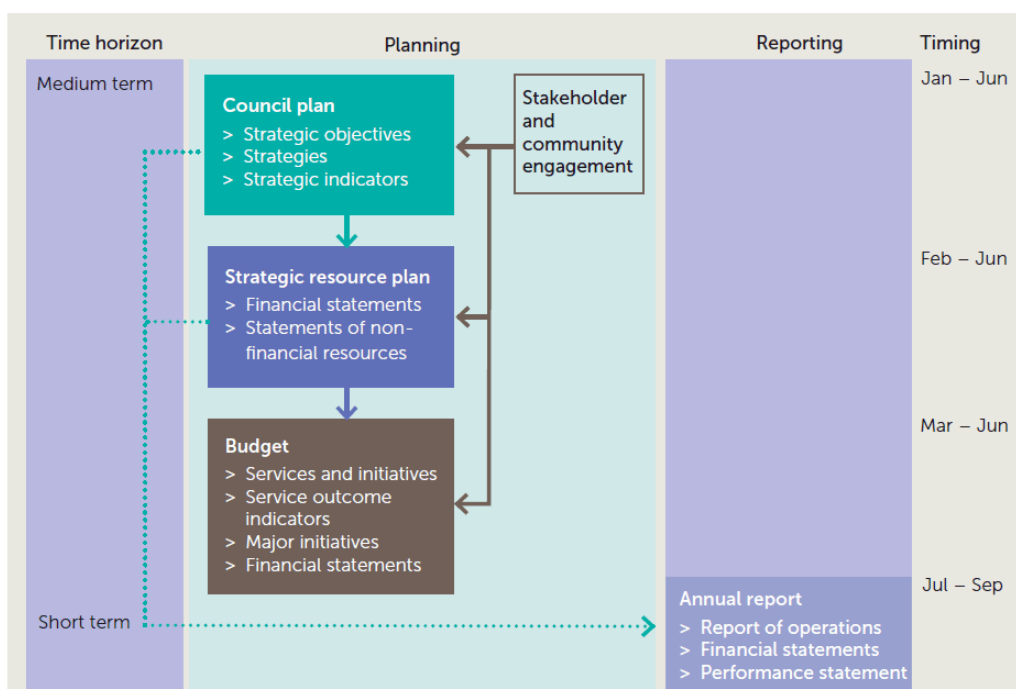
## 1. Linkage to the Council and Community Plan

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

### 1.1 Planning and Accountability Framework

The *Strategic Resource Plan*, included in the *Council and 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 *Council and 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 *Council and Community Plan*. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The *Council and Community Plan*, including the *Strategic Resource Plan*, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the *Annual Budget* process.

## 1.2 Our Purpose

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

### **b) Accountable and relevant leadership**

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

### **c) Community wellbeing**

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

## 1.3 Strategic Objectives

This section provides a description of the activities and initiatives to be funded in the *Budget* for the 2017-18 year and how these will contribute to achieving the strategic objectives specified in the *Council and Community Plan*.

In response to a comprehensive community consultation process, the *Council and Community Plan* was developed and incorporated the key issues raised in the research, community meetings and response process.

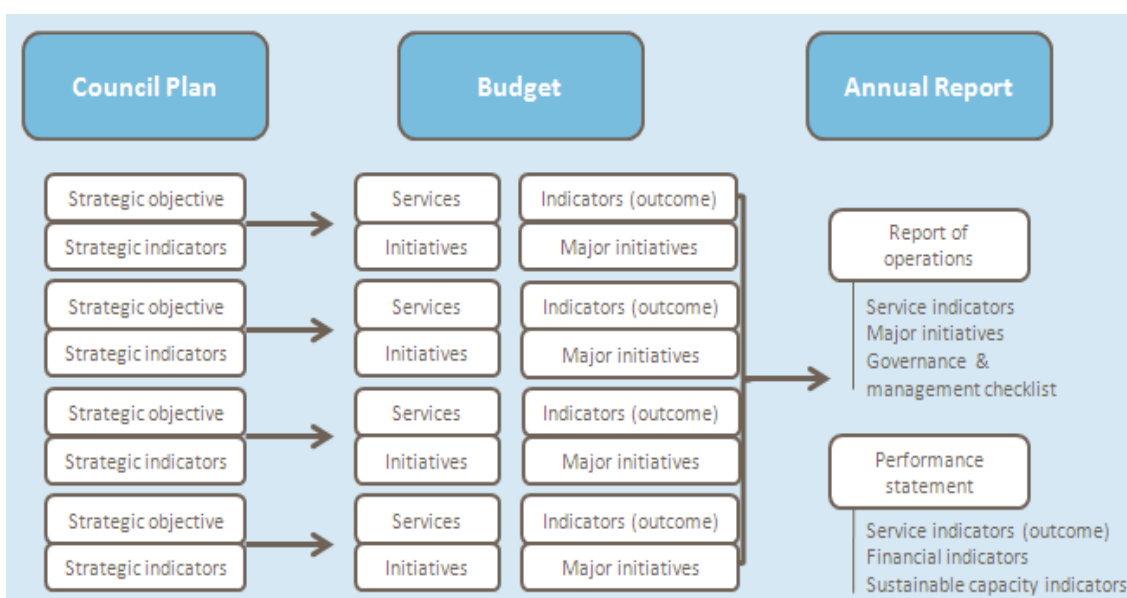
These key issues are best summarised by the five themes which form the structure of the *Council and Community Plan*.

Theme	Theme Name	Theme Description
<b><u>Theme 1:</u></b>	Liveable and well-designed	A well planned City that is a great place to live.
<b><u>Theme 2:</u></b>	Accessible and well-connected	A City that is easy to move around, full of safe travel options and walkable neighbourhoods.
<b><u>Theme 3:</u></b>	Safe, healthy and inclusive	A strong and safe community that brings people together and enhances health and wellbeing.
<b><u>Theme 4:</u></b>	Clean and sustainable	An attractive and sustainable environment for future generations.
<b><u>Theme 5:</u></b>	Informed and engaged	A well governed Council that is committed to transparency and engages residents in decision-making.

## 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 2017-18 year and how these will contribute to achieving the strategic objectives ('Themes') outlined in the *Council and 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 and Community 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: Liveable and well-designed

**A well planned City that is a great place to live.**

The strategic objectives of this long-term community goal are:

- Create prosperous, accessible and vibrant urban places
- Encourage development that benefits the community
- Proactively plan for and manage change within our urban places
- Invest sustainably in our infrastructure and community assets.

Our 2017-18 Commitments/Major Initiatives:

- We will deliver detailed structure plans for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an Activity Centre Strategy for all our centres.
- We will invest a minimum of \$30m annually through Council's capital works program.

## **2.2 Theme 2: Accessible and well-connected**

**A City that is easy to move around, full of safe travel options and walkable neighbourhoods.**

The strategic objectives of this long-term community goal are:

- Develop a holistic approach to transport and parking, which involves planning and accommodating for residents and visitors, the individual's journey and the City as a whole.
- Address the community's parking needs to minimise impacts on community wellbeing, and improve the connections and the vibrancy of the City.
- Reduce car congestion by encouraging greater local employment, health, education and shopping opportunities close to home and public transport networks.
- Enhance road user safety with particular focus around schools and activity centres.

Our 2017-18 Commitments/Major Initiatives:

- We will develop a new integrated transport strategy, which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.
- We will complete a municipal-wide car parking strategy.

## **2.3 Theme 3: Safe, healthy and inclusive**

**A strong and safe community that brings people together and enhances health and wellbeing.**

The strategic objectives of this long-term community goal are:

- Work in partnership to make our City a safe and inclusive place for all.
- Support access to a range of quality and valued services that meet the community's needs.
- Deliver programs and activities to promote a healthy and resilient community.

Our 2017-18 Commitments/Major Initiatives:

- We will develop a comprehensive community safety plan in collaboration with the community that includes a range of crime prevention strategies.
- We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's Disability Access Plan.

## **2.4 Theme 4: Clean and sustainable**

**An attractive and sustainable environment for future generations.**

The strategic objectives of this long-term community goal are:

- Keep our City clean and attractive.
- Preserve and develop our open space to meet current and future needs.
- Increase environmental sustainability and prepare for the effects of climate change.



Our 2017-18 Commitments/Major Initiatives:

- We will continue to implement our *Open Space Strategy* priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commencing the implementation of the EE Gunn Reserve Masterplan in Ormond.
- We will increase the amount of community open space in Joyce Park.
- We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.

## 2.5 Theme 5: Informed and engaged

**A well governed Council that is committed to transparency and engages residents in decision-making.**

The strategic objectives of this long-term community goal are:

- Develop clear and open communication channels with the community.
- Achieve a reputation for organisational and service excellence.
- Invest in technology and process improvements that enhance the customer's experience of doing business with us and improve efficiency and transparency.

Our 2017-18 Commitments/Major Initiatives:

- We will review and enhance our Community Engagement Strategy and develop a new youth consultation strategy.
- We will receive an unqualified audit opinion in relation to the completed 2016–17 Financial Report and Performance Statement and year on year thereafter.
- We will develop an advocacy strategy which informs the community of our advocacy program and outlines our advocacy goals.

## 2.6 Service Performance Outcome Indicators

As prescribed by section 127 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
<b>1. Governance</b>	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
<b>2. Maternal and Child Health</b>	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
<b>3. Libraries</b>	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
<b>4. Aquatic Facilities</b>	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
<b>5. Statutory planning</b>	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

Service	Indicator	Performance Measure	Computation
<b>6. Waste collection</b>	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
<b>7. Roads</b>	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.
<b>8. Animal Management</b>	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
<b>9. Food safety</b>	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

## **2.7 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 *2017-18 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*.

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.

## **2.8 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 2016-17 \$'000	Forecast 2016-17 \$'000	Annual Budget 2017-18 \$'000	Variance 2016-17 Forecast to 2017-18 Budget \$'000
<b>Capital Grants</b>					
Income		1,876	2,113	1,200	(913)
<b>City Futures</b>	2.11.1				
Income		62	53	62	9
Expenses		1,271	1,350	2,835	(1,485)
<b>Net Result</b>		(1,209)	(1,297)	(2,773)	(1,476)
<b>Community Care</b>	2.11.2				
Income		7,241	7,448	7,001	(447)
Expenses		7,760	7,065	7,450	(385)
<b>Net Result</b>		(519)	383	(448)	(831)
<b>Corporate Counsel</b>	2.11.3				
Income		201	206	-	(206)
Expenses		2,257	2,140	1,743	396
<b>Net Result</b>		(2,056)	(1,933)	(1,743)	190
<b>Cultural Services</b>	2.11.4				
Income		49	41	35	(5)
Expenses		1,202	1,178	1,390	(212)
<b>Net Result</b>		(1,153)	(1,137)	(1,355)	(218)
<b>Customer Service and Council Governance</b>	2.11.5				
Income		-	7	-	(7)
Expenses		7,123	6,621	8,151	(1,530)
<b>Net Result</b>		(7,123)	(6,614)	(8,151)	(1,537)
<b>Environmental Strategy and Services</b>	2.11.6				
Income		14,825	14,746	15,060	314
Expenses		14,126	13,876	14,889	(1,012)
<b>Net Result</b>		699	870	172	(698)
<b>Family and Community Wellbeing</b>	2.11.7				
Income		6,774	6,677	7,013	337
Expenses		12,199	11,654	12,980	(1,326)
<b>Net Result</b>		(5,425)	(4,977)	(5,967)	(990)
<b>Financial Services</b>	2.11.8				
Income		4,711	6,600	3,376	(3,225)
Expenses		10,676	11,315	10,849	465
<b>Net Result</b>		(5,965)	(4,714)	(7,474)	(2,760)
<b>Libraries and Learning Centres</b>	2.11.9				
Income		974	1,045	1,049	4
Expenses		4,013	3,887	4,220	(333)
<b>Net Result</b>		(3,039)	(2,842)	(3,171)	(330)
<b>Media &amp; Communications</b>	2.11.10				
Income		-	-	-	-
Expenses		1,583	1,545	1,330	215
<b>Net Result</b>		(1,583)	(1,545)	(1,330)	215
<b>Open Space Contributions</b>					
Income		5,500	6,471	7,500	1,029
<b>Park Services</b>	2.11.11				
Income		50	80	65	(15)
Expenses		11,570	11,440	11,652	(212)
<b>Net Result</b>		(11,520)	(11,360)	(11,587)	(227)
<b>Planning and Community Safety</b>	2.11.12				
Income		8,165	10,895	10,635	(261)
Expenses		11,005	11,298	11,826	(528)
<b>Net Result</b>		(2,840)	(402)	(1,191)	(789)
<b>Proceeds, Depreciation/Amortisation &amp; WDV</b>					
Income		481	692	501	(191)
Expenses		24,045	23,334	24,765	(1,431)
<b>Net Result</b>		(23,564)	(22,642)	(24,264)	(1,622)
<b>Rates</b>					
Income		85,851	85,976	89,207	3,232
<b>Recreation</b>	2.11.13				
Income		697	830	797	(33)
Expenses		1,847	1,711	1,951	(240)
<b>Net Result</b>		(1,150)	(881)	(1,154)	(273)
<b>Residential Aged Care Facilities</b>	2.11.14				
Income		12,521	12,524	12,771	247
Expenses		13,707	14,234	13,973	260
<b>Net Result</b>		(1,186)	(1,710)	(1,202)	508
<b>Roads, Drains and Building Maintenance</b>	2.11.15				
Income		2,277	2,859	2,651	(208)
Expenses		13,125	12,798	13,892	(1,094)
<b>Net Result</b>		(10,848)	(9,939)	(11,241)	(1,302)
<b>Sports &amp; Aquatic Facilities</b>	2.11.16				
Income		13,173	12,797	13,734	937
Expenses		10,701	10,442	11,542	(1,100)
<b>Net Result</b>		2,471	2,355	2,191	(163)
<b>Surplus</b>		<b>17,216</b>	<b>26,173</b>	<b>17,219</b>	<b>(8,955)</b>

## **Functional activities of Council**

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

### **2.11.1 City Futures**

Undertake the implementation of Council's recently adopted Planning Scheme and review work plan, including the development of an Activity Centre Strategy and Structure Plans across the City's major activity centres.

In addition, the area will embark on a strategic 'whole of place' view to transport and urban design that achieves integrated land use planning and sustainable transport outcomes.

This business area will foster a dynamic and vibrant local economy through proactive place making across our shopping strips and business programs which foster stronger local collaborative networks.

### **2.11.2 Community Care**

Provides home and community-based services for elderly residents and residents with disabilities that 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 delivered meals.

### **2.11.3 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.

### **2.11.4 Cultural Services**

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

### **2.11.5 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, councillor support, internal audit, corporate policy and planning and people and culture.

### **2.11.6 Environmental Strategy and Services**

Looks after household waste, 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.

### **2.11.7 Family and Community Wellbeing**

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, early learning services, occasional care, children's support services and immunisation and public health.

### **2.11.8 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, procurement and fleet management.

### **2.11.9 Libraries and Learning Centres**

Enables residents to access reference material, information, books, DVDs, magazines, games, CDs, e-Books and e-Magazines at Caulfield, Elsternwick, Carnegie and Bentleigh. Also provides school holiday programs, book reading sessions and access to computers.

### **2.11.10 Media & Communications**

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.

### **2.11.11 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.

### **2.11.12 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.

### **2.11.13 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 - sports administration, pavilions and youth services.

#### **2.11.14 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.

#### **2.11.15 Roads, Drains and Building Maintenance**

Responsible for maintaining, developing and renewing the City's infrastructure including roads, footpaths, drains, kerbs, gutters and buildings. 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.

#### **2.11.16 Sports & 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 *2017-18 Annual Budget* it is necessary to understand the internal and external environment within which Council operates.

#### **3.1 Snapshot of Glen Eira City Council**

- 173 hectares of parks and reserves – enough parkland to fill 80 MCGs
- Enough footpaths to reach Sydney (848km)
- Enough drains to reach Mildura (573km)
- Enough roads to reach South Australia (465km)
- \$1.38 billion of town planning projects
- 1,987 food safety inspections
- 4,000 off-street car spaces
- 1,357,495 library loans
- 49,801 meals delivered to frail and disabled residents
- 16,438 Key Ages and Stages visits conducted
- 10,368 immunisations
- 68 school crossings
- 48,302 street trees
- 56 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 145,000\* people across more than 60,000 households — representing more than 160 different cultural backgrounds and is the centre of Melbourne’s Jewish community.

\*Source: forecast.id (the population experts), prepared November 2015

### 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.

### The Glen Eira Workforce

More than 66,000 people living in the City of Glen Eira are employed, of whom 59.4 per cent are working full-time; 34.1 per cent part-time and 6.5 per cent did not indicate their work hours\*\*.

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. Compared to Melbourne, Glen Eira has a higher proportion of lone person households totalling 26.7 per cent (Melbourne average 22.3 per cent) and has fewer 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 people\*\*.

\*\*Australian Bureau of Statistics, Census of Population and Housing 2011.

GENDER	CITY OF GLEN EIRA		GREATER MELBOURNE
	NUMBER	%	%
Males	70,652	49.04	49.4
Females	73,407	50.96	50.60
Total	144,059	100	100

Source: Australian Bureau of Statistics, 3235.0, Population by Age and Sex, Regions of Australia, 2014.

AGE GROUP	CITY OF 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

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

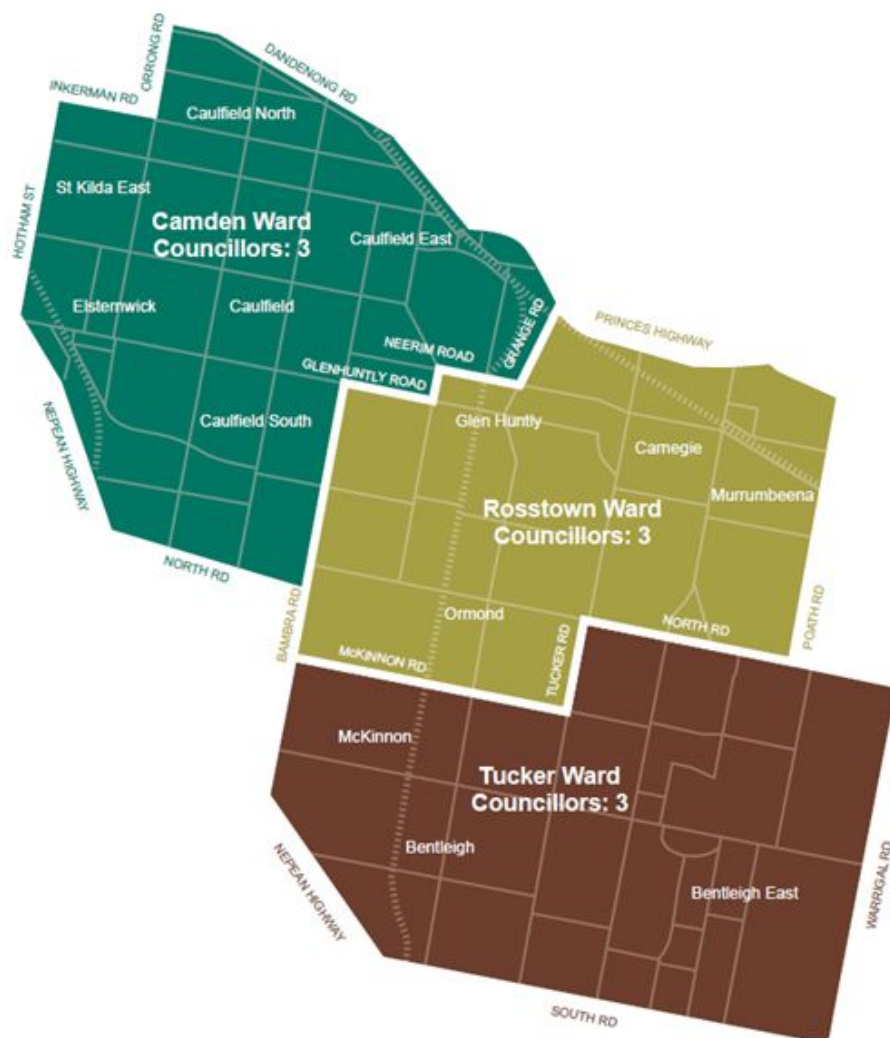
### **Council Wards**

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

The three wards are:

- Camden Ward
- Rosstown Ward
- Tucker Ward.

**Glen Eira City Council — ward map**



### 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:

- Approximately 14 per cent of ratepayers are entitled to a total pensioner rebate of \$270 which includes Council's contribution of approximately \$48. 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

- The Victorian State Government has introduced a cap on rate increases from 2016-17. The cap for 2017-18 has been set at 2 per cent (2016-17: 2.5 per cent).
- CPI for Victoria is forecast to be 2 per cent for the 2017-18 year (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- The current Enterprise Bargaining Agreement (EBA) commenced on 1 July 2016 and prescribes a 2.25 per cent increase in salaries for the 2017-18 year.
- Cost escalations associated with construction works.
- Anticipated increases of 2 per cent (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008-09 to a forecast \$63 per tonne in 2017-18 (600 per cent increase in 9 years).
- Receipt of government funding of \$623k for the following Capital Works Projects: Community Project – Improvements at EE Gunn Reserve \$173k, Duncan Mackinnon Netball Court Redevelopment \$100k, Duncan Mackinnon Athletics Track \$250k and King George Pavilion upgrade \$100k.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. More information and examples are shown in the section below. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Due to the Federal and State Governments continuing to withdraw funding from programs and transfer responsibility for some functions to Local Government, members of the community need to contribute more towards some of the services that they use.

- Councils across Australia raise approximately 3.5 per cent of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30 per cent 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.
- Grade separation projects will bring changes to how activity centres, open space networks and transport networks function in Glen Eira. There are 9 level crossings located within the City of Glen Eira of which 7 will be grade separated (the level crossing will be removed) by the end of 2018. These are being delivered in two separate packages:
  - Frankston Line: 'North-McKinnon-Centre' level crossing removal project
  - Pakenham/Cranbourne Line: 'Caulfield to Dandenong 9 level crossing removal project'.
- 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.
- A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it would pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17). Although the freeze has now been removed this is a permanent loss of revenue.
- The Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements. This means for the plan to be in a satisfactory financial position, the Vested Benefits Index (VBI) needs to be 100 per cent or more. The VBI has remained greater than 100 per cent since June 2013.
- 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.

### 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 *2017-18 Budget*. These matters have arisen from events occurring in the 2016-17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017-18 year. These matters and their financial impact are set out below:

- Council's aquatic facilities are budgeted in 2017-18 to generate direct income of \$13.73m and incur direct costs of \$11.54m, making an estimated surplus of \$2.19m.
- Waste Management contract costs, overall increase of \$806k due to increases in hard rubbish collection, litter bins, refuse collection, refuse tip charges, green waste disposal and landfill levy. This increase is in line with contractual arrangements and CPI increases and is recovered from waste management fee income.
- Transformation Program - \$571k increase to provide technical and management support while delivering key projects and service reviews.
- City Futures - increased consultancy costs of \$791k (largely one-off) to undertake the city planning and place making program. This includes assistance with:
  - Developing and representing Council at panel as part of the planning scheme update and structure planning;
  - Development of built form design guidelines;
  - Development of the Integrated Transport Strategy and new Street Design Guidelines;
  - Development of a new Economic Development Strategy and the delivery of new place making opportunities; and
  - Ongoing communication material and community engagement.
- Costs associated with maintaining Council's infrastructure assets.

### 3.3 Budget Principles

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

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2016-17 levels with an aim to use less resources with an emphasis on innovation and efficiency.
- Salaries and wages to be increased in line with Council's Enterprise Bargaining Agreement (EBA).
- Use of contract labour to be minimised wherever possible but utilised as necessary when demand requires.
- New initiatives or projects which are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in income identified in 2016-17 to be preserved.
- Operating revenues and expenses arising from completed 2016-17 capital projects to be 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.
- All capital works projects to go through a comprehensive business case analysis including alignment to the *Council and Community Plan*.
- Climate change requirements by reducing greenhouse gas emissions.

### 3.4 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 2017-18 to 2026-27, *Rating Strategy* and other long term strategies including Borrowings and Infrastructure. Please refer to the *Strategic Resource Plan* in Council's *Council and Community Plan* for details.



### **Budget Analysis**

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

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

Section	Nature of information
4	Analysis of Operating Budget
5	Analysis of Budgeted Cash Position
6	Analysis of Capital Budget
7	Analysis of Budgeted Financial Position

## Budget Summary

The Budgeted Summary Statement reflects the income and expenditure distribution for Glen Eira for the 2017-18 budget year. A comparison is included with the 2016-17 budget year, along with the forecast result for the 2016-17 financial year. Please note, for comparative purposes, the 2016-17 forecast numbers included within this document have been derived from the financial statements as at end January 2017.

<b>2017-18 Budget Summary</b>			
<b>Glen Eira Presentation</b>	<b>Annual Budget 2016-17 \$'000</b>	<b>Forecast 2016-17 \$'000</b>	<b>Annual Budget 2017-18 \$'000</b>
<b>INCOME</b>			
<b>Income from Ordinary Activities</b>			
<b>Rates</b>			
General Rates	51,645	45,218	55,625
<b>Rates for Capital Projects</b>	<b>33,405</b>	<b>39,965</b>	<b>32,783</b>
Garbage Charges	14,821	14,745	15,060
<b>Total Rates &amp; Charges Income</b>	<b>99,872</b>	<b>99,928</b>	<b>103,468</b>
Interest Received	900	1,135	1,200
Supplementary Rates	800	792	800
Grants - Operating	22,568	24,829	21,224
Statutory Fees and Fines	5,610	7,473	6,630
User Fees	25,500	25,769	27,185
Other Income	2,321	2,592	2,951
<b>Total Income from Ordinary Activities</b>	<b>157,572</b>	<b>162,518</b>	<b>163,457</b>
<b>EXPENSES</b>			
<b>Expenses from Ordinary Activities</b>			
Employee Costs	68,692	68,029	72,206
Other Operating Expenses	55,474	54,524	58,468
<b>Total Expenses from Ordinary Activities</b>	<b>124,166</b>	<b>122,553</b>	<b>130,674</b>
<b>Non Operational Activities</b>			
Grants - Capital	1,875	2,113	1,200
Open Space Contributions	5,500	6,738	7,500
Proceeds from Assets Sales	481	692	501
Written Down Value of Assets Sold/Disposed	1,531	1,199	1,531
Depreciation and Amortisation	22,514	22,135	23,234
<b>Surplus</b>	<b>17,216</b>	<b>26,173</b>	<b>17,219</b>
<b>Cash Generated for Capital Works Projects</b>			
Rates for Capital Projects	33,405	39,965	32,783
Grants - Capital	1,875	2,113	1,200
Public Open Space Levies	5,500	6,738	7,500
Proceeds from Assets Sales	481	692	501
<b>Total Cash Available for Capital Works Projects and other Financing Activities</b>	<b>41,262</b>	<b>49,507</b>	<b>41,983</b>

#### 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.

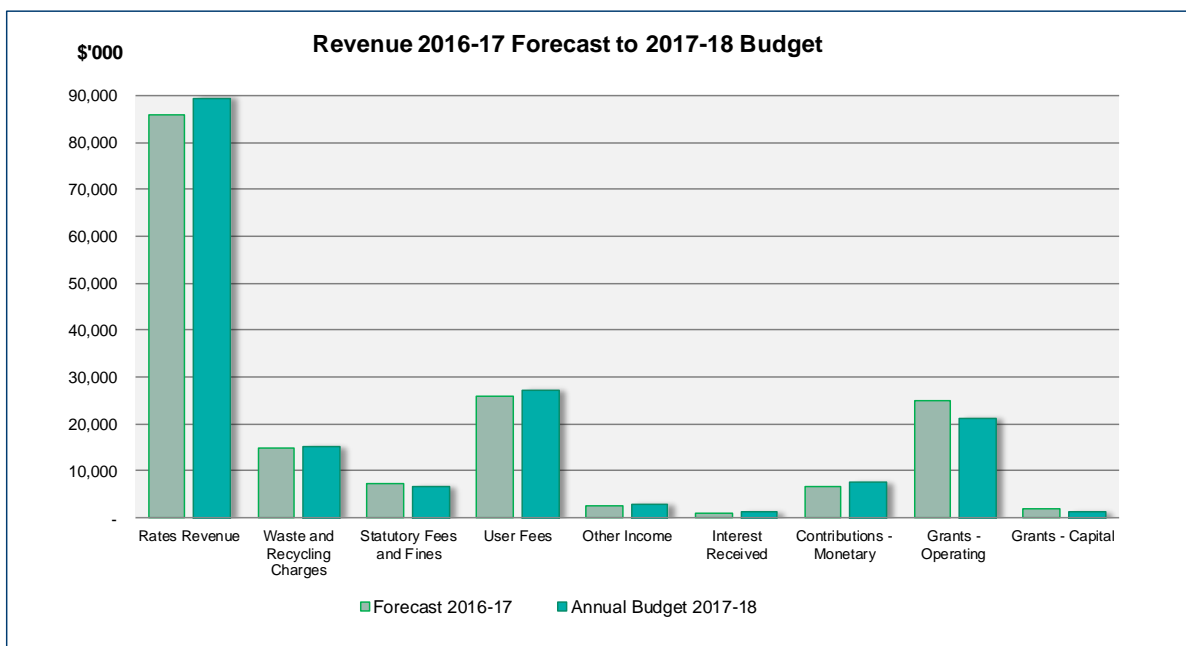
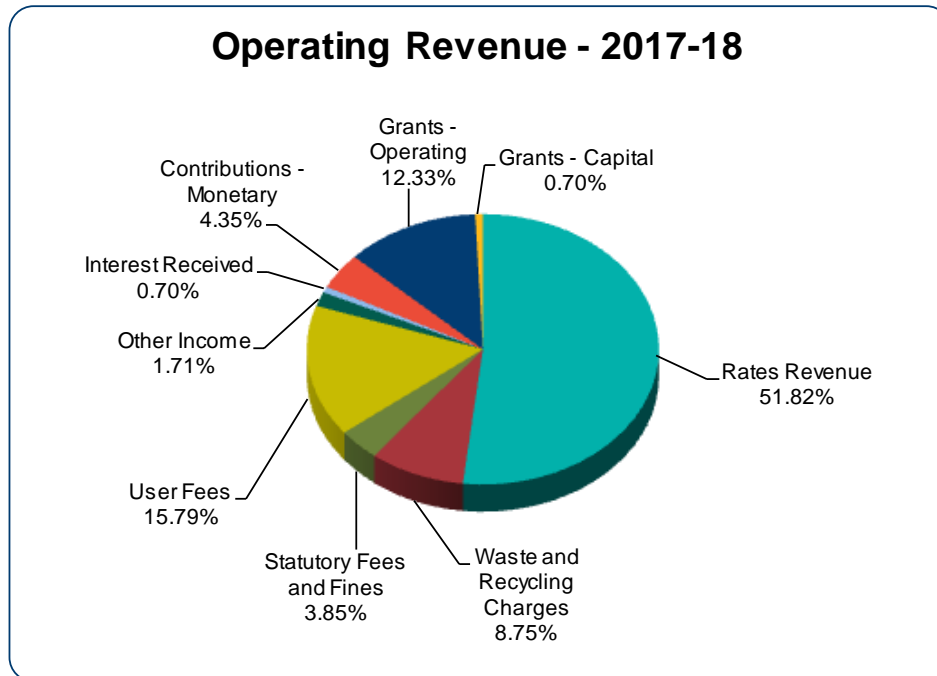
Comprehensive Income Statement for the year ended 30 June						
		Annual Budget 2016-17	Forecast 2016-17	Annual Budget 2017-18	Variance 2016-17 Forecast to 2017-18 Budget	
		\$'000	\$'000	\$'000	\$'000	%
<b>Income</b>						
Rates Revenue*	4.1.1	85,051	85,184	88,407	3,224	3.8%
Supplementary Rates	4.1.1	800	792	800	8	1.0%
Waste and Recycling Charges	4.1.2	14,821	14,745	15,060	316	2.1%
Statutory Fees and Fines	4.1.3	5,610	7,473	6,630	(843)	(11.3%)
User Fees	4.1.4	25,500	25,769	27,185	1,415	5.5%
Other Income	4.1.5	2,321	2,592	2,951	359	13.9%
Interest Received	4.1.6	900	1,135	1,200	65	5.7%
Contributions - Monetary	4.1.7	5,500	6,738	7,500	762	11.3%
Grants - Operating	4.1.8	22,568	24,829	21,224	(3,605)	(14.5%)
Grants - Capital	4.1.9	1,875	2,113	1,200	(913)	(43.2%)
<b>Total Income</b>		<b>164,946</b>	<b>171,369</b>	<b>172,157</b>	<b>788</b>	<b>0.5%</b>
<b>Expenses</b>						
Employee Costs	4.2.1	68,692	68,029	72,206	(4,177)	(6.1%)
Training	4.2.2	793	718	960	(243)	(33.8%)
Materials and Consumables	4.2.3	6,040	5,745	5,997	(252)	(4.4%)
Contractor Payments	4.2.4	30,903	30,632	33,007	(2,375)	(7.8%)
Maintenance	4.2.5	6,323	6,077	6,648	(572)	(9.4%)
Utilities	4.2.6	4,218	4,205	4,528	(323)	(7.7%)
Insurance		1,075	1,036	1,034	1	0.1%
Grants and Subsidies		922	812	926	(113)	(13.9%)
Other Expenses		4,438	4,533	4,707	(174)	(3.8%)
Borrowing Costs	4.2.7	762	765	660	105	13.7%
Depreciation and Amortisation	4.2.8	22,514	22,135	23,234	(1,099)	(5.0%)
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	4.2.9	1,050	508	1,030	(522)	(102.9%)
<b>Total Expenses</b>		<b>147,730</b>	<b>145,195</b>	<b>154,938</b>	<b>(9,743)</b>	<b>(6.7%)</b>
<b>Surplus for the year</b>		<b>17,216</b>	<b>26,173</b>	<b>17,219</b>	<b>(8,955)</b>	<b>(34.2%)</b>

\*Note: assumes a rate increase of 2 per cent based on the average rates per assessment and allows for an additional 1,000 property assessments. The average Rates per assessment for 2017-18 is \$1,361.

Capital Grants for 2017-18 include the following:	\$'000
Duncan Mackinnon Athletics Track Upgrade	250
Duncan Mackinnon Reserve Netball Court Redevelopment	100
EE Gunn Reserve Cricket Nets	173
King George Pavilion Upgrade	100
Roads to Recovery	576
<b>Total Capital Grants</b>	<b>1,200</b>

### Income Graphs

The graph below shows the percentage of income break-up for the 2017-18 annual budget.



## Budgeted Income Statement

### 4.1 Income – Material Variance Analysis

#### 4.1.1 Rates Revenue (\$3.22m increase)

Council's 2017-18 Annual Budget is based on the Rate Cap announcement by the Minister of 2 per cent. The budget assumes an additional 1,000 assessments (properties). The average Rates per Assessment for 2017-18 is estimated at \$1,361.

Total rates budgeted is \$89.21m, including \$800k generated from supplementary rates. Total rates and charges revenue budgeted is \$104.27m.

#### 4.1.2 Waste and Recycling Charges (\$316k increase)

Waste and recycling charges are levied on the basis of cost recovery and the fees have increased by approximately 2 per cent.

#### 4.1.3 Statutory Fees and Fines (\$843k decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines.

Comparing the 2017-18 Budget against the 2016-17 Budget, fines have increased by \$1.2m. This growth in parking infringements is due to the emphasis on safety around schools and balancing trader and patron parking due to increased building activity and the grade separation works.

The 2016-17 forecast also provides for \$200k income relating to voting infringements which are not applicable in 2017-18.

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 Fees (\$1.42m increase)

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

Increases in user fees include:

- Town Planning permit fees – The State Government have recently increased the fees for Strategic and Statutory Planning applications, with Council's income from planning fees increasing from a budget of \$800k in 2016-17 to \$1.6m in 2017-18. The forecast for 2016-17 is expected to be \$1.26m, which results in a variance to next year's budget of \$469k.
- GESAC fees have been benchmarked against similar facilities and have increased where appropriate. The Wellness Centre is expected to generate income of \$434k and incur costs of \$405k for 2017-18.
- The increase in Early Learning Centre fees of \$308k is based on a \$3 increase for all age groups.

User fees income has reduced as the valuation services recoupment from the State Revenue Office is only received every second year (\$310k) - this is offset by lower valuation costs.

A detailed listing of user fees 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 Income (\$359k increase)

Favourable variance of \$359k relating to income expected to be received for licences, permits fees and reimbursements relating to the works being undertaken for grade separation works \$617k.

The increase in grade separation income is offset by reduced income from bus shelters \$294k, due to completion of the Adshell contract and Council taking on the maintenance of these shelters in-house.

#### 4.1.6 Interest Received (\$65k increase)

Assumes a slightly higher average cash holdings across 2017-18 compared with 2016-17 and 2.5 per cent return on funds.

#### 4.1.7 Contributions – Monetary (\$762k increase)

Council receives open space levies pursuant to clause 52.01 of the Glen Eira Planning Scheme. Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

These contributions are levied on multi-unit property developments in order to fund open space. These contributions are volatile and depend on decisions made by developers, not Council. Open space contributions are expected to increase in 2017-18 (total of \$7.5m).

#### 4.1.8 Grants – Operating (\$3.61m decrease)

The level of operating grants decrease is explained by:

- Early payment of the 2017-18 Victoria Grants Commission allocation (50 per cent) during 2016-17. This is a timing variance and has increased the 2016-17 forecast by \$1.83m and decreased the 2017-18 budget by \$1.72m.
- Reduced early learning centre subsidy \$209k which is offset by increased fees;
- Reduced government grants in delivered meals \$190k due to lower demand for delivered meals (partly offset by reduction in contract costs).

These decreases are partly offset by additional grant income expected in residential aged care facilities for Aged Care Funding Instrument (ACFI) \$257k.

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

<b>Operating Grants</b>			
<b>Grant Funding Types and Source (Operating)</b>	<b>Forecast 2016-17</b>	<b>Annual Budget 2017-18</b>	<b>Variance 2016-17 Forecast to 2017-18 Budget</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Recurrent - Commonwealth Government</b>			
Aged Care	8,821	9,078	257
Early Learning	1,083	874	(209)
Family Day Care	429	497	68
<b>Recurrent - State Government</b>			
Delivered meals	384	194	(190)
Family and Children's Services	1	-	(1)
General Home Care	50	40	(10)
Healthy Ageing	103	76	(27)
Home Care	3,415	3,435	20
Home Maintenance	279	240	(39)
Immunisation	55	86	31
Inhome Assessment	1,076	957	(119)
Libraries	928	920	(8)
Maternal and Child Health	957	1,024	67
Metro Access	130	131	1
Public Health	8	8	(0)
Respite Care	1,072	1,050	(22)
Social Support	386	388	2
State Emergency Services	7	-	(7)
Supervision of School Crossings	229	368	139
Victorian Grants Commission	5,375	1,828	(3,547)
Youth Services	43	30	(13)
<b>Total Recurrent Grants</b>	<b>24,829</b>	<b>21,224</b>	<b>(3,605)</b>

#### 4.1.9 Grants – Capital (\$913k decrease)

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 2017-18 represents funding of \$1.2m for the following capital works projects:

- Duncan Mackinnon Pavilion (Athletics Track Upgrade \$250k and Netball Court Redevelopment \$100k)
- King George Pavilion Upgrade \$100k
- EE Gunn Reserve - cricket nets \$173k (VicRoads contribution)
- Roads to Recovery funding - \$576k.

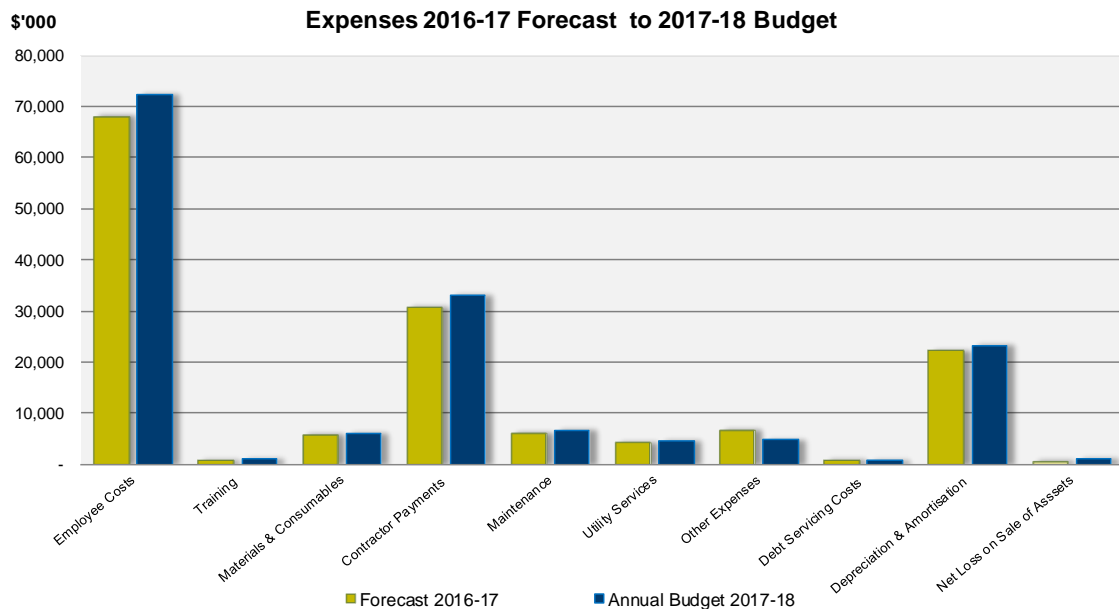
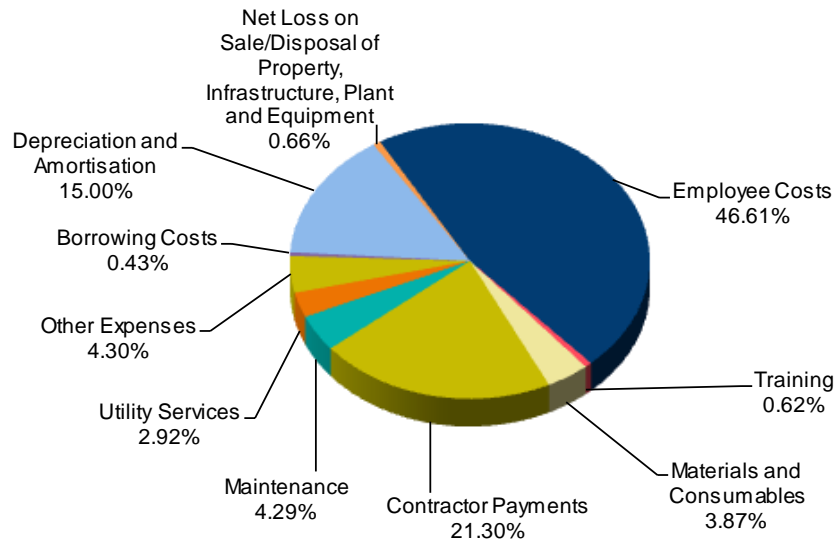
Movements in non-recurrent grant funding are summarised below:

<b>Capital Grants</b>			
<b>Grant Funding Types and Source (Non-Recurrent)</b>	<b>Forecast 2016-17</b>	<b>Annual Budget 2017-18</b>	<b>Variance 2016-17 Forecast to 2017-18 Budget</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Non-Recurrent - State Government</b>			
Open Space	87	-	(87)
Recreational Services	1,359	623	(736)
Roads to Recovery	666	576	(90)
<b>Total Non-Recurrent Grants</b>	<b>2,113</b>	<b>1,200</b>	<b>(913)</b>

## Expenses Graph

The graph below shows the percentage of expenses break-up for the 2017-18 annual budget.

### Operating Expenditure - 2017-18





## 4.2 Expenses from Ordinary Activities – Material Variance Analysis

### 4.2.1 Employee Costs (\$4.18m 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 \$4.18m compared to 2016-17 forecast. This increase relates to: Council's Enterprise Bargaining Agreement (EBA) and Award increases and increases in hours and allowances.

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

Human Resources Statement			
Directorate	2017-18 Annual Budget \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000
City Management	2,574	2,259	315
Corporate Services	7,176	6,493	683
Community Wellbeing	30,756	10,556	20,200
Infrastructure, Environment and Leisure	16,986	15,956	1,030
Planning and Place	7,835	6,835	1,000
<b>Total Permanent Staff</b>	<b>65,327</b>	<b>42,099</b>	<b>23,228</b>
Casuals and other	9,290		
Capitalised labour	(2,411)		
<b>Total Staff</b>	<b>72,206</b>		

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

<b>Human Resources Statement</b>			
<b>Directorate</b>	<b>Budget Full Time Equivalent</b>	<b>Permanent Full Time</b>	<b>Permanent Part Time</b>
City Management	21.06	17	4.06
Corporate Services	70.27	64.79	5.48
Community Wellbeing	351.53	84.45	267.08
Infrastructure, Environment and Leisure	157.96	149.09	8.87
Planning and Place	80.49	67.82	12.67
<b>Total Permanent Staff</b>	<b>681.30</b>	<b>383.15</b>	<b>298.15</b>
Casuals and other	99.39		
Capitalised labour	30.00		
<b>Total Full Time Equivalent Staff</b>	<b>810.69</b>		
<b>Total Headcount</b>	<b>1,382</b>		

Movements in employee costs by directorate are summarised below:

<b>Human Resources Statement</b>			
<b>Directorate</b>	<b>2016-17 Forecast \$'000</b>	<b>2017-18 Budget \$'000</b>	<b>Variance \$'000</b>
City Management	1,873	2,574	(701)
Corporate Services	8,492	8,150	342
Community Wellbeing	31,338	32,486	(1,148)
Infrastructure, Environment and Leisure	20,207	21,771	(1,564)
Planning and Place	7,111	8,193	(1,082)
<b>Total Staff (including casuals)</b>	<b>69,021</b>	<b>73,174</b>	<b>(4,153)</b>
Other expenditure	1,269	1,443	(174)
Capitalised labour	(2,261)	(2,411)	150
<b>Total Staff</b>	<b>68,029</b>	<b>72,206</b>	<b>(4,177)</b>

#### **4.2.2 Training (\$243k increase)**

Training costs are an integral part of professional development for our staff.

Whilst there is an anticipated positive variance in 2016-17, the movement between the 2016-17 and 2017-18 budgets is \$167k and allows for initiatives such as: leadership & staff learning programs; employee engagement surveys; workforce planning project.

#### **4.2.3 Materials and Consumables - (\$252k increase)**

Increases include the following: off-site scanning \$108k, minor furniture and equipment \$62k. The actual movement between the 2016-17 and 2017-18 budget is a decrease of \$43k.

#### **4.2.4 Contractors (\$2.38m increase)**

Contractor costs relate mainly to the provision of Council services by external providers. External contractors are expected to increase by \$2.4m mainly due to:

- Waste Management contract costs, overall increase of \$806k due to increases in hard rubbish collection, litter bins, refuse collection, refuse tip charges, green waste disposal and landfill levy. This increase is in line with contractual arrangements and CPI increases and is recovered from waste management fee income.
- Transformation Program - \$571k increase to provide technical and management support while delivering key projects and service reviews.
- City Futures - increased consultancy costs of \$791k (largely one-off) to undertake the city planning and place making program. This includes assistance with:
  - Developing and representing Council at panel as part of the planning scheme update and structure planning;
  - Development of built form design guidelines;
  - Development of the Integrated Transport Strategy and new Street Design Guidelines;
  - Development of a new Economic Development Strategy and the delivery of new place making opportunities; and
  - Ongoing communication material and community engagement.

#### **4.2.5 Maintenance - (\$572k increase)**

General maintenance costs are expected to increase at GESAC (\$223k), Parks Services (\$134k) and Buildings (\$110k).

#### **4.2.6 Utilities - (\$323k increase)**

Utility charges relate to utilities such as water, gas, electricity, as well as telecommunication costs. Increases are due to: electricity \$205k, gas \$41k and street lighting \$45k.

#### **4.2.7 Borrowing Costs (\$105k decrease)**

Borrowing costs relate to the interest component of Council's borrowing costs for GESAC.

Council restructured borrowings during 2015-16. Borrowing repayments of principal and interest costs of \$4m will be made during the 2017-18 financial year. Borrowings outstanding as at 30 June 2018 are projected to be \$18.3m.

The decrease in borrowing costs reflects Council paying off this loan according to schedule.

#### 4.2.8 Depreciation and Amortisation (\$1.1m increase) - non cash item

Depreciation and amortisation are accounting measures which allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. This increase is due to the impact of the revaluations of Council's infrastructure assets as at 30 June 2016 and capitalisation of the 2016-17 Capital Works projects.

#### 4.2.9 Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment - (\$522k increase)

The net loss on disposal of assets has increased in 2017-18. 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 (\$7.52m decrease)

Adjusted Underlying Surplus				
	Annual Budget 2016-17	Forecast 2016-17	Annual Budget 2017-18	Variance 2016-17 Forecast to 2017-18 Budget
	\$,000	\$,000	\$,000	\$,000
Total Income	164,946	171,369	172,157	788
Total Expenses	147,730	145,195	154,938	(9,743)
<b>Surplus for the year</b>	<b>17,216</b>	<b>26,173</b>	<b>17,219</b>	<b>(8,955)</b>
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,050	508	1,030	522
Grants - Capital	(1,875)	(2,113)	(1,200)	913
<b>Adjusted Underlying Surplus</b>	<b>16,391</b>	<b>24,568</b>	<b>17,049</b>	<b>(7,519)</b>

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 2017-18 year is a surplus of \$17.05m which is a decrease of \$7.52m from the 2016-17 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 2017-18 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 an increase in the overall cash position as compared to the 2016-17 annual forecast and an increase from the *2016-17 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 2016-17	Forecast 2016-17	Annual Budget 2017-18	Variance 2016-17 Forecast to 2017-18 Budget
		Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
<b>Cash Flows from Operating Activities</b>	<b>5.1.1</b>				
Rates Revenue		85,851	85,976	89,207	3,232
Waste and Recycling Charges		14,821	14,745	15,060	316
Statutory Fees and Fines		5,610	7,473	6,630	(843)
User Fees		25,500	25,769	27,185	1,415
Other Receipts		2,321	2,592	2,951	359
Interest Received		900	1,135	1,200	65
Contributions - Monetary		5,500	6,738	7,500	762
Grants - Operating		22,568	24,829	21,224	(3,605)
Grants - Capital		1,875	2,113	1,200	(913)
Employee Costs		(68,692)	(68,029)	(72,206)	(4,177)
Materials and Services		(50,274)	(49,225)	(53,101)	(3,875)
Other Payments		(4,438)	(4,533)	(4,707)	(174)
<b>Net Cash provided by/(used in) Operating Activities</b>		<b>41,542</b>	<b>49,581</b>	<b>42,143</b>	<b>(7,438)</b>
<b>Cash Flows from Investing Activities</b>	<b>5.1.2</b>				
Proceeds from Sale of Property, Plant and Equipment		481	692	501	(191)
Payments for Property, Infrastructure, Plant and Equipment		(36,299)	(33,115)	(40,082)	(6,967)
<b>Net Cash provided by/(used in) Investing Activities</b>		<b>(35,818)</b>	<b>(32,423)</b>	<b>(39,581)</b>	<b>(7,158)</b>
<b>Cash Flows from Financing Activities</b>	<b>5.1.3</b>				
Repayment of Borrowings		(3,243)	(3,238)	(3,343)	(105)
Finance Costs		(762)	(765)	(660)	105
<b>Net Cash provided by/(used in) Financing Activities</b>		<b>(4,005)</b>	<b>(4,003)</b>	<b>(4,003)</b>	<b>(0)</b>
Net Increase/(Decrease) in Cash and Cash Equivalents		1,719	13,155	(1,441)	(14,596)
Cash and Cash Equivalents at Beginning of Year		43,863	45,930	59,085	13,155
<b>Cash and Cash Equivalents at the end of the financial year</b>	<b>5.1.4</b>	<b>45,582</b>	<b>59,085</b>	<b>57,644</b>	<b>(1,441)</b>

## **5.1 Budgeted Statement of Cash Flows**

### **5.1.1 Operating Activities (\$7.44m decrease)**

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The decrease in inflows from operating activities is mainly due to increased outflows for Employee Costs \$4.18m, Materials and Services \$3.88m and decreased inflows of Operating Grants \$3.61m.

Partly offsetting these are increases in cash inflows from operating activities which are mainly due to increases in Rate Revenue \$3.23m, User Fees \$1.42m and Contributions – Monetary \$762k.

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.

<b>Reconciliation of operating result and net cash from operating activities 30 June</b>			
	<b>Annual Budget 2016-17</b>	<b>Forecast 2016-17</b>	<b>Annual Budget 2017-18</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Surplus	17,216	26,173	17,219
Debt Servicing Costs	762	765	660
Loss on Disposal of Property, Infrastructure, Plant and Equipment	1,050	508	1,030
Depreciation and Amortisation	22,514	22,135	23,234
<b>Cash Flows Available from Operating Activities</b>	<b>41,542</b>	<b>49,581</b>	<b>42,143</b>

### **5.1.2 Investing Activities (\$7.16m decrease)**

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 decrease in payments for investing activities of \$7.16m represents a decrease in capital works program expenditure for the 2016-17 budget year.

### **5.1.3 Financing Activities (no change)**

Financing activities refer to cash generated or used in the financing of Council functions. The outflows in financing activities represents principal payments of \$3.34m and interest payments on the loan of \$660k.

### **5.1.4 Cash and Cash Equivalents at end of the year (\$1.44m decrease)**

Overall, total cash and investments are forecast to decrease from \$59.09m to \$57.64m as at 30 June 2018.

## 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 2018 it will have cash and investments of \$57.64m, which has been restricted as shown in the following table. Unrestricted cash and investments for the period ending June 2018 are estimated to be \$32.14m.

Restricted and Unrestricted Cash and Investments					
	Ref	Annual Budget 2016-17 Inflow/(Outflow) \$'000	Forecast 2016-17 Inflow/(Outflow) \$'000	Annual Budget 2017-18 Inflow/(Outflow) \$'000	Variance 2016-17 Forecast to 2017- 18 Budget Inflow/(Outflow) \$'000
<b>Total Cash and Investments</b>		45,582	59,085	57,644	(1,441)
<b>Restricted Cash and Investments</b>					
Trust Funds and Deposits	5.2.1	(24,670)	(25,501)	(25,501)	-
<b>Unrestricted Cash and Investments</b>	5.2.2	20,912	33,584	32,143	-1,441
Discretionary Reserves (Open Space)	5.2.3	(4,273)	(3,274)	(10,749)	(7,475)
<b>Unrestricted Cash adjusted for Discretionary Reserves</b>	5.2.4	16,639	30,310	21,394	(8,916)

### 5.2.1 Trust funds and deposits (\$25.5m)

Included in trust funds and deposits are:

**Residential Aged Care Deposits** - relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and

**Refundable deposits** - are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

### 5.2.2 Unrestricted cash and investments (\$32.14m)

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



### 5.2.3 Discretionary reserves (\$10.75m)

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

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

Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

Transfers from the public open space reserve during the financial year reflect the funding of eligible open space capital works projects.

### 5.2.4 Unrestricted cash adjusted for discretionary reserves (\$21.39m)

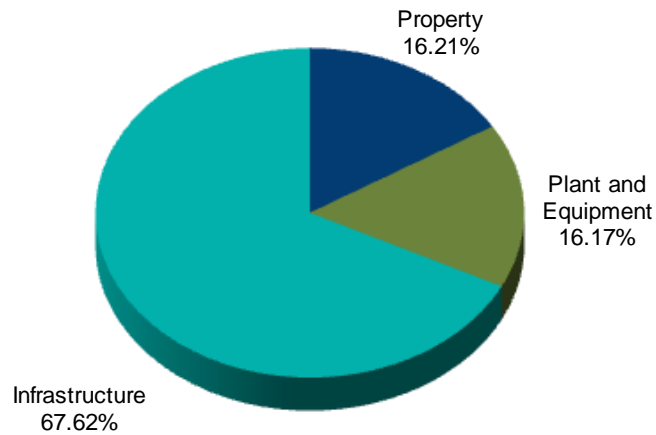
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

## 6. Analysis of Capital Budget

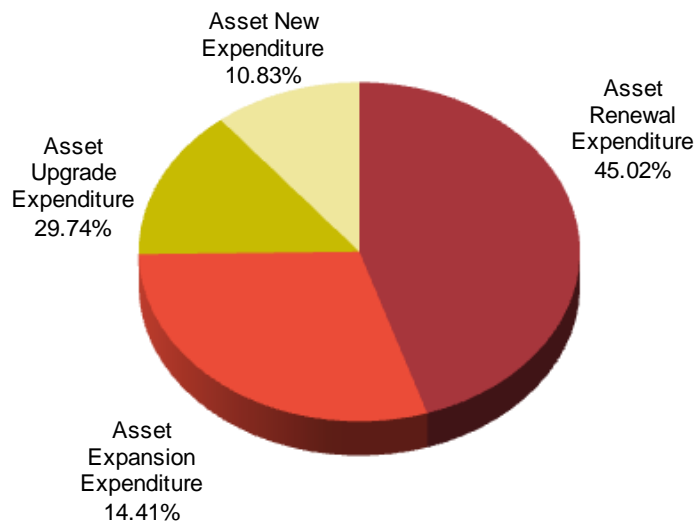
The Budgeted Statement of Capital Works sets out all the expected capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure which is expected to be expanding, renewing or upgrading Council's asset base. This is important because each of these categories has a different impact on Council's future costs. The total expenditure on capital works projects for the 2017-18 financial year is \$40.08m. 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 2016-17 (includes carry overs from 2015-16) \$'000	Forecast 2016-17 (includes carry overs from the 2015-16 financial year) \$'000	Annual Budget 2017-18 (includes carry overs - not yet identified) \$'000
Carried forward projects from previous financial year	6.1.1	3,000	2,055	6,000
<b>New Works</b>				
<b>Property</b>	6.1.2			
Land		-	3,590	-
Buildings		3,727	3,727	5,525
<b>Total Property</b>		<b>3,727</b>	<b>7,317</b>	<b>5,525</b>
<b>Plant and Equipment</b>	6.1.3			
Plant, Machinery and Equipment		1,706	1,706	1,672
Computers and Telecommunications		838	838	1,918
Library Books and Materials		1,106	1,106	873
Other		943	943	1,049
<b>Total Plant and Equipment</b>		<b>4,593</b>	<b>4,593</b>	<b>5,511</b>
<b>Infrastructure</b>	6.1.4			
Roads		8,145	8,146	7,843
Footpaths		1,725	1,725	2,010
Drainage		3,510	3,510	3,570
Open Space and Recreation		6,198	6,368	8,828
Open Space Strategy Implementation		4,059	4,059	25
Car Parks		775	775	420
Streetscape Works		567	567	350
<b>Total Infrastructure</b>		<b>24,979</b>	<b>25,150</b>	<b>23,046</b>
<b>Total New Works</b>		<b>33,299</b>	<b>37,060</b>	<b>34,082</b>
Carried forward projects to the next financial year (estimated)		-	(6,000)	
<b>Total Capital Works Expenditure (including carry forwards)</b>		<b>36,299</b>	<b>33,115</b>	<b>40,082</b>
<b>Represented by:</b>				
Asset Renewal Expenditure	6.1.5	17,495	16,721	18,045
Asset Upgrade Expenditure	6.1.5	9,984	8,484	11,921
Asset Expansion Expenditure	6.1.5	6,642	5,142	5,775
Asset New Expenditure	6.1.5	2,178	2,768	4,341
<b>Total Capital Works Expenditure</b>		<b>36,299</b>	<b>33,115</b>	<b>40,082</b>

### 2017-18 Capital Works - by Category



### 2017-18 Capital Works - by Type



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 (\$6m)**

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 2016-17 year it is forecast that \$6m of capital works will be incomplete and be carried forward into the 2017-18 year.

### **6.1.2 Property (\$5.53m)**

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

### **6.1.3 Plant and Equipment (\$5.51m)**

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

### **6.1.4 Infrastructure (\$23.05m)**

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

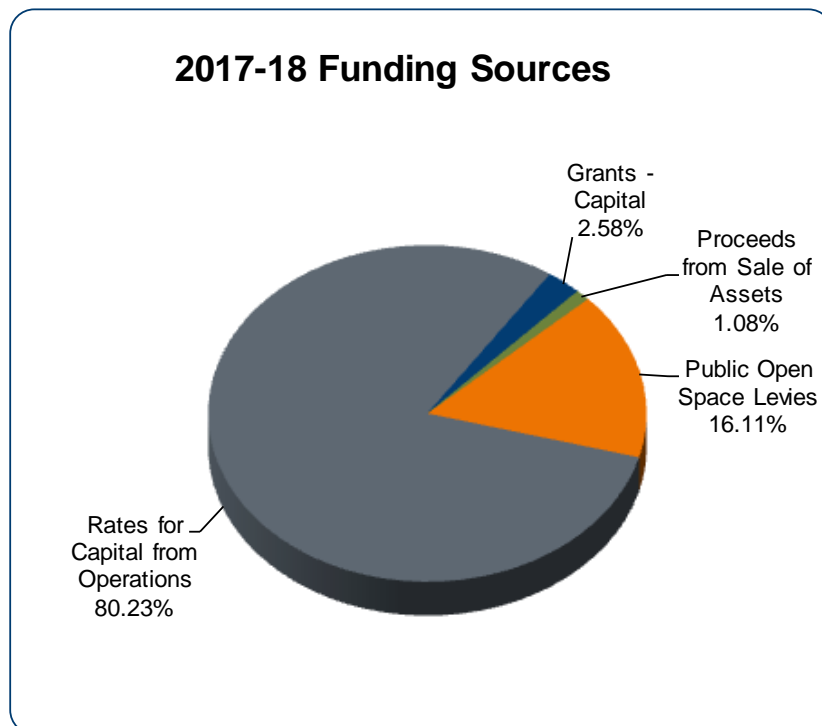
### **6.1.5 Asset Renewal (\$18.05m), Upgrade (\$11.92m), Expansion (\$5.78m) and New (\$4.34m)**

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 2016-17	Forecast 2016-17	Annual Budget 2017-18	Variance 2016-17 Forecast to 2017-18 Budget
		\$'000	\$'000	\$'000	\$'000
<b>External</b>					
Grants - Capital	6.2.1	1,875	2,113	1,200	(913)
Proceeds from Sale of Assets	6.2.2	481	692	501	(191)
<b>Internal</b>					
Public Open Space Levies	6.2.3	5,500	6,738	7,500	762
Rates for Capital from Operations	6.2.4	33,405	35,137	37,356	2,219
Transfer to/(from) Cash Reserves	6.2.5	(4,962)	(11,564)	(6,475)	5,089
<b>Total Funding Sources</b>		<b>36,299</b>	<b>33,115</b>	<b>40,082</b>	<b>6,967</b>



### 6.2.1 Grants - Non-Recurrent (\$1.2m)

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 2017-18 represents funding of \$1.20m for the following capital works projects:

- Duncan Mackinnon Pavilion (Athletics Track Upgrade \$250k and Netball Court Redevelopment \$100k)
- King George Pavilion Upgrade \$100k
- EE Gunn Reserve - cricket nets \$173k (VicRoads contribution)
- Roads to Recovery funding \$576k.

### 6.2.2 Proceeds from Sale of Assets (\$501k)

Proceeds from the sale of Council assets of \$501k for 2017-18 relate to: Sales proceeds from the cyclical replacement of Council's plant and fleet \$326k, laneway sales \$140k and sale of IT equipment \$35k.

### 6.2.3 Public Open Space Levies (\$7.50m)

Pursuant to clause 52.01 of the *Glen Eira Planning Scheme* a person who proposes to subdivide land into three or more lots must make a contribution to Council for public open space. The amount budgeted in the 2017-18 financial year is \$7.5m.

### 6.2.4 Rates for Capital from Operations (\$37.36m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$37.36m will be generated from operations to fund the 2017-18 capital works program.

### 6.2.5 Transfer to and from Cash Reserves (\$6.48m)

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* analyses the movements in assets (what is owned), liabilities (what is owed) and equity between the 2017-18 budget year and 2016-17 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 2016-17	Forecast 2016-17	Annual Budget 2017-18	Variance 2016-17 Forecast to 2017-18 Budget
		\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents		45,582	59,085	57,644	(1,441)
Trade and Other Receivables		8,984	10,408	10,408	-
Prepayments		1,309	1,297	1,297	-
<b>Total Current Assets</b>	<b>7.1.1</b>	<b>55,875</b>	<b>70,790</b>	<b>69,349</b>	<b>(1,441)</b>
<b>Non-Current Assets</b>					
Investments in Associates		2,595	2,125	2,125	-
Financial Assets		5	5	5	-
Intangible Assets		750	1,042	1,042	-
Property, Infrastructure, Plant & Equipment		1,727,370	2,056,919	2,072,236	15,317
<b>Total Non-Current Assets</b>		<b>1,730,720</b>	<b>2,060,091</b>	<b>2,075,408</b>	<b>15,317</b>
<b>TOTAL ASSETS</b>	<b>7.1.1</b>	<b>1,786,595</b>	<b>2,130,881</b>	<b>2,144,756</b>	<b>13,876</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Trade and Other Payables		11,832	16,494	16,494	-
Trust Funds and Deposits		24,670	25,501	25,501	-
Provisions		13,692	12,891	13,391	(500)
Interest-Bearing Liabilities		3,349	3,343	3,455	(112)
<b>Total Current Liabilities</b>	<b>7.1.2</b>	<b>53,543</b>	<b>58,229</b>	<b>58,841</b>	<b>(612)</b>
<b>Non-Current Liabilities</b>					
Provisions		1,187	1,186	1,186	-
Interest-Bearing Liabilities		18,113	18,303	14,848	3,455
Other Liabilities		3,352	2,568	2,568	-
<b>Total Non-Current Liabilities</b>	<b>7.1.2</b>	<b>22,652</b>	<b>22,057</b>	<b>18,602</b>	<b>3,455</b>
<b>TOTAL LIABILITIES</b>		<b>76,195</b>	<b>80,285</b>	<b>77,443</b>	<b>2,843</b>
<b>NET ASSETS</b>		<b>1,710,400</b>	<b>2,050,595</b>	<b>2,067,314</b>	<b>16,719</b>
<b>Represented by:</b>					
<b>EQUITY</b>					
Accumulated Surplus		908,144	917,143	926,386	9,244
Asset Revaluation Reserve		797,983	1,130,179	1,130,179	-
Public Open Space Reserve		4,273	3,274	10,749	7,475
<b>TOTAL EQUITY</b>	<b>7.1.4</b>	<b>1,710,400</b>	<b>2,050,595</b>	<b>2,067,314</b>	<b>16,719</b>

#### **7.1.1 Current Assets (\$1.44m decrease) and Non-Current Assets (\$15.32m 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 \$1.44m 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 (\$40.08m of new assets), depreciation of assets (\$23.23m) and the disposal of property, plant and equipment (\$1.53m).

#### **7.1.2 Current Liabilities (\$612k increase) and Non-Current Liabilities (\$3.46m 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 payments of \$3.34m over the 2017-18 year.



Liquidity Ratio (Working Capital)					
	Ref	Annual Budget 2016-17	Forecast 2016-17	Annual Budget 2017-18	Variance 2016- 17 Forecast to 2017-18 Budget
		\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>					
Cash and Cash Equivalents		45,582	59,085	57,644	(1,441)
Trade and Other Receivables		8,984	10,408	10,408	-
Prepayments		1,309	1,297	1,297	-
<b>Total Current Assets</b>		<b>55,875</b>	<b>70,790</b>	<b>69,349</b>	<b>(1,441)</b>
<b>Current Liabilities</b>					
Trade and Other Payables		11,832	16,494	16,494	-
Trust Funds and Deposits		24,670	25,501	25,501	-
Provisions		13,692	12,891	13,391	(500)
Interest-Bearing Liabilities		3,349	3,343	3,455	(112)
<b>Total Current Liabilities</b>		<b>53,543</b>	<b>58,229</b>	<b>58,841</b>	<b>(612)</b>
<b>Working Capital</b>		<b>2,332</b>	<b>12,561</b>	<b>10,507</b>	<b>(2,054)</b>
<b>Working Capital Ratio</b>	<b>7.1.3</b>	<b>104.36%</b>	<b>121.57%</b>	<b>117.87%</b>	<b>(3.70%)</b>

### 7.1.3 Working Capital (\$2.05m 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.

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.

### 7.1.4 Equity (\$16.72m 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
<b>2017-18 Estimate</b>				
Balance at beginning of the financial year	2,050,595	917,143	3,274	1,130,179
Comprehensive result	17,219	17,219	-	-
Movement in assets and liabilities	(500)	(500)	-	-
Transfer to public open space reserve	-	(7,500)	7,500	-
Transfer from public open space reserve	-	25	(25)	-
<b>Balance at end of financial year</b>	<b>2,067,314</b>	<b>926,386</b>	<b>10,749</b>	<b>1,130,179</b>

A total of \$7.5m is budgeted to be transferred to the Open Space Reserve during the 2017-18 financial year and expenditure from the reserve of \$25k relating to the development of 6 Aileen Avenue, Caulfield. This reflects the usage of investment cash reserves to partly fund the *Open Space Program*.

Open Space Reserve			
Description	Annual Budget 2016-17 \$'000	Forecast 2016-17 \$'000	Annual Budget 2017-18 \$'000
<b>Income</b>			
Open Space Contributions (including C120 additional OS Contributions)	5,500	6,738	7,500
<b>Capital Spend</b>			
Booran Reserve (former Glen Huntly Reservoir)	4,059	4,059	-
Land Purchase - 6 Aileen Avenue, Caulfield South	-	2,106	25
Land Purchase - 53 Magnolia Road, Gardenvale	-	1,392	-
<b>Total movement</b>	<b>1,441</b>	<b>(819)</b>	<b>7,475</b>

### Balance Sheet Key Assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2018 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 2017-18 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 2016-17 levels.
- Proceeds from the sale of property, infrastructure, plant and equipment will be received in full in the 2017-18 year.
- Employee entitlements to be increased by 2.25 per cent as per the EBA.
- Principal repayments are estimated to be \$3.34m and interest payments \$660k.
- Total capital expenditure to be \$40.08m (including estimated carry overs of \$6m from the 2016-17 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. Statutory disclosures are in accordance with the *Local Government Act 1989* and Local Government Model Financial Report.

This information has not been included in the main body of the *Budget* in the interests of clarity and conciseness. Council has decided that whilst the budget needs to focus on the important elements of the *Budget* and provide appropriate analysis, the detail upon which the *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 2017-18 year.

Limited availability of Capital funding has necessitated a disciplined approach to capital budgeting. Identified projects are classified as 'Priority Items', 'Rolling Annual', 'Major Projects', 'Open Space Strategy Implementation' and 'Short Term'.

'Priority Items' and 'Rolling Annual' projects are given priority. The other projects are assessed and ranked.

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
<b>(1) PRIORITY ITEMS</b>			
Road Reconstruction Program	4,088,000	576,074	3,511,926
Drainage Renewal and Upgrade Program	3,570,000	-	3,570,000
Footpath Program - New	250,000	-	250,000
Footpath Program - Renewal & Upgrade	1,760,000	-	1,760,000
Local Road Resurfacing Program	1,500,000	-	1,500,000
Right-Of-Way Renewal Program	336,600	-	336,600
Local Area Traffic Management Renewal Program	600,000	-	600,000
Kerb and Channel Replacement Program	163,000	-	163,000
Car Park Renewal Program	400,000	-	400,000
Fleet and Plant	1,672,041	-	1,672,041
Ongoing Renewal of IT Infrastructure	1,218,000	-	1,218,000
Web-site Upgrade and Replacement to support the Digital Environment e.g. improved customer experience, increase on-line transactions, improved search functionality, online forms and payments.	700,000	-	700,000
<b>TOTAL PRIORITY ITEMS</b>	<b>16,257,641</b>	<b>576,074</b>	<b>15,681,567</b>
<b>(2) ROLLING ANNUAL</b>			
<b>Environmental Initiatives</b>			
Warm season grass Program at Bailey Reserve Oval 1, Bentleigh East	710,000	-	710,000
Bicycle Strategy Implementation - Continuation of off road paths, extensions to the on road network and works to improve existing conditions	250,000	-	250,000

<b>Project Title</b>	<b>Amount (\$)</b>	<b>External Funding (\$)</b>	<b>Cost to Council (\$)</b>
Sustainability Initiatives-Supply and install LED lights in various sites; replacing insulation at various sites; Apply solar film to windows; Install double glazing; Install Passive Infrared Sensors to regulate lighting within buildings	507,080	-	507,080
<b>Total Environmental Initiatives</b>	<b>1,467,080</b>	<b>-</b>	<b>1,467,080</b>
<b>Libraries and Learning Centres</b>			
Purchase of Library Collections	872,515	63,179	809,336
<b>Total Libraries and Learning Centres</b>	<b>872,515</b>	<b>63,179</b>	<b>809,336</b>
<b>Traffic Management</b>			
Cross Intersection Safety-Installation of Road Humps	80,000	-	80,000
Shopping Centre Safety-Improve access to existing bus stops and parking layout	45,000	-	45,000
School Safety-Removal of hard standard areas at location of removed children's crossing; kerb ramps, Pedestrian Fencing and Garden Beds; installation of Splitter Island and extend footpath	50,000	-	50,000
Safer Speed Limits-Reduce Speed Limit reduction	5,000	-	5,000
Safe Access to Public Transport-Redesign to improve pedestrian connectivity at Caulfield Railway Station	40,000	-	40,000
Safe Access to Public Transport-Improve pedestrian safety and amenity to and from Elsternwick Railway Station	300,000	-	300,000
Safer Access to Open Space-Redesign and reconstruction of splitter island at Murrumbeena Road/Leila Road intersection	25,000	-	25,000
Residential Street Safety-Construction of Road Humps and Splitter Island	310,000	-	310,000
Pedestrian Safety-Pedestrian Refuge Island works	300,000	-	300,000
Accessibility Parking Bays in Off Street car parks.	20,000	-	20,000
<b>Total Traffic Management</b>	<b>1,175,000</b>	<b>-</b>	<b>1,175,000</b>
<b>Public Open Space and Recreational Facilities</b>			
Public Hall Furniture, Moorleigh Village	10,000	-	10,000
Playground Minor Equipment/Art Rolling Program	310,000	-	310,000
Cricket Net Facilities Upgrade	95,000	-	95,000
Major Playground Upgrade-McKinnon Reserve, McKinnon	350,000	-	350,000
Major Playground Upgrade-Harlestone Park, Elsternwick	650,000	-	650,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Sports Ground Lighting - McKinnon Reserve Oval 1, McKinnon	180,000	-	180,000
Plinth Curbing	285,000	-	285,000
Shade Shelter Construction, Elsternwick Plaza	75,000	-	75,000
Sports Facility Lighting Program - Bailey Reserve Skate Park, Bentleigh East	100,000	-	100,000
Park Furniture and Infrastructure Upgrade Program	150,000	-	150,000
Replacement & Installation of Synthetic Cricket Wicket Surfaces	23,000	-	23,000
Irrigation Upgrade Works - King George Reserve, Bentleigh East	100,000	-	100,000
Pathways Granitic Surface Upgrade, Murrumbeena Park	50,000	-	50,000
Concrete Path Edging-Caulfield Park Heritage Area	90,000	-	90,000
Replacement & Installation of Synthetic Cricket Wicket covers	16,000	-	16,000
Replacement of Park Shelters - Clapperton Street Reserve, Bentleigh	55,000	-	55,000
Minor Park Improvements-Replacing garden bed edging and refurbishing existing garden beds; upgrading irrigation; garden fencing.	93,000	-	93,000
Installation of Rubber soft fall within playgrounds	50,000	-	50,000
Soil Stabilisation Works within Parks and Reserves - soil required beside paths, park benches etc.	40,000	-	40,000
Open Space Lighting Program - Caulfield Park	75,000	-	75,000
Carnegie Swim Centre Capital Maintenance	50,000	-	50,000
Replacement of Infrastructure Furniture within Parks	125,000	-	125,000
<b>Total Public Open Space and Recreational Facilities</b>	<b>2,972,000</b>	<b>-</b>	<b>2,972,000</b>
<b>Building Works</b>			
Switchboard Renewal	100,000	-	100,000
Roof Renewal	122,000	-	122,000
Kitchen Joinery Renewal	61,000	-	61,000
Painting Program	121,000	-	121,000
Floor Covering Replacement Program	187,000	-	187,000
Roof Safety	43,000	-	43,000
Public Toilet Upgrade Rolling Program	285,000	-	285,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Forward Design Program	640,000	-	640,000
Capital Asset Management Plan for GESAC (Planned Renewal Program)	110,000	-	110,000
Bathroom Renewal	88,500	-	88,500
<b>Total Building Works</b>	<b>1,757,500</b>	<b>-</b>	<b>1,757,500</b>
<b>Shopping / Activity Centre Upgrades</b>			
Bentleigh Plaza (Rotunda Site) Improvement Project-Recontouring, footpath paving and drainage, landscaping, street furniture and lighting-Design and consultation.	250,000	-	250,000
Annual Activity Centre Minor Improvements Program-To explore opportunities to improve amenity, safety and vibrancy across activity centres	100,000	-	100,000
<b>Shopping / Activity Centre Upgrades</b>	<b>350,000</b>	<b>-</b>	<b>350,000</b>
<b>TOTAL ROLLING ANNUAL</b>	<b>8,594,095</b>	<b>63,179</b>	<b>8,530,916</b>
<b>(3) MAJOR PROJECTS</b>			
Duncan Mackinnon Athletics Track Upgrade	1,000,000	250,000	750,000
<b>TOTAL MAJOR PROJECTS</b>	<b>1,000,000</b>	<b>250,000</b>	<b>750,000</b>
<b>(4) OPEN SPACE STRATEGY IMPLEMENTATION</b>			
Open Space Strategy Initiatives-Better Open Spaces - Rosanna Street Reserve, Carnegie	250,000	-	250,000
Open Space Strategy Initiatives-Better Open Spaces - EE Gunn Reserve, Ormond	500,000	173,483	326,517
Open Space Strategy Initiatives-Better Open Spaces - Spring Rd Reserve, Caulfield South	250,000	-	250,000
Open Space Strategy Initiatives-Better Open Spaces - Joyce Park, Ormond	400,000	-	400,000
Open Space Strategy -Design and Development - Precinct Plan for Lord Reserve, Carnegie Pool, Koornang Park	100,000	-	100,000
Open Space Strategy -Design and Development - Aileen Ave, Caulfield South	25,000	-	25,000
<b>TOTAL OPEN SPACE STRATEGY IMPLEMENTATION</b>	<b>1,525,000</b>	<b>173,483</b>	<b>1,351,517</b>
<b>(5) SHORT TERM</b>			
<b>Environmental Initiatives</b>			
Energy Efficient Street Lighting - Planning and project development	51,500	-	51,500
Photovoltaic systems on council assets to generate renewable energy	152,700	-	152,700



Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Park Lighting Energy Efficiency Upgrade - replace existing public lighting assets in parks with suitable energy efficient (LED) upgrades.	250,000	-	250,000
<b>Total Environmental Initiatives</b>	<b>454,200</b>	<b>-</b>	<b>454,200</b>
<b>Aged Care</b>			
Residential Services - Replacement of Minor equipment	40,000	-	40,000
Residential Services - Replacement of Furniture	90,000	-	90,000
Residential Services OHS/No Lift to minimise risk to staff from manual handling-Replacement of beds, lifting machines, mobile chairs, wheel chairs	90,000	-	90,000
<b>Total Aged Care</b>	<b>220,000</b>	<b>-</b>	<b>220,000</b>
<b>Family &amp; Children's Services</b>			
Family Day Care Equipment Upgrade-Glen Huntly Family Day Care	5,000	-	5,000
Personal Duress Alarms for MCH nurses	11,800	-	11,800
<b>Total Family &amp; Children's Services</b>	<b>16,800</b>	<b>-</b>	<b>16,800</b>
<b>Public Open Space and Recreational Facilities</b>			
Duncan Mackinnon Reserve - Landscape Enhancement Works-Stage 2- Walking/Running Circuit	565,000	-	565,000
Duncan Mackinnon Reserve - Netball Court Development	474,441	100,000	374,441
Duncan Mackinnon Athletics Track- Replacement of High Jump Facility	60,000	-	60,000
Duncan Mackinnon Reserve - Sports Ground Lighting	150,000	-	150,000
Public Toilet Upgrade - Harleston Park, Elsternwick	350,000	-	350,000
Perimeter Fencing Upgrade - East Caulfield Reserve	85,000	-	85,000
Bin Enclosures - McKinnon Reserve, McKinnon	30,000	-	30,000
Moorleigh Village Multi-purpose Sports Training facility	275,000	-	275,000
Half Share Fencing	100,000	-	100,000
Shade Sails Rolling Program	70,000	-	70,000
Sustainable Recycling Bin Enclosures - Murrumbeena Park, Murrumbeena	35,000	-	35,000
<b>Total Public Open Space and Recreational Facilities</b>	<b>2,194,441</b>	<b>100,000</b>	<b>2,094,441</b>
<b>Building Works</b>			
Youth Information Centre Upgrade and Refurbishment -Robert Street, Bentleigh	25,000	-	25,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Landscaping of Early Learning Centres	15,000	-	15,000
Orrong Road Kinder Upgrade	67,400	-	67,400
Renewal of Heating Ventilation Air Conditioning system - Replacing Air conditioning units	219,000	-	219,000
Removal of Hazardous Material	85,000	-	85,000
Disability Discrimination Act (DDA) Building Compliance Works-Accessible works on grandstands & visual indicators, stair nosing, handrails	112,000	-	112,000
Furniture and Equipment for offices and function rooms	100,000	-	100,000
ILU Refurbishment-Upgrade of carpets, bathrooms, kitchens etc.	150,000	-	150,000
GESAC - Addition of fans/chiller to the stadium, outside gym area on the first floor outside the group fitness area and replacement of pool equipment	210,000	-	210,000
Installation of swipe cards and CCTV	111,000	-	111,000
Disability Discrimination Act (DDA) Compliant front access by changing ramp (kinders)	60,000	-	60,000
Redevelopment of change, bathroom facilities and frontage - King George Reserve Pavilion, Bentleigh East	804,000	100,000	704,000
IP Based high resolution video surveillance CCTV security system - Elsternwick Plaza	85,000	-	85,000
Redevelopment of change and bathroom facilities - Koornang Park Pavilion, Carnegie	300,000	-	300,000
Signage Upgrade	100,000	-	100,000
Accommodation Works	1,070,000	-	1,070,000
Art Gallery Sound System	20,000	-	20,000
<b>Total Building Works</b>	<b>3,533,400</b>	<b>100,000</b>	<b>3,433,400</b>
<b>Other Short-Term Projects</b>			
Public Address System - Julie Cooper Pavilion, Centenary Park	10,000	-	10,000
GESAC Plant and Equipment Replacement	276,000	-	276,000
<b>Total Other Short-Term Projects</b>	<b>286,000</b>	<b>-</b>	<b>286,000</b>
<b>TOTAL SHORT TERM</b>	<b>6,704,841</b>	<b>200,000</b>	<b>6,504,841</b>
<b>TOTAL CAPITAL WORKS 2017-18</b>	<b>34,081,577</b>	<b>1,262,736</b>	<b>32,818,841</b>

**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 2017-18 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
<b>New Works</b>					
<b>PROPERTY</b>					
<b>BUILDINGS</b>					
Sustainability Initiatives-Supply and install LED lights in various sites; replacing insulation at various sites; Apply solar film to windows; Install double glazing; Install Passive Infrared Sensors to regulate lighting within buildings	507,080	507,080	-	-	-
Switchboard Renewal	100,000	90,000	10,000	-	-
Roof Renewal	122,000	122,000	-	-	-
Kitchen Joinery Renewal	61,000	61,000	-	-	-
Painting Program	121,000	121,000	-	-	-
Floor Covering Replacement Program	187,000	187,000	-	-	-
Roof Safety	43,000	-	43,000	-	-
Public Toilet Upgrade Rolling Program	285,000	-	285,000	-	-
Forward Design Program	640,000	-	640,000	-	-
Capital Asset Management Plan for GESAC (Planned Renewal Program)	150,000	110,000	-	-	40,000
Bathroom Renewal	88,500	88,500	-	-	-
Photovoltaic systems on council assets to generate renewable energy	152,700	-	152,700	-	-
Half Share Fencing	100,000	100,000	-	-	-
Orrong Road Kinder Upgrade	67,400	-	67,400	-	-
Renewal of Heating Ventilation Air Conditioning system - Replacing Air conditioning units	219,000	175,200	43,800	-	-
Removal of Hazardous Material	85,000	85,000	-	-	-

Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
Disability Discrimination Act (DDA) Building Compliance Works-Accessible works on grandstands & visual indicators, stair nosing, handrails	112,000	112,000	-	-	-
ILU Refurbishment-Upgrade of carpets, bathrooms, kitchens etc.	150,000	90,000	60,000	-	-
Disability Discrimination Act (DDA) Compliant front access by changing ramp (kinders)	60,000	-	60,000	-	-
Redevelopment of change, bathroom facilities and frontage - King George Reserve Pavilion, Bentleigh East	804,000	-	-	804,000	-
Redevelopment of change and bathroom facilities - Koornang Park Pavilion, Carnegie	300,000	-	300,000	-	-
Signage Upgrade	100,000	-	100,000	-	-
Accommodation Works	1,070,000	-	550,000	500,000	20,000
<b>TOTAL BUILDINGS</b>	<b>5,524,680</b>	<b>1,848,780</b>	<b>2,311,900</b>	<b>1,304,000</b>	<b>60,000</b>
<b>TOTAL PROPERTY</b>	<b>5,524,680</b>	<b>1,848,780</b>	<b>2,311,900</b>	<b>1,304,000</b>	<b>60,000</b>
<b>PLANT AND EQUIPMENT</b>					
<b>PLANT, MACHINERY AND EQUIPMENT</b>					
Fleet and Plant	1,672,041	1,672,041	-	-	-
<b>TOTAL PLANT, MACHINERY AND EQUIPMENT</b>	<b>1,672,041</b>	<b>1,672,041</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMPUTERS AND TELECOMMUNICATIONS</b>					
Ongoing Renewal of IT Infrastructure	1,218,000	487,200	243,600	243,600	243,600
Web-site Upgrade and Replacement to support the Digital Environment e.g. improved customer experience, increase on-line transactions, improved search functionality; online forms and payments	700,000	-	700,000	-	-
<b>TOTAL COMPUTERS AND TELECOMMUNICATIONS</b>	<b>1,918,000</b>	<b>487,200</b>	<b>943,600</b>	<b>243,600</b>	<b>243,600</b>
<b>LIBRARY BOOKS AND MATERIALS</b>					
Purchase of Library Collections	872,515	872,515	-	-	-
<b>TOTAL LIBRARY BOOKS AND MATERIALS</b>	<b>872,515</b>	<b>872,515</b>	<b>-</b>	<b>-</b>	<b>-</b>

Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
<b>OTHER PLANT AND EQUIPMENT</b>					
Residential Services - Replacement of Minor equipment	40,000	40,000	-	-	-
Residential Services - Replacement of Furniture	90,000	90,000	-	-	-
Residential Services OHS/No Lift to minimise risk to staff from manual handling-Replacement of beds, lifting machines, mobile chairs, wheel chairs	90,000	90,000	-	-	-
Family Day Care Equipment Upgrade-Glen Huntly Family Day Care	5,000	-	5,000	-	-
Personal Duress Alarms for MCH nurses	11,800	-	-	-	11,800
Furniture and Equipment for offices and function rooms	100,000	100,000	-	-	-
GESAC - Addition of fans/chiller to the stadium, outside gym area on the first floor outside the group fitness area and replacement of pool equipment	170,000	-	170,000	-	-
Installation of swipe cards and CCTV	111,000	-	111,000	-	-
IP Based high resolution video surveillance CCTV security system - Elsternwick Plaza	85,000	-	-	-	85,000
Art Gallery Sound System	20,000	-	20,000	-	-
Public Address System-Julie Cooper Pavilion, Centenary Park	10,000	-	-	-	10,000
Youth Information Centre Upgrade and Refurbishment-Robert St, Bentleigh	25,000	-	25,000	-	-
Landscaping of Early Learning Centres	15,000	-	15,000	-	-
GESAC Annual Plant and Equipment Replacement	276,000	248,400	27,600	-	-
<b>TOTAL OTHER PLANT AND EQUIPMENT</b>	<b>1,048,800</b>	<b>568,400</b>	<b>373,600</b>	<b>-</b>	<b>106,800</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>5,511,356</b>	<b>3,600,156</b>	<b>1,317,200</b>	<b>243,600</b>	<b>350,400</b>
<b>INFRASTRUCTURE</b>					
<b>ROADS</b>					
Road Reconstruction Program	4,088,000	3,270,400	817,600	-	-
Local Road Resurfacing Program	1,500,000	1,500,000	-	-	-
Right Of Way Renewal Program	336,600	286,110	50,490	-	-
Local Area Traffic Management Renewal Program	600,000	480,000	120,000	-	-

Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
Kerb and Channel Replacement Program	163,000	154,850	8,150	-	-
Cross Intersection Safety-Installation of Road Humps	80,000	-	-	-	80,000
Shopping Centre Safety-Improve access to existing bus stops and parking layout	45,000	-	-	-	45,000
School Safety-Removal of hard standard areas at location of removed children's crossing; kerb ramps, pedestrian fencing and garden beds; installation of splitter island and extend footpath	50,000	-	-	-	50,000
Safer Speed Limits-Speed Limit reduction	5,000	-	-	-	5,000
Safe Access to Public Transport-Redesign to improve pedestrian connectivity at Caulfield Railway Station	40,000	-	20,000	-	20,000
Safe Access to Public Transport-Improve pedestrian safety and amenity to and from Elsternwick Railway Station	300,000	-	45,000	-	255,000
Safer Access to Open Space-Redesign and reconstruction of splitter island at Murrumbeena Road/Leila Road intersection	25,000	-	25,000	-	-
Residential Street Safety-Construction of Road Humps and Splitter Island	310,000	-	-	-	310,000
Pedestrian Safety-Pedestrian Refuge Island works	300,000	-	10,000	-	290,000
<b>TOTAL ROADS</b>	<b>7,842,600</b>	<b>5,691,360</b>	<b>1,096,240</b>	<b>-</b>	<b>1,055,000</b>
<b>FOOTPATHS</b>					
Footpath New/Replacement Program	2,010,000	1,708,500	-	-	301,500
<b>TOTAL FOOTPATHS</b>	<b>2,010,000</b>	<b>1,708,500</b>	<b>-</b>	<b>-</b>	<b>301,500</b>
<b>DRAINAGE</b>					
Drainage Renewal and Upgrade Program	3,570,000	892,500	2,677,500	-	-
<b>TOTAL DRAINAGE</b>	<b>3,570,000</b>	<b>892,500</b>	<b>2,677,500</b>	<b>-</b>	<b>-</b>
<b>OPEN SPACE AND RECREATION</b>					
Warm season grass Program at Bailey Reserve Oval 1, Bentleigh East	710,000	-	-	710,000	-
Bicycle Strategy Implementation - Continuation of off road paths, extensions to the on road network and works to improve existing conditions	250,000	-	100,000	150,000	-
Public Hall Furniture, Moorleigh Village	10,000	10,000	-	-	-

Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
Playground Minor Equipment/Art Rolling Program	310,000	-	310,000	-	-
Cricket Net Facilities Upgrade	95,000	-	-	95,000	-
Major Playground Upgrade-McKinnon Reserve, McKinnon	350,000	52,500	17,500	17,500	262,500
Major Playground Upgrade-Harleston Park, Elsternwick	650,000	130,000	97,500	97,500	325,000
Sports Ground Lighting-McKinnon Reserve Oval 1, McKinnon	180,000	-	-	-	180,000
Plinth Curbing	285,000	-	-	-	285,000
Shade Shelter Construction-Elsternwick Plaza	75,000	-	-	-	75,000
Sports Facility Lighting Program-Bailey Reserve Skate Park, Bentleigh East	100,000	-	-	-	100,000
Park Furniture and Infrastructure Upgrade Program	150,000	-	75,000	75,000	-
Replacement & Installation of Synthetic Cricket Wicket Surfaces	23,000	23,000	-	-	-
Irrigation Upgrade Works-King George Reserve, Bentleigh East	100,000	100,000	-	-	-
Pathways Granitic Surface Upgrade-Murrumbeena Park	50,000	50,000	-	-	-
Concrete Path Edging-Caulfield Park Heritage Area	90,000	90,000	-	-	-
Replacement & Installation of Synthetic Cricket Wicket covers	16,000	16,000	-	-	-
Replacement of Park Shelters	55,000	55,000	-	-	-
Minor Park Improvements-Replacing garden bed edging and refurbishing existing garden beds; upgrading irrigation; garden fencing.	93,000	46,500	46,500	-	-
Installation of Rubber soft fall within playgrounds	50,000	50,000	-	-	-
Soil Stabilisation Works within Parks and Reserves - soil required beside paths, park benches etc.	40,000	40,000	-	-	-
Open Space Lighting Program-Caulfield Park	75,000	75,000	-	-	-
Carnegie Swim Centre Capital Maintenance	50,000	-	25,000	25,000	-
Replacement of Infrastructure Furniture within Parks	125,000	125,000	-	-	-
Duncan Mackinnon Athletics Track Upgrade	1,000,000	-	800,000	-	200,000
Open Space Strategy Initiatives-Better Open Spaces - Rosanna Street Reserve, Carnegie	250,000	-	250,000	-	-

Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
Open Space Strategy Initiatives-Better Open Spaces - EE Gunn Reserve, Ormond	500,000	-	500,000	-	-
Open Space Strategy Initiatives-Better Open Spaces - Spring Rd Reserve, Caulfield South	250,000	-	250,000	-	-
Open Space Strategy Initiatives-Better Open Spaces - Joyce Park, Ormond	400,000	-	400,000	-	-
Open Space Strategy -Design and Development - Precinct Plan for Lord Reserve, Carnegie Pool, Koornang Park	100,000	-	100,000	-	-
Energy Efficient Street Lighting - Planning and project development	51,500	-	51,500	-	-
Park Lighting Energy Efficiency Upgrade - replace existing public lighting assets in parks with suitable energy efficient (LED) upgrades.	250,000	-	250,000	-	-
Duncan Mackinnon Reserve - Landscape Enhancement Works-Stage 2- Walking/ Running Circuit	565,000	-	508,500	56,500	-
Duncan Mackinnon Reserve - Netball Court Development	474,441	-	-	-	474,441
Duncan Mackinnon Athletics Track- Replacement of High Jump Facility	60,000	-	-	-	60,000
Duncan Mackinnon Reserve - Sports Ground Lighting	150,000	-	150,000	-	-
Public Toilet Upgrade - Harleston Park, Elsternwick	350,000	-	350,000	-	-
Perimeter Fencing Upgrade-East Caulfield Reserve	85,000	85,000	-	-	-
Bin Enclosures-McKinnon Reserve, McKinnon	30,000	30,000	-	-	-
Moorleigh Village Multi-purpose Sports Training facility	275,000	-	-	-	275,000
Shade Sails Rolling Program	70,000	-	-	-	70,000
Sustainable Recycling Bin Enclosures-Murrumbeena Park	35,000	-	-	-	35,000
<b>TOTAL OPEN SPACE AND RECREATION</b>	<b>8,827,941</b>	<b>978,000</b>	<b>4,281,500</b>	<b>1,201,500</b>	<b>2,366,941</b>
<b>OPEN SPACE STRATEGY IMPLEMENTATION</b>					
Open Space Strategy - Design and Development - Aileen Ave, Caulfield South	25,000	-	-	-	25,000
<b>TOTAL OPEN SPACE STRATEGY IMPLEMENTATION</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>



Project Title	2017-18 Amount (\$)	2017-18 Renewal (\$)	2017-18 Upgrade (\$)	2017-18 Expansion (\$)	2017-18 New (\$)
<b>CAR PARKS</b>					
Car Park Renewal Program	400,000	320,000	80,000	-	-
Accessibility Parking Bays in Off Street car parks.	20,000	6,000	12,000	-	2,000
<b>TOTAL CAR PARKS</b>	<b>420,000</b>	<b>326,000</b>	<b>92,000</b>	<b>-</b>	<b>2,000</b>
<b>STREETSCAPE WORKS</b>					
Bentleigh Plaza (Rotunda Site) Improvement Project-Recontouring, footpath paving and drainage, landscaping, street furniture and lighting-design and consultation.	250,000	-	125,000	-	125,000
Annual Activity Centre Minor Improvements Program-To explore opportunities to improve amenity, safety and vibrancy across activity centres	100,000	-	20,000	-	80,000
<b>TOTAL STREETSCAPE WORKS</b>	<b>350,000</b>	<b>-</b>	<b>145,000</b>	<b>-</b>	<b>205,000</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>23,045,541</b>	<b>9,596,360</b>	<b>8,292,240</b>	<b>1,226,500</b>	<b>3,930,441</b>
<b>TOTAL CAPITAL WORKS 2017-18</b>	<b>34,081,577</b>	<b>15,045,296</b>	<b>11,921,340</b>	<b>2,774,100</b>	<b>4,340,841</b>

### **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*.

In developing the *Strategic Resource Plan* (refer to *Council and Community Plan*), rates and charges were identified as an important source of revenue, accounting for 60 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. The cap applies to general rates and is calculated on the basis of council's average rates.

The average general rate will increase by 2 per cent in line with the rate cap. This will raise total rates for 2017-18 of \$89.21m, including \$800k generated from supplementary rates. Council's waste and recycling charges are levied on the basis of cost recovery and have increased by approximately 2 per cent.

**a) the rate in the dollar for each type of rate or charge to be levied;**

General Rate	2.9597 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;**

	<b>Before Rebate</b>	<b>After Rebate</b>
General Rate	\$88,442,501	\$88,087,001
Cultural & Recreation with Liquor	\$25,680	\$25,680
Cultural & Recreation without Liquor	\$33,046	\$33,046
Cultural & Recreation MRC*	\$180,001	\$180,001
Yarra Yarra Golf Club	\$81,765	\$81,765

**c) the estimated total amount to be raised;**

	<b>2016-17 Before Rebate</b>	<b>2017-18 Before Rebate</b>
	\$85,608,334	\$88,762,993
	<b>After Rebate</b>	<b>After Rebate</b>
	\$85,212,674	\$88,407,493

**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	1.94 per cent increase
Cultural & Recreation with Liquor	1.95 per cent increase
Cultural & Recreation without Liquor	1.95 per cent increase
Cultural & Recreation MRC	1.94 per cent 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;**

	<b>2016-17</b>	<b>2017-18</b>
General Rate	63,236	64,737
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;**

<b>2016-17</b>	<b>2017-18</b>
63,262	64,763

**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	2.37 per cent Increase
Cultural & Recreation with Liquor	0.00 per cent
Cultural & Recreation without Liquor	0.00 per cent
Cultural & Recreation MRC	0.00 per cent
Yarra Yarra Golf Club	0.00 per cent

**h) the percentage change in the total number of assessments compared to that of the previous financial year;**

2.37 per cent

**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);**

	<b>2016-17</b>	<b>2017-18</b>
General Rate	\$2,932,608,433	2,988,223,683
Cultural & Recreation with Liquor	\$1,448,000	1,448,000
Cultural & Recreation without Liquor	\$2,236,000	2,236,000
Cultural & Recreation MRC*	\$8,012,850	8,012,850
Yarra Yarra Golf Club	\$5,447,500	5,447,500

**k) the estimated total value of property in respect of which rates are to be levied;**

<b>2016-17</b>	<b>2017-18</b>
\$2,949,752,783	\$3,005,368,033

**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	1.71 per cent
Cultural & Recreation with Liquor	0.00 per cent
Cultural & Recreation without Liquor	0.00 per cent
Cultural & Recreation MRC	0.00 per cent
Yarra Yarra Golf Club	0.00 per cent

**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;**

1.71 per cent increase

**n) the unit amount for each type of charge to be levied;**

	<b>2016-17</b>	<b>2017-18</b>
240 Litre Bin	\$359.00	\$366.00
120 Litre Bin	\$174.00	\$177.00
Flats Sharing 240 litre bin	\$174.00	\$177.00
Family 240 litre bin	\$251.00	\$256.00
Litter Management Charge	\$55.00	\$54.00
240 Litre Medical	\$174.00	\$177.00
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) compared with the previous year;**

	<b>2016-17</b>	<b>2017-18</b>
240 Litre Bin	\$6,079,306	\$6,183,204
120 Litre Bin	\$7,129,824	\$7,274,523
Flats Sharing 240 litre bin	\$345,738	\$367,629
Family 240 litre bin	\$96,384	\$101,376
Litter Management Charge	\$148,830	\$205,956
240 Litre Medical	\$3,306	\$3,540
Additional Recycling	\$41,160	\$42,900
Additional Green Waste	\$6,240	\$7,980
<b>Total</b>	<b>\$13,850,788</b>	<b>\$14,187,108</b>

**p) the estimated total amount to be raised by rates and charges after rebate;**

	<b>2016-17</b>	<b>2017-18</b>
	\$99,063,462	\$102,594,601

**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	1.95 per cent Increase
120 Litre Bin (Res/Comm)	1.72 per cent Increase
Flats Sharing 240 litre bin	1.72 per cent Increase
Family 240 litre bin	1.99 per cent Increase
Litter Management Charge	1.82 per cent decrease
240 Litre Medical	1.72 per cent 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	Annual Budget 2016-17 \$'000	Forecast 2016-17 \$'000	Annual Budget 2017-18 \$'000	Variance 2016-17 Forecast to 2017-18 Budget \$'000
Rates Revenue	85,030	85,213	88,407	3,195
Waste and Recycling Charges	13,852	13,851	14,187	336
<b>Total Rates and Charges</b>	<b>98,882</b>	<b>99,063</b>	<b>102,595</b>	<b>3,531</b>

**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 Street 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 2017-18 year.

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b>COMMUNITY WELLBEING</b>				
<b><u>Library and Information Services</u></b>				
<b>3620 - Library and Information Operations</b>				
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	Free	List price + \$3.50 processing charge	List price + \$3.50 processing charge
Jacketing - Damaged	Per item	Free	3.50	3.50
CD, CD ROM, and DVD Cases - Lost/Damaged	Per case	Free	1.20	1.20
Kit Cases, Talking Book CD and Talking Book Playaway Cases - Lost/Damaged	Per case	Free	6.00	6.00
Barcodes - Lost/Damaged	Per item	Free	1.20	1.20
Talking Book Compact Discs - Lost/Damaged	Per compact disc	Free	12.00	12.00
KOBO (e-reader) lost or damaged	KOBO device, case and USB cable	Free	130.00	Not Applicable for 2017-18
<b>3621 - Caulfield Library</b>				
Replacement Membership Card		Free	4.00	4.00
PCs – Printing	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
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	\$2 per day - maximum \$50	Free	2.00	Not Applicable for 2017-18
Photocopying	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Reservations and Requests for Purchase	Excludes children's and young adult items	Free	2.00	2.00
<b>3622 - Elsternwick Library</b>				
Replacement Membership Card		Free	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 - 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	Excludes children's and young adult items	Free	2.00	2.00
<b>3623 - Carnegie Library</b>				
Replacement Membership Card		Free	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	Excludes children's and young adult items	Free	2.00	2.00
<b>3624 - Bentleigh Library</b>				
Replacement Membership Card		Free	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



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
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	Excludes children's and young adult items	Free	2.00	2.00
<b>Arts and Cultural Services</b>				
<b>3560 - Music Program</b>				
Arts Unit - Special Events	Ticket Sales and Programs (Per Ticket)	Taxable	Between \$20.00 - \$25.00	Not Applicable for 2017-18
<b>3510 - Gallery</b>				
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
Gallery Management Fees		Taxable	Rates vary as they are negotiated on an individual basis	Not Applicable for 2017-18
Public program admission	Children's programs	Taxable	Not Applicable for 2016-17	5.00
<b>3520 - Arts and Literature Festival</b>				
Miscellaneous Income		Taxable	Between \$10-\$35	Between \$10-\$35
<b>3551 - Arts &amp; Culture Projects</b>				
	Food vendor site fees	Taxable	Two site fees - \$150 and \$300	Two site fees - \$150 and \$300
<b>3580 - Community Celebrations</b>				
	Food vendor site fees	Taxable	Two site fees - \$150 and \$300	Two site fees - \$150 and \$300
<b>Residential Aged Care Facilities</b>				
Resident Fees are set by the Commonwealth Government and are subject to change.				

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b><u>Warrawee Facility</u></b>				
<b>5436 - Warrawee Aged Care Facility – Administration</b>				
Maximum Refundable Accommodation Deposits (RAD) - House 1 & 2		Free	475,000	475,000
Maximum Refundable Accommodation Deposits (RAD) - House 4 & 5		Free	525,000	525,000
Maximum Refundable Accommodation Deposits (RAD) Extra Service - House 6		Free	550,000	550,000
Maximum Refundable Accommodation Deposit (RAD) - House 7		Free	375,000	375,000
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	47.86	48.44
Extra Service Fees - House 6		Free	37.50	37.50
Meals Staff/Guests		Taxable	6.00	6.00
Respite Care		Free	47.86	48.44
<b><u>Rosstown Aged Care Facility</u></b>				
<b>5441 - Rosstown Aged Care Facility - Administration</b>				
Maximum Refundable Accommodation Deposit (RAD) – Downstairs		Free	475,000	475,000
Maximum Refundable Accommodation Deposit (RAD) – Upstairs		Free	425,000	425,000
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	47.86	48.44
Meals Staff/Guests		Taxable	6.00	6.00
Respite Care		Free	47.86	48.44

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b><u>Spurway Aged Care Facility</u></b>				
<b>5451 - Spurway Aged Care Facility - Administration</b>				
Maximum Refundable Accommodation Deposit (RAD) - House 1 & 3		Free	475,000	475,000
Maximum Refundable Accommodation Deposit (RAD) - House 2		Free	425,000	425,000
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	47.86	48.44
<b><u>Independent Living Units</u></b>				
<b>5461 - Independent Living Units</b>				
	One bedroom per fortnight	Input	Rent Assistance Entitlement plus 25% of Total Income	Rent Assistance Entitlement plus 25% of Total Income
<b><u>Family and Children Services</u></b>				
<b><u>Children Services Administration</u></b>				
<b>5301 - Children Services Administration</b>				
FCS Ticketing Sales		Taxable	10.00	10.00
Educator Session		Free	33.00	33.00
<b><u>Occasional Care</u></b>				
<b>5346 - Occasional Care</b>				
Occasional Care Fees per session		Free	29.00	30.00
	Health Care Card Holder Fee	Free	25.00	25.00
	Second Child Discount	Free	27.00	28.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b><u>Kindergartens</u></b>				
<b>5212 - Kindergartens</b>				
Kindergarten Central Enrolment/Administration Fee	Full Fee	Free	22.00	22.00
<b><u>Family Day Care</u></b>				
<b>5306 - Family Day Care</b>				
Family Day Care Administration Fee		Free	1.95	1.95
Family Day Care Hourly Fee	per hour	Free	\$9.00 - \$15.00	\$9.00 - \$15.00
<b><u>Carnegie Early Learning Centre</u></b>				
<b>5316 - Carnegie Early Learning Centre</b>				
Daily Fee	0-3 Year Old Room	Free	127.00	130.00
Daily Fee	3-5 Year Old Room	Free	119.00	122.00
<b><u>Caulfield Early Learning Centre</u></b>				
<b>5321 - Caulfield Early Learning Centre</b>				
Daily Fee	0-3 Year Old Room	Free	127.00	130.00
Daily Fee	3-5 Year Old Room	Free	119.00	122.00
<b><u>Murrumbeena Early Learning Centre</u></b>				
<b>5341 - Murrumbeena Early Learning Centre</b>				
Daily Fee	0-3 Year Old Room	Free	127.00	130.00
Daily Fee	3-5 Year Old Room	Free	119.00	122.00
<b><u>Resource and Development</u></b>				
<b>5286 - Resource and Development</b>				
Hire General - Caulfield MCH Room		Taxable	12.50	13.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Hire General - Murrumbeena MCH Room		Taxable	18.50	19.00
Hire General - Glen Huntly MCH Room		Taxable	12.50	13.00
<b>Public Health</b>				
<b>3320 - Environmental Health</b>				
Registration Fees - Public Health and Wellbeing Act	Annual Registration Fee	Free	136.00	138.00
	Ongoing Registration Fee (Low Risk)	Free	Not Applicable for 2016-17	138.00
	Late Registration Fee Surcharge	Free	Dependent on Volumes	Dependent on Volumes
Transfer Administration Fees	Food Act	Free	78.00	79.00
Transfer Administration Fees	Public Health and Wellbeing Act	Free	78.00	79.00
<b>Registration Fees - Food Act</b>				
Food Act Registration Fees	Late Registration Fee Surcharge	Free	Dependent on Volumes	Dependent on Volumes
	Class 1A - (5 star award)	Free	385.00	392.00
	Class 1A - (No award)	Free	503.00	513.00
	Class 1B - (5 star award)	Free	326.00	332.00
	Class 1B - Medium Risk (No award)	Free	447.00	455.00
	Class 2A - (5 star award)	Free	601.00	613.00
	Class 2A - (No award)	Free	720.00	734.00
	Class 2B - (5 star award)	Free	333.00	339.00
	Class 2B - (No award)	Free	452.00	461.00
	Class 2C - Community groups and temporary and mobile food premises (no award)	Free	187.00	190.00
	Class 2C - Community groups and temporary and mobile food premises (5 star award)	Free	Not Applicable for 2016-17	163.00
	3A - Low risk premises	Free	258.00	263.00
	3B - Low risk large manufacturers	Free	310.00	316.00
	Class 3C - Low risk Community groups and temporary and mobile food premises	Free	137.00	139.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Additional Follow Up Inspection Fees	Classes 1 and 2	Free	131.00	133.00
	Class 3	Free	90.00	92.00
<b>Registration Fees - Streatrader</b>				
Annual Registration Fee	Class 2M, 2T & 2V	Free	187.00	190.00
	Class 3M, 3T & 3V	Free	137.00	139.00
<b>Public Health Legal Fee Income</b>	Legal Fees Income	Free	Dependent on Volumes	Dependent on Volumes
<b>Transfer inspection fees</b>	Public Health and Wellbeing Act Transfer Inspection Fee	Free	129.00	131.00
Domestic Waste Water Management System Approval	Domestic Waste Water Management System Approval	Free	298.00	303.00
<b><u>Community Care And Disability Support</u></b>				
<b><u>Personal Care - Domestic Assistance</u></b>				
<b>5484 Personal Care - Domestic Assistance</b>				
Domestic Assistance (Renamed from Home Care)	Low Fee	Free	6.50	6.60
	Medium Fee	Free	16.30	16.60
	High Fee	Free	34.20	34.70
Personal Care	Low Fee	Free	6.00	6.10
	Medium Fee	Free	9.90	10.10
	High Fee	Free	38.00	38.50
<b><u>Home Maintenance</u></b>				
<b>5482 - Home Maintenance</b>				
Home Maintenance	Low Fee	Free	13.00	13.20
	Medium Fee	Free	18.90	19.20
	High Fee	Free	48.90	50.00
	Full Cost Recovery - (Packages, Linkages)	Taxable	55.70	56.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b><u>Delivered Meals</u></b>				
<b>5500 - Delivered Meals</b>				
Delivered Meals	Low Fee & Medium Fee	Free	8.30	8.30
	High Fee	Free	13.60	13.60
	Full Cost Income - Delivered Meals Taxable	Taxable	17.60	17.60
<b><u>Social Options</u></b>				
<b>5271 - Community Transport</b>				
Community Bus Hire (per half day)	Community - Non Profit	Taxable	40.00	40.60
Community Bus Hire (per full day)	Community - Non Profit	Taxable	55.00	55.80
Community Bus Hire (per half day)	Schools, Sporting Groups	Taxable	60.00	60.90
Community Bus Hire (per full day)	Schools, Sporting Groups	Taxable	105.00	106.50
Community Bus Shopping Trip	Shopping Bus Fee	Taxable	3.40	3.50
<b><u>Social Support</u></b>				
<b>5496 - Social Support</b>				
Social Support	Low Fee	Free	19.50	19.80
	Medium Fee	Free	19.50	19.80
	High Fee	Free	31.70	32.20
Full Cost Income	Packages & Linkages	Taxable	21.50	21.50
<b>5411 - Older Adults Programs</b>				
Exercise Program	Exercise Program Fee	Taxable	4.10	4.20
Exercise Program Transport	Per Round Trip	Taxable	3.10	3.20
Explorers Program Transport	Per Round Trip	Taxable	6.60	6.70
<b><u>Respite Care</u></b>				
<b>5205 - Respite care</b>				
Respite Care	Low Fee	Free	4.30	4.40
	Medium Fee	Free	6.00	6.10
	High Fee	Free	35.10	35.60

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b>INFRASTRUCTURE, ENVIRONMENT AND LEISURE</b>				
<b><u>Asset Management</u></b>				
<b>4100 - Project and Asset Management</b>				
Asset Consent Permits		Free	174.00	178.00
Vehicle Crossing Permits		Free	235.00	240.00
Building Over Easements Permits		Free	290.00	297.00
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	62.50	64.00
Asset Protection Permits		GST Exempt	226.00	232.00
Flood Information Reports	A fee for providing flood information for land susceptible to flooding from a major stormwater overflow in the council drainage system.	Free	Not Applicable for 2016-17	51.00
<b><u>Works Depot</u></b>				
<b>4422 - Asphalt Road and Footpath Reinstatement</b>				
Asphalt Footpath 30mm thick	per Sq.m.	Taxable	170.00	174.00
Asphalt Road Pavement 50mm thick	per Sq.m.	Taxable	211.00	216.00
<b>4441 Concrete Maintenance - Concrete Openings</b>				
<b>a) Footpath and Vehicle Crossing Reinstatements</b>				
Concrete Footpath - 75mm thick	per Sq.m.	Taxable	92.00	94.00



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Footpath Combination with 300mm spoon drain	per Sq.m.	Taxable	149.00	153.00
Vehicle Crossing - 100mm thick	per Sq.m.	Taxable	149.00	153.00
Residential Vehicle Crossings - 125mm thick	per Sq.m.	Taxable	170.00	174.00
Commercial Vehicle Crossings - 150mm thick	per Sq.m.	Taxable	170.00	174.00
Industrial Vehicle Crossings - 200mm thick	per Sq.m.	Taxable	221.00	227.00
<b>b) Kerb and Channel Reinstatements</b>	(Taxable charges apply to non-utility and non-public authorities).			
Concrete Kerb & Channel - 450mm wide	per Lin.m.	Taxable	149.00	153.00
Concrete Kerb & Channel - 600mm wide	per Lin.m.	Taxable	113.00	116.00
Concrete Kerb & Channel - Extra Wide Channel - 900mm wide	per Lin.m.	Taxable	190.00	195.00
<b>c) Miscellaneous Reinstatements</b>	(Taxable charges apply to non-utility and non-public authorities).			
Brick Paving	per Sq.m.	Taxable	123.00	126.00
Pram Crossing - Unit	per number	Taxable	935.00	958.00
Bluestone - Kerb	per Lin.m.	Taxable	149.00	153.00
Bluestone - Kerb & Channel	per Lin.m.	Taxable	170.00	174.00
Bluestone - Paving	per Sq.m.	Taxable	190.00	195.00
Storm Water Kerb Adaptors	per number	Taxable	103.00	106.00
Storm Water Pipe - 100mm diameter	per Lin.m.	Taxable	82.00	84.00
Nature Strip (which includes level off, top dressing & seeding)	per Sq.m.	Taxable	31.00	32.00
Nature Strip (which includes excavation Maximum Depth 200mm, top soiling & seeding)	per Sq.m.	Taxable	62.00	64.00
Saw Cutting	per Lin.m.	Taxable	15.00	15.00
<b>Property and Facilities</b>				
<b>2245 - Facilities Management</b>	Town hall Function Rooms Concessional Rates (i.e. Community Groups) - please note, a session = 3 hours			
<b>Auditorium</b>				
Auditorium - Theatre Style Setup (Fri -Sun)	Per Session	Taxable	942.00	961.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Kitchen Use (Fri - Sun)	Per Session	Taxable	290.50	296.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Taxable	772.50	788.00
Kitchen Use (Mon - Thu)	Per Session	Taxable	179.00	182.50
Auditorium - Banquet Style Setup (Fri - Sun)	Per Session	Taxable	1,809.00	1845.00
Auditorium - Banquet Style Setup (Mon - Thu)	Per Session	Taxable	1,387.00	1415.00
Public Holiday Surcharge	Per Session	Taxable	340.50	347.00
Theatrette (Fri - Sun)	Per Session	Taxable	463.00	472.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	100.50	102.50
Theatrette (Mon - Thu)	Per Session	Taxable	322.50	329.00
Ground Floor Kitchen Use (Mon - Thu)	Per Session	Taxable	77.50	79.00
<b>Function Rooms</b>				
Rippon Lea Room (evenings and weekends)	Per Session	Taxable	129.00	131.50
	Each Extra Hour After 3 Hours	Taxable	39.00	40.00
Rippon Lea Room (business hours)	Per Session	Taxable	153.00	156.00
	Each Extra Hour After 3 Hours	Taxable	44.00	45.00
Labassa Room (evenings & weekends)	Per Session	Taxable	114.00	117.00
	Each Extra Hour After 3 Hours	Taxable	39.00	40.00
Labassa Room (business hours)	Per Session	Taxable	141.50	144.00
	Each Extra Hour After 3 Hours	Taxable	44.00	45.00
Ogaki Room (evenings and weekends)	Per Session	Taxable	115.00	117.00
	Each Extra Hour After 3 Hours	Taxable	39.00	40.00
Ogaki Room (business hours)	Per Session	Taxable	141.50	144.00
	Each Extra Hour After 3 Hours	Taxable	44.00	45.00
Caulfield Cup Room (evenings and weekends)	Per Session	Taxable	167.00	170.00
	Per Day	Taxable	262.00	267.00
Caulfield Cup Room (business hours)	Per Session	Taxable	220.50	225.00
	Per Day	Taxable	330.00	336.50
Yarra Yarra Room (evenings and weekends)	Per Session	Taxable	126.00	128.50
	Per Day	Taxable	197.00	201.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Yarra Yarra Room (business hours)	Per Session	Taxable	166.00	169.00
	Per Day	Taxable	249.50	254.50
Upstairs Meeting Rooms - Kitchen (evenings and weekends)	Per Session	Taxable	52.00	53.00
	Per Day	Taxable	102.50	104.50
Upstairs Meeting Rooms - Kitchen (business hours)	Per Session	Taxable	82.00	83.50
	Per Day	Taxable	120.50	123.00
<b>Town hall Function Rooms - Commercial Rates</b>				
<b>Auditorium</b>				
Auditorium - Theatre Style Setup (Fri - Sun)	Per Session	Taxable	1,313.00	1339.00
Kitchen Use (Fri - Sun)	Per Session	Taxable	419.00	427.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Taxable	1,023.00	1044.00
Kitchen Use (Mon - Thu)	Per Session	Taxable	230.50	235.00
Auditorium - Banquet Style Setup (kitchen use included) (Fri -Sun)	Per Session	Taxable	2,417.50	2466.00
Auditorium - Banquet Style Setup (kitchen use included) (Mon -Thu)	Per Session	Taxable	1,820.50	1857.00
Public Holiday Surcharge		Taxable	342.00	349.00
Theatrette (Fri - Sun)	Per Session	Taxable	595.00	607.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	115.00	117.00
Theatrette (Mon - Thu)	Per Session	Taxable	399.50	407.50
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	91.00	93.00
<b>Function Rooms</b>				
Rippon Lea Room (evenings and weekends)	Per Session	Taxable	182.00	185.50
	For Each Extra Hour After 3 Hours	Taxable	55.00	56.00
Rippon Lea Room (business hours)	Per Session	Taxable	195.00	199.00
	For Each Extra Hour After 3 Hours	Taxable	60.50	61.50
Labassa Room (evenings and weekends)	Per Session	Taxable	154.00	157.00
	For Each Extra Hour After 3 Hours	Taxable	44.00	45.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Labassa Room (business hours)	Per Session	Taxable	168.50	172.00
	For Each Extra Hour After 3 Hours	Taxable	55.00	56.00
Ogaki Room (evenings and weekends)	Per Session	Taxable	154.00	157.00
	For Each Extra Hour After 3 Hours	Taxable	44.00	45.00
Ogaki Room (business hours)	Per Session	Taxable	168.50	172.50
	For Each Extra Hour After 3 Hours	Taxable	55.00	56.00
Caulfield Cup Room (evenings and weekends)	Per Session	Taxable	303.00	309.00
	Per Day	Taxable	456.00	465.00
Caulfield Cup Room (business hours)	Per Session	Taxable	459.00	468.00
	Per Day	Taxable	696.00	710.00
Yarra Yarra Room (evenings and weekends)	Per Session	Taxable	228.50	233.00
	Per Day	Taxable	344.00	351.00
Yarra Yarra Room (business hours)	Per Session	Taxable	346.00	353.00
	Per Day	Taxable	507.50	518.00
Kitchen (evenings and weekends)	Per Session	Taxable	89.00	91.00
	Per Day	Taxable	89.00	91.00
Kitchen (business hours)	Per Session	Taxable	102.50	104.50
	Per Day	Taxable	102.50	104.50
<b>Carnegie Library and Community Centre</b>				
<b>Concessional Rates</b>				
Boyd Room 1	Community Per Hour	Taxable	30.00	30.50
Boyd Room 2	Community Per Hour	Taxable	30.00	30.50
Boyd Room 3	Community Per Hour	Taxable	30.00	30.50
Boyd Rooms Combined	Community Per Hour	Taxable	85.00	86.50
Main Kitchen	Community Per Hour	Taxable	16.50	17.00
Children's/Multipurpose Room	Community Per Hour	Taxable	22.00	22.50
<b>Commercial Rates</b>				
Boyd Room 1	Community Per Hour	Taxable	63.50	64.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Boyd Room 2	Community Per Hour	Taxable	63.50	64.50
Boyd Room 3	Community Per Hour	Taxable	63.50	64.50
Boyd Rooms Combined	Community Per Hour	Taxable	191.00	195.00
Main Kitchen	Community Per Hour	Taxable	16.00	16.50
Children's/Multipurpose room	Community Per Hour	Taxable	31.00	31.50
Boyd Room 1	Community Per Day (> 3 Hours)	Taxable	\$30.00 per hour for the first 3 hours, \$11.50 per hour for each hour thereafter	\$30.50 per hour for the first 3 hours, \$12.00 per hour for each hour thereafter
Boyd Room 2	Community Per Day (> 3 Hours)	Taxable	\$30.00 per hour for the first 3 hours, \$11.50 per hour for each hour thereafter	\$30.50 per hour for the first 3 hours, \$12.00 per hour for each hour thereafter
Boyd Room 3	Community Per Day (> 3 Hours)	Taxable	\$30.00 per hour for the first 3 hours, \$11.50 per hour for each hour thereafter	\$30.50 per hour for the first 3 hours, \$12.00 per hour for each hour thereafter
Boyd Rooms Combined	Community Per Day (> 3 Hours)	Taxable	\$85.00 per hour for the first 3 hours, \$34.00 per hour for each hour thereafter	\$86.50 per hour for the first 3 hours, \$34.50 per hour for each hour thereafter
<b><u>Waste and Recycling</u></b>				
<b>4300 - Waste and Recycling Charges</b>				
<b>Residential</b>	Large 240L Waste Charge (including an estimated \$50 State Levy)	Free	359.00	366.00
	Small 120L Waste Charge (including an estimated \$24 State Levy)	Free	174.00	177.00
	Residential Flat Shared Bins (240L) Waste Charge per assessment (including an estimated \$24 State Levy)	Free	174.00	177.00
	240L Family Bin (including an estimated \$50 State Levy)	Free	251.00	256.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	Medical 240L Waste Charge (including an estimated \$50 State Levy)	Free	174.00	177.00
	Litter Management Charge	Free	55.00	54.00
<b>General</b>	Additional Recycling Bin	Free	30.00	30.00
	Additional Green Waste Bin	Free	30.00	30.00
<b>Commercial</b>	Large 240L Waste Charge (including an estimated \$51 State Levy)	Free	359.00	366.00
	Small 120L Waste Charge (including an estimated \$24 State Levy)	Free	174.00	177.00
<b><u>Parks</u></b>				
<b>4650 - Contract Tree Gang</b>				
Sundry Income	Tree Removal for Cross-Overs	Taxable	Variable	Variable
<b><u>Recreation And Open Space</u></b>				
<b>4803 - Pavilions</b>		Taxable		
<b>Hire of Sports Pavilions/Hall/Social Rooms:</b>				
Hire charges listed below relate to the following recreation facilities and include venues hired for community use, school use, casual sports hire and by tenant sports clubs: Bailey Reserve Pavilion, Bentleigh McKinnon Youth Centre, Bentleigh Recreation Reserve Pavilion, Caulfield Park Pavilion and Community Room, Caulfield Park Main Pavilion, Centenary Park 'Julie Cooper' Pavilion, DC Bricker Pavilion, Duncan MacKinnon Reserve Pavilion, East Caulfield Reserve Pavilion, EE Gunn Reserve Pavilion, Glen Huntly Park Pavilion, King George VI Reserve Pavilion, Koornang Park Pavilion, Lord Reserve Pavilion, Mackie Road Reserve Pavilion, Marlborough Street Reserve Pavilion, McKinnon Public Hall, McKinnon Reserve Pavilion, Moorleigh Community Village Pavilion, Murrumbeena Park Pavilion, Packer Park Pavilion, Princes Park Multipurpose Pavilion, Victory Park Pavilion.				
Bond: Minimum \$1,000 - Maximum \$5,000				
Hall Caretaker Fee	Weekday		36.00	36.00
Hall Caretaker Fee	Weekend		64.00	72.00
Hall Caretaker Fee	Public Holiday rate		96.00	90.00
Hire of Hall, social room, function room, meeting room, community room	<b>Full Hourly Rate Casual -</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	28.00	28.60

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Bond: Minimum \$1,000 - Maximum \$5,000	<b>Full Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Taxable	51.00	52.00
	<b>Full Hourly Rate Casual</b> - Sunday 5pm - 10pm	Taxable	80.00	81.60
	<b>Full Flat Rate Evening Casual</b> - Friday & Saturday Night 6pm - Midnight	Taxable	419.00	427.00
	<b>Full Hourly Rate Casual (Public Holiday)</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	39.00	52.00
	<b>Full Hourly Rate Casual (Public Holiday)</b> - Saturday & Sunday 8am - 5pm	Taxable	57.50	52.00
	<b>Full Hourly Rate Casual (Public Holiday)</b> - Sunday 5pm - 10pm	Taxable	88.00	81.60
	<b>Full Flat Rate Evening Casual (Public Holiday)</b> - Friday & Saturday Night 6pm - Midnight	Taxable	619.00	427.00
	<b>Sporting Clubs (non profit) Hourly Rate Casual</b> Sunday - Thursday 6am - 10pm & Friday/Saturday 6am - 6pm	Taxable	24.50	25.00
	<b>Sporting Clubs (non profit) - Flat Rate Evening Casual</b> - Friday - Saturday Night 6pm - Midnight	Taxable	369.00	376.00
	<b>Non Profit Hourly Rate Casual</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	24.50	25.00
	<b>Non Profit Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Taxable	36.50	37.20
	<b>Non Profit Hourly Rate Casual</b> - Sunday 5pm - 10pm	Taxable	52.00	53.00
	<b>Non Profit Flat Rate Evening Casual</b> Friday & Saturday Night 6pm - Midnight	Taxable	374.50	382.00
	<b>Non Profit Hourly Rate Casual (Public Holiday)</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	38.00	37.20

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	<b>Non Profit Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 8am - 5pm	Taxable	51.00	37.20
	<b>Non Profit Hourly Rate Casual (Public Holiday)</b> Sunday 5pm - 10pm	Taxable	70.00	53.00
	<b>Non Profit Flat Rate Evening Casual (Public Holiday) -</b> Friday & Saturday Night 6pm - Midnight	Taxable	555.00	382.00
	<b>Commercial Hourly Rate</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	74.50	76.00
	<b>Commercial Hourly Rate Casual</b> Saturday & Sunday 8am - 5pm	Taxable	137.00	140.00
	<b>Commercial Hourly Rate Casual</b> Saturday & Sunday 5pm - 10pm	Taxable	152.50	156.00
	<b>Commercial Flat Rate Evening Casual</b> Friday & Saturday Night 6pm - Midnight	Taxable	762.00	777.00
	<b>Commercial Hourly Rate (Public Holiday)</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	149.00	140.00
	<b>Commercial Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 8am - 5pm	Taxable	272.00	140.00
	<b>Commercial Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 5pm - 10pm	Taxable	305.00	156.00
	<b>Commercial Flat Rate Evening Casual</b> Friday & Saturday Night 6pm - Midnight	Taxable	1,143.00	777.00
Combined Hire - Community Room and Meeting Room at same venue	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	54.00	55.10
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Taxable	102.00	104.00



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Sunday 5pm - 10pm</b>	Taxable	160.00	163.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual - Friday &amp; Saturday Night 6pm - Midnight</b>	Taxable	692.50	706.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Taxable	78.00	104.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Saturday &amp; Sunday 8am - 5pm</b>	Taxable	115.00	104.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Sunday 5pm - 10pm</b>	Taxable	176.00	163.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual (Public Holiday) - Friday &amp; Saturday Night 6pm - Midnight</b>	Taxable	914.50	706.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Taxable	49.00	50.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Saturday &amp; Sunday 8am - 5pm</b>	Taxable	73.00	74.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Sunday 5pm - 10pm</b>	Taxable	104.00	106.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual - Friday &amp; Saturday Night 6pm - Midnight</b>	Taxable	555.00	566.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Taxable	75.50	74.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Saturday &amp; Sunday 8am - 5pm</b>	Taxable	93.50	74.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm</b>	Taxable	135.50	106.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual (Public Holiday) - Friday &amp; Saturday Night 6pm - Midnight</b>	Taxable	831.00	566.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Taxable	150.00	153.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Saturday &amp; Sunday 8am - 5pm</b>	Taxable	275.00	281.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Sunday 5pm - 10pm</b>	Taxable	305.00	311.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual Friday &amp; Saturday Night 6pm - Midnight</b>	Taxable	1,144.00	1,167.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate (Public Holiday)</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	275.00	281.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 8am - 5pm	Taxable	290.00	281.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday)</b> Sunday 5pm - 10pm	Taxable	305.00	311.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual (Public Holiday)</b> Friday & Saturday Night 6pm - Midnight	Taxable	1,116.00	1,167.00
	Store Room	Taxable	\$41.50 per month	\$41.9 per month
<b>4805 - Moorleigh Community Village</b>		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	24.50	25.00
<b>4804 - Duncan Mackinnon Reserve - Bond - School track bookings: Minimum \$1,000 - Maximum \$5,000</b>				
Athletics Track Schools, Clubs & Residents within Glen Eira	Casual Per Day	Taxable	383.50	391.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Casual Per Day	Taxable	488.50	498.00
Athletics Track commercial hire	Casual Per Day	Taxable	510.00	520.00
Caretaker Fee	Weekday (2 hours)	Taxable	\$59.00 w/d \$146.00 w/e and Public Holiday	72.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Caretaker call out fee	Weekday (Per hour)	Taxable	Not Applicable for 2016-17	36.00
Caretaker Fee	Weekend (2 hours)	Taxable	Not Applicable for 2016-17	144.00
Caretaker call out fee	Weekend (Per hour)	Taxable	Not Applicable for 2016-17	72.00
Caretaker Fee	Public holiday rate (2 hours)	Taxable	Not Applicable for 2016-17	180.00
Caretaker call out fee	Public holiday rate (Per hour)	Taxable	Not Applicable for 2016-17	90.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Casual Per Hour	Taxable	83.50	85.20
Athletics Track Schools, Clubs & Residents outside Glen Eira	Casual Per Hour	Taxable	100.00	102.00
Athletics Track commercial hire	Casual Per Hour	Taxable	110.00	112.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Public Holiday Casual Per Hour	Taxable	124.50	85.20
Athletics Track Schools, Clubs & Residents outside Glen Eira	Public Holiday Casual Per Hour	Taxable	144.00	102.00
Athletics Track commercial casual hire	Public Holiday Casual Per Hour	Taxable	155.00	112.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Casual Other (Half Day)	Taxable	228.50	233.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Casual Other (Half Day)	Taxable	276.50	282.00
Athletics Track commercial hire	Casual Other (Half Day)	Taxable	300.00	306.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Public Holiday (Full Day)	Taxable	632.50	391.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Public Holiday (Full Day)	Taxable	757.00	498.00
Athletics Track commercial casual hire	Public Holiday (Full Day)	Taxable	775.00	520.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Public Holiday (Half Day)	Taxable	356.00	233.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Public Holiday (Half Day)	Taxable	430.00	282.00
Athletics Track commercial casual hire	Public Holiday (Half Day)	Taxable	450.00	306.00
Athletics Track	Equipment Hire (Half Day)	Taxable	78.50	80.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Athletics Track	Equipment Hire (Full Day)	Taxable	156.00	159.00
Athletics Track	Starting Blocks (Half Day)	Taxable	31.50	32.10
Athletics Track	Starting Blocks (Full Day)	Taxable	63.00	64.30
Athletics Track	Timing Gates	Taxable	260.00	265.00
Athletics Track	Timing Gates (Weekend/Public Holiday)	Taxable	357.00	265.00
Athletics Track	Timing Gates Operator	Taxable	209.00	214.00
Athletics Track	Timing Gates Operator (Weekend/Public Holiday)	Taxable	280.00	287.00
Athletics Track	Lighting (early morning per hour)	Taxable	31.50	32.10
Netball Courts Schools, Clubs & Residents within Glen Eira	Full day (6 hours & 10 courts)	Taxable	Not Applicable for 2016-17	368.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Full day (6 hours & 8 courts)	Taxable	320.00	326.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Full day (6 hours & 8 courts) Public Holiday	Taxable	516.00	326.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Full day (6 hours & 4 courts)	Taxable	161.00	164.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Full day (6 hours & 4 courts) Public Holiday	Taxable	259.00	164.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Half day (3 hours & 10 courts)	Taxable	Not Applicable for 2016-17	185.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Half day (3 hours & 8 courts)	Taxable	161.00	164.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Half day (3 hours & 8 courts) Public Holiday	Taxable	259.00	164.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Half day (3 hours & 4 courts)	Taxable	81.50	83.10
Netball Courts Schools, Clubs & Residents within Glen Eira	Half day (3 hours & 4 courts) Public Holiday	Taxable	130.50	83.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Netball Courts Schools, Clubs & Residents outside Glen Eira	Full day (6 hours & 10 courts)	Taxable	Not Applicable for 2016-17	508.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Full day (6 hours & 8 courts)	Taxable	443.00	452.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Full day (6 hours & 8 courts) Public Holiday	Taxable	710.00	452.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Full day (6 hours & 4 courts)	Taxable	220.00	224.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Full day (6 hours & 4 courts) Public Holiday	Taxable	355.00	224.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Half day (3 hours & 10 courts)	Taxable	Not Applicable for 2016-17	256.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Half day (3 hours & 8 courts)	Taxable	222.50	227.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Half day (3 hours & 8 courts) Public Holiday	Taxable	356.00	227.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Half day (3 hours & 4 courts)	Taxable	111.00	113.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Half day (3 hours & 4 courts) Public Holiday	Taxable	178.50	113.00
Netball Courts commercial	Full day (6 hours & 10 courts)	Taxable	Not Applicable for 2016-17	526.00
Netball Courts commercial	Full day (6 hours & 8 courts)	Taxable	458.00	467.00
Netball Courts commercial casual	Full day (6 hours & 8 courts) Public Holiday	Taxable	732.00	467.00
Netball Courts commercial	Full day (6 hours & 4 courts)	Taxable	230.00	235.00
Netball Courts commercial casual	Full day (6 hours & 4 courts) Public Holiday	Taxable	367.00	235.00
Netball Courts commercial	Half day (3 hours & 10 courts)	Taxable	Not Applicable for 2016-17	264.00
Netball Courts commercial	Half day (3 hours & 8 courts)	Taxable	230.00	235.00
Netball Courts commercial casual	Half day (3 hours & 8 courts) Public Holiday	Taxable	367.00	235.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Netball Courts commercial	Half day (3 hours & 4 courts)	Taxable	116.00	118.00
Netball Courts commercial casual	Half day (3 hours & 4 courts) Public Holiday	Taxable	186.00	118.00
Netball Courts commercial	Per Hour (1 hours & 10 courts)	Taxable	Not Applicable for 2016-17	99.00
Netball Courts commercial	Per Hour (1 hours & 8 courts)	Taxable	86.00	87.70
Netball Courts commercial casual	Per Hour (1 hours & 8 courts) Public Holiday	Taxable	133.00	87.70
Netball Courts commercial	Per Hour (1 hours & 4 courts)	Taxable	48.50	49.50
Netball Courts commercial casual	Per Hour (1 hours & 4 courts) Public Holiday	Taxable	75.00	49.50
Netball Courts Schools, Clubs & Residents within Glen Eira	Per Hour (1 hours & 10 courts)	Taxable	Not Applicable for 2016-17	70.00
Netball Courts Schools, Clubs & Residents within Glen Eira	Per Hour (1 hours & 8 courts)	Taxable	61.00	62.20
Netball Courts Schools, Clubs & Residents within Glen Eira	Per Hour (1 hours & 8 courts) Public Holiday	Taxable	97.00	62.20
Netball Courts Schools, Clubs & Residents outside Glen Eira	Per Hour (1 hours & 10 courts)	Taxable	Not Applicable for 2016-17	93.00
Netball Courts Schools, Clubs & Residents outside Glen Eira	Per Hour (1 hours & 8 courts)	Taxable	81.50	83.10
Netball Courts Schools, Clubs & Residents outside Glen Eira	Per Hour (1 hours & 8 courts) Public Holiday	Taxable	127.50	83.10
Netball Courts Schools, Clubs & Residents within Glen Eira	Per Hour (1 hours & 4 courts)	Taxable	35.50	36.20
Netball Courts Schools, Clubs & Residents within Glen Eira	Per Hour (1 hours & 4 courts) Public Holiday	Taxable	51.00	36.20
Netball Courts Schools, Clubs & Residents outside Glen Eira	Per Hour (1 hours & 4 courts)	Taxable	46.00	46.90
Netball Courts Schools, Clubs & Residents outside Glen Eira	Per Hour (1 hours & 4 courts) Public Holiday	Taxable	71.50	46.90
Netball Courts Schools, Clubs & Residents within Glen Eira	Casual Per Hour Per Court	Taxable	18.00	18.40

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Netball Courts Schools, Clubs & Residents outside Glen Eira	Casual Per Hour Per Court	Taxable	31.50	32.10
Netball Courts commercial	Casual Per Hour Per Court	Taxable	33.00	33.70
Netball Courts Schools, Clubs & Residents within Glen Eira	Casual Per Hour Per Court - Public Holiday	Taxable	25.50	18.40
Netball Courts Schools, Clubs & Residents outside Glen Eira	Casual Per Hour Per Court - Public Holiday	Taxable	42.00	32.10
Netball Courts commercial casual	Casual Per Hour Per Court - Public Holiday	Taxable	44.00	33.70
Netball Courts	Netball padding hire (full day)	Taxable	78.50	80.10
Netball Courts	Netball padding hire (half day)	Taxable	40.00	40.80
<b>4816 - Open Space</b>				
Bond - Special Events: Minimum \$500 - Maximum \$15,000 (Day Rate)				
Hire of Rotundas	Day Rate	Taxable	131.00	134.00
Hire of Rotundas with power	Bentleigh Centre Road & Caulfield Park Band Stand	Taxable	152.00	155.00
Open Space Hire - Community rate	Day Rate	Taxable	131.00	134.00
Open Space Hire - Commercial rate	Day Rate	Taxable	197.00	201.00
Open Space Hire - Community rate (bringing on 1-2 items)	Minor event <500 people (includes bringing 1-2 items into the park)	Taxable	415.50	424.00
Open Space Hire - Schools within Glen Eira During School Hours	Open Space hire for - School Within Glen Eira During Schools Hours	Taxable	42.00	42.80
Open Space Hire - Schools outside of Glen Eira During School Hours	Open Space hire for - School Outside Glen Eira During School Hours	Taxable	85.50	87.20
Hire fee for an event - (where any items are brought onto the reserve additional item fees listed below will apply).	Special Events - 500 - 2,000 people	Taxable	825.00	842.00
	Special Events - 2,000 - 5,000 people	Taxable	1,237.00	1,262.00
	Special Events - 5,000 - 10,000 people	Taxable	1,856.00	1,893.00



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	Special Events - 10,000 > people	Taxable	2,784.00	2,840.00
This fee is in addition to the hire fees - Organisations Which Include Functions that Attract at Least One Activity to the Park (Day Rate)	1 Item/equipment brought onto the park (based on 9m <sup>2</sup> )	Taxable	415.50	424.00
	2 Item/equipment brought onto the park (based on 18m <sup>2</sup> )	Taxable	831.00	848.00
	3 Item/equipment brought onto the park (based on 27m <sup>2</sup> )	Taxable	1,246.50	1,271.00
	4 Item/equipment brought onto the park (based on 36m <sup>2</sup> )	Taxable	1,662.00	1,695.00
	5 Item/equipment brought onto the park (based on 45m <sup>2</sup> - 81m <sup>2</sup> ) (\$415.15 per additional item up to nine items)	Taxable	2,077.50	2,119.00
	10 - above Item/equipment brought onto the park (based on 90m <sup>2</sup> >) (\$415.15 per additional item over ten)	Taxable	4,155.00	4,238.00
Hire of Chess Set (Harleston Park)	Hire of Chess Set	Taxable	70.50	71.90
Bond for Chess Set (Harleston Park)	Bond for Chess Set	Free	1,000.00	1,000.00
Flower Stall at Caulfield Park	Per Day	Taxable	33.00	33.70
Filming Permit	Student/Low Impact Filming (per day)	Free	33.00	33.70
	Commercial (per day)	Free	507.00	517.00
	Commercial (per half day)	Free	253.50	259.00
	Still Photography (per day)	Free	316.00	322.00
	Still Photography (half day)	Free	158.00	161.00
Balloon Landing	Per Landing - Caulfield Park	Taxable	167.00	170.00
Balloon Landing	Per Landing - Caulfield Park (no notification)	Taxable	339.00	346.00
Site Inspection for events		Taxable	47.00	47.90
Personal Training	Annual Fee - standard one year licence (GST Inc)	Taxable	335.00	335.00
Personal Training	Fee per participant per day (GST Inc)	Taxable	2.70	2.70
Personal Training	Fee per student participant per day (GST Inc)	Taxable	1.80	1.80
Hire of Car Park in Open Space, Reserve, Park	Per car park fee	Taxable	51.00	52.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Advertising Board Bond	Bond for Advertising Board per board	Free	50.00	50.00
Hire of Sports Reserves - Casual Rates	Casual rate	Taxable	131.00	134.00
Hire of Sports Reserves - Commercial Rates	Commercial rate	Taxable	197.00	201.00
Hire of Cricket Net, Batting cage - Casual Hire Rate, GECC resident, GECC club & GECC school	Inside GECC Rate (per hour, per bay)	Free	Not Applicable for 2016-17	No charge
Hire of Cricket Net, Batting cage - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Outside GECC Rate (per hour, per bay)	Taxable	Not Applicable for 2016-17	20.00
Hire of Cricket Net, Batting cage - Commercial Rate	Commercial Rate (per hour, per bay)	Taxable	Not Applicable for 2016-17	30.00
Velodrome Casual hire - Casual Hire Rate, GECC resident, GECC club & GECC school	Inside GECC Rate (per hour)	Taxable	Not Applicable for 2016-17	50.00
Velodrome Casual hire - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Outside GECC Rate (per hour)	Taxable	Not Applicable for 2016-17	75.00
Velodrome Casual hire - Commercial Rate	Commercial Rate (per hour)	Taxable	Not Applicable for 2016-17	100.00
Velodrome Casual hire - Casual Hire Rate, GECC resident, GECC club & GECC school	Inside GECC Rate (Full Day - 6hrs +)	Taxable	Not Applicable for 2016-17	270.00
Velodrome Casual hire - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Outside GECC Rate (Full Day - 6hrs +)	Taxable	Not Applicable for 2016-17	405.00
Velodrome Casual hire -Commercial Rate	Commercial Rate (Full Day - 6hrs +)	Taxable	Not Applicable for 2016-17	540.00
<b>Hire of Sports Reserves</b>				
One Oval Per Term	School Rate	Taxable	42.00	42.80
Two Ovals Per Term	School Rate	Taxable	84.00	85.70
Three Ovals Per Term	School Rate	Taxable	126.00	129.00
Four Ovals Per Term	School Rate	Taxable	168.00	171.00
Five Ovals Per Term	School Rate	Taxable	210.00	214.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	School Outside Glen Eira During School Hours	Taxable	85.50	87.20
	School bookings outside school hours	Taxable	131.00	134.00
<b>4754 - East Caulfield Reserve Tennis Facility</b>				
Court Hire	Per Hour During the Day	Taxable	22.00	Not Applicable for 2017-18
	Per Hour - Evenings and Weekends	Taxable	25.50	Not Applicable for 2017-18
<b>4754 - East Caulfield Reserve Multi Sport Facility</b>				
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Small Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Taxable	30.00	20.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Small Court - Per Hour Peak (6pm-9pm) {closes 10pm} Mon - Sun	Taxable	45.00	30.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Large Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Taxable	45.00	30.00
East Caulfield Reserve-Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Large Court - Per Hour Peak (6pm-10pm Mon - Sun)	Taxable	60.00	40.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Small Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Taxable	30.00	30.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Small Court - Per Hour Peak (6pm-10pm Mon - Sun)	Taxable	45.00	40.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Large Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Taxable	45.00	40.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Large Court - Per Hour Peak (6pm-10pm Mon - Sun)	Taxable	60.00	50.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, Commercial Rate	Single Small Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Taxable	30.00	40.00
East Caulfield Reserve Multi Sport Facility - Commercial Rate	Single Small Court - Per Hour Peak (6pm-10pm Mon - Sun)	Taxable	45.00	50.00
East Caulfield Reserve Multi Sport Facility - Commercial Rate	Single Large Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Taxable	45.00	50.00
East Caulfield Reserve Multi Sport Facility - Commercial Rate	Single Large Court - Per Hour Peak (6pm-10pm Mon - Sun)	Taxable	60.00	60.00
<b>4751 - Carnegie Swimming Pool</b>				
	General Admission - Adult	Taxable	6.00	6.30
	General Admission - Child	Taxable	3.40	3.50
	Concession/Student	Taxable	4.50	4.70
	Spectators	Taxable	2.00	2.00
	Family Pass* (Medicare card)	Taxable	16.50	17.00
	Season Tickets - Adults x 20	Taxable	96.00	101.00
	Season Tickets - Adults x 10	Taxable	54.00	56.70
	Season Tickets - Children x 20	Taxable	54.40	56.00
	Season Tickets - Children x 10	Taxable	30.60	31.50
	Season Tickets - Concession x 20	Taxable	72.00	75.20
	Season Tickets - Concession x 10	Taxable	40.50	42.30
	Family Pass* (Medicare card)	Taxable	410.00	425.00
	Season Pass - Adult	Taxable	250.00	260.00
	Season Pass - Concession	Taxable	205.00	215.00
	Season Pass - Children	Taxable	150.00	155.00
	Lane Hire	Taxable	28.50	30.00
	Half Dive Pool	Taxable	28.50	30.00
	Dive Pool	Taxable	57.00	60.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Aquatic Education	Per Lesson	Taxable	14.00	14.50
Tennis Court Hire	Per Hour During the Day	Taxable	22.00	Not Applicable for 2017-18
	Per Hour - Evenings and Weekends	Taxable	26.00	Not Applicable for 2017-18
	Coaching Annual Fee	Taxable	290.00	Not Applicable for 2017-18
Swim Carnivals	Full Day (Per Hour)	Taxable	180.00	190.00
	Half Day (Per Hour)	Taxable	190.00	200.00
	Entry Fee (Carnivals)	Taxable	3.50	3.60
Casual Hall Hire	During Centre Hours (Per Hour)	Taxable	34.00	35.00
Birthday Parties	Supervised & Non-catered 6-15years (Per Child)	Taxable	15.50	16.00
<b>4752 - Caulfield Recreation Centre</b>				
Direct Debit Membership	Full Price / Per Fortnight	Taxable	37.20	38.40
	Concession / Per Fortnight	Taxable	29.70	30.80
	New Member / Per Fortnight	Taxable	37.20	38.40
	New Member Concession / Per Fortnight	Taxable	29.70	30.80
Start Up Fee	New Member	Taxable	81.00	84.00
Memberships - Gym and Aerobics	12 Month	Taxable	680.00	700.00
	6 Month	Taxable	478.00	493.00
	3 Month	Taxable	280.00	289.00
	12 Month Concession	Taxable	604.00	622.00
	6 Month Concession	Taxable	424.00	437.50
	3 Month Concession	Taxable	245.50	254.00
Memberships - Gym	12 Month	Taxable	598.00	616.00
	6 Month	Taxable	400.00	412.50
	3 Month	Taxable	230.50	238.00
	12 Month Concession	Taxable	533.00	549.00
	6 Month Concession	Taxable	335.00	345.50
	3 Month Concession	Taxable	233.50	233.50
Membership - Aerobics	12 Month	Taxable	497.00	513.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	6 Month	Taxable	347.00	358.50
	3 Month	Taxable	203.00	210.00
	12 Month Concession	Taxable	393.00	405.00
	6 Month Concession	Taxable	331.00	342.00
	3 Month Concession	Taxable	158.00	164.00
Teen Gym	Membership	Taxable	20.00	21.00
	Start Up Fee	Taxable	37.50	39.00
	Multi Pass	Taxable	70.00	77.50
Health Club	Casual Health Club	Taxable	20.00	20.50
	Multi Visit Card Concession (10)	Taxable	160.00	184.50
	Challenge Fitness Camp	Taxable	16.50	16.50
Personal Training (45 mins)	Member 1 on 1 session single	Taxable	58.00	59.00
	Member 1 on 1 session - 10 Pack	Taxable	522.00	531.00
	Member Group Single Session (Each)	Taxable	45.00	46.50
	Member Group 10 Pack (Each)	Taxable	405.00	418.50
	Casual 1 On 1 Session Single	Taxable	67.00	69.00
	Casual 10 Pack	Taxable	603.00	621.00
	Casual Group Single Session (Each)	Taxable	49.00	50.50
	Casual Group 10 Pack (Each)	Taxable	441.00	454.50
Group Fitness	Group Fitness Casual	Taxable	16.00	16.50
	Group Fitness Concession	Taxable	13.00	13.50
	Multi Card Visit (10)	Taxable	144.00	148.50
	Multi Visit Card Concession (10)	Taxable	117.00	121.50
	Premium Direct Debit Membership	Taxable	56.00	58.00
	Premium Casual Member	Taxable	12.50	13.00
	Premium Casual Non Member	Taxable	18.50	19.00
Older Adults	Stay Active casual	Taxable	6.00	6.50
	Stay Active Multi Visit Card Concession (10)	Taxable	54.00	58.50
	Stay Active Direct Debit Membership	Taxable	Not Applicable for 2016-17	26.00
Children's Programs	Childcare - Casuals	Taxable	9.00	10.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	Childcare - Casuals (Family)	Taxable	12.00	14.00
	Childcare - Members	Taxable	6.00	6.50
	Childcare - Members (Family)	Taxable	8.50	9.50
School Holiday Program			68.00	71.00
Casual Hall Hire	During Centre Hours	Taxable	34.00	36.00
	Outside Centre Hours	Taxable	88.00	92.00
	Creche Room	Taxable	15.70	16.30
Tennis Court Hire	Per Hour During the Day	Taxable	22.00	23.00
	Per Hour - Evenings and Weekends	Taxable	26.00	27.00
	Coaching Annual Fee	Taxable	290.00	Not Applicable for 2017-18
Note: The income for the recreation centre and pools are collected by external contractors.				
<b>PLANNING AND PLACE</b>				
<b>Statutory Planning</b>				
<b>3121 - Statutory Planning</b>				
Amended Plans Fees (Secondary Consent Procedure)	Part Cost Recovery	Free	350.00	400.00
Condition of Permit Plans (Administrative Fee for Unsatisfactory Plans)		Taxable	118.00	120.00
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

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	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	Free	61.00	65.00
Public Notice Service (posted to affected parties)	First 10 notices	Free	123.00	125.00
	Each Additional Notice	Free	12.00	12.00
Planning Information Fees	Information Fees - GST Free	Free	110.00	135.00
	Extension of Time Request	Free	180.00	300.00
	Search and Copy Fees (from 1 January 2016 onwards)	Free	80.00	80.00
	Search and Copy Fees (before 1 January 2016)	Free	120.00	Not Applicable for 2017-18
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	Free	7.80	7.80
	Size A1: 4 or More - Per Copy	Free	7.80	7.80
	Size A2: 4 or More - Per Copy	Free	7.80	7.80
	Size A4 - Per Copy	Free	2.40	2.40
	Size A3 - Per Copy	Free	2.80	2.80
	Copy of Objections - Per Objection	Free	2.40	2.50
Planning Scheme Amendment Fees		Free	Statutory Charges	Statutory Charges
<b><u>Community Safety And Compliance</u></b>				
<b>3400 - Building Control</b>				
Permits	Fences Permit Fee	Taxable	520.00	530.00
	Reblocks, Garages, Carports, Verandas Permit Fee	Taxable	708.00	725.00
	Other Garages and Swimming Pools	Taxable	708.00	725.00
	Pool Fences only	Taxable	400.00	410.00
Dwelling Additions (including 4 inspections) cost/80	Minimum Fee - Owner Builder	Taxable	1,990.00	2,030.00



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Dwelling Additions (including 4 inspections) cost/100	Minimum Fee- Registered Builder	Taxable	1,623.00	1,670.00
Dwellings (including 4 inspections) cost/100	Minimum Fee - Owner Builder	Taxable	2,680.00	2,730.00
Dwellings (including 4 inspections) cost/120	Minimum Fee - Registered Builder	Taxable	2,243.00	2,290.00
Commercial Cost/100	(Up to \$20k - including 2 inspects)	Taxable	833.00	850.00
	(\$20k and over)	Taxable	Cost/100	Cost/100
Demolition Fees	Domestic - within Municipality	Taxable	630.00	640.00
	Commercial	Taxable	Price on Application	Price on Application
Special Assessments	Domestic - per hour (minimum 1 hour)	Taxable	160.00	165.00
	Commercial - per hour (minimum 1 hour)	Taxable	430.00	440.00
Application fee to retain works constructed without a building permit	Fee for the assessment of documentation submitted to Council to justify if a building or works are to remain that has been constructed or carried out without a building permit. Minimum fee of \$546.70 additional fee may be applicable according to the complexity of the illegal works and documentation submitted for assessment. Total fee to be determined by the Manager.	Taxable	Min. \$546.70	Min \$560.00
Inspection Rates	Within Municipality	Taxable	150.00	153.00
	Lapsed Permits	Taxable	398.00	405.00
	Additional Inspections	Taxable	150.00	155.00
External Inspections		Taxable	350.00	360.00
Occupancy Permits	Prescribed Temporary Structures	Free	560.00	570.00
	Place for Public Entertainment	Free	2,765.00	2,820.00
	Amendment to above CO Certificates	Free	346.00	360.00
Siting approval- Prescribed Temporary Structures	Siting approval of prescribed temporary structures - Building Act s 57(1)(a)	Free	275.00	280.00
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	257.00	261.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	Corner fences combined application	Free	385.00	390.00
	Domestic buildings-Dispensation or performance determination Reg. 608, 503, 1011	Free	320.00	330.00
	Commercial buildings-Dispensation or performance determination Reg. 608, 503, 1011	Free	640.00	655.00
Hoarding Permits	Hoarding Permits - Fee Per Month	Free	\$162 + (value) * (value) * \$2.50	\$165 + (value) * (value) * \$3.00
	Renewal (new administration fee of \$77 effective in 2014-15)	Free	\$82 + (value) * (value) * \$2.50	\$84 + (value) * (value) * \$3.00
Statutory Inspections	Pool Certificate	Taxable	400.00	410.00
	Subdivisions	Taxable	400.00	410.00
Modifications for Existing Building Redevelopment	Domestic - Per Modification	Taxable	330.00	340.00
Extensions	Domestic	Taxable	178.00	180.00
Cancellations of Permits	Domestic	Free	178.00	180.00
Construction Management Plan Variation Fee	New fee for the assessment of variations to construction management plans	Free	108.00	110.00
Building Appeals Commission/Melbourne Water Fees Re Modifications	Various Fees Depending on Modifications	Free	Various	Various
Plan Copies	Fee Includes \$30 Search Fee	Free	Fee Includes \$28 Search Fee	Fee Includes \$30 Search Fee
	Usually \$28 First 4 Copies, Discount for Further Copies	Free	Various	Various
Copies of building permit documentation		Free	39.00	40.00
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
Property Information Fee - GECC	Statutory (Set by Legislation - Charges are currently estimated)	Free	51.00	52.00
Permit Lodgement Fees	Statutory Fee - Domestic (Set by Legislation Charges are currently estimated)	Free	38.10	38.80
	Statutory Fee - Commercial (Set by Legislation Charges are currently estimated)	Free	38.10	38.80
<b>3224 - Animal Control Services</b>				
Cat Registration	Cat registration fees			

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	Sterilised and Microchipped (including \$2 State Levy)	Free	33.95	34.60
	Non Sterilised (Max fee) (including \$2 State Levy)	Free	98.90	100.85
	Over 10 years (including \$2 State Levy)	Free	33.95	34.60
	FCC/Reg (including \$2 State Levy)	Free	33.95	34.60
	Microchipped Non Sterilised (existing registrations only) (including \$2 State Levy)	Free	33.95	34.60
	Pensioner Rate - Cat Sterilised and Micro chipped (including \$2 State Levy)	Free	18.00	18.30
	Pensioner Rate - Cat Non Sterilised (including \$2 State Levy)	Free	50.45	51.40
Dog Registration	Dog registration fees			
	Sterilised and Microchipped (including \$3.50 State Levy)	Free	51.85	52.80
	Non Sterilised (Max fee) (including \$3.50 State Levy)	Free	150.05	153.00
	Over 10 years (including \$3.50 State Levy)	Free	51.85	52.80
	FCC/Reg (including \$3.50 State Levy)	Free	51.85	52.80
	Microchipped Non Sterilised (existing registrations only) (including \$3.50 State Levy)	Free	51.85	52.80
	Pensioner Rate - Dog Sterilised and Microchipped (including \$3.50 State Levy)	Free	27.65	28.15
	Pensioner Rate - Dog Non Sterilised (including \$3.50 State Levy)	Free	76.75	78.20
	Obedience Trained (including \$3.50 State Levy)	Free	27.65	28.15

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
	Obedience Trained - Pensioner Rate (including \$3.50 State Levy)	Free	15.60	15.85
	Restricted Breed and Declared Dangerous Dog (including \$3.50 State Levy)	Free	304.35	310.35
	Dangerous Dog which is a Guard Dog or Protection Trained (including \$3.50 State Levy)	Free	150.05	153.00
Domestic Animal Business	Pet Shop Registration (Includes \$10.00 State Levy)	Free	315.00	325.00
Animal Registration Register	Copy of Pet Registration Information	Free	46.20	47.20
Impoundment Fees - Statutory	Fee Prior to Delivery to Pound	Free	89.00	92.00
	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 - pound contractor cost.	Free	25.20	25.70
	Permit for more than 2 cats/dogs	Free	58.00	60.00
<b>3210 - Local Laws</b>				
Waste Bin Permits (Road Occupancy Permits)		Free	75.50	77.00
Materials on Nature Strips	Flat Rate Per Week	Free	75.50	77.00
Footpath Trading Permits	Area 1 per sq/m	Free	45.60	47.50
	Area 2 per sq/m	Free	37.90	38.50
	Area 3 per sq/m	Free	29.60	30.20
	A' Frame Signs	Free	108.50	111.00
	Coffee Shop Windbreaks	Free	180.50	185.00
	Gas Heaters	Free	52.50	53.50
	Magazine Racks	Free	108.50	111.00
Footpath/road occupancy permit	Footpath/road Occupancy Permits - Fee Per Month	Free	\$162+(value)*(value)*\$2.50	\$165+(value)*(value)*\$3.00
Mobile Crane Permits	Flat Fee + Value of Footpath Rental/Car Spaces Taken	Free	162.00	166.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Works Zone Permits	Three months or less per zone	Free	915.00	935.00
	Six months	Free	1,630.00	1,665.00
	Nine months	Free	2,120.00	2,165.00
	12 Months	Free	2,650.00	2,700.00
	Extension per month	Free	434.00	445.00
	Additional bays per month	Free	170.00	173.00
Property Clean Up		Free	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Removal of Rubbish	Per Site	Taxable	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Removal of Overhanging Shrubs	Contractor Fees	Taxable	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Street Closure Permit (Street Parties)	Permit Fee	Free	155.00	158.00
Reserved Parking- Film sites etc.	Unrestricted Time Zones Per Car Space	Free	48.60	49.60
	Time Restricted Zones Per Car Space	Free	90.50	92.30
<b><u>Traffic, Parking And Safety</u></b>				
<b>3200 - Traffic and Parking Management</b>				
Magistrate Court Fees		Free	Various	Various
<b>3220 - Parking Management</b>				
Parking Infringements	Non Compliance of Road Rules	Free	Various	Various
PERIN Parking Infringements		Free	Various	Various
Residential Parking Permits		Free	110.00	112.00
Tradespersons Permit	Per week charge for residential parking spaces (charge effective from January 2015)	Free	40.00	41.00

<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2016-17</b>	<b>Charges per unit 2017-18</b>
			<b>(\$)</b>	<b>(\$)</b>
Parking Fees Caulfield Racecourse		Taxable	Various	Various
	First Two Hours (all areas)	Taxable	2.00	2.10
	All Day Areas Nos. 1 & 2	Taxable	5.70	5.80
Traffic Photos	Traffic Photos (printed and posted)	Free	15.00	15.50
User Fees General		Free	Various	Various
Miscellaneous Income		Taxable	Various	Various
<b>CORPORATE SERVICES</b>				
<b><u>Corporate Counsel</u></b>				
<b>2400 - Statutory &amp; Local Government Act</b>				
Freedom of Information Fees	Set Statutory Fees = per Application	Free	Estimated statutory fee \$27.90 (this fee will increase on 1 July 2016)	Statutory Fees Set By State Government

### **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 2017-18 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 per cent; and
- for not more than two months.

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b><u>Glen Eira Sports &amp; Aquatic Centre - (GESAC)</u></b>				
<b>4759 - Administration &amp; Human Resource - Creche</b>				
Creche Members	10 x Creche Members Casual Rate	GST free	65.70	67.50
Creche Members	Creche Members Casual Rate	GST free	7.30	7.50
Creche Members	10 x Creche Platinum Members Rate	GST free	55.85	57.35
Creche Non Members	Creche Non Members Casual Rate	GST free	11.30	11.60
<b>4761 - Administration &amp; Human Resource - Consumables</b>				
Sundry Income	Member Wrist Band	Taxable	18.00	18.00
Sundry Income	Member Wrist Band - Upgrade	Taxable	13.50	14.00
Sundry Income	Replacement Card	Taxable	8.50	8.70
Uniform Purchase	Uniform	Taxable	50.00	50.00
<b>4762 - Gesac Aquatics - Learn To Swim</b>				
Learn To Swim	Foundation Swim School Membership	GST free	18.00	18.50
Learn To Swim	Swim School membership	GST Free	18.75	19.25
Learn To Swim	Swim School Membership Flexi	GST free	20.50	21.00
Learn To Swim	Swim School 3 month Term	GST free	266.00	273.00
Learn To Swim	Private Lesson	GST free	62.00	63.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Holiday Program	Swim School Fastlane - Member	GST Free	52.50	54.00
Holiday Program	Swim School Fastlane - Non Member	GST Free	100.00	105.00
Joining Fees	Administration Fee	Taxable	30.00	30.00
Junior Swim Squad	Junior Swim Squad	Taxable	20.50	21.00
Junior Swim Squad	Junior Swim Squad Flexi	Taxable	22.40	23.00
Junior Swim Squad	Junior Swim Squad 3 month Term	Taxable	291.00	299.00
<b>4763- Gesac Aquatics - Schools</b>	<b>July 2017 - December 2017 Prices (Prices to be reset in January 2018)</b>			
School Swimming Program	Max 6 per class	GST Free	10.40	10.40
School Swimming Program	Max 8 per class	GST Free	9.70	9.70
School Swimming Program	Max 10 per class	GST Free	9.10	9.10
	<b>January 2018 - June 2018 Prices</b>			
School Swimming Program	Max 6 per class	GST Free	10.40	10.80
School Swimming Program	Max 8 per class	GST Free	9.70	10.10
School Swimming Program	Max 10 per class	GST Free	9.10	9.50
<b>4765- Gesac Aquatics - Birthday Parties</b>				
Birthday Party Program	Birthday Party Program - Snack Menu	Taxable	30.00	32.00
Birthday Party Program	Birthday Party Program - Meal Menu	Taxable	32.30	34.30
Birthday Party Program	Birthday Party Program - Feast Menu	Taxable	34.50	36.50
Birthday Party Program	Birthday Party Deposit	Taxable	100.00	100.00
<b>4766- Gesac Aquatics - Casual Entry</b>				
Adult Swims	10x Adult Swim General Admission	Taxable	79.50	79.50
Adult Swims	Adult Swim General Admission	Taxable	9.95	9.95



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Adult Swims	Adult Swim Off Peak	Taxable	7.95	7.95
Concession Swims	10 x Concession General Admission	Taxable	63.00	65.00
Concession Swims	Concession Swim General Admission	Taxable	7.50	7.70
Concession Swims	Concession Swim Off Peak	Taxable	6.30	6.50
Child Swims	10 x Child General Admission	Taxable	63.00	65.00
Child Swims	Child Swim General Admission	Taxable	7.50	7.70
Child Swims	Child Swim Off Peak	Taxable	6.30	6.50
Group Swims	10 x Group Swim General Admission	Taxable	255.00	260.00
Group Swims	Group Swim General Admission	Taxable	31.20	32.00
Group Swims	Group Swim Off Peak	Taxable	25.50	26.00
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	127.80	131.40
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	14.20	14.60
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	101.70	104.40
Aquatic Wellness	Aquatic Wellness Concession	Taxable	11.30	11.60
Aquatic Wellness	Aquatic Wellness Upgrade	Taxable	4.25	4.65
Aquatic Wellness	Aquatic Wellness Upgrade - General Concession	Taxable	3.40	3.60
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak Concession	Taxable	4.70	4.90
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak	Taxable	6.25	6.65
Bulk Visit Passes	GESAC Club Card Fee	Taxable	50.00	50.00
Spectator Fees	Spectator Fees	Taxable	3.80	3.90
<b>4769 - Gesac Aquatics - Pool Hire</b>	<b>July 2017 - December 2017 Prices (Prices to be reset in January 2018)</b>			
Pool Hire	25m Pool - Lane	Taxable	62.00	62.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Pool Hire	25m Pool - Lane (School/Term)	Taxable	56.00	56.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	49.00	49.00
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	47.50	47.50
Pool Hire	25m Pool - Whole Pool	Taxable	350.00	350.00
Pool Hire	50m Pool - Lane	Taxable	62.00	62.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	56.00	56.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	49.00	49.00
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	47.50	47.50
Pool Hire	50m Pool - Whole Pool	Taxable	350.00	350.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	180.00	180.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	49.00	49.00
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	24.50	24.50
Pool Hire	Wellness Program Pool - Whole Pool	Taxable	190.00	190.00
Pool Hire	LTS Pool - Lane	Taxable	30.50	30.50
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	27.00	27.00
Pool Hire	LTS Pool - Lane (Contract)	Taxable	22.00	22.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	20.00	20.00
Pool Hire	LTS Pool - Whole Pool	Taxable	125.00	125.00
Pool Hire	Leisure Pool	Taxable	180.00	180.00
Pool Hire	Water Slides	Taxable	180.00	180.00
Pool Hire	Ultimate Package	Taxable	850.00	850.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Pool Hire	Ultimate Package - After 9pm	Taxable	1,050.00	1,050.00
Pool Hire	Fun Package	Taxable	660.00	660.00
Pool Hire	Fun Package - After 9pm	Taxable	825.00	825.00
Pool Hire	Child Care Room	Taxable	95.00	95.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	55.00	55.00
Pool Hire	Instructor	Taxable	61.00	61.00
Pool Hire	Lifeguard	Taxable	56.00	56.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	61.00	61.00
Pool Hire	Inflatable	Taxable	180.00	180.00
Pool Hire	Carnival Equipment	Taxable	61.00	61.00
	<b>January - June 2018 Prices</b>			
Pool Hire	25m Pool - Lane	Taxable	62.00	65.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	56.00	58.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	49.00	51.50
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	47.50	50.00
Pool Hire	25m Pool - Whole Pool	Taxable	350.00	370.00
Pool Hire	50m Pool - Lane	Taxable	62.00	65.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	56.00	59.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	49.00	51.50
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	47.50	50.00
Pool Hire	50m Pool - Whole Pool	Taxable	350.00	370.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	180.00	190.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	49.00	51.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	24.50	25.50
Pool Hire	Wellness Program Pool - Half Pool	Taxable	190.00	200.00
Pool Hire	LTS Pool - Lane	Taxable	30.50	32.00
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	27.00	28.50
Pool Hire	LTS Pool - Lane (Contract)	Taxable	22.00	23.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	20.00	21.00
Pool Hire	LTS Pool - Whole Pool	Taxable	125.00	130.00
Pool Hire	Leisure Pool	Taxable	180.00	190.00
Pool Hire	Water Slides	Taxable	180.00	190.00
Pool Hire	Ultimate Package	Taxable	850.00	900.00
Pool Hire	Ultimate Package - After 9pm	Taxable	1,050.00	1,100.00
Pool Hire	Fun Package	Taxable	660.00	690.00
Pool Hire	Fun Package - After 9pm	Taxable	825.00	865.00
Pool Hire	Child Care Room	Taxable	95.00	100.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	55.00	57.00
Pool Hire	Instructor	Taxable	61.00	62.50
Pool Hire	Lifeguard	Taxable	56.00	57.50
Pool Hire	Out of Hours Staff Surcharge	Taxable	61.00	62.50
Pool Hire	Inflatable	Taxable	180.00	190.00
Pool Hire	Carnival Equipment	Taxable	61.00	62.50
<b>4774 - Gesac Operations - Administration</b>				
Lockers	Small Locker	Taxable	2.50	2.50
Lockers	Medium Locker	Taxable	3.50	3.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Lockers	Large Locker	Taxable	4.50	4.50
<b>4775 - Gesac Sales &amp; Marketing - Foundation</b>				
Foundation Membership	Foundation Membership Stage 1	Taxable	18.95	18.95
Foundation Membership	Foundation Membership Stage 2	Taxable	19.95	19.95
Foundation Membership	Foundation Membership Stage 3	Taxable	21.95	21.95
<b>4777 - Gesac Sales &amp; Marketing</b>				
Full Membership	GOLD Membership Direct Debit - 12 month minimum - weekly fee	Taxable	22.95	22.95
Full Membership	GOLD Membership Direct Debit - 1 month minimum - weekly fee	Taxable	26.95	26.95
Full Membership	GOLD Membership 3 month Term	Taxable	400.00	400.00
Full Membership	GOLD Membership 6 month Term	Taxable	750.00	750.00
Full Membership	GOLD Membership 12 month Term	Taxable	1,243.00	1,243.00
Concession Membership	GOLD Concession Membership Direct Debit - 12 month minimum	Taxable	19.95	19.95
Concession Membership	GOLD Concession Membership Direct Debit - 1 month minimum	Taxable	23.95	23.95
Concession Membership	GOLD Concession Membership 3 month Term	Taxable	361.00	361.00
Concession Membership	GOLD Concession Membership 6 month Term	Taxable	672.00	672.00
Concession Membership	GOLD Concession Membership 12 month Term	Taxable	1,087.00	1,087.00
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

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Aquatic Membership	Aquatic Membership 6 month Term	Taxable	516.00	516.00
Aquatic Membership	Aquatic Membership 12 month Term	Taxable	827.00	827.00
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 12 month	Taxable	12.95	12.95
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	723.00	723.00
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 12 month	Taxable	11.95	11.95
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 1 month	Taxable	14.95	14.95
Aquatic Junior Membership	Aquatic Junior Membership 3 month Term	Taxable	244.00	244.00
Aquatic Junior Membership	Aquatic Junior Membership 6 month Term	Taxable	438.00	438.00
Aquatic Junior Membership	Aquatic Junior Membership 12 month Term	Taxable	671.00	671.00
Corporate Membership	Corporate Membership Direct Debit - 12 month minimum	Taxable	20.95	20.95
Corporate Membership	Corporate Membership Direct Debit - 1 month minimum	Taxable	24.95	24.95
Corporate Membership	Corporate Membership 3 month Term	Taxable	374.00	374.00
Corporate Membership	Corporate Membership 6 month Term	Taxable	698.00	698.00
Corporate Membership	Corporate Membership 12 month Term	Taxable	1,139.00	1,139.00
Activate Membership	Activate Membership Direct Debit	Taxable	17.95	17.95
Activate Membership	Activate Membership 3 month Term	Taxable	283.00	283.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Activate Membership	Activate Membership 6 month Term	Taxable	516.00	516.00
Activate Membership	Activate Membership 12 month Term	Taxable	983.00	983.00
Junior Membership	Junior Membership Direct Debit	Taxable	17.95	17.95
Junior Membership	Junior Membership 3 month Term	Taxable	283.00	283.00
Junior Membership	Junior Membership 6 month Term	Taxable	525.00	525.00
Junior Membership	Junior Membership 12 month Term	Taxable	983.00	983.00
<b>4779 - Gesac Sales &amp; Marketing - Joining Fees</b>				
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
<b>4782 - Gesac - Sport, Health &amp; Wellbeing - Bulk Visit</b>				
Bulk Visit Passes	10 x Group Fitness Pass	Taxable	161.55	166.50
Bulk Visit Passes	10 x Concession Group Fitness Pass	Taxable	143.55	148.50
<b>4784 - Gesac - Sport, Health &amp; Wellbeing - Gym</b>				
Casual Gym	Centre Visit Pass	Taxable	26.95	26.95
Casual Gym	Concession Centre Visit Pass	Taxable	23.95	23.95
Casual Gym	Health Assessment	Taxable	35.00	35.00
Casual Gym	Living Longer Living Stronger	Taxable	7.30	7.50
Casual Gym	Living Longer Living Stronger Consultation	Taxable	33.00	34.00
<b>4785 - Gesac - Sport, Health &amp; Wellbeing - Facilities Hire</b>				
Wet Program	Aqua Aerobics Group Class	Taxable	190.00	195.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Dry Program	Group Fitness Class	Taxable	190.00	195.00
Dry Program	Group Cycle Class	Taxable	170.00	175.00
Dry Program	Group Fitness Studio Hire	Taxable	120.00	125.00
Dry Program	Group Fitness Studio Hire (High Use)	Taxable	82.00	85.00
Dry Program	Mind and Body Studio Hire	Taxable	100.00	105.00
Dry Program	Mind and Body Studio Hire (High Use)	Taxable	64.00	66.00
<b>4786 - Gesac - Sport, Health &amp; Wellbeing - Stadium</b>				
Competition Fees	Competition Team Fees Senior	Taxable	74.00	76.00
Competition Fees	Junior Futsal Development Program	Taxable	12.30	12.80
Competition Fees	Junior Netball Development Program	Taxable	12.30	12.80
Stadium Hire	Court Hire - Peak	Taxable	62.00	63.50
Stadium Hire	Court Hire - Schools	Taxable	50.00	51.50
Stadium Hire	Court Hire - Off Peak	Taxable	38.00	39.50
Casual Use	Casual Use	Taxable	6.30	6.30
Registration	Netball Registration	Taxable	295.00	295.00
Registration	Futsal Registration	Taxable	190.00	195.00
Competition Fees	Junior Futsal Competition	Taxable	Not Applicable for 2016-17	12.80
Competition Fees	Junior Netball Competition	Taxable	Not Applicable for 2016-17	12.80
<b>4788 - Gesac - Sport, Health &amp; Wellbeing - Group Exercise</b>				
Casual Group Exercise	Casual Group Exercise	Taxable	17.95	18.50
Casual Group Exercise	Casual Concession Group Exercise	Taxable	15.95	16.50
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	11.95	12.50



User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
<b>4789 - Gesac - Sport, Health &amp; Wellbeing - Personal Training</b>				
Personal Training	PT Plus One	Taxable	49.95	41.95
Personal Training	PT Plus Two	Taxable	46.95	41.95
Personal Training	PT Plus Three	Taxable	43.95	41.95
Personal Training	PT 5 pack	Taxable	249.75	249.75
Personal Training	PT 10 pack	Taxable	469.50	459.50
Personal Training	PT 5 week Pack - 3 a week	Taxable	659.25	Not Applicable for 2017-18
Personal Training	PT 20 pack	Taxable	Not Applicable for 2016-17	879.00
Starter Packs	Metabolic Jumpstart Set Up	Taxable	49.95	Not Applicable for 2017-18
Starter Packs	Metabolic Jumpstart Ongoing Fee	Taxable	2.00	Not Applicable for 2017-18
Starter Packs	PT Kickstart	Taxable	99.00	99.00
Results Membership	Results Option - Direct Debit	Taxable	13.50	Not Applicable for 2017-18
Results Membership	Results Option - 3 month Term	Taxable	225.00	Not Applicable for 2017-18
Results Membership	Results Option - 6 month Term	Taxable	400.00	Not Applicable for 2017-18
Results Membership	Results Option - 12 month Term	Taxable	750.00	Not Applicable for 2017-18
Platinum Option (WOD BOX)	WOD BOX - Direct Debit	Taxable	19.95	19.95
Platinum Option (WOD BOX)	WOD BOX - 3 month Term	Taxable	309.00	309.00
Platinum Option (WOD BOX)	WOD BOX - 6 month Term	Taxable	569.00	569.00
Platinum Option (WOD BOX)	WOD BOX - 12 month Term	Taxable	1,089.00	1,089.00
Platinum Option (WOD BOX)	Group Training Casual - Member	Taxable	17.95	17.95
WOD BOX non member	WOD Box only membership	Taxable	Not Applicable for 2016-17	29.95

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Ultimate Kickstart	3 PT's plus one month in WOD Box	Taxable	Not Applicable for 2016-17	149.00
2:1 PT 1 P/W	2 Clients with one trainer 30 minutes 1 per week	Taxable	Not Applicable for 2016-17	62.50
2:1 PT 2 P/W	2 Clients with one trainer 30 minutes 2 per week	Taxable	Not Applicable for 2016-17	59.50
2:1 PT 3 P/W	2 Clients with one trainer 30 minutes 3 per week	Taxable	Not Applicable for 2016-17	56.50
2:1 PT 1 P/W upfront	2 Clients with one trainer 30 minutes 1 per week upfront	Taxable	Not Applicable for 2016-17	62.50
2:1 PT 5 sessions	2 Clients with one trainer 30 minutes 10 sessions	Taxable	Not Applicable for 2016-17	302.50
2:1 PT 10 sessions	3 Clients with one trainer 30 minutes 5 sessions	Taxable	Not Applicable for 2016-17	585.00
<b>4791 - Gesac - Sport, Health &amp; Wellbeing - Wellness Centre</b>				
Massage	Massage 30 min Introductory	Taxable	Not Applicable for 2016-17	40.00
Massage	Massage 30 mins	Taxable	Not Applicable for 2016-17	60.00
Massage	Massage 45 mins	Taxable	Not Applicable for 2016-17	80.00
Massage	Massage 60 mins	Taxable	Not Applicable for 2016-17	90.00
Massage	Massage 90 mins	Taxable	Not Applicable for 2016-17	130.00
Beauty Therapy	Upper Lip Waxing	Taxable	Not Applicable for 2016-17	10.00
Beauty Therapy	Chin Waxing	Taxable	Not Applicable for 2016-17	10.00
Beauty Therapy	Stomach Waxing	Taxable	Not Applicable for 2016-17	20.00
Beauty Therapy	Half Leg Waxing	Taxable	Not Applicable for 2016-17	25.00
Beauty Therapy	Three Quarter Leg Waxing	Taxable	Not Applicable for 2016-17	35.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2016-17 (\$)	Charges per unit 2017-18 (\$)
Beauty Therapy	Full Leg Waxing	Taxable	Not Applicable for 2016-17	45.00
Beauty Therapy	Under Arm Waxing	Taxable	Not Applicable for 2016-17	16.00
Beauty Therapy	Full Arm Waxing	Taxable	Not Applicable for 2016-17	30.00
Beauty Therapy	Half Arm Waxing	Taxable	Not Applicable for 2016-17	24.00
Beauty Therapy	Eyebrow Tint	Taxable	Not Applicable for 2016-17	22.00
Beauty Therapy	Standard Bikini Wax	Taxable	Not Applicable for 2016-17	25.00
Beauty Therapy	G String Wax	Taxable	Not Applicable for 2016-17	35.00
Beauty Therapy	Brazilian Wax	Taxable	Not Applicable for 2016-17	45.00
Beauty Therapy	Upper Back Wax	Taxable	Not Applicable for 2016-17	30.00
Beauty Therapy	Full Back Wax	Taxable	Not Applicable for 2016-17	40.00
Beauty Therapy	Chest Wax	Taxable	Not Applicable for 2016-17	40.00
Beauty Therapy	Shoulders Wax	Taxable	Not Applicable for 2016-17	18.00
Beauty Therapy	Full Spray Tan	Taxable	Not Applicable for 2016-17	40.00
Beauty Therapy	Half Spray Tan	Taxable	Not Applicable for 2016-17	25.00
Beauty Therapy	Facial 30 mins	Taxable	Not Applicable for 2016-17	60.00
Beauty Therapy	Facial 45 mins	Taxable	Not Applicable for 2016-17	80.00
Beauty Therapy	Facial 60 mins	Taxable	Not Applicable for 2016-17	90.00
Hire	Daily Room Hire	Taxable	90.00	100.00

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**ITEM 5.3            DECLARATION OF RATES & CHARGES  
1 JULY 2017 TO 30 JUNE 2018**

**Author:**            *John Vastianos (Chief Financial Officer)*

**File No:**            *17/1163377*

**Attachments:**    *Not Applicable*

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**PURPOSE AND SUMMARY**

To declare the annual rates and charges for the period 1 July 2017 to 30 June 2018 to give effect to the 2017-18 Annual Budget.

**RECOMMENDATION**

That:

- a) The Chief Executive Officer be authorised to levy and recover the general rates, annual service charges and any other amounts described in the report in accordance with the *Local Government Act 1989*; and
- b) Interest be charged on outstanding or overdue rates, charges and sundry debt in accordance with section 172 of the *Local Government Act 1989*.

**BACKGROUND**

In developing the *Strategic Resource Plan* (refer to *Council and Community Plan*), rates and charges were identified as an important source of revenue, accounting for 60 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. The cap applies to general rates and is calculated on the basis of council's average rates.

The average general rate will increase by 2 per cent in line with the rate cap.

Glen Eira continues to have the second-lowest average rates and charges in metro Melbourne.

**ISSUES AND DISCUSSION**

An amount of approximately \$102.95 million (before rebate) is declared as the amount which Council intends to raise by general rates and annual service charges as follows:

- General Rate (including *Cultural & Recreational Land Act Rates*):
  - \$88.763 million (before rebate)
  - \$88.407 million (after rebate)
- Council Pensioner Rebate:
  - (\$0.3555) million
- Annual Service Charge (including commercial)
  - \$14.187 million

**General Rates**

- 1) A general rate be declared for the period commencing on 1 July 2017 and concluding on 30 June 2018;
- 2) It be further declared that the general rate be raised by the application of a uniform rate;
- 3) A percentage of 2.9597 be specified as the percentage of the uniform rate (this percentage may be alternatively expressed as 2.9597 cents in the dollar of Net Annual Value); and
- 4) It be confirmed that the general rate for all rateable land within the municipal district be determined by multiplying the Net Annual Value of each rateable land by that percentage, so that the amount payable be 2.9597 cents in the dollar of the Net Annual Value of the relevant land less any rebate allowable under the 'Rebates' section of this report.

**Annual Service Charges**

- 1) Annual service charges be declared for the period commencing on 1 July 2017 and concluding on 30 June 2018;
- 2) The annual service charges be declared for the collection and disposal (by Council) of refuse within the municipal district; and
- 3) The annual service charges be in the following sums for each rateable/non-rateable land (or part thereof) in relation to which an annual service charge can be levied:

▪ 240 Litre Bin	\$366.00
▪ 120 Litre Bin	\$177.00
▪ Flats Sharing 240 litre bin	\$177.00
▪ Family 240 litre bin	\$256.00
▪ Litter Management Charge	\$54.00
▪ 240 Litre Medical	\$177.00
▪ Additional Recycling	\$30.00
▪ Additional Green Waste	\$30.00

**Cultural and Recreational Lands**

In accordance with section 4(4) of the *Cultural and Recreational Lands Act 1963*, the amount of rates payable in respect of each rateable land to which that Act applies be as follows:

- 1) For land owned or occupied by the Melbourne Racing Club, a rate of 76% of the General Rate in the dollar which would otherwise be payable in respect of the land.
- 2) For land owned or occupied by the Yarra Yarra Golf Club, an amount determined in accordance with an agreement between Council and the Yarra Yarra Golf Club.
- 3) For land owned or occupied by a sporting organisation operating with liquor and/or gaming licence, a rate of 60% of the General Rate in the dollar which would otherwise be payable in respect of the land.
- 4) For land owned or occupied by a sporting organisation operating without liquor or gaming licence, a rate of 50% of the General Rate in the dollar which would otherwise be payable in respect of the land.

**Rebates**

- 1) It be recorded that Council grants to each ratepayer who is an "eligible recipient" within the meaning of the *State Concessions Act 2004* a combined rebate up to a maximum of \$270 (being an amount contributed by State Government & Council) in respect of that land.
- 2) The rebate (Council's contribution) referred to in paragraph 1 be granted:
  - (a) under section 169(1)(a) of the *Local Government Act 1989*;
  - (b) to assist the proper development of the municipal district.
- 3) It finally be recorded that, in Council's opinion, the rebate referred to in paragraph 1 will assist the proper development of the municipal district by partially relieving a specified class of ratepayer of the burden of rate payments; and
- 4) The rebate described in paragraph 1 is not intended to affect any right conferred on any person under section 171(4) of the *Local Government Act 1989*.

**FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS**

The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. The cap applies to general rates and is calculated on the basis of council's average rates.

The average general rate will increase by 2 per cent in line with the rate cap. Council's waste and recycling charges are levied on the basis of cost recovery and have increased by approximately 2 per cent.

The average rates per assessment for 2017-18 is estimated at \$1,361.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- ***Local Government Act 1989***
  - *Declaration of Rates & Charges* – under section 158 and 162, a Council must at least once in respect of each financial year declare by 30 June the amount which the Council intends to raise by general rates, municipal charges, service rates and service charges.
  - *Rebates and Concessions* – under section 169, a Council may grant a rebate or concession in relation to any rate or charge.
- ***Valuations of Land Act 1960*** – Council undertakes valuations in accordance with this act. These valuations are used to distribute rates across the Municipality.

**COMMUNICATION AND ENGAGEMENT**

- ***Budget Advertisements***

The statutory notice was placed in *The Age* of 4 May 2017. Information was also published in The Leader edition of the week of 9 May 2017.

**LINK TO COUNCIL PLAN**

Theme 4: Governance – To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

That:

- a) The Chief Executive Officer be authorised to levy and recover the general rates, annual service charges and any other amounts described in the report in accordance with the *Local Government Act 1989*; and
- b) Interest be charged on outstanding or overdue rates, charges and sundry debt in accordance with section 172 of the *Local Government Act 1989*.

**6. CLOSURE OF MEETING**