

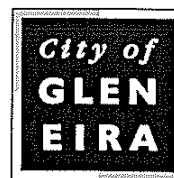


GLEN EIRA CITY COUNCIL

SPECIAL COUNCIL MEETING

MINUTES

3 MAY 2016



MEMORANDUM

To Rebecca McKenzie, CEO

Cc

From His Worship the Mayor, Cr Neil Pilling

Date 12 April 2016

Subject Special Council Meeting – Tuesday, 3 May 2016

In accordance with Section 84(1) of the Local Government Act 1989, I hereby call a Special Council Meeting of the Glen Eira City Council to be held on **Tuesday, 3 May 2016 commencing at 7.00 pm** in the Council Chamber, corner Hawthorn Road and Glen Eira Road, Caulfield.

The business to be transacted at this meeting will be to give public notice of Glen Eira City Council's 2016-17 Budget and the Council Plan (which includes the Strategic Resource Plan) for comment and to invite submissions.

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

A handwritten signature in black ink, appearing to read "Neil R Pilling".

CR NEIL PILLING
MAYOR



MEMORANDUM

To Councillors

Cc

From Rebecca McKenzie, Chief Executive Officer

Date 12 April 2016

Subject Special Council Meeting – Tuesday, 3 May 2016

In accordance with Section 84(3) of the Local Government Act 1989, you are hereby called to attend a Special Council Meeting of the Glen Eira City Council which has been called by His Worship the Mayor, Cr Neil Pilling, and which will be held on **Tuesday, 3 May 2016 commencing at 7.00 pm** in the Council Chamber, corner Hawthorn Road and Glen Eira Road, Caulfield.

The business to be transacted at this meeting will be to give public notice of Glen Eira City Council's 2016-17 Budget and the Council Plan (which includes the Strategic Resource Plan) for comment and to invite submissions.

A handwritten signature in blue ink, appearing to read "RM", with a stylized flourish at the end.

REBECCA MCKENZIE
CHIEF EXECUTIVE OFFICER

INDEX

- 1. ACKNOWLEDGEMENT**
- 2. APOLOGIES**
- 3. OATH OF OFFICE AND DISCLOSURE OF INTERESTS**
- 4. PRESENTATION OF OFFICER REPORTS**
 - 4.1 Council Plan – Public Notice
 - 4.2 2016-2017 Draft Annual Budget
- 5. CLOSURE OF MEETING**



**MINUTES OF THE SPECIAL MEETING OF THE GLEN EIRA CITY COUNCIL
held on TUESDAY 3 MAY 2016**

The meeting opened at 7.00 pm in the presence of:

**His Worship the Mayor, Councillor Neil Pilling
Councillor Mary Delahunty
Councillor Margaret Esakoff
Councillor Kelvin Ho
Councillor Jamie Hyams
Councillor Michael Lipshutz
Councillor Oscar Lobo
Councillor Jim Magee**

1. ACKNOWLEDGEMENT

On behalf of Council the Mayor read the following acknowledgement.

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

2. APOLOGIES – Cr Sounness

Crs Magee/Lipshutz

That the apology be received and noted.

The MOTION was put and CARRIED unanimously.

3. OATH OF OFFICE AND DISCLOSURES OF INTERESTS

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

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

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

4. PRESENTATION OF OFFICER REPORTS

- 4.1 Council Plan – Public Notice
- 4.2 2016-2017 Draft Annual Budget

Item 4.1**COUNCIL PLAN – PUBLIC NOTICE**

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

1. Purpose

To seek Council approval to give public notice as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, of the attached Community Plan which constitutes “the Council Plan” pursuant to s125 of the *Local Government Act* and call for submissions to be heard at the Council Meeting on 7 June 2016.

2. Recommendation

- A.** That Council seeks public consultation on the attached Community Plan including the Strategic Resource Plan (excluding any reference to Community Information Glen Eira, Hopetoun Gardens and drainage works at Webb Street Caulfield) by:
- i. giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;
 - ii. further advertising the submission process in the Caulfield and Moorabbin Leader;
 - iii. placing the Community Plan on Council’s website; and
 - iv. inviting submissions to be heard at the Council Meeting on 7 June 2016.
- B.** That Council seeks public consultation on all references to Community Information Glen Eira, Hopetoun Gardens and drainage works at Webb Street Caulfield in the attached Community Plan including the Strategic Resource Plan by:
- i. giving Public Notice, as required by Sections 125 (3) and 223 of the *Local Government Act 1989*, in the Age Newspaper;
 - ii. further advertising the submission process in the Caulfield and Moorabbin Leader;
 - iii. placing the Community Plan on Council’s website; and
 - inviting submissions to be heard at the Council Meeting on 7 June 2016.

3. Background

In 2012 a comprehensive community consultation process was undertaken to inform the development of the Community Plan. Attached to the Plan is the 2016/17 Action Plan which details specific actions which will be undertaken in response to the Community Plan.

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

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

Item 4.1 (cont'd)**4. 2016 / 2017 Community Plan Actions**

The Action Plan outlines a number of initiatives for the 2016-2017 year including:

- Complete construction of Booran Reserve;
- Marara Reserve – complete stage 2 works;
- Hopetoun Gardens - complete stage 2 works;
- Redevelop EE Gunn Reserve No. 2 oval;
- Redevelop Bailey Reserve No. 2 oval; and
- Invest at least \$800,000 in energy efficiency and renewable energy for existing Council buildings and lighting.

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

5. Strategic Resource Plan

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

The Strategic Resource Plan gives effect to the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the ten years 2016-2017 to 2025-2026 as part of its ongoing financial planning to assist in adopting a budget within a longer term strategic framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and gives effect to them in financial terms for the next ten years (The Act requires a 4 year plan. Council chooses to produce a 10 year plan).

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

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

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

Item 4.1 (cont'd)**6. Consultation Timetable**

The Community Plan and Strategic Resource Plan will be open for public consultation from the 4 May 2016 until 2 June 2016. The Community Plan and Strategic Resource Plan consultation will be advertised in The Age, the Caulfield Leader, Moorabbin Leader and on Council's website. Any person intending to make a submission under section 223 of the Act must do so within 28 days of the publication of this Notice. This is the statutory period for submissions.

At the Council meeting on 7 June 2016 those who have prepared a submission will also be provided with the opportunity to speak to their submission.

It is proposed that the final Plan be endorsed by Council at the Special Council Meeting on Tuesday 28 June 2016.

Crs Pilling/Hyams

That Council adopt Part A of the Recommendation.

The MOTION was put and CARRIED unanimously.

Crs Hyams/Lipshutz

That Council adopt Part B of the Recommendation.

DECLARATIONS OF INTEREST

Cr Esakoff declared Conflicts of Interest in this item under the Local Government Act 1989. The first under s77B a direct interest as she has an interest in a property nearby, a further interest under s78B, an interest by close association as a relative lives in the street and one further interest under s78B as she is the Vice President of the Management Committee of Community Information Glen Eira.

7.06PM Cr Esakoff left the Chamber.

The MOTION was put and CARRIED unanimously.

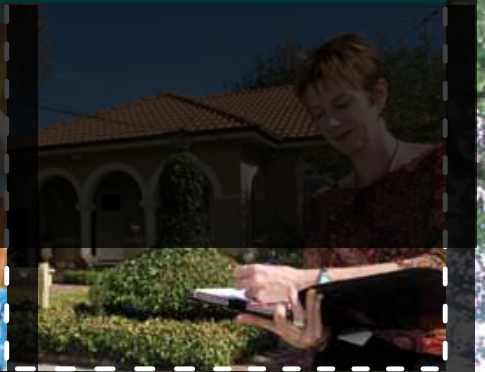
7.07PM Cr Esakoff returned to the Chamber.

City of
**GLEN
EIRA**

Glen Eira Community Plan

Glen Eira City Council

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



Contents

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

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

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

© Glen Eira City Council 2012.

Introduction

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Advocacy and partnerships

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

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

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

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

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

Vision and Values

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

Sustainability and the environment

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

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

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

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

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

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

Vision

Our vision for Glen Eira is ...

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

Mission

We will ...

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

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

A community member's
contribution to the
Community Plan.



About the Community Plan

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

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

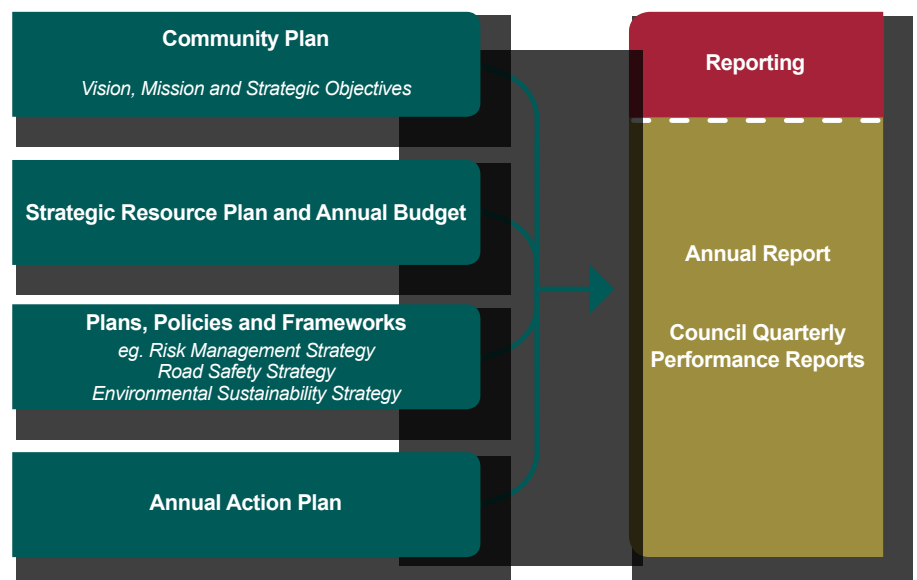
Each year, Council will measure performance against the indicators set out in this *Plan*. Council will report on progress in the Council's *Annual Report*.

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

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

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

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



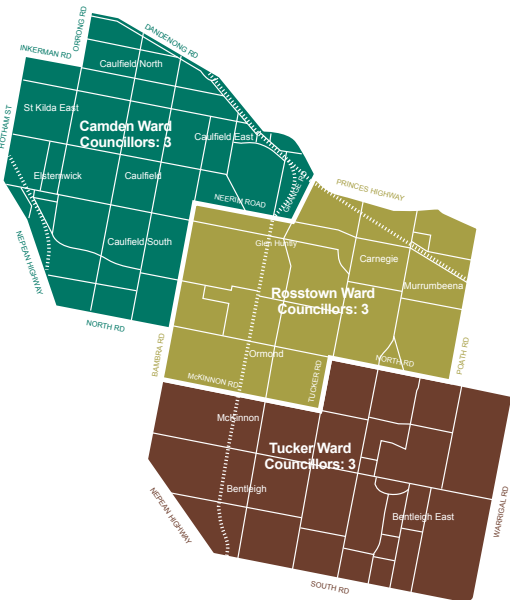
Glen Eira profile

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

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

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

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



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

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

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

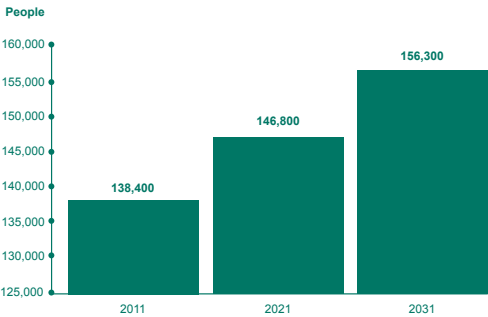


Table 1. Glen Eira population projections 2011–2031

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

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

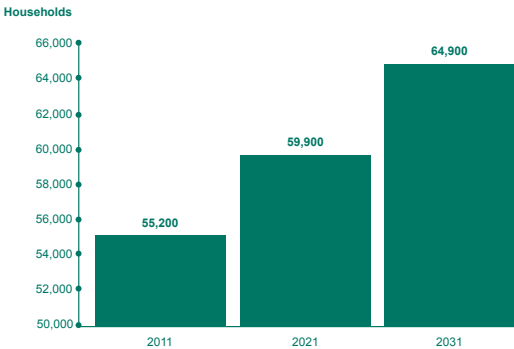


Table 2. Glen Eira projected total households

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

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

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

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

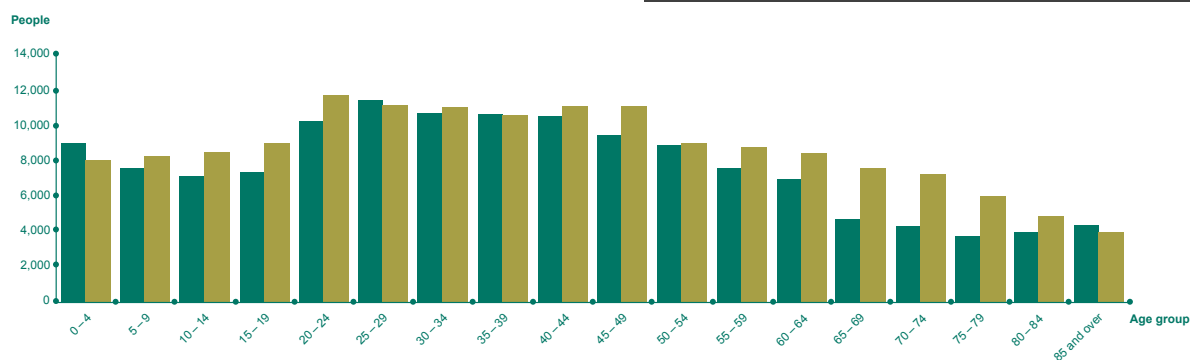


Table 3. Population by five-year age group

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

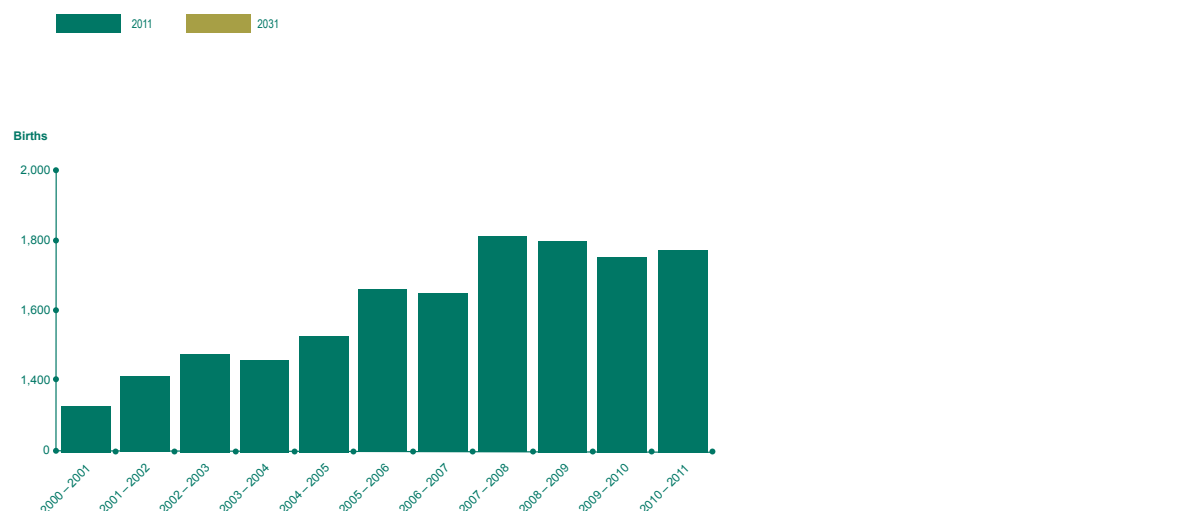


Table 4. Birth notices within Glen Eira over the last 10 years

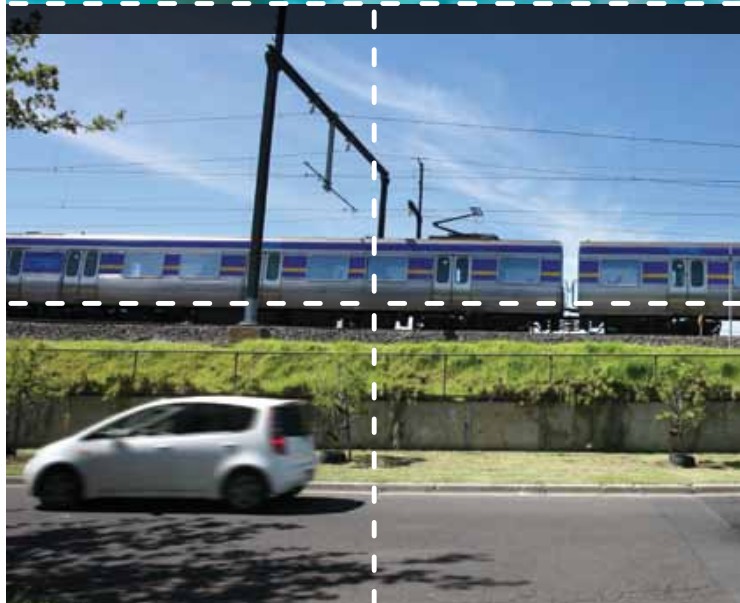
Source: Department of Education and Early Childhood Development's Maternal and Child Health Service Database 2011.



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



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



Demographic changes and future planning implications

Ageing population

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

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

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

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

Housing and development

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

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

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

Traffic and transport

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

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

Disability

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

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

Climate change

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

Skills shortage

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

Government co-operation

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

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

Community engagement

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

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

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

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



Community consultation

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

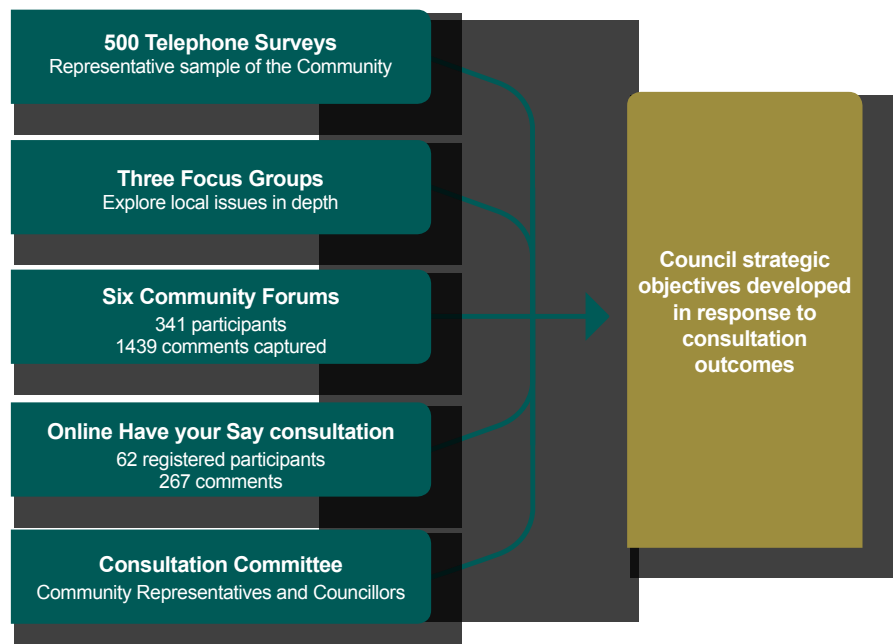
- A random phone survey of a representative sample of 500 residents conducted by an independent social research company in November 2011, to gain a broad understanding of the Glen Eira community. Information gathered included overall feelings of wellbeing, likes and dislikes of where residents live,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

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

Phone survey and focus groups

The phone survey was designed to:

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



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

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

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

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

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

Wellbeing

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

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

Living in Glen Eira: what people like and dislike

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

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

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

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

Future planning

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

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

The research concluded that:

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

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

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

Community meetings and online consultation

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

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

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

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

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

The following five specific questions were asked:

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

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

Issues affecting the local community

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

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

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

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

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

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

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

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

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

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

What residents like about Glen Eira

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

Issues to be addressed

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

Advocacy

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

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

Vision for Glen Eira

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

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

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

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Strategic objectives and strategies

Theme 1: Services to support the community

Theme 2: Traffic, parking and transport

Theme 3: Town planning and development

Theme 4: Governance

Theme 5: Recreation and open space

Theme 6: Waste, graffiti and cleanliness

Theme 7: Sustainable community assets and infrastructure

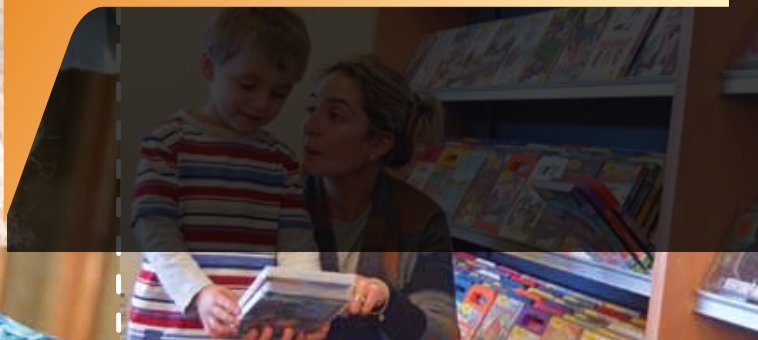
Theme 8: Community building and engagement





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

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



Theme 1: Services to support the community

Customer Service and services for family, youth and the aged

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

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

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

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

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

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

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

Strategic objective

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

Strategies

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

Advocacy

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

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

Federal Government

State Government



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

A community member's contribution to the Community Plan.



Theme 2: Traffic, parking and transport

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

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

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

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

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

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

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

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

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

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

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

Strategic objective

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

Strategies

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

Advocacy

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

Federal Government

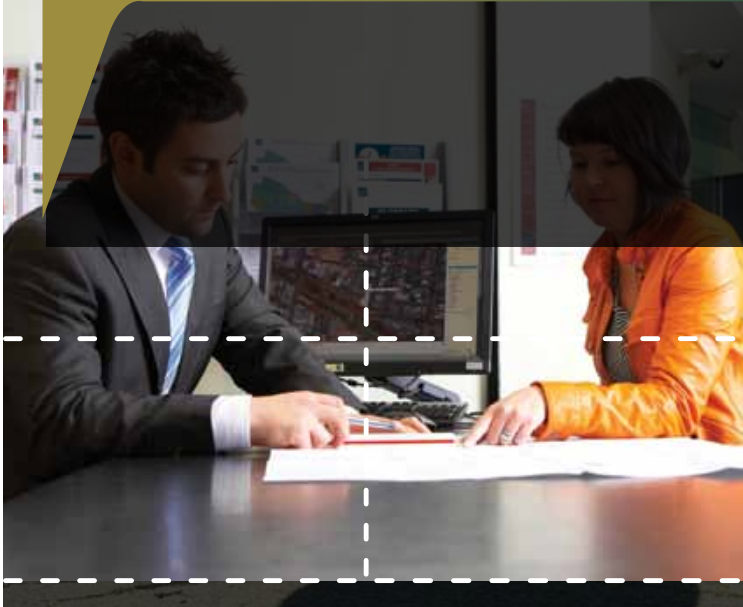
State Government

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



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

A community member's
contribution to the
Community Plan.



Theme 3: Town planning and development

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic objective

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

Strategies

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

Advocacy

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

Federal Government

State Government

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

Council

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

Community

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

Connect

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

QUICK LINKS

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

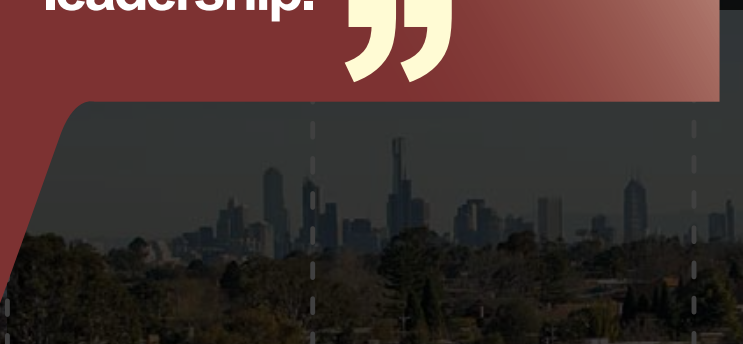
LATEST NEWS



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

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

”



Theme 4: Governance

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

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

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

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

Key governance approaches and strategies include:

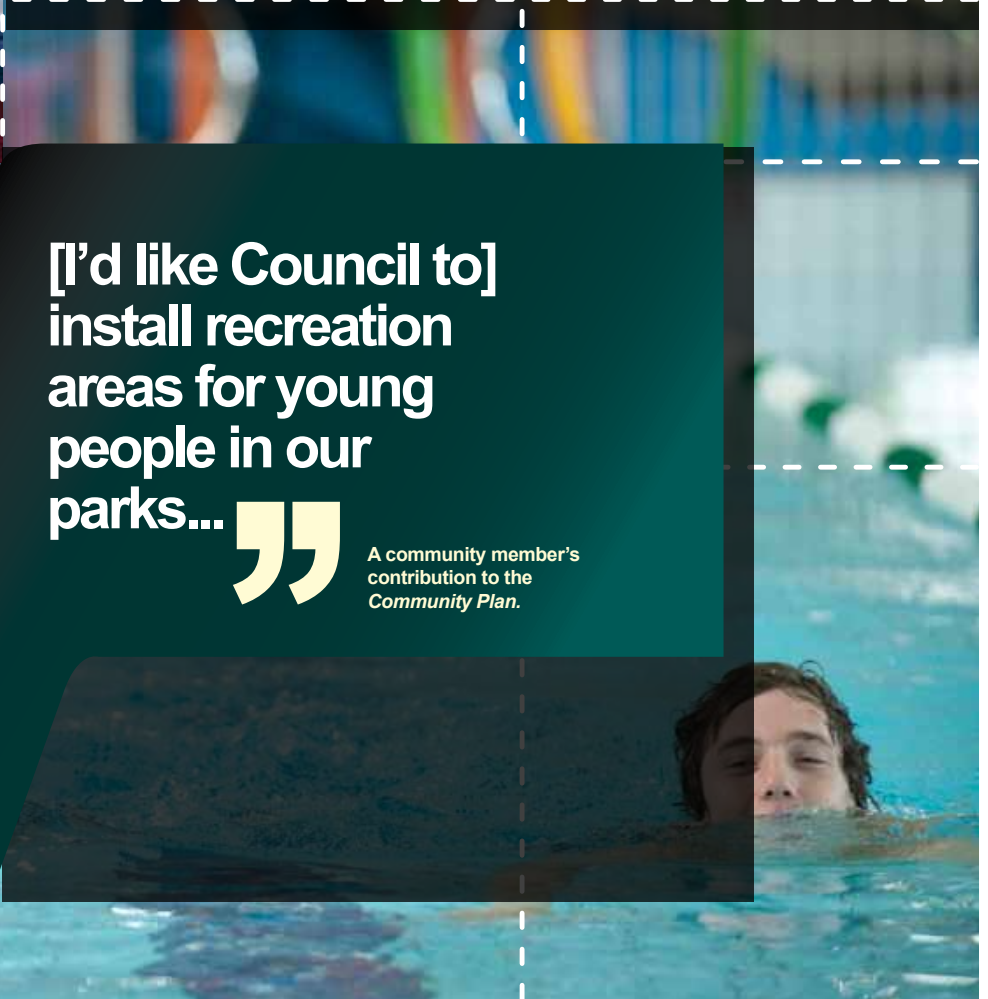
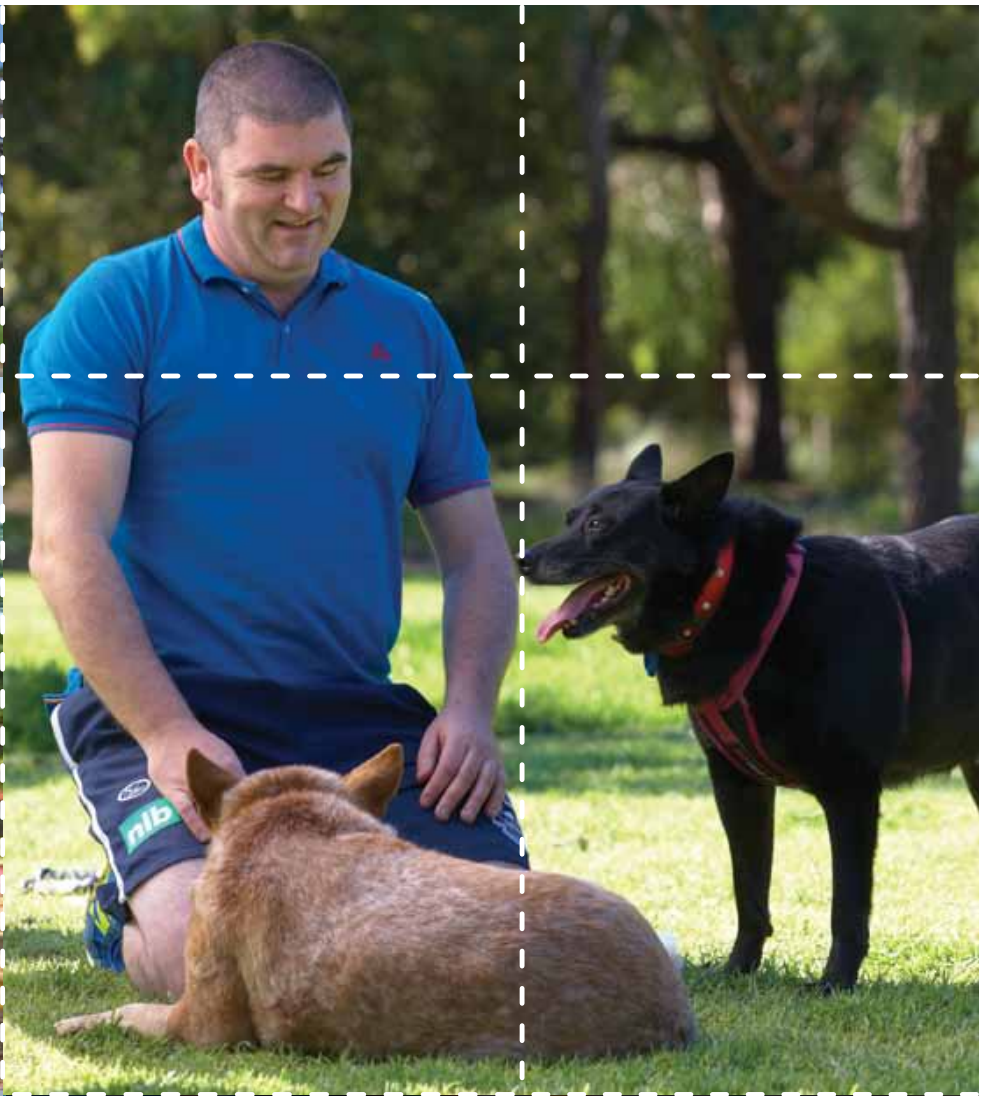
- Council's *Long Term Financial Strategy* — Council is required by the *Local Government Act* to prepare a *Strategic Resource Plan* covering long-term financial resources and including key financial indicators for at least the next four financial years to support the *Community Plan*. The *Strategic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

Strategic objective

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

Strategies

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



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



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

Theme 5: Recreation and open space

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic objective

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

Strategies

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

Advocacy

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

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

State Government



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

A community member's
contribution to the
Community Plan.



Theme 6: Waste, graffiti and cleanliness

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

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

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

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

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

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

Strategic objective

To maintain a safe, clean and attractive City.

Strategies

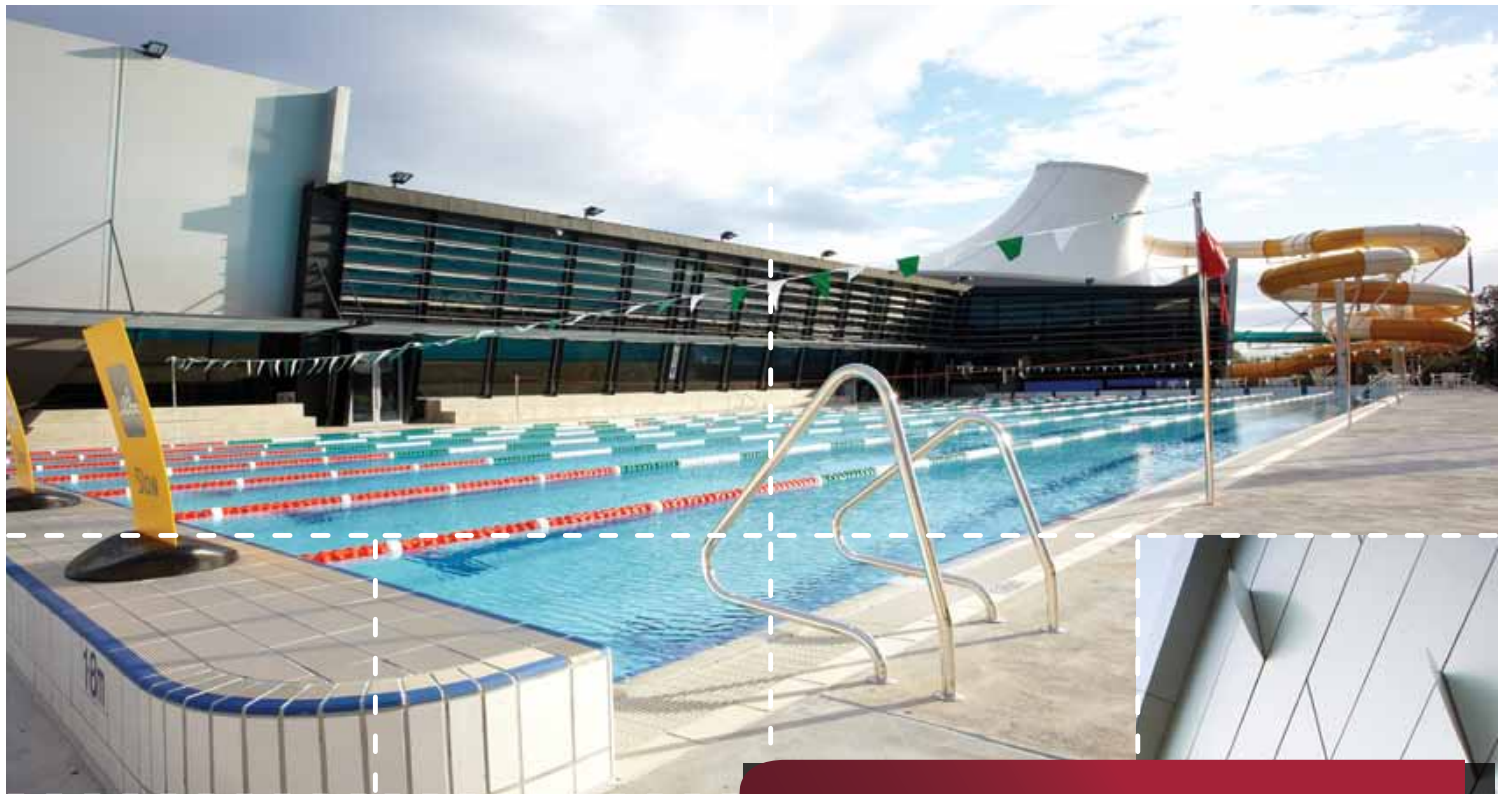
- Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of household waste.
- Develop and implement programs to reduce waste and increase rates of recycling within the community.
- Undertake a review of Council's hard rubbish collection service to ensure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

Advocacy

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

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

State Government



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

A community member's
contribution to the
Community Plan.



Theme 7: Sustainable community assets and infrastructure

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic objective

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

Strategies

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

Advocacy

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

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

State Government



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



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



Theme 8: Community building and engagement

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

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

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

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

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

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

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

Strategic objective

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

Strategies

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

Advocacy

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

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

Federal Government

State Government

Appendix 1: Plans, policies and frameworks

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

Asset Management Strategy

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

Carbon Emissions Reduction Plan

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

Community Engagement Strategy

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

Community Safety Plan

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

Disability Action Plan

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

Domestic Animal Management Plan

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

Environmental Sustainability Strategy

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

Glen Eira Ageing Strategy

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

Glen Eira Bicycle Strategy

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

Municipal Early Years Plan

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

Municipal Emergency Management Plan

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

Municipal Public Health Plan

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

Municipal Strategic Statement

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

Priorities for pavilion upgrades

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

Public Toilet Strategy

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

Risk Management Strategy

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

Road Safety Strategy

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

Towards Sustainable Transport Strategy

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



Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 1: Services to support the community				
To maintain high quality service standards and deliver universal services that support the community, particularly the needs of families, youth, senior citizens and people with a disability.				
Continue to provide a comprehensive range of community services that are responsive to the needs of the community.	1a		Provide community services which minimise social isolation and build community identification.	Deliver social outings and exercise classes to at least 200 socially isolated residents each year. Deliver Home Library Service to at least 200 socially isolated clients. Provide 23,433 hours of social support. Provide 500 hours Maternal and Child Health specifically targeted at vulnerable clients.
	1b		Implement the Municipal Public Health and Wellbeing Plan.	90% of 2016-17 actions complete.
	1c		Inspect registered food businesses to assess compliance with National Food Safety Standards.	Conduct 850 food safety assessments.
Encourage residents to raise issues through letters, emails and calls to the Service Centre and provide timely and informative responses.	1d		Customer Service Centre to resolve calls at first point of contact.	82% of calls resolved at first point of contact.
	1e		Ensure telephone calls are answered promptly.	Average call waiting time of 18 seconds or less.
Deliver children's services that provide support, education and improve health and wellbeing outcomes for young children and their families subject to State Government policies and funding arrangements.	1f		Deliver maternal and child health services that meet state government targets.	15,000 Key Age and Stage visits delivered.
	1g		Implement the Municipal Early Years Plan.	90% of 2016-17 actions complete.
	1h		Provide vaccinations to infants and school children in accordance with the National Immunisation Schedule.	8,000 vaccinations provided to infants and school children.
Assist older people and people with a disability to maintain healthy, active and independent lifestyles in their own home and within the community.	1i		Provide a range of services which support frail older people and people with disabilities to live independently at home.	Deliver all funded hours of Home Care, Personal Care and Respite Care to eligible residents currently set by DHHS at 95,000 hours. Meet all service requests from eligible residents for Home Maintenance Services.
	1j		Support senior citizens clubs to enhance social inclusion of older persons.	Council to provide 14,000 hours per annum of free facility use to local senior citizens clubs.
	1k		Provide quality accredited residential aged care services that achieve a high level of resident satisfaction.	Achieve 90% resident satisfaction as measured by Annual Quality Performance Systems survey.
	1l		Implement actions contained in the Glen Eira Ageing Strategy.	90% of 2016-17 actions complete.
Deliver a range of disability services that promotes community inclusiveness and access for all abilities.	1m		Implement actions in the Disability Action Plan.	90% of 2016-17 actions complete.
Ensure Council libraries provide a broad range of books, e-books, learning materials, access to technology, activities and programs that entertain, enrich and develop the community.	1n		Offer a range of library services and programs which encourage family and community involvement.	600,000 visits to Council libraries annually. Provide Story-time and Baby-time sessions for 50,000 attendees at the libraries in Bentleigh, Carnegie, Caulfield and Elsternwick.
	1o		Offer a range of library programs for adults that promote reading and encourage social connectedness.	Deliver at least 250 library programs aimed at information technology, community connections or enjoyment of reading.
Implement a range of centre and school-based programs to engage young people aged 10 – 25 years and encourage active participation.	1p		Offer a range of centre and school based programs.	Provide more than 250 programs.
Provide Youth Work support to young people and families to assist in positive development.	1q		Assist and deliver support advocacy and referral to young people who are disadvantaged, isolated or at risk.	7,000 young people and their families supported through school and centre based programs, information and referral, service collaboration and special events.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 2: Traffic, parking and transport To promote the safe movement of pedestrian, bicycle and vehicle traffic in a way that minimises the impact of traffic and parking on the local amenity and physical environment.				
Improve safety and movement of road users and provide a fair and equitable balance of parking.	2a		Investigate community requests about traffic and parking.	95% of reactive investigations responded to within 5 days, 50 community consultations undertaken, and the placing of the "Not So Fast" speed trailer at problem locations.
Continue to promote walking, cycling and public transport options in Glen Eira as alternatives to motor vehicle use.	2b		Implement actions outlined in the Walking Strategy Action Plan.	At least 90% of budgeted actions complete.
	2c		Review the Bicycle Strategy Action Plan.	Complete the review of the Bicycle Strategy Action Plan.
Inform the community about local active transport options such as pedestrian, bicycle and public transport options including those arising from consultations.	2d		Articles through Glen Eira News and Council's website.	Six active transport related articles in Glen Eira News and on Council's website.
Improve safety around shopping centres, and schools by maintaining safe school crossings and installing traffic management treatments to protect vulnerable road users such as children and older residents.	2e		Audit schools and identify improvements to safety and the movement of people.	Three audits completed and business cases prepared for supported recommendations.
	2f		Audit shopping centres and identify improvements to safety and the movement of people.	Two audits completed and business cases prepared for supported recommendations.
Improve road safety and manage congestion on the local road network.	2g		Implement capital program including traffic calming measures in local streets informed by the Transport Strategy, Road Safety Strategy and the Local Area Traffic Management Priority System.	All traffic capital works projects (identified in the Budget) at least 90% complete.
	2h		Undertake traffic counts within the City and add to Council's Local Area Traffic Management Priority System to inform future capital works projects.	At least 105 traffic counts completed.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 3: Town Planning and Development To manage the rate and extent of change to the built environment consistent with State and local planning policies to achieve a diversity of housing as sympathetic as possible to neighbourhood character.				
Plan for a mixture of housing types that allows residents to meet their housing needs in different stages of their life-cycle within the City.	3a		Actively plan for a mix of dwelling types underpinned by the three residential zones (Neighbourhood Residential Zone, General	At least 50% of new dwellings to be located within the General Residential, Residential Growth and Commercial Zones.
Enforce the provisions of the Glen Eira Planning Scheme and building control requirements across the City as well as compliance with any planning permits.	3b		Conduct proactive and reactive site inspections for compliance with planning permit conditions and Local Law requirements.	300 proactive inspections completed and respond to 95% of reactive planning enforcement matters within 5 days.
	3c		Enforce building control requirements and investigate building enforcement matters.	200 building enforcement matters investigated and respond to 95% of reactive building enforcement matters within 5 days.
Ensure new multi-dwelling residential development is sympathetic to the existing neighbourhood character in Glen Eira's Neighbourhood Residential Zone.	3d		Make decisions in accordance with Council's Neighbourhood Residential Zone with an emphasis on Neighbourhood Character.	Refuse under manager delegation all applications which do not satisfy the purpose of Council's Neighbourhood Residential Zone.
Encourage and support community involvement in the planning permit application process.	3e		Promote Council's suite of fast track permit application processes.	Report to Council, year on year, the percentage of applications using fast track process.
Provide an opportunity for all residents to be informed and to participate in town planning applications where they (and others) object.	3f		Maintain both the non-statutory planning Conference (Council decision by resolution) and Delegated Planning Committee as forums for resident involvement in the town planning process.	Except for a Managerial Refusal of an application, ensure all objectors are provided with an opportunity to participate in a Consultation Meeting, Delegated Planning Committee Meeting or Planning Conference.
Provide a fair, transparent and inclusive town planning decision making process.	3g		Improve the Delegated Planning Committee (DPC) efficiency by reducing the number of planning applications needing to be referred for a decision by undertaking mediation.	Undertake ten (10) mediation meetings.
Undertake community consultation and engagement to ensure the Glen Eira Municipal Strategic Statement, Glen Eira Planning Scheme and town planning process meets the needs of local residents and ratepayers.	3h		Survey participants in the Delegated Planning Committee process to ascertain satisfaction rates.	80% satisfaction rating of participants in the DPC process.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 4: Governance To deliver strong local leadership and governance in an open and responsible manner in the best interests of the community.				
Inform the community about Council's roles and activities through a broad range of media.	4a		Ensure all Council endorsed strategies, plans and policies are available on the Council website.	All Council endorsed strategies, plans and policies published in a user friendly format on the Council website.
Maximise capital investment while continuing to keep operating costs and rates below the average of neighbouring Councils.	4b		Continue to keep operating costs and rates per assessment low.	Average operating cost 5% below the average of our seven benchmark Councils.
Ensure that Council complies with financial and performance reporting requirements.	4c		The preparation and completion of Council's 2015-16 annual accounts.	Completion of 2015-16 Financial Report and Performance Statement by 30 September 2016 with an unqualified audit opinion.
	4d		Delivery of the 2016-2017 Annual Budget in line with approved budget timelines.	Completion of the 2016-17 Budget - to be adopted by Council by 30 June 2016 and submitted to the Minister before 30 June 2016.
Ensure that Council adheres to the Charter of Human Rights.	4e		Ensure all staff receive information about the Charter of Human Rights and comply with the Charter.	No breaches of the Charter.
Establish an effective monitoring and review process for the Glen Eira Community Plan to check and report progress towards community needs.	4f		Regular reporting on progress against action items in the Community Plan.	Report progress to Council quarterly.
	4g		All agendas and minutes of Council meetings are posted on Council website and are easy to locate and search.	Agendas and minutes on website.
Implement the Council Risk Management Strategy to ensure that risk is effectively managed throughout the organisation.	4h		Implement Council's Risk Management Strategy.	Rolling program of Business Unit risks to Audit Committee Meetings.
Continue to implement Occupational Health and Safety strategies to provide a safe workplace and protect staff from injuries.	4i		Ensure compliance with Councils externally audited safety accreditation system (SafetyMAP).	Council complies with SafetyMAP criteria and maintains accreditation status.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 5: Recreation and open space. To enhance recreation facilities and open space to meet current and future needs of the local community.				
Upgrade or renew Council sporting pavilions in line with Council's Priorities for Pavilion Upgrades Report to provide clubs and groups with access to relevant and appropriate facilities and amenities.	5a		Commence Design of the new Lord Reserve Pavilion to replace two existing pavilions.	Design completed incorporating energy and water efficiency features.
Implement an annual capital works program in relation to the open space and sporting facility upgrade.	5b		Duncan Mackinnon Reserve outer walking track upgrade.	Complete upgrade.
	5c		Advocate for funding for Duncan Mackinnon Reserve athletics track upgrade.	Advocacy complete.
	5d		Redevelop EE Gunn No 2 following grade separation soil stock piling.	Complete redevelopment.
	5e		Redevelop Bailey Reserve No 2 sports ground.	Complete the sports ground redevelopment.
	5f		Upgrade the irrigation system to the main oval at McKinnon Reserve to improve reliability and minimise maintenance.	Complete upgrade.
	5g		Upgrade the rubber play surface at Carnegie Library interactive Play area.	Upgrade completed.
	5h		Complete construction of Booran Reserve.	Park open for public use.
	5i		Upgrade sportsground lighting at Bailey Reserve.	Sports ground lighting upgrade at Bailey Reserve Oval 2.
	5j		Hopetoun Gardens landscape enhancement works.	Complete Hopetoun Gardens landscape works.
	5k		Upgrade Multipurpose Courts at East Caulfield and Koornang Park.	Upgrade completed.
	5l		Accommodate at least 400 sporting teams on sporting fields in the municipality.	Teams allocated to grounds.
Provide access to Council facilities (including sporting grounds and pavilions) for community activities and sport.	5m		Provide local community rooms and encourage community use.	Provide use of Town Hall and Carnegie Community Centre for Council, community organisations and members of the community. More than 2,000 bookings.
	5n		Install shade sails in Council parks and reserves.	Shade sail program at Elsternwick Plaza, North Avenue Park and Memorial Park.
Ensure the availability of a diverse range of passive recreational opportunities in local parks that meet the needs of the community.	5o		Continue Stage 2 landscape upgrade works at Marara Road Reserve.	Complete upgrade.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Provide a range of leisure and aquatic programs at GESAC that meet the needs of the community.	5p		Provide a range of programs and events for the community at GESAC.	Maintain membership at not less than 14,000.
Provide a range of leisure and aquatic programs at the Carnegie Swim Centre that meet the needs of the community.	5q		Provide a range of programs and events for the community at Carnegie Swim Centre.	Six community events and programs held over the season.
Work with key stakeholders to reduce water and energy consumption required to maintain parks and sporting facilities.	5r		Progressively reduce energy use from lighting in parks including by moving to newer lighting technology.	Complete lighting installation at Caulfield Park, Gardenvale Park, Bentleigh Hodgson Reserve, Joyce Park and Princes Park.
Continue a program of upgrading or redeveloping playgrounds to ensure that a diverse array of play opportunities for children of all abilities is provided.	5s		Implement Council's budgeted program to upgrade playgrounds.	Council program implemented.
Continue to provide a balance of both on and off leash areas for dogs across the City and educate pet owners on responsible pet ownership.	5t		Complete 1,500 patrols of parks to educate the community about responsible pet ownership.	1,500 park patrols conducted to encourage responsible pet ownership.
Continue to maintain and improve facilities in parks.	5u		Install new automated public toilet at King George Reserve.	Complete installation.
	5v		Install outdoor fitness pod at Marara Road Reserve.	Complete installation.
	5w		Continue the rolling program to replace aged, unsafe and damaged park furniture infrastructure.	Expend at least 90% of the 2016-17 budget for replacing aged, unsafe and damaged park furniture.
Continue to plant and maintain trees and other vegetation in our parks.	5x		Undertake park tree pruning to uplift and shape trees associated with sightlines and pedestrian hazards.	2500 trees pruned.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 6: Waste, graffiti and cleanliness To maintain a safe, clean and attractive City.				
Provide a comprehensive waste management program to ensure the safe and responsible removal and treatment of local waste.	6a		Continue to deliver kerbside waste collection, street sweeping, litter bin collection and hard rubbish collection services across the municipality.	Services delivered.
Develop and implement programs to reduce waste and increase rates of recycling within the community.	6b		Introduce food waste collection as part of organics recycling services for the community.	Preparation and introduction complete.
Deliver graffiti services that rapidly removes graffiti from Council owned assets and assists local residents and businesses to remove and prevent graffiti.	6c		Prompt removal of graffiti from Council owned buildings.	90% of graffiti reported removed within five working days.
	6d		Assist with the removal of graffiti from private property where resources allow.	90% of requests responded to within ten working days.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 7: Sustainable community assets and infrastructure To enhance and develop sustainable community assets and infrastructure to meet the needs of current and future generations.				
Deliver a strategic and informed program to renew, upgrade and build community assets to meet the current and future needs of the community.	7a		Implement Council's Road Reconstruction Sub-program in accordance with Council's Asset Management Strategy.	Expend 90% of the budgeted capital works program for road reconstruction.
	7b		Deliver capital works program to renew, upgrade or build Council assets, community facilities and infrastructure.	\$25M spent on capital works projects.
	7c		Implement the Public Toilet Strategy including upgrading the Morton Avenue toilet in Carnegie.	Expend \$150,000 implementing the public toilet strategy.
	7d		Implement \$1.7M footpath upgrade capital program at various locations around the City in accordance with Council's Road Management Plan.	Expend 90% of the budgeted capital works program for footpath installation.
Maintain, renew and upgrade Council's drainage system to reduce the risk of flood damage.	7e		Implement Council's Drainage Improvement and Flood Mitigation Sub Programs.	Expend 90% on Council's Drainage Improvement and Flood Mitigation Sub Programs.
	7f		Inspect Council drainage pits.	10,000 pits inspected.
Improve the quality and cleanliness of Glen Eira's major activity and retail precincts to meet the needs of business, visitors and the community.	7g		Progressively renew and revitalise Shopping Strip Streetscapes.	Expend \$400,000 on revitalisation of Shopping Strip Streetscapes
Continue to promote and support strategies to increase environmental biodiversity.	7h		As part of the implementation of the Street Tree Strategy, plant additional street trees until vacant nature strip sites are filled.	Plant an additional 1,000 trees into vacant sites.
Implement strategies to reduce the use of potable water, energy and natural resources of Council assets and operations.	7i		Continue to support Council's commitment to purchasing 'green' products.	Purchasing of green products in 2016-17 to meet or better Council's green expenditure in 2015-16.
	7j		Reduce energy consumption from existing buildings and lighting and increase use of renewable energy.	Invest \$800,000 in energy efficiency and renewable energy for existing Council buildings and lighting.
	7k		Investigate feasibility of future energy efficiency and sustainability options.	Complete investigations into next best energy efficiency and renewable energy opportunities for Council managed infrastructure. Subject to approval from the electricity distribution companies, replace HPNa street lights with a more energy efficient alternative.
Support the community to reduce their impact on the environment.	7l		Run regular ongoing recycling education activities targeted to address key barriers. These to include regular articles and promotional ads, community presentations, direct mail and promotion in languages other than English.	Total of 10 articles in GE news and Leader Newspaper, 3 activities at community events; promotions in languages other than English.
	7m		Facilitate sustainability education activities related to sustainable energy use, water conservation and biodiversity with community networks.	10 activities for the community and 10 for schools and children, 20 articles published.
	7n		Deliver the Neighbourhood Sustainable Gardening Program and the Glen Eira Energy Saving Program to support community in practical ways.	10% increase in the number of participants in the Neighbourhood Sustainable Gardening Program. Increase participation in the energy saving program by 150.

Key Strategic Activity	Ref No.		Draft Actions for 2016-2017	Reviewed after Councillor Assembly 22 March
Theme 8: Community building and engagement To build a strong connected community that actively participates and engages with Council to improve outcomes for the community.				
Provide a range of events, festivals and community celebrations to build social connectedness and promote community inclusion.	8a		Provide at least ten community celebrations, exhibitions and arts events including three Party in the Park celebrations, exhibitions of local artists work, a story telling festival, a series of musical events, three food and live entertainment events, and at least two group or thematic exhibitions , one "feature exhibition" in the Glen Eira Gallery.	Ten community celebrations, exhibitions and events delivered with 75% of participants satisfied based on exit surveys.
	8b		Foster business, employment and marketing opportunities to enhance the social and economic wellbeing of residents and traders.	Provide a minimum of seven Glen Eira Women's Business networking events, encourage business leadership through the May Business Month educational program and facilitate support for business to access mentors and students.
Provide a range of initiatives and programs to build strong connected community groups.	8c		Provide four newsletters to community groups to provide information about local community connectedness initiatives and grant opportunities.	Four newsletters produced and disseminated to community groups.
	8d		Deliver three capacity building sessions for community groups annually to promote effective and resilient community organisations	Three capacity building sessions delivered to community groups.
	8e		Implement Arts and Cultural Strategy.	90% of 2016-17 actions complete.
	8f		Fund Community Information Glen Eira to provide community information and referral services to support the community.	\$139,000 delivered to Community Information Glen Eira for community information and referral services.
Support local community groups through the provision of community grants to assist groups to meet identified community needs.	8g		Continue to implement Council's community grants program with a funding priority encouraging community strengthening and inclusion.	Deliver at least \$350,000 in community grants to community groups to encourage community strengthening and inclusion activities.
Actively encourage and promote volunteering opportunities within the local community and recognise the achievements of local volunteers.	8h		Conduct Volunteer Recognition Ceremony.	Volunteer Recognition Ceremony conducted.
	8i		Provide funding for Community Information Glen Eira for the operation of Glen Eira Volunteer Resource Centre.	\$24,839 in funding provided to Community Information Glen Eira.
Deliver a comprehensive range of community consultation processes that provide all members of the community with the opportunity to participate.	8j		Deliver a range of consultations process to maximise community participation.	Use e-newsletter, "bang the table", questionnaires, surveys, public meetings and focus groups as part of consultation processes and ensure consultations comply with Community Engagement Strategy.
	8k		Council e-newsletters distributed to provide information about community consultations and outcomes.	Four e-newsletters distributed annually and a 10% increase in the number of subscribers.
	8l		Update community signage to provide information about community consultations and outcomes.	Community signage updated at least four times each year.
Communicate and engage with the local community by providing accurate and up to date information about local issues and how they will be addressed by Council.	8m		Distribute Glen Eira News to all households in Glen Eira.	11 editions of Glen Eira News published annually.
	8n		Publish corporate advertisements providing information on local issues and activities.	22 Council corporate advertisements published annually.

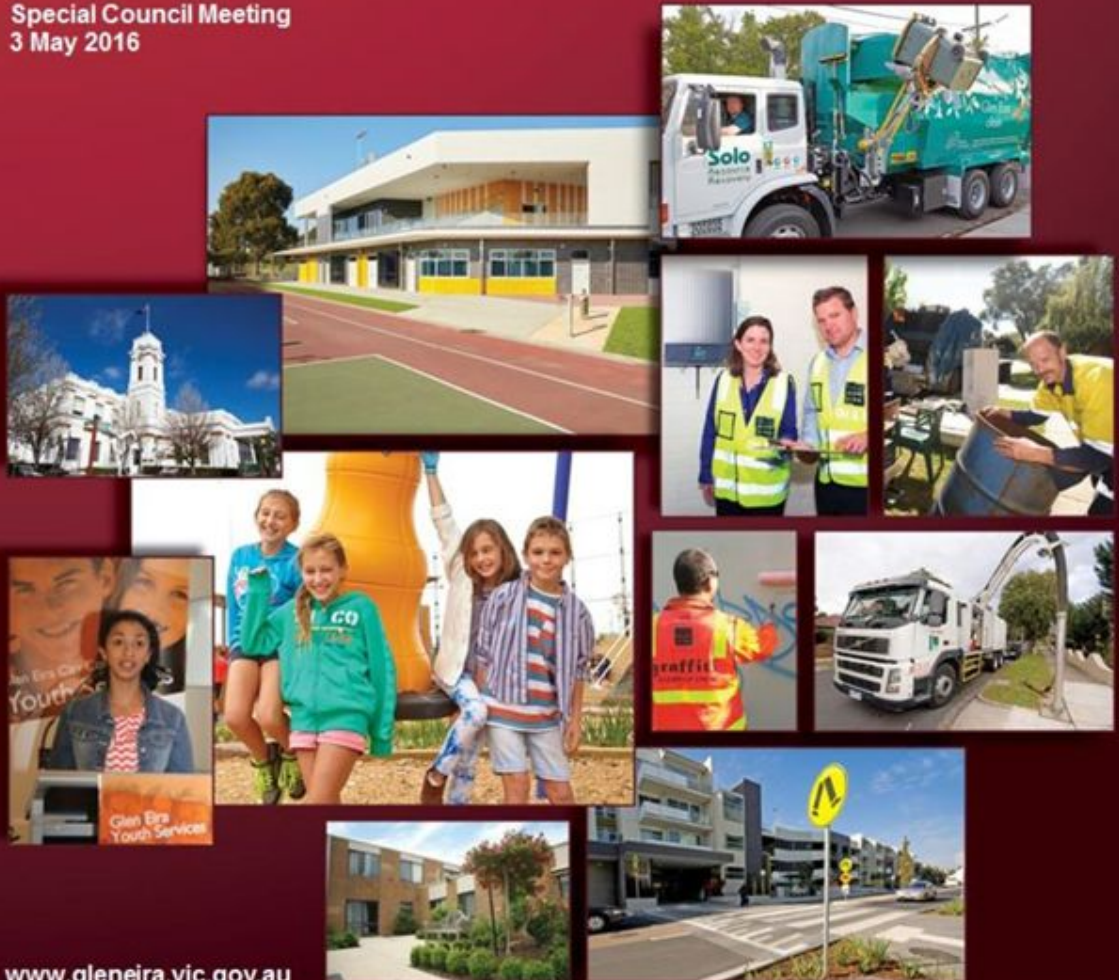


GLEN EIRA
CITY COUNCIL

Glen Eira City Council

Draft Strategic Resource Plan 2016-2017 to 2025-2026

Special Council Meeting
3 May 2016



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Bentleigh | Bentleigh East | Brighton East | Carnegie | Caulfield | Elsternwick | Gardenvale | Glen Huntly | McKinnon | Murrumbeena | Ormond | St Kilda East



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Contents	Page
Purpose.....	1
1 Background	1
2 Plan Development	1
3 Assumptions/Deliverables	2
4 Financial Resources	9
5 Financial Performance Indicators	12
6 Non-financial Resources	15
7 Glen Eira Rating Strategy	17
8 Borrowings Strategy	22
9 Infrastructure Strategy	24
Attachments	27
A. Sector Benchmarking	28
B. Financial Statements	35



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Purpose

Section 126 of the *Local Government Act* requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the *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 *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 Background

Glen Eira Council is characterised by:

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

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

2 Plan Development

Council has prepared a *Strategic Resource Plan* (SRP) for the ten years 2016-2017 to 2025-2026 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 *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 *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.



2016-2017 to 2025-2026 Draft Strategic Resource Plan

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

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

The SRP is updated annually through a 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.

3 Assumptions/Deliverables

The SRP assumes a rate increase of 2.5 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 2.5 per cent in the Consumer Price Index (CPI).

Council has elected not to apply to the Essential Services Commission (ESC) for a rate cap variation in 2016-2017.

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

The SRP is based on the assumptions set out below:

3.1 Capital Works Program

- Rates revenue has been applied to ensure that capital expenditure is increased to address the infrastructure renewal gap and complete additional capital works projects. Included in the capital program is renewal and upgrade of Council's major infrastructure assets such as Roads \$5m, Drainage Improvement Program \$3.57m, Footpaths \$1.76m, Local Road Resurfacing \$1.5m and Car Park Renewals \$1m.
- Base capital program of approximately \$30m (excluding *Open Space Strategy* initiatives, pavilions and major projects) – sufficient to close the renewal gap.
- *Open Space Strategy* Implementation includes:
 - Booran Reserve – completion of the reinstatement and redevelopment of the former Glen Huntly Reservoir Site as Public Open Space in 2016-2017 - \$930k.

Initiatives in 2016-2017 of \$900k including:

- Marara Road Reserve Stage 2, Caulfield South - \$400k
- Pell Street, Bentleigh East - \$100k
- Hopetoun Gardens Stage 2, Elsternwick - \$400k.

2016-2017 to 2025-2026 Draft Strategic Resource Plan

- 2017 onwards - *Open Space Strategy* implementation \$4.3m pa in 2017-2018 and \$4.45m 2018-2019 increasing to at least \$10m from 2019-2020 onwards.
- Carnegie Pool Redevelopment, capital costs of \$5m (subject to the Sports and Recreation Victoria *Better Pools* funding of \$2.5m):
 - \$280k in 2016-2017 for Planning and Design works
 - \$2.22m in 2017-2018 and \$2.5m in 2018-2019 for constructions costs.
- Bailey Skate Park Redevelopment, developing into a modern, challenging, contemporary skate space - \$550k in 2016-2017.
- *Bicycle Strategy* \$250k - Continuation of off road paths, extensions to the on road network and works to improve existing conditions.
- *Pavilion Program* resumes from 2017-2018 onwards - \$1m per annum. In 2016-2017 the following funds have been allocated for pavilions:
 - Lord Hex Pavilion, Carnegie - for the forward design and Preliminary Concept Design of Pavilion - \$220k.
 - Marlborough Pavilion, Bentleigh East - Pavilion Renewal and Upgrade (preliminary scoping) - \$25k.
- Sustainability Initiatives (including warm season grass program) approximately \$1.25m per annum.
- Shopping Centre streetscapes upgrades (Carnegie, Murrumbeena and Elsternwick) – average of \$1m per annum over 10 years.
- Library Book Collections – approximately \$950k per annum, includes: purchase of books, DVDs, magazines, games, cds, eBooks and eMagazines.
- Transport and Planning projects - \$1m per annum includes safety projects: cross intersection, pedestrian, safer speed limits, school safety, shopping centres, sustainable transport and disabled parking upgrades.
- 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 - \$2.89m from 2019-2020 to 2021-2022.

2016-2017 to 2025-2026 Draft Strategic Resource Plan

3.2 Operational

- Council's SRP is based on average rates per assessment increase of 2.5 per cent. This is based on the Rate Cap announcement by the Minister of 2.5 per cent.

The budget assumes an additional 800 to 1,000 property assessments per annum. The average Rates per Assessment for 2016-2017 is estimated at \$1,339 (2015-2016 \$1,306). The 10 year outlook is based on 2.5 per cent each year.

- Waste management charges are levied on a basis of cost recovery.
- Impact of changes to the *Superannuation Guarantee Levy* has been included. The levy will remain at 9.5 per cent until 2020-2021. On 1 July 2021 the rate will increase by 0.5 per cent each year.
- Clayton South Regional Landfill Site – allowances of \$300k per annum for post closure rehabilitation costs from 2017-2018 onwards.
- Allowance for costs to maintain Council's *Open Space Strategy* implementation (including Booran Reserve) – over 10 years.
- Operational cost increases of approximately 3 to 3.5 per cent per annum.
- Election costs of \$512k in 2016-2017 (thereafter every 4 years).

3.3 Aquatic and Recreation Facilities

(a) Carnegie Swim Centre Redevelopment

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

The upgrade will provide:

- removal of edging on all pools for seamless entry;
- new water play and a splash pad;
- refurbishment of toddlers and learn-to-swim pool;
- refurbishment of change rooms;
- a new undercover seating and café area;
- new meeting and training rooms;
- improved entry and exits and facade; and
- a new water treatment system/plant room.

Provision has been made in Council's future plans for tendering in 2017 and construction in 2018.

Council has budgeted \$280k in the 2016-2017 Budget for planning and design works, \$2.22m in 2017-2018 and \$2.5m in 2018-2019 (the redevelopment is subject to the Sports and Recreation Victoria *Better Pools* funding of \$2.5m; \$1.25m in 2017-2018 and \$1.25m in 2018-2019).

(b) Glen Eira Sports & Aquatic Centre (GESAC)

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

During the 2014–2015 financial year, GESAC ran at an operational surplus of \$2.98m, slightly ahead of the original budget of \$2.94m.

In operational cash terms, GESAC pays all direct costs as well as the GESAC loan repayment; and all interest on the loan.

(c) Caulfield Recreation Centre

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

2016-2017 to 2025-2026 Draft Strategic Resource Plan

3.4 Cash Position/Liquidity Ratio

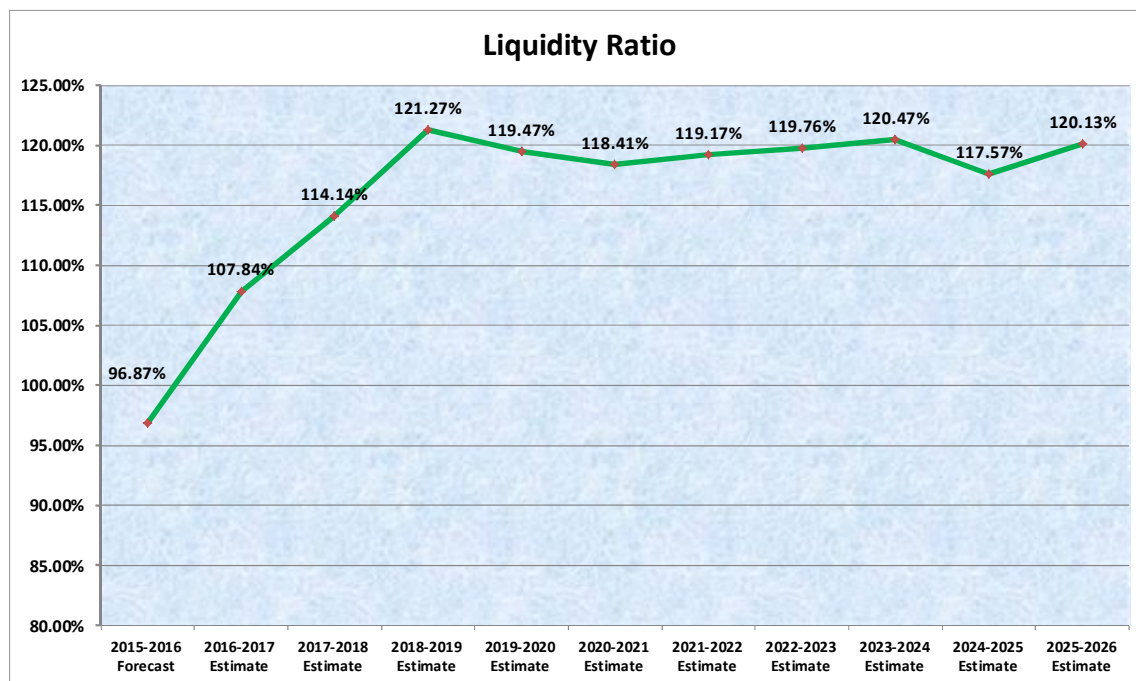
Our forecast cash balance has improved but is still expected to remain at relatively low levels for the next few years, sufficient to cover current liabilities.

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

- **Residential Accommodation Deposits (\$20m)** — 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 of working capital is forecast to remain at a level of greater than 100 per cent from 2016-2017.



2016-2017 to 2025-2026 Draft Strategic Resource Plan

3.5 Borrowings

- Council has borrowed \$25m for GESAC in the early part of 2011-2012.
- Loan repayments of approximately \$2.88m per annum have been included in the SRP. The repayment of all borrowings is fully funded by GESAC.
- Borrowings outstanding as at 30 June 2017 are projected to be \$18.71m.
- Borrowings are expected to be at the average of benchmark Councils by the end of this Council term (2016).

3.6 Open Space Contributions

Council receives 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:

- Booran Reserve – completion of the redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$930k in 2016-2017.
- *Open Space Strategy* initiatives in 2016-2017 of \$900k including:
 - Marara Road Reserve Stage 2, Caulfield South – (\$400k)
 - Pell Street, Bentleigh East – (\$100k)
 - Hopetoun Gardens Stage 2, Elsternwick – (\$400k).

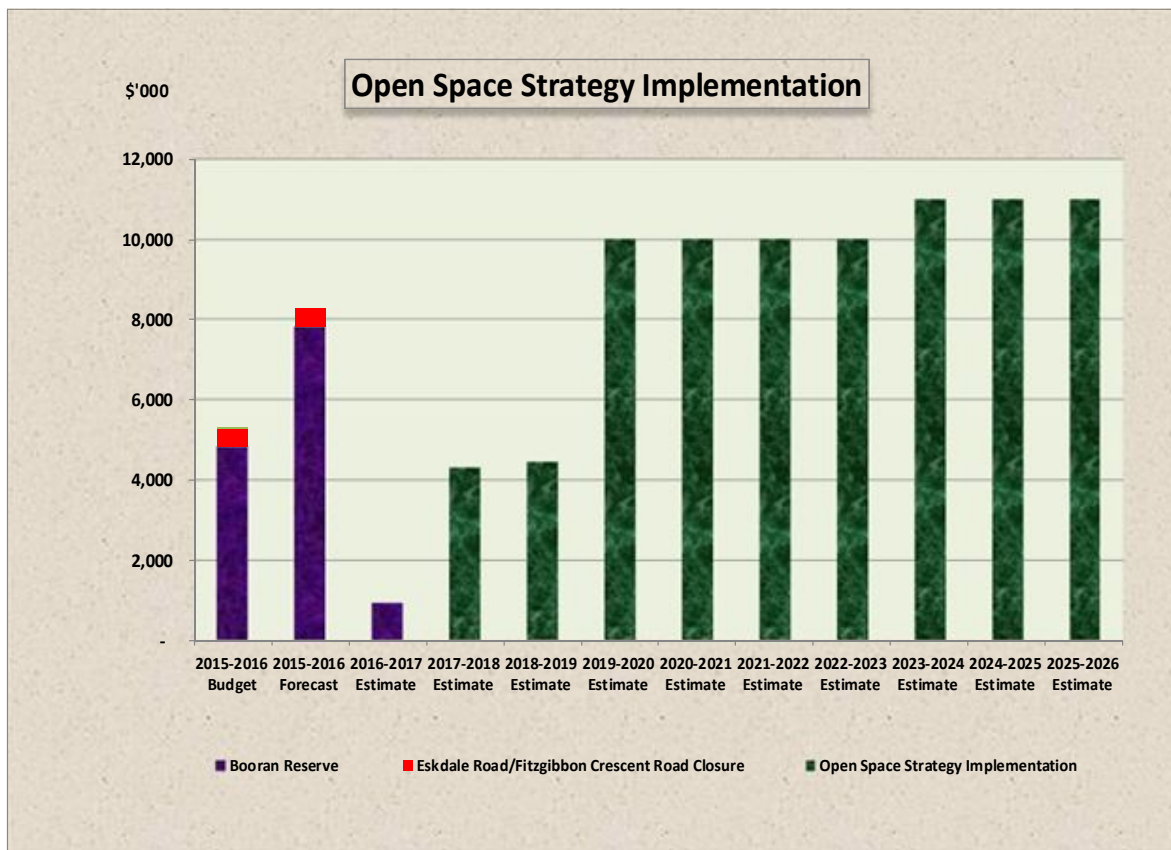
From 2017-2018 onwards a new item of *Open Space Strategy* implementation has been included in the Capital Works Statement (refer table below).

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

Open Space Contributions													
Description	2014-15 Actuals	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income													
Open Space Contributions	3,667	5,000	5,079	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,400
Caulfield Village Development Contributions*	-	-	-	-	500	-	-	-	-	-	-	-	-
						5% of site value mixed use precinct					5% of site value Smith St precinct		
Capital Spend on Open Space													
Booran Reserve	1,856	4,838	7,838	930	-	-	-	-	-	-	-	-	-
Eskdale Road/Fitzgibbon Crescent Road Closure	35	450	450	-	-	-	-	-	-	-	-	-	-
Gisborne/Archibald Street Junction	717	-	-	-	-	-	-	-	-	-	-	-	-
Open Space Strategy Implementation	-	-	-	-	4,300	4,450	10,000	10,000	10,000	10,000	11,000	11,000	11,000

* 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.

2016-2017 to 2025-2026 Draft Strategic Resource Plan



Amendment C60 (Caulfield Village)

There will be material revenues in due course from:

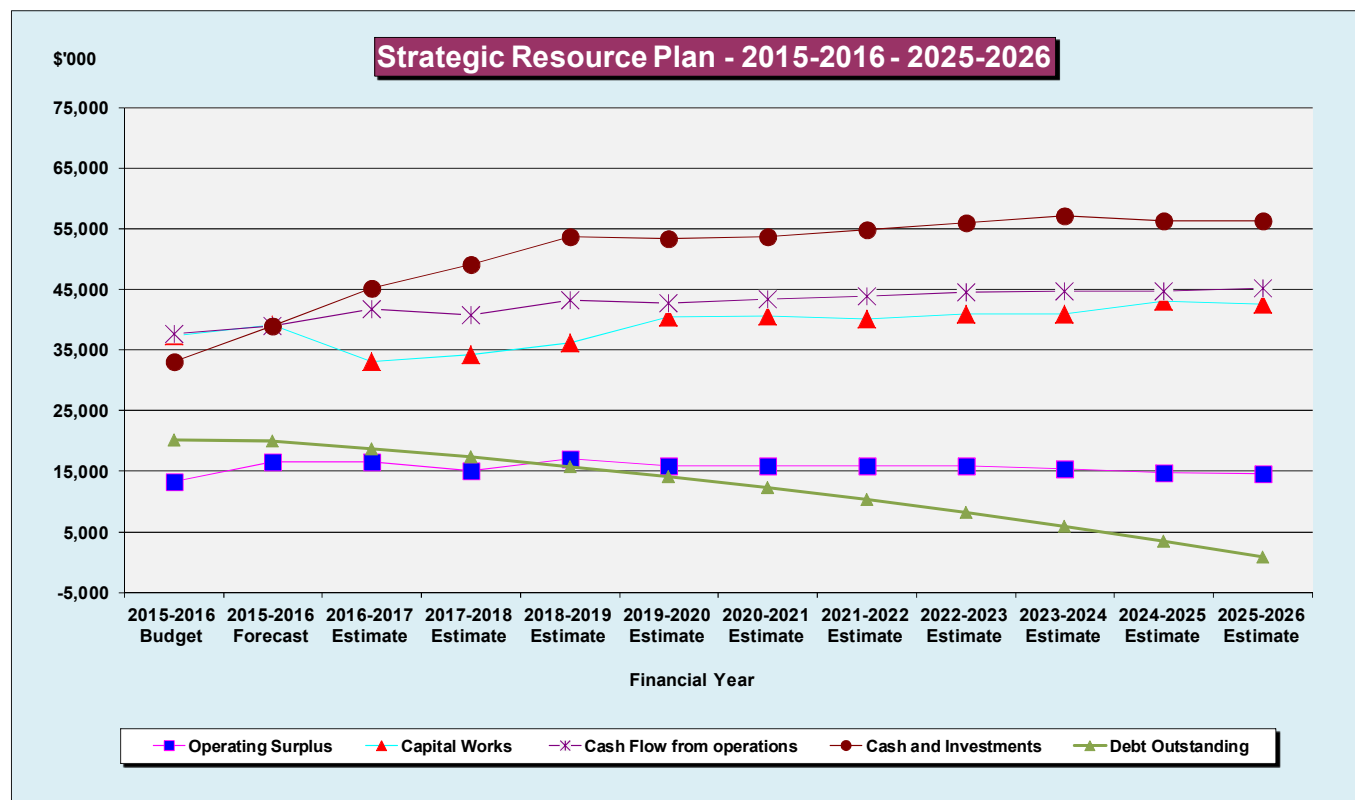
- Public Open Space – The approved Caulfield Village development will require a monetary open space payment to Council ‘prior to occupation of buildings...’ at the rate of:
 - 4 per cent of the site value of the Residential precinct (*western end*) – estimated completion date mid 2015;
 - 5 per cent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

The timing of the completion dates (and therefore the income from the streams above) is an estimate only and based on dates provided by the developer.

2016-2017 to 2025-2026 Draft Strategic Resource Plan

4 Financial Resources

The following graph summarises the key financial results for the years 2015-2016 to 2025-2026. 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).





2016-2017 to 2025-2026 Draft Strategic Resource Plan

The following table summarises the key financial results for the years 2015-2016 to 2025-2026. Attachment B includes a more detailed analysis of the financial resources to be used over the ten year period.

Key Financial Results													
	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate	Trend +/-
Operating Surplus	13,284	16,484	16,608	15,091	16,992	15,881	15,863	15,864	15,864	15,390	14,777	14,581	o
Capital Works	37,311	39,058	33,120	34,277	36,230	40,393	40,544	40,175	40,872	40,934	42,980	42,587	+
Cash Flow from operations	37,659	39,008	41,749	40,781	43,259	42,747	43,314	43,926	44,549	44,706	44,731	45,184	+
Cash and Investments	33,092	39,015	45,243	49,183	53,648	53,436	53,642	54,829	55,942	57,149	56,336	56,368	+
Debt Outstanding	20,218	20,019	18,714	17,300	15,768	14,118	12,315	10,363	8,251	5,963	3,483	796	+

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



2016-2017 to 2025-2026 Draft Strategic Resource Plan

The key outcomes of the SRP are as follows:

- **Financial Sustainability**

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

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

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

Average rates per assessment increase by approximately 2.5 per cent in 2016-2017, in line with the Rate Cap announced by the Minister in December 2015. Thereafter, the increases in rates per assessment are set at 2.5 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 3 per cent in 2016-2017.

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

Council drew down \$25m in the early part of 2011-2012 for GESAC. Borrowing repayments of principal and interest costs of \$2.88m will be made during the 2016-17 financial year. Borrowings outstanding as at 30 June 2017 are projected to be \$18.71m. The repayment of all borrowings is fully funded by GESAC.

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

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



2016-2017 to 2025-2026 Draft Strategic Resource Plan

5 Financial Performance Indicators

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

Financial Performance Indicators for the years ending 30 June 2016 - 2026															
Indicator	Measure	Notes	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate	Trend +/-
Operating Position Adjusted Underlying Result	Adjusted Underlying Surplus	1	7.66%	9.66%	9.47%	8.32%	9.16%	8.96%	8.65%	8.41%	8.14%	7.67%	7.14%	6.84%	o
	Adjusted Underlying Revenue														
Liquidity Working Capital	Current Assets/	2	85.78%	96.87%	107.84%	114.14%	121.27%	119.47%	118.41%	119.17%	119.76%	120.47%	117.57%	120.13%	o
	Current Liabilities														
Unrestricted Cash	Unrestricted Cash/		4.24%	19.93%	24.60%	34.18%	39.88%	46.89%	53.66%	55.19%	56.54%	58.02%	55.88%	57.13%	+
	Current Liabilities														
Obligations															
Loans and Borrowings	Interest-bearing Loans and Borrowings	3	20.97%	20.69%	18.59%	16.60%	14.57%	12.57%	10.56%	8.59%	6.60%	4.61%	2.60%	0.57%	+
	Rate Revenue														
Loans and Borrowings	Interest and Principal Repayments		3.05%	3.03%	2.86%	2.75%	2.65%	2.55%	2.46%	2.37%	2.29%	2.21%	2.14%	2.07%	+
	Rate Revenue														
Indebtedness	Non-current Liabilities		15.45%	18.05%	16.39%	14.91%	13.18%	11.55%	9.86%	8.22%	6.55%	4.89%	3.19%	2.53%	+
	Own Source Revenue														
Asset Renewal	Asset Renewal	4	83.87%	92.95%	78.89%	77.11%	82.44%	92.88%	89.45%	84.10%	80.75%	79.27%	83.41%	79.70%	o
	Asset Depreciation														

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



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Financial Performance Indicators for the years ending 30 June 2016 - 2026															
Indicator	Measure	Notes	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate	Trend +/-
Stability															
Rates Concentration	Rate Revenue	5	62.39%	62.19%	61.79%	62.65%	62.95%	63.39%	63.61%	63.97%	64.13%	64.49%	64.65%	64.99%	o
	Adjusted Underlying Revenue														
Rates Effort	Rate Revenue		0.19%	0.17%	0.16%	0.16%	0.16%	0.16%	0.16%	0.15%	0.15%	0.15%	0.15%	0.15%	o
	Property Values (CIV)														
Efficiency															
Expenditure Level	Total Expenditure		\$ 2,255	\$ 2,221	\$ 2,295	\$ 2,336	\$ 2,356	\$ 2,398	\$ 2,459	\$ 2,509	\$ 2,568	\$ 2,627	\$ 2,697	\$ 2,754	+
	No. of Assessments														
Revenue Level	Residential Rates Revenue		\$ 1,505	\$ 1,493	\$ 1,530	\$ 1,559	\$ 1,595	\$ 1,631	\$ 1,673	\$ 1,712	\$ 1,752	\$ 1,792	\$ 1,834	\$ 1,877	+
	No. of Residential Assessments														
Workforce Turnover	No. of Resignations & Terminations		7.72%	9.98%	10.33%	10.33%	10.33%	10.33%	10.33%	10.33%	10.33%	10.33%	10.33%	10.33%	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

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 has fully borrowed \$25m to fund the construction of the Glen Eira Sports and Aquatic Centre (GESAC).

Council will continue to have a large investment in capital works projects. The liquidity ratio expresses the level of current assets the Council has available to meet its current liabilities. 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 2016-2017.

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

5. Rates Concentration

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

2016-2017 to 2025-2026 Draft Strategic Resource Plan

6 Non-financial Resources

6.1 Human Resources

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

As at 30 June 2015, 1,386 people were employed in a range of positions across the organisation. This figure is made up of 514 casual, 480 part-time and 392 full-time employees, of whom 929 are female and 457 are male. There is 752 full-time equivalent (FTE) staff. The ages of staff vary, with Glen Eira Sports and Aquatic Centre (GESAC) attracting a younger age group of employees in the fitness and aquatic areas.

A Statement of Human Resources is included in Attachment B.

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

Statement of Human Resources for the years ending 30 June 2016 - 2026												
Staff Expenditure	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs - Operating	69,537	67,402	70,953	73,253	75,628	78,078	80,610	83,259	85,998	88,825	91,747	94,764
Employee Costs - Capital	(2,210)	(2,210)	(2,261)	(2,328)	(2,399)	(2,469)	(2,544)	(2,618)	(2,697)	(2,777)	(2,859)	(2,944)
Total Staff Expenditure	67,327	65,192	68,692	70,924	73,230	75,609	78,067	80,641	83,301	86,047	88,888	91,819

Staff Numbers	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
Employees (Full-time Equivalent)	791.25	791.25	791.30	793.30	795.30	797.30	799.30	801.30	803.30	805.30	807.30	809.30

6.2 Risk Management

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

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

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

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

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

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

7 Glen Eira Rating Strategy

7.1 Rating context

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

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

From 2016-2017 onwards, Council's ability to raise revenue from rate income will be impacted by the State Government's introduction of the *Fair Go Rates System* (FGRS).

7.2 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 \$12.3 million for 2015-2016.

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 \$60 per tonne (a 667 per cent increase). It is estimated that Council will pay approximately \$1.9 million in 2015-2016 for the State Government Landfill Levy which is approximately 29 per cent of Glen Eira's total waste collection and disposal costs.

7.3 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.



2016-2017 to 2025-2026 Draft Strategic Resource Plan

7.4 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 \$212 (2015-2016).

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 \$58 in 2015-2016).

7.5 General Revaluation of Properties

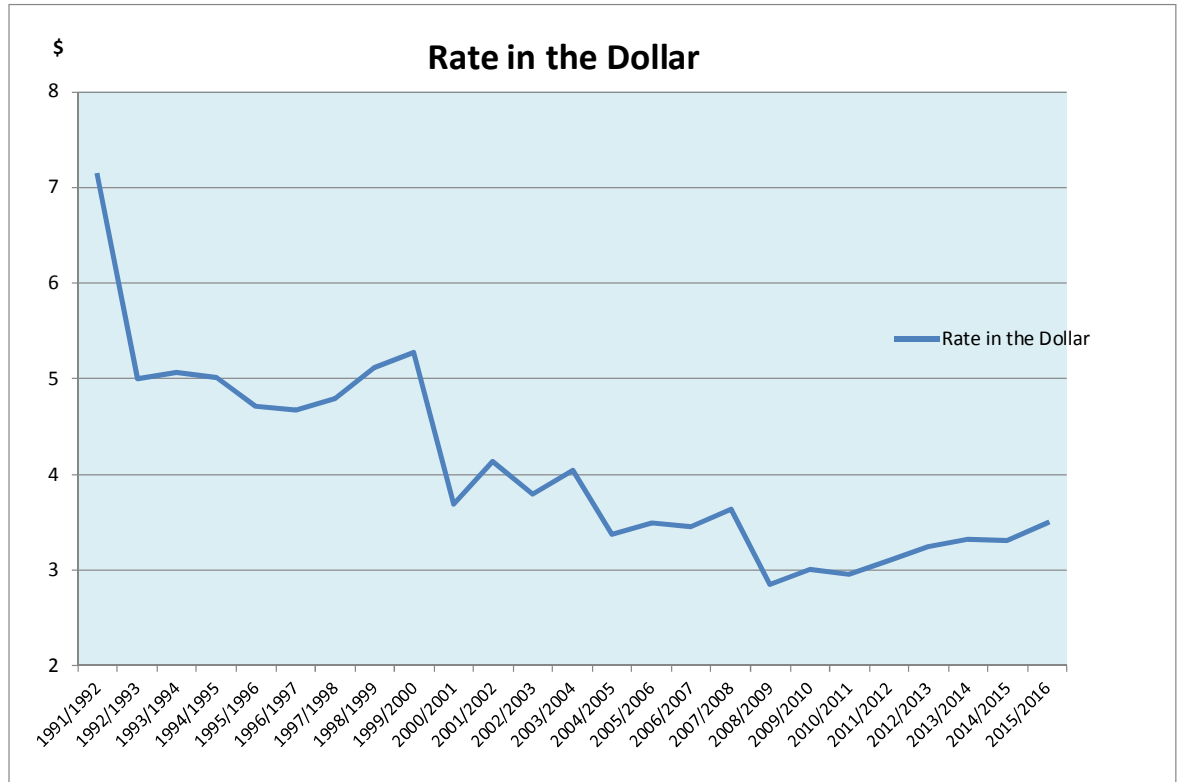
Legislation requires that all rateable property in the municipality is revalued every two years. The current revaluation is effective as at 1 January 2016. The current capital improved value of all rateable property is approximately \$58.6 billion.

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.

The revaluation has no effect on Council's total rate income. Rising property values do not impact on Council's total revenue collection. They usually result in the adjustment, by Council, of a lower rate in the dollar to offset the overall increase in property values. For example, the rate in the dollar in 1991–1992 (City of Caulfield) was 7.1178 of net annual value. The rate in the dollar in 2015–2016 is 3.492.

2016-2017 to 2025-2026 Draft Strategic Resource Plan



If Council had held the rate in the dollar constant at 1995–1996 (amalgamation) levels, then Council would have raised more than \$320 million extra in rate revenue since then.

The revaluation can affect the rates on an individual property. Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average.

2016-2017 to 2025-2026 Draft Strategic Resource Plan

7.6 Strategic Resource Plan

In developing the SRP, rate revenue was identified as an important source of revenue, accounting for approximately 54 per cent of the total revenue received by Council annually.

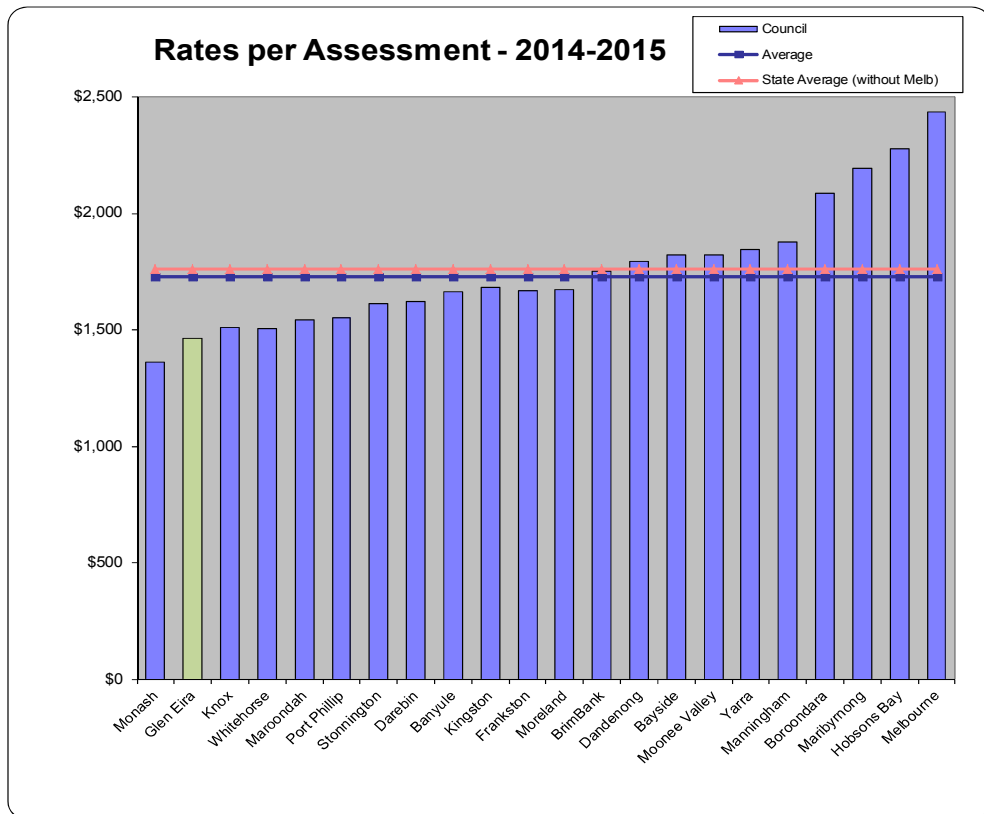
Planning for future rate increases has been an important component of the Strategic Resource Planning process. The State Government has introduced the *Fair Go Rates System* which sets out the maximum amount councils may increase rates in a year. The SRP assumes a rate increase of 2.5 per cent per annum.

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

7.7 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 (2013-2014: also second lowest) and is \$266 per assessment (\$16.6m) below the average outcome.

This means that Council charges \$16.6m per annum less than inner metropolitan municipalities and has \$16.6m per annum less for upgrading or providing facilities and services.



2016-2017 to 2025-2026 Draft Strategic Resource Plan

7.8 Current and Future year Rate Increases

It is predicted that the 2016-2017 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 2.5 per cent. The SRP assumes an additional 800 to 1,000 property assessments per annum. The average Rates per Assessment for 2016-2017 is estimated at \$1,339 (2015-2016 \$1,306).

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

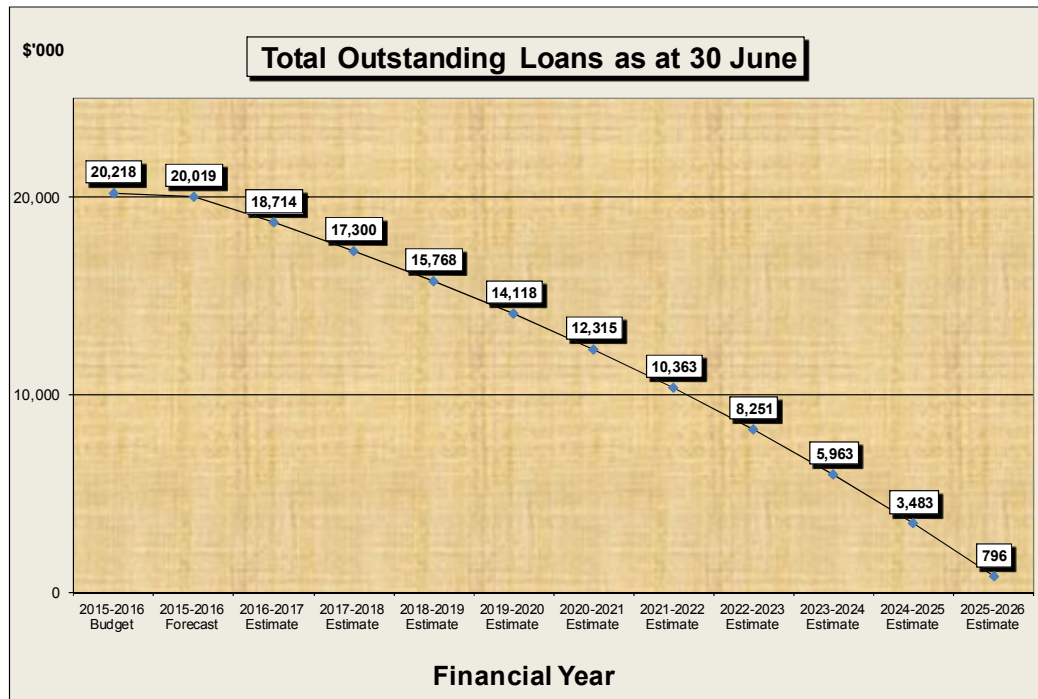
The table below shows the average rates per assessment forecasted for the 10 year outlook.

Rate Increases		
Year	Increase in Average Rates per Assessment (capped)	Average Rates per Assessment
	(%)	(\$)
2016-2017 Estimate	2.50%	1,339
2017-2018 Estimate	2.50%	1,372
2018-2019 Estimate	2.50%	1,407
2019-2020 Estimate	2.50%	1,442
2020-2021 Estimate	2.50%	1,478
2021-2022 Estimate	2.50%	1,515
2022-2023 Estimate	2.50%	1,553
2023-2024 Estimate	2.50%	1,592
2024-2025 Estimate	2.50%	1,631
2025-2026 Estimate	2.50%	1,672

2016-2017 to 2025-2026 Draft Strategic Resource Plan

8 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). Council had not borrowed since 2000. Council drew down \$25m in the early part of 2011-2012 for a fixed term at a fixed rate of interest, following advice from Treasury Corporation Victoria.



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

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

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

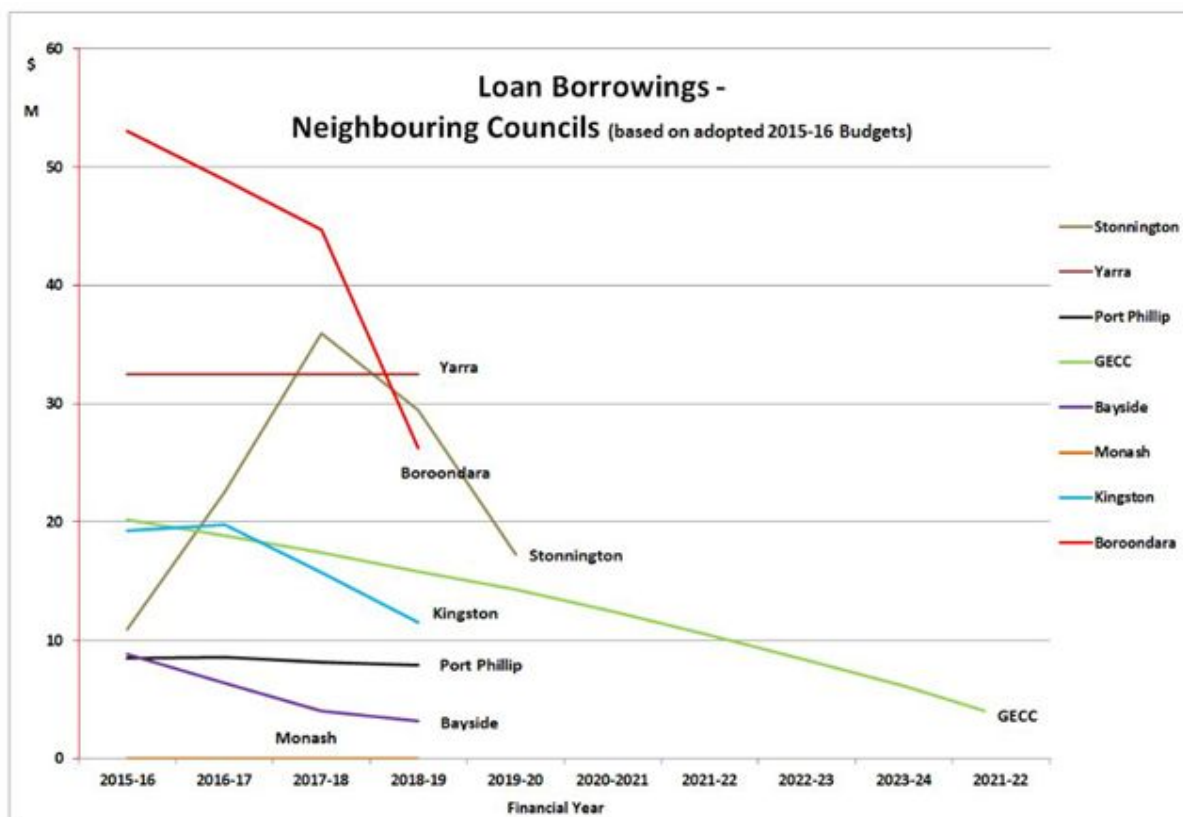
On a cash basis GESAC will pay for all its direct costs and loan repayment and interest. The loan will have no impact on Council's core finances.

2016-2017 to 2025-2026 Draft Strategic Resource Plan

The following table sets out the schedule of borrowings and repayments, based on the forecast financial position of Council out to 2025-2016.

Borrowings						
Year	New Borrowings	Leasing	Repayment of Borrowings	Repayment of Leases	Interest Paid for Borrowings and Leasing	Balance 30 June
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2015-2016 Budget	-	214	1,209	54	1,674	20,218
2015-2016 Forecast	-	-	1,209	36	1,682	20,019
2016-2017 Estimate	-	-	1,305	-	1,578	18,714
2017-2018 Estimate	-	-	1,414	-	1,450	17,300
2018-2019 Estimate	-	-	1,532	-	1,332	15,768
2019-2020 Estimate	-	-	1,651	-	1,214	14,118
2020-2021 Estimate	-	-	1,802	-	1,062	12,315
2021-2022 Estimate	-	-	1,952	-	912	10,363
2022-2023 Estimate	-	-	2,112	-	752	8,251
2023-2024 Estimate	-	-	2,287	-	577	5,963
2024-2025 Estimate	-	-	2,480	-	384	3,483
2025-2026 Estimate	-	-	2,687	-	177	796

The official projections for borrowings by our benchmark Councils based on their adopted 2015-2016 Annual Budgets.



9 Infrastructure Strategy

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

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

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

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

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

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

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

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



2016-2017 to 2025-2026 Draft Strategic Resource Plan

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

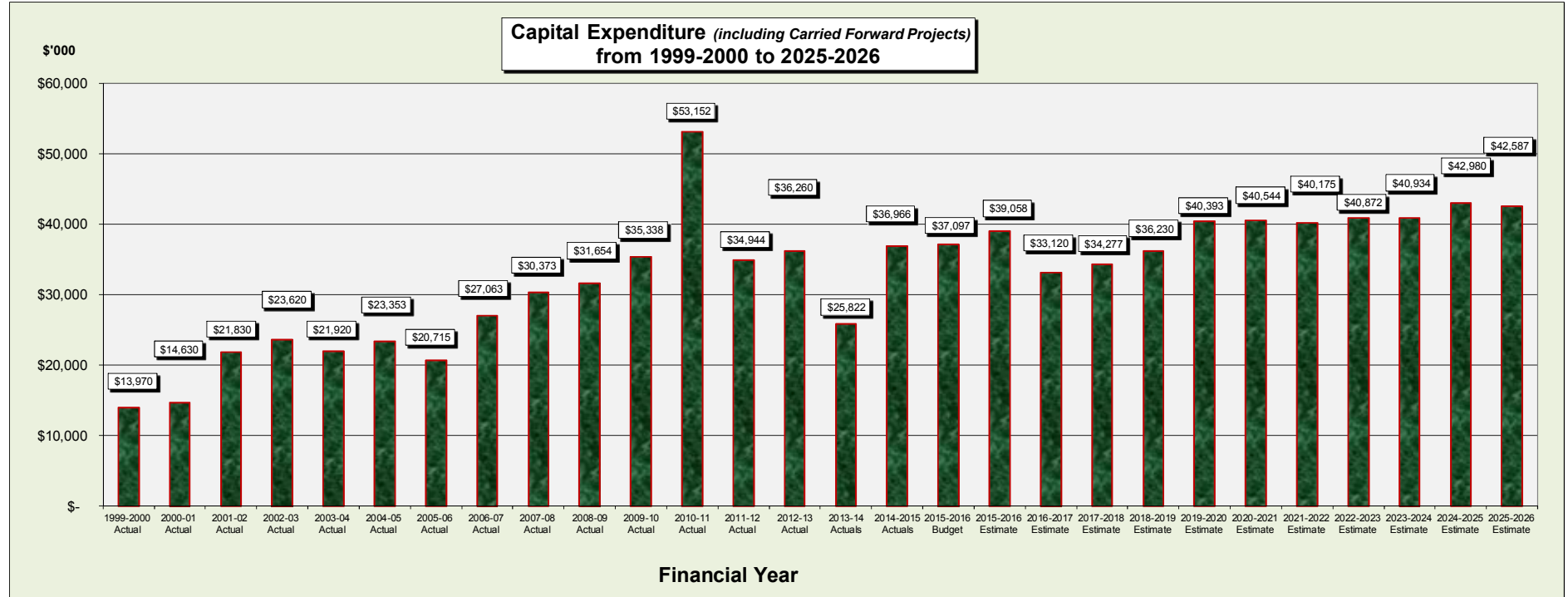
Funding Sources													
Sources of Funding	Notes	2015-2016 Budget \$,000	2015-2016 Forecast \$,000	2016-2017 Estimate \$,000	2017-2018 Estimate \$,000	2018-2019 Estimate \$,000	2019-2020 Estimate \$,000	2020-2021 Estimate \$,000	2021-2022 Estimate \$,000	2022-2023 Estimate \$,000	2023-2024 Estimate \$,000	2024-2025 Estimate \$,000	2025-2026 Estimate \$,000
External													
Grants - Non-Recurrent	1	1,453	1,453	1,179	1,250	1,250	-	-	-	-	-	-	-
Proceeds from Sale of Assets	2	481	590	481	300	300	300	300	300	300	300	300	300
Internal													
Public Open Space Levies	3	5,000	5,079	5,500	5,600	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,400
Rates for Capital from Operations	4	29,532	32,694	33,493	32,481	34,977	35,733	36,352	37,013	37,697	37,929	38,047	38,607
Transfer from Cash Reserves	5	632	-	-	-	-	-	-	-	-	-	-	-
Transfer to Cash Reserves	5	-	(758)	(7,532)	(5,354)	(5,997)	(1,440)	(2,008)	(3,138)	(3,225)	(3,495)	(1,667)	(2,720)
Total Funding Sources		37,097	39,058	33,120	34,277	36,230	40,393	40,544	40,175	40,872	40,934	42,980	42,587

- (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.



2016-2017 to 2025-2026 Draft Strategic Resource Plan

The graph below highlights the growth in Capital expenditure since 1999-2000 and Council's forward outlook on capital expenditure to 2025-2026.



Attachments

Overview to Appendices

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

The contents of the appendices are summarised below:

Attachments	Nature of information
A	Benchmarking
B	Financial Statements

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 2015 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.

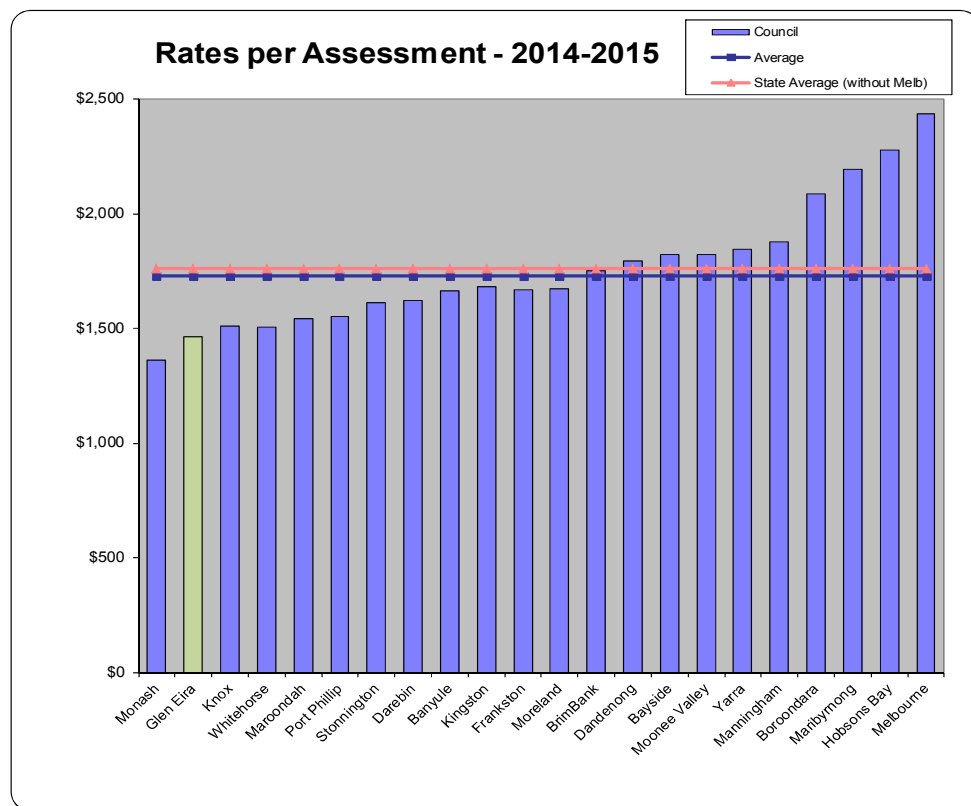
The benchmarking program that has been undertaken by Strategy Plus differs to other approaches in that it is derived almost solely from financial data contained in Council's annual reports. This ensures that data is as comparable as possible under the current accounting regulations. The financial indicators cover all 79 Victorian Councils.

In terms of the categorisation of Council's, the five categories below are those used by the Victorian Auditor General (VAGO). The 2014-2015 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
Total	79

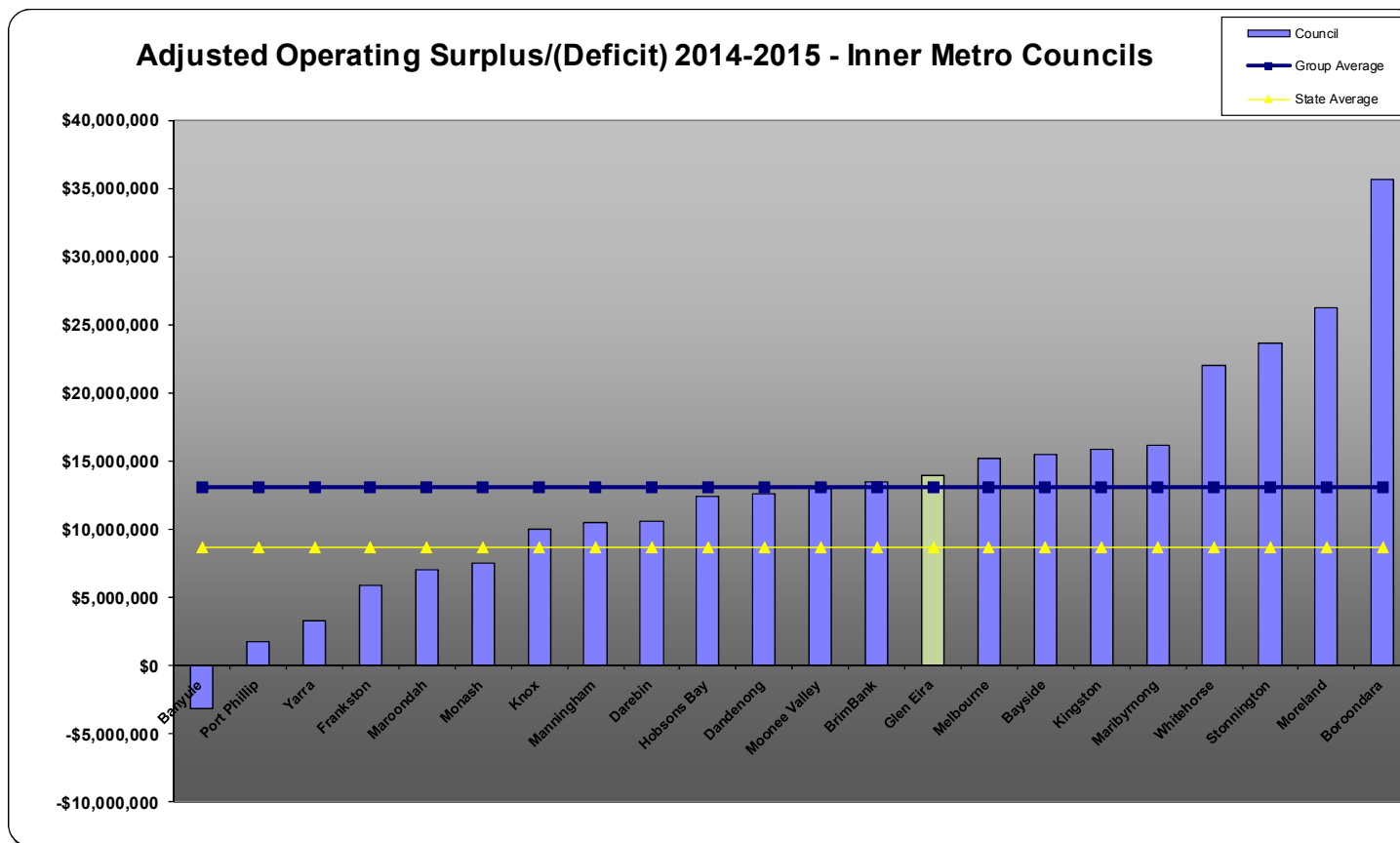
The graphs show Glen Eira's financial performance compared to other Councils for the 2014-2015 financial year. Please note, whilst Melbourne is shown in the graph, the averages excludes Melbourne's result.

2016-2017 to 2025-2026 Draft Strategic Resource Plan



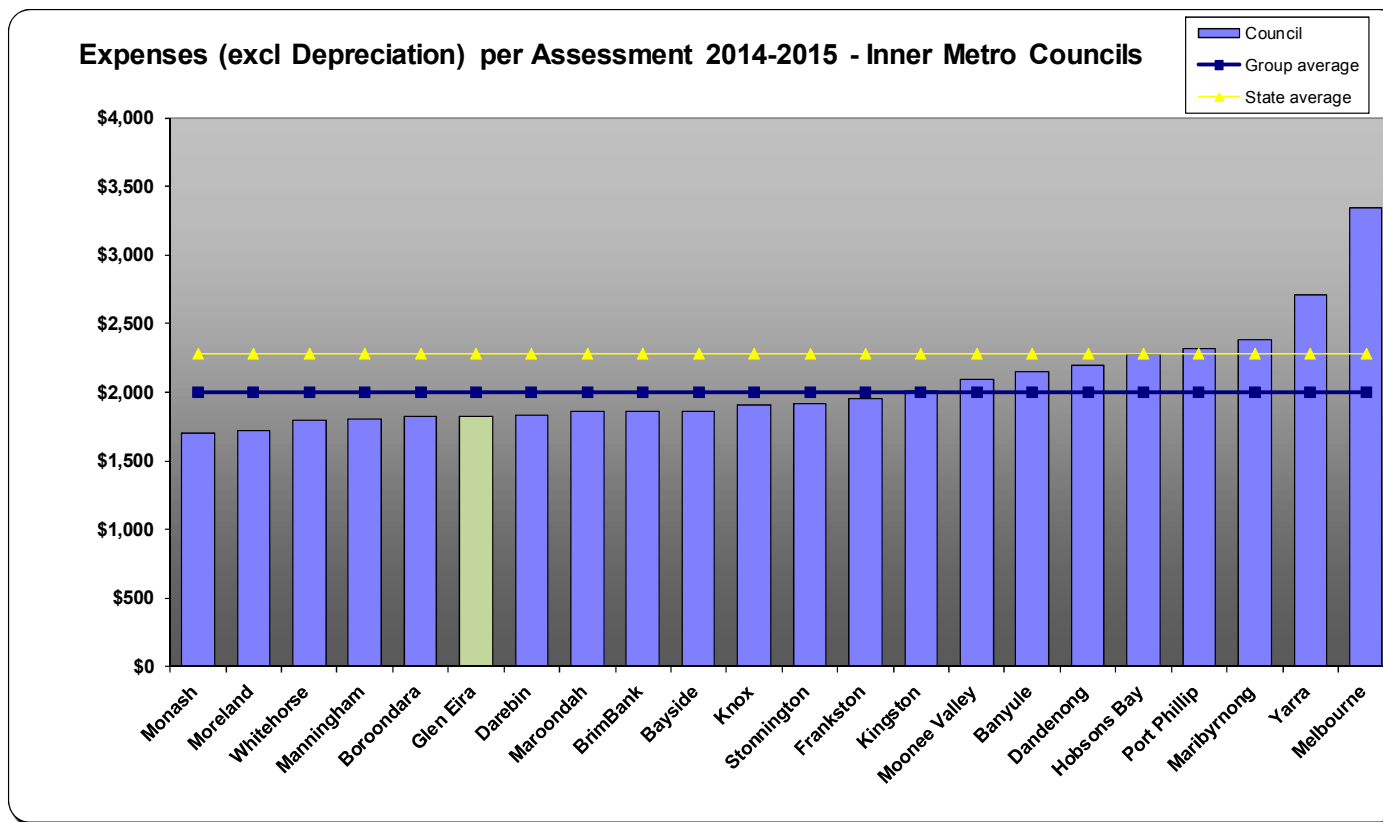
Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is the second lowest of the 22 Inner Melbourne Councils (2013-2014: also second lowest) and is \$266 per assessment (\$16.6m) below the average outcome. The rates per capita and rates per assessment outcomes demonstrate Glen Eira is rating at lower levels than like Councils. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result.

2016-2017 to 2025-2026 Draft Strategic Resource Plan



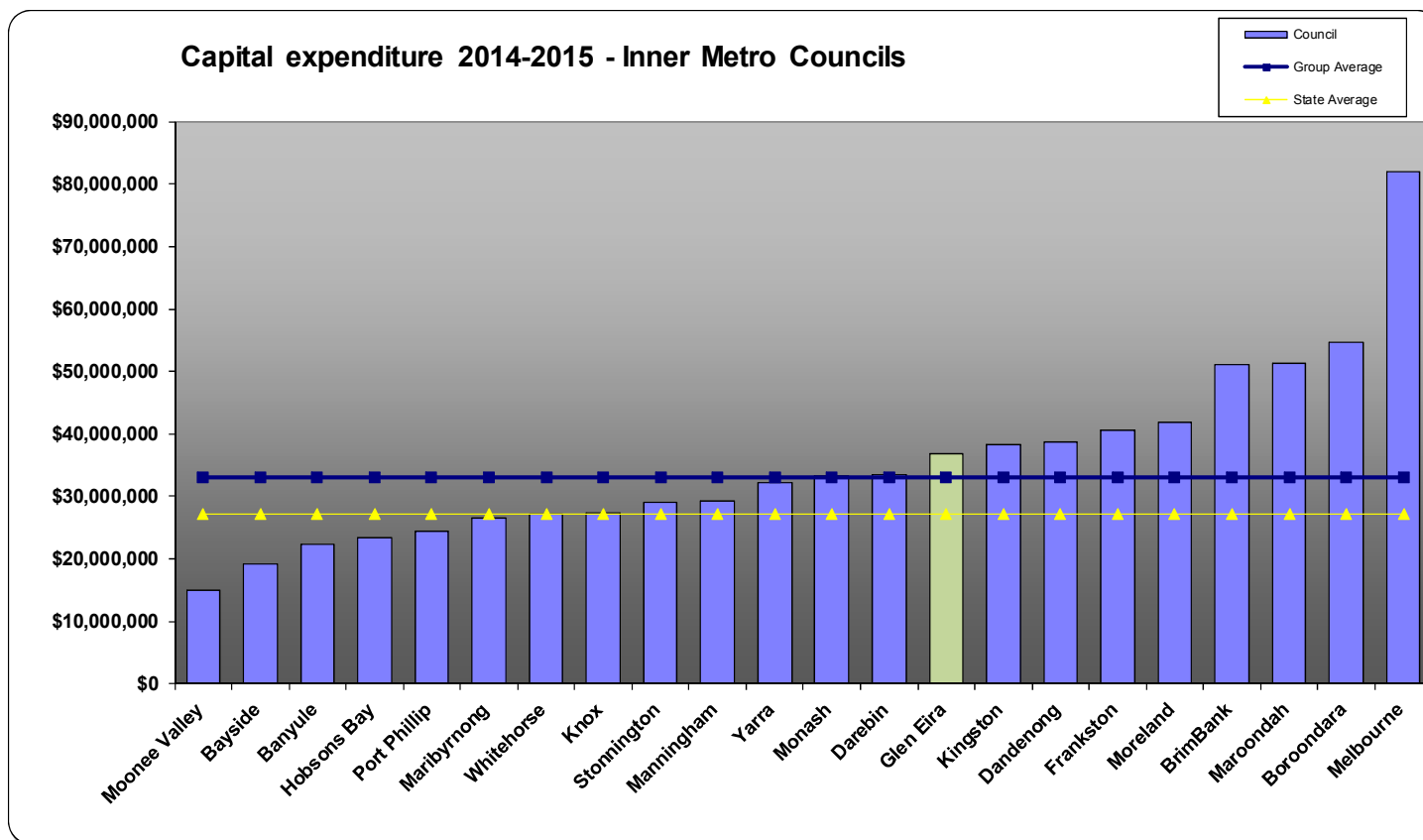
Council continues with an underlying operational surplus, which is slightly above the group average and reasonably consistent with Council's result in the previous year.

2016-2017 to 2025-2026 Draft Strategic Resource Plan



In terms of operational expenditure (excluding depreciation), Glen Eira ranks as spending \$176 less per assessment (\$11m) than the average for the Inner Melbourne Councils grouping.

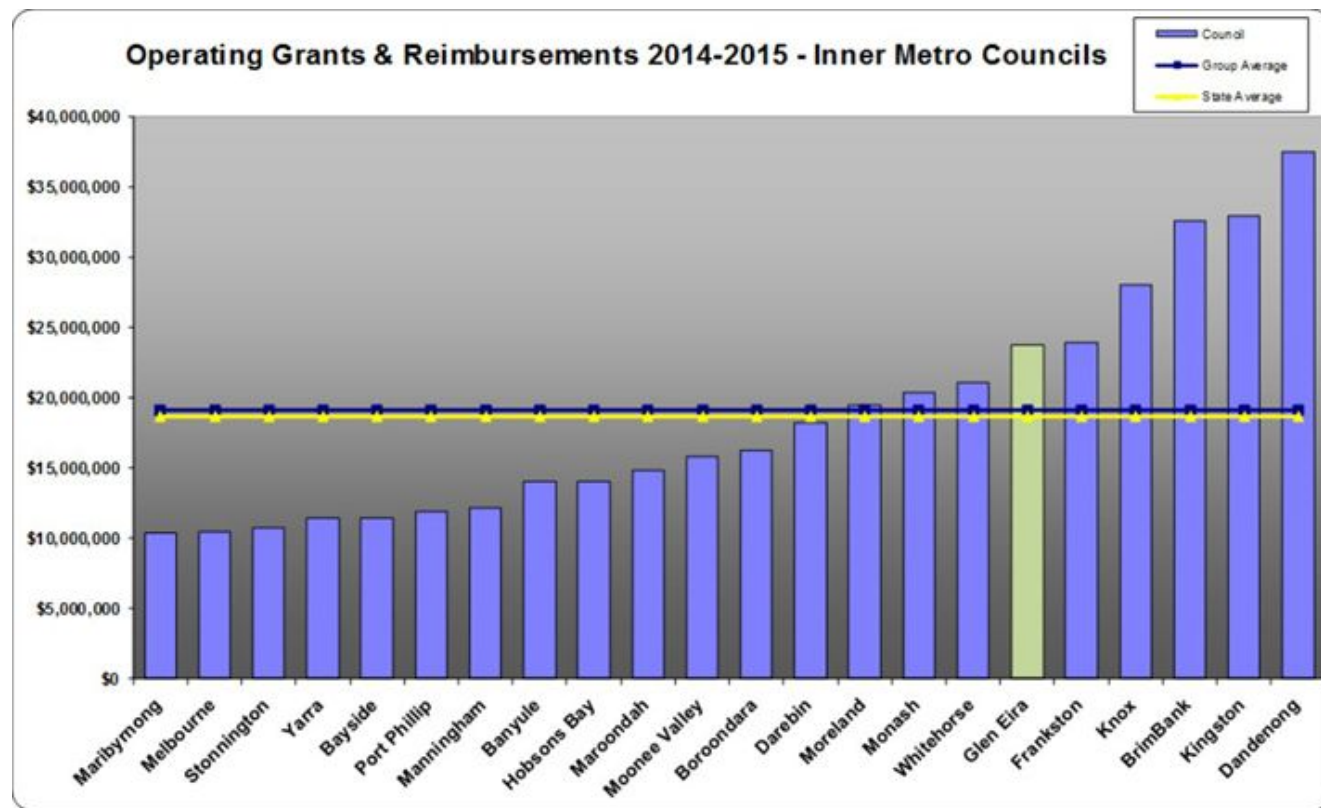
2016-2017 to 2025-2026 Draft Strategic Resource Plan



Council's capital spending has been solid over the trend period, with a demonstrated commitment to renewing and upgrading existing assets. Capital expenditure of \$36m over two of the three year trend period and also in the 2015-2016 forecast are positive outcomes, with the longer-term result over the last 10 years being 159 per cent of depreciation, which is an excellent result by Council.

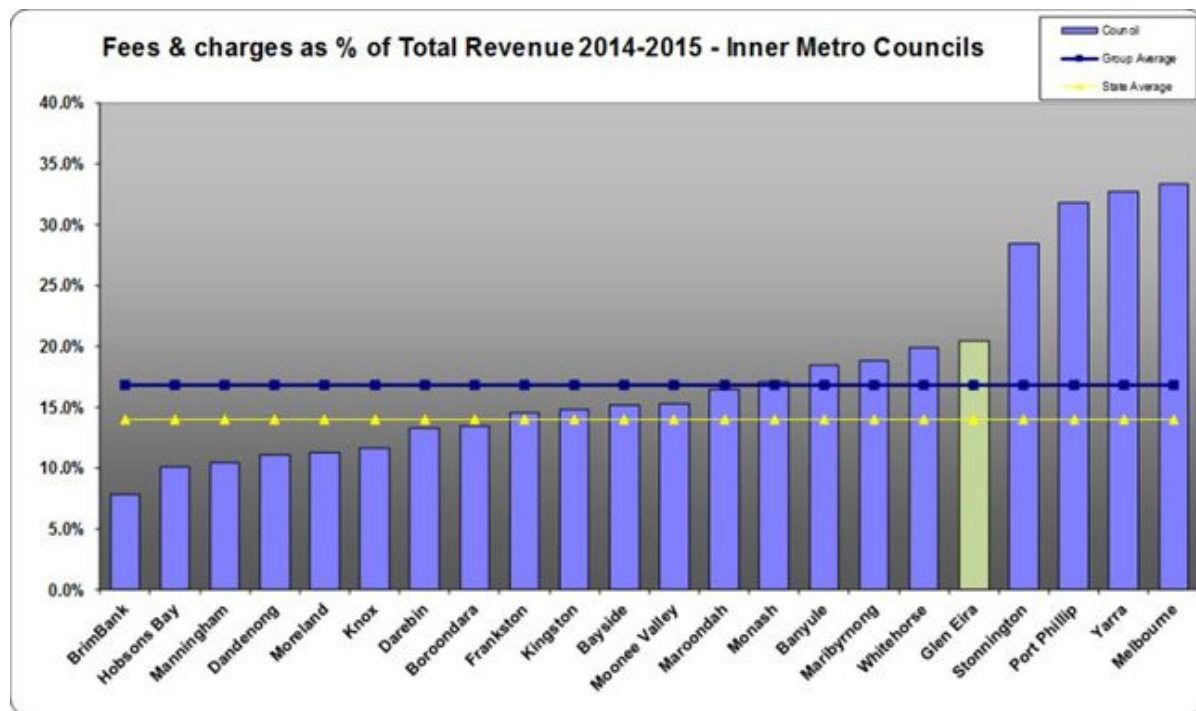
2016-2017 to 2025-2026 Draft Strategic Resource Plan

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



Council ranks as sixth highest in terms of Grant income received (in pure dollar terms) in the 2014-2015 year.

2016-2017 to 2025-2026 Draft Strategic Resource Plan



Income from Fees and Charges increased by 4.8 per cent in 2014-2015 (2013-2014: 6.8 per cent). Council's percentage against Total Revenue is reasonably consistent with the previous year, with the outcome for this ratio at 20.4 per cent. Glen Eira is now fifth highest of the 22 Councils in terms of its ability to attract Fees and Charges Revenue (2013-2014: eighth highest of the then 17 councils in the Inner Metro group).

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



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Attachment B

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



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Comprehensive Income Statement for the years ending 30 June 2016 - 2026												
	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates Revenue	81,624	81,760	85,051	88,214	91,826	95,564	99,431	103,128	106,949	110,896	114,973	119,185
Supplementary Rates	550	697	800	800	800	800	800	800	800	800	800	800
Waste and Recycling Charges	14,232	14,297	14,821	15,192	15,571	15,961	16,360	16,769	17,188	17,618	18,058	18,510
Statutory Fees and Fines	4,282	5,785	5,610	5,314	5,420	5,529	5,639	5,752	5,867	5,985	6,104	6,226
User Fees	25,129	24,656	25,500	25,956	27,044	27,546	28,682	29,233	30,419	31,023	32,263	32,921
Other Income	1,604	2,281	2,321	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Interest Received	900	1,143	900	900	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Contributions - Monetary	5,000	5,079	5,500	6,100	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,400
Grants - Operating	22,249	21,162	23,472	23,279	23,745	24,220	24,704	25,198	25,702	26,216	26,740	27,275
Grants - Capital	1,453	1,453	1,179	1,250	1,250	-	-	-	-	-	-	-
Total Income	157,023	158,313	165,154	168,640	174,192	178,254	184,351	189,715	195,860	201,572	208,073	214,152
Expenses												
Employee Costs	67,326	65,192	68,692	70,924	73,229	75,609	78,067	80,641	83,301	86,048	88,887	91,819
Superannuation - Defined Benefits Call	-	-	-	-	-	-	-	-	-	-	-	-
Training	813	785	794	822	850	880	911	943	976	1,010	1,045	1,082
Materials and Consumables	6,023	5,721	6,040	6,252	6,471	6,697	6,931	7,174	7,425	7,685	7,954	8,232
Contractor Payments	28,439	28,770	31,175	32,036	31,736	32,846	34,596	35,207	36,439	37,532	39,258	39,836
Maintenance	6,986	6,990	6,323	7,081	7,526	7,965	8,619	9,495	10,409	11,383	12,528	13,851
Utilities	3,843	3,981	4,218	4,366	4,519	4,677	4,841	5,010	5,185	5,367	5,555	5,749
Insurance	1,032	933	1,075	1,112	1,151	1,191	1,233	1,276	1,321	1,367	1,415	1,464
Grants and Subsidies	916	882	922	954	988	1,022	1,058	1,095	1,133	1,173	1,214	1,256
Other Expenses	3,986	4,151	4,166	4,312	4,463	4,619	4,781	4,948	5,122	5,301	5,486	5,678
Borrowing Costs	1,674	1,682	1,578	1,450	1,332	1,214	1,062	912	752	577	384	177
Depreciation and Amortisation	21,650	21,454	22,514	23,189	23,885	24,602	25,340	26,100	26,883	27,689	28,520	29,376
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,050	1,288	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Total Expenses	143,739	141,829	148,546	153,549	157,200	162,373	168,488	173,852	179,996	186,182	193,296	199,571
Surplus for the year	13,284	16,484	16,608	15,091	16,992	15,881	15,863	15,864	15,864	15,390	14,777	14,581



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Balance Sheet for the years ending 30 June 2016 - 2026												
	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets												
Current Assets												
Cash and Cash Equivalents	33,093	39,015	45,243	49,183	53,648	53,436	53,642	54,829	55,942	57,149	56,336	56,368
Trade and Other Receivables	8,707	8,984	8,984	8,984	8,984	8,984	8,984	8,984	8,984	8,984	8,984	8,984
Other Financial Assets	472	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309
Total Current Assets	42,272	49,308	55,536	59,476	63,941	63,729	63,935	65,122	66,235	67,442	66,629	66,661
Non-Current Assets												
Investments in Joint Operations	2,040	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595	2,595
Financial Assets	5	5	5	5	5	5	5	5	5	5	5	5
Intangible Assets	794	750	750	750	750	750	750	750	750	750	750	750
Property, Infrastructure, Plant & Equipment	1,718,355	1,717,289	1,726,364	1,736,101	1,747,096	1,761,538	1,775,392	1,788,117	1,800,756	1,812,651	1,825,760	1,837,622
Total Non-Current Assets	1,721,194	1,720,639	1,729,714	1,739,451	1,750,446	1,764,888	1,778,742	1,791,467	1,804,106	1,816,001	1,829,110	1,840,972
Total Assets	1,763,466	1,769,947	1,785,250	1,798,927	1,814,387	1,828,618	1,842,677	1,856,589	1,870,341	1,883,443	1,895,740	1,907,633
Liabilities												
Current Liabilities												
Trade and Other Payables	11,466	11,832	11,832	11,832	11,832	11,832	11,831	11,831	11,831	11,831	11,831	11,831
Trust Funds and Deposits	23,909	24,670	24,670	24,670	24,670	24,670	24,670	24,670	24,670	24,670	24,670	24,670
Provisions	12,641	13,192	13,692	14,192	14,692	15,192	15,692	16,192	16,692	17,192	17,692	18,192
Interest-Bearing Liabilities	1,263	1,209	1,305	1,414	1,532	1,651	1,802	1,952	2,112	2,287	2,480	796
Total Current Liabilities	49,279	50,903	51,499	52,108	52,726	53,345	53,995	54,645	55,305	55,980	56,673	55,489
Non-Current Liabilities												
Provisions	708	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187
Interest-Bearing Liabilities	18,955	18,810	17,410	15,886	14,236	12,467	10,513	8,411	6,139	3,676	1,003	-
Other Liabilities	-	3,352	3,352	3,352	3,352	3,352	3,352	3,352	3,352	3,352	3,352	3,352
Total Non-Current Liabilities	19,663	23,349	21,949	20,425	18,775	17,006	15,052	12,950	10,678	8,215	5,542	4,539
Total Liabilities	68,942	74,252	73,447	72,533	71,501	70,351	69,047	67,595	65,983	64,195	62,215	60,028
Net Assets	1,694,524	1,695,695	1,711,803	1,726,394	1,742,886	1,758,267	1,773,630	1,788,993	1,804,358	1,819,247	1,833,524	1,847,605
Equity												
Accumulated Surplus	891,216	897,380	908,918	921,709	936,950	956,532	975,647	991,010	1,006,375	1,021,264	1,035,541	1,049,622
Asset Revaluation Reserve	801,213	797,983	797,983	797,983	797,983	797,983	797,983	797,983	797,983	797,983	797,983	797,983
Public Open Space Reserve	2,095	332	4,902	6,702	7,952	3,752	-	-	-	-	-	-
TOTAL EQUITY	1,694,524	1,695,695	1,711,803	1,726,394	1,742,886	1,758,267	1,773,630	1,788,993	1,804,358	1,819,247	1,833,524	1,847,605

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2016 - 2020				
	Total	Accumulated	Public Open	Revaluation
	\$'000	Surplus	Space Reserve	Reserve
		\$'000	\$'000	\$'000
2015-2016 Budget				
Balance at beginning of the financial year	1,681,740	878,144	2,383	801,213
Comprehensive result	13,284	13,284	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,000)	5,000	-
Transfer from public open space reserve	-	5,288	(5,288)	-
Balance at end of financial year	1,694,524	891,216	2,095	801,213
2015-2016 Forecast				
Balance at beginning of the financial year	1,679,711	878,187	3,541	797,983
Comprehensive result	16,484	16,484	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,079)	5,079	-
Transfer from public open space reserve	-	8,288	(8,288)	-
Balance at end of financial year	1,695,695	897,380	332	797,983
2016-2017 Estimate				
Balance at beginning of the financial year	1,695,695	897,380	332	797,983
Comprehensive result	16,608	16,608	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,500)	5,500	-
Transfer from public open space reserve	-	930	(930)	-
Balance at end of financial year	1,711,803	908,918	4,902	797,983
2017-2018 Estimate				
Balance at beginning of the financial year	1,711,803	908,918	4,902	797,983
Comprehensive result	15,091	15,091	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,100)	6,100	-
Transfer from public open space reserve	-	4,300	(4,300)	-
Balance at end of financial year	1,726,394	921,709	6,702	797,983
2018-2019 Estimate				
Balance at beginning of the financial year	1,726,395	921,709	6,702	797,983
Comprehensive result	16,992	16,992	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,700)	5,700	-
Transfer from public open space reserve	-	4,450	(4,450)	-
Balance at end of financial year	1,742,886	936,950	7,952	797,983
2019-2020 Estimate				
Balance at beginning of the financial year	1,742,886	936,950	7,952	797,983
Comprehensive result	15,881	15,881	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,800)	5,800	-
Transfer from public open space reserve	-	10,000	(10,000)	-
Balance at end of financial year	1,758,267	956,532	3,752	797,983

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2021 - 2026				
	Total	Accumulated	Public Open	Revaluation
	\$'000	Surplus	Space Reserve	Reserve
		\$'000	\$'000	\$'000
2020-2021 Estimate				
Balance at beginning of the financial year	1,758,267	956,532	3,752	797,983
Comprehensive result	15,863	15,863	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,900)	5,900	-
Transfer from public open space reserve	-	9,652	(9,652)	-
Balance at end of financial year	1,773,630	975,647	-	797,983
2021-2022 Estimate				
Balance at beginning of the financial year	1,773,630	975,647	-	797,983
Comprehensive result	15,864	15,864	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,000)	6,000	-
Transfer from public open space reserve	-	6,000	(6,000)	-
Balance at end of financial year	1,788,993	991,010	-	797,983
2022-2023 Estimate				
Balance at beginning of the financial year	1,788,993	991,010	-	797,983
Comprehensive result	15,864	15,864	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,100)	6,100	-
Transfer from public open space reserve	-	6,100	(6,100)	-
Balance at end of financial year	1,804,358	1,006,375	-	797,983
2023-2024 Estimate				
Balance at beginning of the financial year	1,804,358	1,006,375	-	797,983
Comprehensive result	15,390	15,390	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,200)	6,200	-
Transfer from public open space reserve	-	6,200	(6,200)	-
Balance at end of financial year	1,819,247	1,021,264	-	797,983
2024-2025 Estimate				
Balance at beginning of the financial year	1,819,247	1,021,264	-	797,983
Comprehensive result	14,777	14,777	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,300)	6,300	-
Transfer from public open space reserve	-	6,300	(6,300)	-
Balance at end of financial year	1,833,524	1,035,541	-	797,983
2025-2026 Estimate				
Balance at beginning of the financial year	1,833,524	1,035,541	-	797,983
Comprehensive result	14,581	14,581	-	-
Movement in provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(6,400)	6,400	-
Transfer from public open space reserve	-	6,400	(6,400)	-
Balance at end of financial year	1,847,605	1,049,622	-	797,983



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Cash Flows for the ending 30 June 2016 - 2026												
	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
Cash Flow from Operating Activities												
Rates Revenue	82,174	82,457	85,851	89,014	92,626	96,364	100,231	103,928	107,749	111,696	115,773	119,985
Waste and Recycling Charges	14,232	14,297	14,821	15,192	15,571	15,961	16,360	16,769	17,188	17,618	18,058	18,510
Statutory Fees and Fines	4,282	5,785	5,610	5,314	5,420	5,529	5,639	5,752	5,867	5,985	6,104	6,226
User Fees	25,129	24,656	25,500	25,956	27,044	27,546	28,682	29,233	30,419	31,023	32,263	32,921
Other Receipts	1,604	2,281	2,321	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Interest Received	900	1,143	900	900	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Contributions - Monetary	5,000	5,079	5,500	6,100	5,700	5,800	5,900	6,000	6,100	6,200	6,300	6,400
Grants - Operating	22,249	21,162	23,472	23,279	23,745	24,220	24,704	25,198	25,702	26,216	26,740	27,275
Grants - Capital	1,453	1,453	1,179	1,250	1,250	-	-	-	-	-	-	-
Trust Funds and Deposits Taken	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(67,326)	(65,192)	(68,692)	(70,924)	(73,229)	(75,609)	(78,067)	(80,641)	(83,301)	(86,048)	(88,887)	(91,819)
Superannuation - Defined Benefits Call	-	-	-	-	-	-	-	-	-	-	-	-
Materials and Services	(48,052)	(49,962)	(50,546)	(52,623)	(53,240)	(55,279)	(58,188)	(60,200)	(62,888)	(65,517)	(68,969)	(71,471)
Other Payments	(3,986)	(4,151)	(4,166)	(4,312)	(4,463)	(4,619)	(4,781)	(4,948)	(5,122)	(5,301)	(5,486)	(5,678)
Net Cash provided by/(used in) Operating Activities	37,659	39,008	41,749	40,781	43,259	42,747	43,314	43,926	44,549	44,706	44,731	45,184
Cash Flow from Investing Activities												
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	481	590	481	300	300	300	300	300	300	300	300	300
Payments for Property, Infrastructure, Plant & Equipment	(37,097)	(39,058)	(33,120)	(34,277)	(36,230)	(40,393)	(40,544)	(40,175)	(40,872)	(40,934)	(42,980)	(42,587)
Net Cash provided by/(used in) Investing Activities	(36,617)	(38,468)	(32,640)	(33,977)	(35,930)	(40,093)	(40,244)	(39,875)	(40,572)	(40,634)	(42,680)	(42,287)
Cash Flow from Financing Activities												
Repayment of Borrowings	(1,209)	(1,209)	(1,305)	(1,414)	(1,532)	(1,651)	(1,802)	(1,952)	(2,112)	(2,287)	(2,480)	(2,687)
Repayment of Finance Lease	(54)	(36)	-	-	-	-	-	-	-	-	-	-
Finance Costs	(1,674)	(1,682)	(1,578)	(1,450)	(1,332)	(1,214)	(1,062)	(912)	(752)	(577)	(384)	(177)
Net Cash provided by/(used in) Financing Activities	(2,938)	(2,927)	(2,882)	(2,864)	(2,864)	(2,864)	(2,864)	(2,864)	(2,864)	(2,864)	(2,864)	(2,864)
Net Increase/(Decrease) in Cash held	(1,896)	(2,389)	6,228	3,940	4,464	(211)	206	1,186	1,114	1,207	(813)	32
Cash and Cash Equivalents at the Beginning of the Financial Year	34,988	41,404	39,015	45,243	49,183	53,648	53,436	53,642	54,829	55,942	57,149	56,336
Cash and Cash Equivalents at End of Year	33,092	39,015	45,243	49,183	53,648	53,436	53,642	54,829	55,942	57,149	56,336	56,368



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the years ending 30 June 2016- 2026												
Capital Works Area	2015-2016 Budget \$'000	2015-2016 Forecast \$'000	2016-2017 Estimate \$'000	2017-2018 Estimate \$'000	2018-2019 Estimate \$'000	2019-2020 Estimate \$'000	2020-2021 Estimate \$'000	2021-2022 Estimate \$'000	2022-2023 Estimate \$'000	2023-2024 Estimate \$'000	2024-2025 Estimate \$'000	2025-2026 Estimate \$'000
Carried forward expenditure from previous financial year	5,000	3,866	3,000	-	-	-	-	-	-	-	-	-
New Works												
Property												
Land	-	1,300	-	-	-	-	-	-	-	-	-	-
Buildings	4,461	5,146	3,677	3,578	5,227	4,732	4,846	4,526	3,769	3,987	4,686	4,010
Total Property	4,461	6,446	3,677	3,578	5,227	4,732	4,846	4,526	3,769	3,987	4,686	4,010
Plant and Equipment												
Plant, Machinery and Equipment	1,021	1,066	1,706	2,000	1,911	2,259	1,861	1,238	1,963	1,431	2,000	2,220
Computers and Telecommunications	748	748	838	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,148	1,171
Library Books and Materials	805	805	1,106	854	871	889	906	925	943	962	981	1,001
Other	1,593	1,593	943	865	581	394	421	523	1,329	307	681	286
Total Plant and Equipment	4,167	4,212	4,593	4,718	4,383	4,581	4,249	3,767	5,339	3,825	4,811	4,678
Infrastructure												
Roads	7,435	7,682	8,145	7,556	7,573	7,591	7,864	8,009	8,157	8,308	8,463	8,605
Footpaths	1,725	1,725	1,725	1,760	1,795	1,831	1,867	1,905	1,943	1,981	2,021	2,062
Drainage	3,500	3,554	3,510	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183
Open Space and Recreation	4,411	4,875	6,198	7,202	7,590	5,208	5,181	5,554	5,565	5,762	5,798	6,100
Open Space Strategy Implementation	5,288	8,288	930	4,300	4,450	10,000	10,000	10,000	10,000	11,000	11,000	11,000
Car Parks	560	860	775	1,012	975	1,237	1,248	1,050	1,158	1,050	1,100	950
Streetscape Works	550	550	567	581	596	1,500	1,500	1,500	1,000	1,000	1,000	1,000
Total Infrastructure	23,469	27,534	21,850	25,981	26,620	31,080	31,449	31,882	31,764	33,122	33,483	33,900
Total New Works	32,097	38,192	30,120	34,277	36,230	40,393	40,544	40,175	40,872	40,934	42,980	42,587
Carried forward projects to the next financial year	-	(3,000)	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	37,097	39,058	33,120	34,277	36,230	40,393	40,544	40,175	40,872	40,934	42,980	42,587
Leased Assets	214	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	37,311	39,058	33,120	34,277	36,230	40,393	40,544	40,175	40,872	40,934	42,980	42,587
Represented by:												
Asset Renewal Expenditure	17,823	19,570	17,445	17,572	19,361	22,479	22,309	21,612	21,385	21,632	23,456	23,092
Asset Upgrade Expenditure	13,475	13,475	9,984	14,321	14,814	15,899	16,169	16,228	16,452	17,121	17,074	17,284
Asset Expansion Expenditure	5,156	5,156	3,513	2,384	2,054	2,016	2,066	2,335	3,034	2,182	2,450	2,211
Asset New Expenditure	857	857	2,178	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	37,311	39,058	33,120	34,277	36,230	40,393	40,544	40,175	40,872	40,934	42,980	42,587

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2017 (by Asset Expenditure Type)					
Capital Works Area	2016-2017 Estimate Total \$'000	2016-2017 Estimate New \$'000	2016-2017 Estimate Renewal \$'000	2016-2017 Estimate Upgrade \$'000	2016-2017 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,677	-	2,499	855	324
Total Property	3,677	-	2,499	855	324
Plant and Equipment					
Plant, Machinery and Equipment	1,706	-	1,706	-	-
Computers and Telecommunications	838	-	503	251	84
Library Books and Materials	1,106	250	-	856	-
Other	943	-	703	164	76
Total Plant and Equipment	4,593	250	2,912	1,271	160
Infrastructure					
Roads	8,145	870	5,233	1,240	802
Footpaths	1,725	-	1,725	-	-
Drainage	3,510	10	1,575	1,750	175
Open Space	6,198	852	856	3,585	905
Open Space Strategy Implementation	930	-	-	-	930
Car Parks	775	-	581	194	-
Streetscape Works	567	-	454	113	-
Total Infrastructure	21,850	1,732	10,424	6,882	2,812
Total New Works	30,120	1,982	15,835	9,008	3,296
Add Carried forward projects from the previous financial year	3,000	196	1,610	976	218
Total Capital Expenditure (including carry forwards)	33,120	2,178	17,445	9,984	3,513
Leased Assets	-	-	-	-	-
Total Capital Expenditure	33,120	2,178	17,445	9,984	3,513

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2018 (by Asset Expenditure Type)					
Capital Works Area	2017-2018 Estimate Total \$'000	2017-2018 Estimate New \$'000	2017-2018 Estimate Renewal \$'000	2017-2018 Estimate Upgrade \$'000	2017-2018 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,578	-	2,672	833	73
Total Property	3,578	-	2,672	833	73
Plant and Equipment					
Plant, Machinery and Equipment	2,000	-	2,000	-	-
Computers and Telecommunications	1,000	-	600	300	100
Library Books and Materials	854	-	-	854	-
Other	865	-	31	163	671
Total Plant and Equipment	4,718		2,630	1,317	771
Infrastructure					
Roads	7,556	-	5,533	1,020	1,003
Footpaths	1,760	-	1,654	-	106
Drainage	3,570	-	1,607	1,785	179
Open Space	7,202	-	992	5,957	253
Open Space Strategy Implementation	4,300	-	1,720	2,580	-
Car Parks	1,012	-	300	712	-
Streetscape Works	581	-	465	116	-
Total Infrastructure	25,981	-	12,270	12,170	1,540
Total New Works	34,277	-	17,572	14,321	2,384
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	34,277	-	17,572	14,321	2,384
Leased Assets	-	-	-	-	-
Total Capital Expenditure	34,277	-	17,572	14,321	2,384

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2019 (by Asset Expenditure Type)					
Capital Works Area	2018-2019 Estimate Total \$'000	2018-2019 Estimate New \$'000	2018-2019 Estimate Renewal \$'000	2018-2019 Estimate Upgrade \$'000	2018-2019 Estimate Expansion \$'000
New Works					
Property					
Buildings	5,227	-	4,295	857	75
Total Property	5,227	-	4,295	857	75
Plant and Equipment					
Plant, Machinery and Equipment	1,911	-	1,911	-	-
Computers and Telecommunications	1,020	-	612	306	102
Library Books and Materials	871	-	-	871	-
Other	581	-	31	166	383
Total Plant and Equipment	4,383	-	2,554	1,344	485
Infrastructure					
Roads	7,573	-	5,543	1,023	1,007
Footpaths	1,795	-	1,687	-	108
Drainage	3,641	-	1,639	1,821	182
Open Space	7,590	-	1,087	6,306	198
Open Space Strategy Implementation	4,450	-	1,780	2,670	-
Car Parks	975	-	300	675	-
Streetscape Works	596	-	477	119	-
Total Infrastructure	26,620	-	12,512	12,613	1,495
Total New Works	36,230	-	19,361	14,814	2,054
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	36,230	-	19,361	14,814	2,054
Leased Assets	-	-	-	-	-
Total Capital Expenditure	36,230	-	19,361	14,814	2,054

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2020 (by Asset Expenditure Type)					
Capital Works Area	2019-2020 Estimate Total \$'000	2019-2020 Estimate New \$'000	2019-2020 Estimate Renewal \$'000	2019-2020 Estimate Upgrade \$'000	2019-2020 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,732	-	3,789	867	76
Total Property	4,732	-	3,789	867	76
Plant and Equipment					
Plant, Machinery and Equipment	2,259	-	2,259	-	-
Computers and Telecommunications	1,040	-	624	312	104
Library Books and Materials	889	-	-	889	-
Other	394	-	32	170	192
Total Plant and Equipment	4,581	-	2,915	1,370	296
Infrastructure					
Roads	7,591	-	5,553	1,026	1,012
Footpaths	1,831	-	1,721	-	110
Drainage	3,714	-	1,671	1,857	186
Open Space	5,208	-	1,142	3,729	336
Open Space Strategy Implementation	10,000	-	4,000	6,000	-
Car Parks	1,237	-	488	749	-
Streetscape Works	1,500	-	1,200	300	-
Total Infrastructure	31,080	-	15,775	13,661	1,644
Total New Works	40,393	-	22,479	15,899	2,016
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	40,393	-	22,479	15,899	2,016
Leased Assets	-	-	-	-	-
Total Capital Expenditure	40,393	-	22,479	15,899	2,016

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2021 (by Asset Expenditure Type)					
Capital Works Area	2020-2021 Estimate Total \$'000	2020-2021 Estimate New \$'000	2020-2021 Estimate Renewal \$'000	2020-2021 Estimate Upgrade \$'000	2020-2021 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,846	-	3,884	884	78
Total Property	4,846	-	3,884	884	78
Plant and Equipment					
Plant, Machinery and Equipment	1,861	-	1,861	-	-
Computers and Telecommunications	1,061	-	636	318	106
Library Books and Materials	906	-	-	906	-
Other	421	-	32	173	216
Total Plant and Equipment	4,249	-	2,529	1,398	322
Infrastructure					
Roads	7,864	-	5,655	1,044	1,165
Footpaths	1,867	-	1,755	-	112
Drainage	3,789	-	1,705	1,894	189
Open Space	5,181	-	1,093	3,888	200
Open Space Strategy Implementation	10,000	-	4,000	6,000	-
Car Parks	1,248	-	488	761	-
Streetscape Works	1,500	-	1,200	300	-
Total Infrastructure	31,449	-	15,895	13,887	1,667
Total New Works	40,544	-	22,309	16,169	2,066
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	40,544	-	22,309	16,169	2,066
Leased Assets	-	-	-	-	-
Total Capital Expenditure	40,544	-	22,309	16,169	2,066

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2022 (by Asset Expenditure Type)					
Capital Works Area	2021-2022 Estimate Total \$'000	2021-2022 Estimate New \$'000	2021-2022 Estimate Renewal \$'000	2021-2022 Estimate Upgrade \$'000	2021-2022 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,526	-	3,537	910	79
Total Property	4,526	-	3,537	910	79
Plant and Equipment					
Plant, Machinery and Equipment	1,238	-	1,238	-	-
Computers and Telecommunications	1,082	-	649	325	108
Library Books and Materials	925	-	-	925	-
Other	523	-	33	177	313
Total Plant and Equipment	3,767	-	1,921	1,426	421
Infrastructure					
Roads	8,009	-	5,758	1,063	1,188
Footpaths	1,905	-	1,790	-	114
Drainage	3,864	-	1,739	1,932	193
Open Space	5,554	-	1,180	4,035	339
Open Space Strategy Implementation	10,000	-	4,000	6,000	-
Car Parks	1,050	-	488	563	-
Streetscape Works	1,500	-	1,200	300	-
Total Infrastructure	31,882	-	16,155	13,893	1,835
Total New Works	40,175	-	21,612	16,228	2,335
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	40,175	-	21,612	16,228	2,335
Leased Assets	-	-	-	-	-
Total Capital Expenditure	40,175	-	21,612	16,228	2,335

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2023 (by Asset Expenditure Type)					
Capital Works Area	2022-2023 Estimate Total \$'000	2022-2023 Estimate New \$'000	2022-2023 Estimate Renewal \$'000	2022-2023 Estimate Upgrade \$'000	2022-2023 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,769	-	2,768	920	81
Total Property	3,769	-	2,768	920	81
Plant and Equipment					
Plant, Machinery and Equipment	1,963	-	1,963	-	-
Computers and Telecommunications	1,104	-	662	331	110
Library Books and Materials	943	-	-	943	-
Other	1,329	-	34	180	1,115
Total Plant and Equipment	5,339	-	2,659	1,454	1,225
Infrastructure					
Roads	8,157	-	5,864	1,081	1,212
Footpaths	1,943	-	1,826	-	117
Drainage	3,942	-	1,774	1,971	197
Open Space	5,565	-	1,132	4,230	203
Open Space Strategy Implementation	10,000	-	4,000	6,000	-
Car Parks	1,158	-	563	596	-
Streetscape Works	1,000	-	800	200	-
Total Infrastructure	31,764	-	15,958	14,078	1,728
Total New Works	40,872	-	21,385	16,452	3,034
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	40,872	-	21,385	16,452	3,034
Leased Assets	-	-	-	-	-
Total Capital Expenditure	40,872	-	21,385	16,452	3,034

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2024 (by Asset Expenditure Type)					
Capital Works Area	2023-2024 Estimate Total \$'000	2023-2024 Estimate New \$'000	2023-2024 Estimate Renewal \$'000	2023-2024 Estimate Upgrade \$'000	2023-2024 Estimate Expansion \$'000
New Works					
Property					
Buildings	3,987	-	2,966	938	82
Total Property	3,987	-	2,966	938	82
Plant and Equipment					
Plant, Machinery and Equipment	1,431	-	1,431	-	-
Computers and Telecommunications	1,126	-	675	338	113
Library Books and Materials	962	-	-	962	-
Other	307	-	34	184	89
Total Plant and Equipment	3,825	-	2,140	1,483	202
Infrastructure					
Roads	8,308	-	5,971	1,101	1,236
Footpaths	1,981	-	1,863	-	119
Drainage	4,020	-	1,809	2,010	201
Open Space	5,762	-	1,119	4,301	342
Open Space Strategy Implementation	11,000	-	4,400	6,600	-
Car Parks	1,050	-	563	488	-
Streetscape Works	1,000	-	800	200	-
Total Infrastructure	33,122	-	16,525	14,699	1,898
Total New Works	40,934	-	21,632	17,121	2,182
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	40,934	-	21,632	17,121	2,182
Leased Assets	-	-	-	-	-
Total Capital Expenditure	40,934	-	21,632	17,121	2,182

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2025 (by Asset Expenditure Type)					
Capital Works Area	2024-2025 Estimate Total \$'000	2024-2025 Estimate New \$'000	2024-2025 Estimate Renewal \$'000	2024-2025 Estimate Upgrade \$'000	2024-2025 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,686	-	3,645	957	84
Total Property	4,686	-	3,645	957	84
Plant and Equipment					
Plant, Machinery and Equipment	2,000	-	2,000	-	-
Computers and Telecommunications	1,148	-	689	344	115
Library Books and Materials	981	-	-	981	-
Other	681	-	35	187	459
Total Plant and Equipment	4,811	-	2,724	1,513	574
Infrastructure					
Roads	8,463	-	6,081	1,120	1,261
Footpaths	2,021	-	1,900	-	121
Drainage	4,101	-	1,845	2,050	205
Open Space	5,798	-	1,497	4,096	205
Open Space Strategy Implementation	11,000	-	4,400	6,600	-
Car Parks	1,100	-	563	538	-
Streetscape Works	1,000	-	800	200	-
Total Infrastructure	33,483	-	17,086	14,604	1,793
Total New Works	42,980	-	23,456	17,074	2,450
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	42,980	-	23,456	17,074	2,450
Leased Assets	-	-	-	-	-
Total Capital Expenditure	42,980	-	23,456	17,074	2,450

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Capital Works for the year ending 30 June 2026 (by Asset Expenditure Type)					
Capital Works Area	2025-2026 Estimate Total \$'000	2025-2026 Estimate New \$'000	2025-2026 Estimate Renewal \$'000	2025-2026 Estimate Upgrade \$'000	2025-2026 Estimate Expansion \$'000
New Works					
Property					
Buildings	4,010	-	2,948	976	86
Total Property	4,010	-	2,948	976	86
Plant and Equipment					
Plant, Machinery and Equipment	2,220	-	2,220	-	-
Computers and Telecommunications	1,171	-	703	351	117
Library Books and Materials	1,001	-	-	1,001	-
Other	286	-	35	191	60
Total Plant and Equipment	4,678	-	2,958	1,543	177
Infrastructure					
Roads	8,605	-	6,193	1,140	1,272
Footpaths	2,062	-	1,938	-	124
Drainage	4,183	-	1,882	2,091	209
Open Space	6,100	-	1,411	4,345	344
Open Space Strategy Implementation	11,000	-	4,400	6,600	-
Car Parks	950	-	563	388	-
Streetscape Works	1,000	-	800	200	-
Total Infrastructure	33,900	-	17,186	14,764	1,949
Total New Works	42,587	-	23,092	17,284	2,211
Add Carried forward projects from the previous financial year	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	42,587	-	23,092	17,284	2,211
Leased Assets	-	-	-	-	-
Total Capital Expenditure	42,587	-	23,092	17,284	2,211



2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Human Resources - Staff Expenditure for the years ending 30 June 2016 - 2026												
Description	2015-2016 Budget	2015-2016 Forecast	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate	2019-2020 Estimate	2020-2021 Estimate	2021-2022 Estimate	2022-2023 Estimate	2023-2024 Estimate	2024-2025 Estimate	2025-2026 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff Expenditure												
Community Services												
Permanent Full-time	8,180	8,180	8,260	8,508	8,763	9,026	9,297	9,576	9,863	10,159	10,464	10,777
Permanent Part-time	20,519	20,519	21,380	22,021	22,682	23,363	24,063	24,785	25,529	26,295	27,084	27,896
Total Community Services	28,699	28,699	29,640	30,529	31,445	32,388	33,360	34,361	35,392	36,453	37,547	38,673
Infrastructure and Environment												
Permanent Full-time	11,809	11,809	11,619	11,968	12,327	12,696	13,077	13,470	13,874	14,290	14,719	15,160
Permanent Part-time	366	366	489	504	519	534	550	567	584	601	619	638
Total Infrastructure and Environment	12,174	12,175	12,108	12,471	12,845	13,231	13,628	14,036	14,458	14,891	15,338	15,798
Planning and Transport												
Permanent Full-time	5,327	5,327	5,626	5,795	5,969	6,148	6,332	6,522	6,718	6,919	7,127	7,341
Permanent Part-time	892	892	893	920	947	976	1,005	1,035	1,066	1,098	1,131	1,165
Total Planning and Transport	6,219	6,219	6,519	6,715	6,916	7,123	7,337	7,557	7,784	8,018	8,258	8,506
Community Relations												
Permanent Full-time	5,259	5,259	5,660	5,830	6,005	6,185	6,370	6,561	6,758	6,961	7,170	7,385
Permanent Part-time	685	685	692	713	734	756	779	802	826	851	877	903
Total Community Relations	5,944	5,944	6,352	6,543	6,739	6,941	7,149	7,364	7,585	7,812	8,047	8,288
Financial Services												
Permanent Full-time	3,981	3,981	4,098	4,221	4,348	4,478	4,612	4,751	4,893	5,040	5,191	5,347
Permanent Part-time	94	94	70	72	74	76	79	81	84	86	89	91
Total Financial Services	4,075	4,075	4,168	4,293	4,422	4,554	4,691	4,832	4,977	5,126	5,280	5,438
City Management												
Permanent Full-time	2,340	2,340	2,245	2,312	2,382	2,453	2,527	2,603	2,681	2,761	2,844	2,929
Permanent Part-time	98	98	225	232	239	246	253	261	269	277	285	294
Total City Management	2,438	2,438	2,470	2,544	2,620	2,699	2,780	2,863	2,949	3,038	3,129	3,223
Total Permanent Staff Expenditure	59,550	59,550	61,257	63,095	64,988	66,937	68,945	71,014	73,144	75,338	77,599	79,926
Casuals and Other Expenditure	9,987	7,852	9,696	10,158	10,641	11,141	11,665	12,245	12,853	13,486	14,148	14,837
Capitalised Labour Costs	(2,210)	(2,210)	(2,261)	(2,328)	(2,399)	(2,469)	(2,544)	(2,618)	(2,697)	(2,776)	(2,860)	(2,945)
Total Expenditure	67,326	65,192	68,692	70,925	73,230	75,609	78,067	80,641	83,301	86,048	88,887	91,819

2016-2017 to 2025-2026 Draft Strategic Resource Plan

Statement of Human Resources - Staff Numbers for the years ending 30 June 2016 - 2026												
Description	2015-2016 Budget EFT Number	2015-2016 Forecast EFT Number	2016-2017 Estimate EFT Number	2017-2018 Estimate EFT Number	2018-2019 Estimate EFT Number	2019-2020 Estimate EFT Number	2020-2021 Estimate EFT Number	2021-2022 Estimate EFT Number	2022-2023 Estimate EFT Number	2023-2024 Estimate EFT Number	2024-2025 Estimate EFT Number	2025-2026 Estimate EFT Number
Staff Expenditure												
Community Services												
Permanent Full-time	93.00	93.00	91.74	91.74	91.74	91.74	91.74	91.74	91.74	91.74	91.74	91.74
Permanent Part-time	253.01	253.01	255.67	255.67	255.67	255.67	255.67	255.67	255.67	255.67	255.67	255.67
Total Community Services	346.01	346.01	347.41	347.41	347.41	347.41	347.41	347.41	347.41	347.41	347.41	347.41
Infrastructure and Environment												
Permanent Full-time	118.14	118.14	115.40	115.40	115.40	115.40	115.40	115.40	115.40	115.40	115.40	115.40
Permanent Part-time	2.41	2.41	5.51	5.51	5.51	5.51	5.51	5.51	5.51	5.51	5.51	5.51
Total Infrastructure and Environment	120.55	120.55	120.91	120.91	120.91	120.91	120.91	120.91	120.91	120.91	120.91	120.91
Planning and Transport												
Permanent Full-time	53.00	53.00	55.11	55.11	55.11	55.11	55.11	55.11	55.11	55.11	55.11	55.11
Permanent Part-time	12.93	12.93	12.39	12.39	12.39	12.39	12.39	12.39	12.39	12.39	12.39	12.39
Total Planning and Transport	65.93	65.93	67.50	67.50	67.50	67.50	67.50	67.50	67.50	67.50	67.50	67.50
Community Relations												
Permanent Full-time	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00	57.00
Permanent Part-time	11.49	11.49	9.70	9.70	9.70	9.70	9.70	9.70	9.70	9.70	9.70	9.70
Total Community Relations	68.49	68.49	66.70	66.70	66.70	66.70	66.70	66.70	66.70	66.70	66.70	66.70
Financial Services												
Permanent Full-time	40.00	40.00	40.60	40.60	40.60	40.60	40.60	40.60	40.60	40.60	40.60	40.60
Permanent Part-time	1.40	1.40	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Financial Services	41.40	41.40	41.60	41.60	41.60	41.60	41.60	41.60	41.60	41.60	41.60	41.60
City Management												
Permanent Full-time	19.00	19.00	18.50	18.50	18.50	18.50	18.50	18.50	18.50	18.50	18.50	18.50
Permanent Part-time	1.06	1.06	1.85	1.85	1.85	1.85	1.85	1.85	1.85	1.85	1.85	1.85
Total City Management	20.06	20.06	20.35	20.35	20.35	20.35	20.35	20.35	20.35	20.35	20.35	20.35
Total Permanent Staff	662.44	662.44	664.47	664.47	664.47	664.47	664.47	664.47	664.47	664.47	664.47	664.47
Casuals and Other	101.81	101.81	100.83	102.83	104.83	106.83	108.83	110.83	112.83	114.83	116.83	118.83
Capitalised Labour	27.00	27.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00
Total Staff	791.25	791.25	791.30	793.30	795.30	797.30	799.30	801.30	803.30	805.30	807.30	809.30

Item 4.2**2016-2017 DRAFT ANNUAL BUDGET**

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

1. Proposal

To advertise the attached *2016-2017 Draft Annual Budget* for public comment.

2. Community Plan

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

3. The Budget Process

Councillors have had a series of meetings covering the 2016-2017 Draft Annual Budget.

The 2016-2017 budget is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with S127 of the *Local Government Act 1989* (the Act) and Regulations and also follows the proposed arrangements set out in the Local Government Amendment (Performance Reporting and Accountability) Bill 2013.

This 2016-2017 Draft Budget seeks to balance demand for services and infrastructure with revenue. It is always a challenging task, particularly as Council is also seeking to build the short term cash position and improve our long term financial sustainability.

Key elements of the budget are set out in the Executive Summary commencing on page 5 and the Summary of Financial Position commencing on page 25.

4. The Rate Rise

The budget is based on a rate increase of 2.5 per cent. This is in line with the new *Fair Go Rates System* which has capped rates increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI). Following community consultation, Council elected not to apply to the Essential Services Commission (ESC) for a variation.

In January and February 2016, Council undertook community consultation regarding the support for a rate cap variation. The consultation focussed on the extent to which the community would support a rate cap variation particularly if the funding was used to underpin delivery of the *Open Space Strategy*. While the *Open Space Strategy* was clearly supported, the community was divided on the need for a rate variation to implement it.

Community feedback was not supportive of a rate increase to fund major long term community infrastructure. The community strongly supports the maintenance of existing service levels and for these to be funded through a mix of low rate increases and user charges. Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels. Council will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that Council engages with the community.

Item 4.2 (cont'd)

The average rates per assessment for 2016-2017 is estimated at \$1,339 (2015-2016: \$1,306). Glen Eira is expected to continue to have the second-lowest average rates and charges in metropolitan Melbourne.

5. Infrastructure and Capital Works for the Community

In the *2016-2017 Budget* Council has allocated funding of \$30.12 million for asset renewals, upgrades and expansions. Highlights of the capital works program include:

- Infrastructure:
 - Roads \$8.92 million includes: Road Reconstruction \$4.46 million, Local Traffic Management \$1.69 million, Local Road Resurfacing \$1.5 million, Car Parks \$775,000, Right of Ways \$330,000, Kerb and Channel \$160,000;
 - Drainage Improvement Program \$3.5 million; and
 - Footpaths \$1.73 million.
- Building Works: \$3.68 million - comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.
- Open space: \$7.13 million - includes open space initiatives, parks, playing surfaces and playground equipment. This includes the completion of Booran Reserve.
- Plant and Equipment \$4.59 million - includes plant, machinery and equipment, computers and telecommunications, and library collections.
- Sustainability - Environmental initiatives of \$2.48 million including the Warm Season Grasses Program \$1.3 million, the *Bicycle Strategy* Implementation \$250,000, sustainability initiatives \$490,000, solar systems \$226,000 and park lighting energy efficiency \$218,000.
- Streetscape works \$567,000 for street beautification of Council's streets and shopping precincts.

6. Budget Advertising and Budget Information Session

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

A budget information session will be held for the public on Monday, 23 May 2016 to provide an overview of the 2016-2017 Draft Annual Budget.

The public have until 2 June 2016 to lodge Budget submissions.

Budget submissions received from the public will be reported to Council at the *Ordinary Council Meeting* of 7 June 2016.

The Budget timetable would see the Budget submitted for Adoption at the *Special Council Meeting* of 28 June 2016.

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

- A.** That Council seeks public consultation on the attached 2016-2017 Draft Annual Budget (excluding any reference to Community Information Glen Eira, Hopetoun Gardens and drainage works at Webb Street, Caulfield) by:
- i. giving Public Notice, as required by Sections 129 of the *Local Government Act 1989*, in the Age Newspaper;
 - ii. further advertising the submission process in the Caulfield and Moorabbin Leader;
 - iii. placing the 2016-2017 Draft Annual Budget on Council's website; and
 - iv. inviting submissions to be heard at the Council Meeting on 7 June 2016.
- B.** That Council seeks public consultation on all references to Community Information Glen Eira, Hopetoun Gardens and drainage works at Webb Street Caulfield in the attached 2016-2017 Draft Annual Budget by:
- i. giving Public Notice, as required by Sections 129 of the *Local Government Act 1989*, in the Age Newspaper;
 - ii. further advertising the submission process in the Caulfield and Moorabbin Leader;
 - iii. placing the 2016-2017 Draft Annual Budget on Council's website; and
 - iv. inviting submissions to be heard at the Council Meeting on 7 June 2016.

Crs Pilling/Ho

That Council adopt Part A of the Recommendation.

The MOTION as put and CARRIED unanimously.

Crs Hyams/Delahunty

That Council adopt Part B of the Recommendation.

DECLARATIONS OF INTEREST

Cr Esakoff declared Conflicts of Interest in this item under the Local Government Act 1989. The first under s77B a direct interest as she has an interest in a property nearby, a further interest under s78B, an interest by close association as a relative lives in the street and one further interest under s78B as she is the Vice President of the Management Committee of Community Information Glen Eira.

7.11PM Cr Esakoff left the Chamber.

The MOTION was put and CARRIED unanimously.



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

Draft Annual Budget 2016–2017

For the year ended 30 June 2017

Special Council Meeting
3 May 2016



www.gleneira.vic.gov.au

Bentleigh | Bentleigh East | Brighton East | Carnegie | Caulfield | Elsternwick | Gardenvale | Glen Huntly | McKinnon | Murrumbeena | Ormond | St Kilda East

Contents	Page
Mayor's Introduction	2
Chief Executive Officer's Overview	4
Executive Summary	5
Sector Benchmarks	17
Summary of Financial Position	25
Budget Processes	32
1. Linkage to the <i>Community Plan</i>	35
2. Services, Initiatives and Service Performance Indicators	40
3. Budget Influences	63
Budget Analysis	71
4. Analysis of Operating Budget	73
5. Analysis of Budgeted Cash Position	83
6. Analysis of Capital Budget	88
7. Analysis of Budgeted Financial Position	92
Overview to Appendices	98
Appendix A – New Capital Works Program	99
Appendix B – Capital Works Program (as required by the Local Government Regulations)	105
Appendix C – Rates and Charges	113
Appendix D – Schedule of User Charges and Other Fees	118
Appendix E – Schedule of Glen Eira Sports & Aquatic Centre (GESAC) User Charges and Other Fees	180

Mayor's Introduction

The Councillors and I are pleased to release the 2016-2017 Budget to the Community which builds on our *Community Plan 2013-2017* and focuses on the following 8 key areas:

- Theme 1: Services to support the community
- Theme 2: Traffic, parking and transport
- Theme 3: Town planning and development
- Theme 4: Governance
- Theme 5: Recreation and open space
- Theme 6: Waste, graffiti and cleanliness
- Theme 7: Sustainable community assets and infrastructure
- Theme 8: Community building and engagement

The *Community Plan 2013-2017* (Year 4) sets out our strategic plan to deliver our vision over the full term of the Council. As this is the final year of the current Council term, the focus over the next year will be on completion of our current commitments.

The *Budget* details the resources required over the next year to fund the large range of services we provide 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.

As Councillors, it is our job to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. Council will, with the introduction of rate capping in 2016, continue to focus on delivering high quality, responsive and accessible services to the community.

The budget is based on a rate increase of 2.5 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 2.5 per cent in the Consumer Price Index (CPI). Following community consultation, Council elected not to apply to the Essential Services Commission (ESC) for a variation.

Our focus for the next year is to continue to deliver on the projects and services that make our City a great place to live in and respond to the challenges we are currently facing. These challenges include:

- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- The need for increasing investment in the maintenance of our ageing community and infrastructure assets.
- Grade separation projects that will bring changes to how activity centres, open space networks and transport networks function in Glen Eira.
- Growth in the population within the municipality.

This is the first year of the *Fair Go Rates System* and while Council's budget is based on a rate increase that is in line with the 2.5 per cent cap, the actual rate increases experienced by individual ratepayers will be different due to this being a municipal revaluation year.

In a revaluation year, rate increases are impacted by the average rate increase (2.5 per cent) and the property valuation increases of individual properties relative to the average across the municipality.

Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average. Therefore, if your property increased by more in value than the average within the municipality, your rates will increase by more than 2.5 per cent while if your property value increased by less than the average, your rates will increase by less than 2.5 per cent and may in fact reduce from the previous year.

The *Budget* was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our revised *Community Plan 2013-2017*.

Cr Neil Pilling
Mayor

Chief Executive Officer's Overview

This *2016-2017 Budget* seeks to balance demand for services and infrastructure with revenue. It is always a challenging task, particularly as we are also seeking to build our short term cash position and improve our long term financial sustainability. Despite the challenges, I am confident that this budget continues the effort that we have commenced in recent years and sets 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.

In January and February Council undertook community consultation regarding support for a rate cap variation. The consultation focussed on the extent to which the community would support a rate cap variation particularly if the funding was used to underpin delivery of the *Open Space Strategy*. While the *Open Space Strategy* was clearly supported, the community was divided on the need for a rate variation to implement it.

Community feedback was not supportive of a rate increase to fund major long term community infrastructure. The community strongly supports the maintenance of existing service levels and for these to be funded through a mix of low rates increases and user charges. Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that we engage with you on any planned changes.

In the *2016-2017 Budget* Council has allocated funding of \$30.12m for asset renewals, upgrades and expansions. Highlights of the capital works program include:

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

- Infrastructure: Roads \$8.92m includes: Road Reconstruction \$4.46m, Local Traffic Management \$1.69m, Local Road Resurfacing \$1.5m, Car Parks \$775k, Right of Ways \$330k, Kerb and Channel \$160k, *Drainage Improvement Program* \$3.5m and Footpaths \$1.73m.
- Building Works: \$3.68m - comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.
- Open space: \$7.13m - includes open space initiatives, parks, playing surfaces and playground equipment. This includes the completion of Booran Reserve.
- Plant and Equipment \$4.59m - includes plant, machinery and equipment, computers and telecommunications, and library collections.
- Streetscape works \$567k for street beautification of Council's streets and shopping precincts.

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 2016-2017 visit www.gleneira.vic.gov.au

Rebecca McKenzie
Chief Executive Officer

Executive Summary

Council has prepared a *Budget* for 2016-2017 which is aligned to the vision in the *Community Plan 2013-2017*. 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 rates and fee increases that are manageable and sustainable.
- Focus on continuous improvement.
- Keep day-to-day costs and rates below our peers.

a) Integrated Planning

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

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

This *Budget* for 2016-2017 represents one year's instalment on the implementation of the *Council Plan* and *SRP*. Further information on the Council's planning framework commences at page 32 'Budget Processes'.

b) The Rate Rise

- The average rate rise will be 2.5 per cent in line with the order by the Minister for Local Government on 14 December 2015 under the *Fair Go Rates System*. The budget assumes an additional 1,000 assessments (properties). The average Rates per Assessment for 2016-2017 is estimated at \$1,339 (2015-2016 \$1,306).
- This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne.
- Total rates would be \$85.85m, including \$800k generated from supplementary rates. Total rates and charges revenue (including waste) would be \$100.67m.

Key drivers:

- To fund ongoing service delivery – business as usual (balanced with greater service demands from residents).
- To fund renewal of infrastructure and community assets.
- To cope with growth in the population within the municipality.
- To cope with cost shifting from the State Government.
- To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant.
- This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).

c) Public Open Space

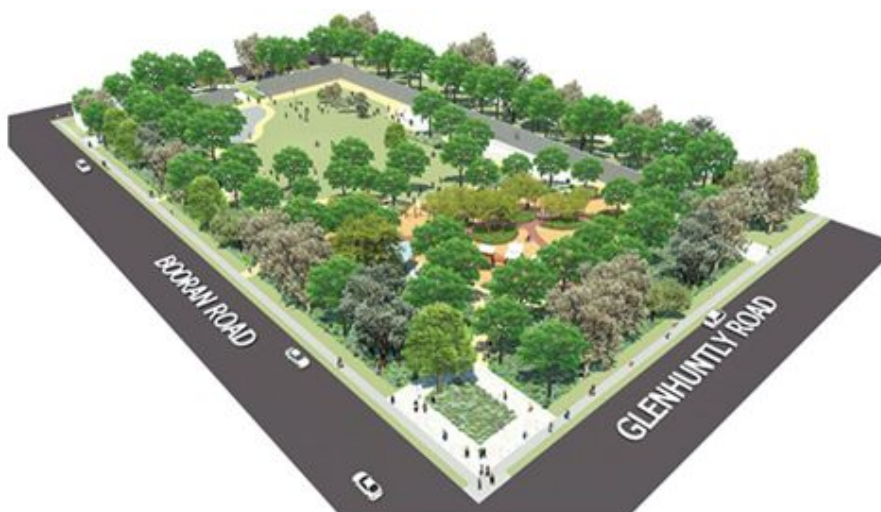
Council receives open space levies pursuant to clause 52.01 of the *Glen Eira Planning Scheme*. Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

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

Open Space Strategy Initiatives of \$1.83m are funded in the *Budget*:

- Booran Reserve – completion of the reinstatement and redevelopment of the former Glen Huntly Reservoir Site - \$930k.
- Marara Road Reserve Stage 2, Caulfield South - \$400k
- Pell Street, Bentleigh East - \$100k
- Hopetoun Gardens Stage 2, Elsternwick - \$400k

Below are the designs of Booran Reserve which is expected to be completed towards the later part of the 2016 year.





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

Open Space Projects funded from Reserve			
	Annual Budget 2015- 2016 \$'000	Forecast 2015- 2016 \$'000	Annual Budget 2016- 2017 \$'000
Income			
Open Space Contributions (including C120 additional OS Contributions)	5,000	5,079	5,500
Capital Spend			
Booran Reserve (former Glen Huntly Reservoir)	4,838	7,838	930
Eskdale Road/Fitzgibbon Crescent Road Closure	450	450	-
Open Space Projects funded from Reserve	(288)	(3,209)	4,570

Open Space Projects funded from Rates			
	Annual Budget 2015- 2016 \$'000	Forecast 2015- 2016 \$'000	Annual Budget 2016- 2017 \$'000
Capital Spend			
Elsternwick Plaza Improvements	215	215	-
Hopetoun Gardens	100	100	-
Marara Road Reserve	100	100	-
Leckie Street Reserve	195	195	-
Nina Reserve	120	120	-
Thomas Street Reserve	50	50	-
Marara Road Reserve Stage 2, Caulfield South	-	-	400
Pell Street, Bentleigh East	-	-	100
Hopetoun Gardens Stage 2, Elsternwick	-	-	400
Open Space Projects funded from Rates	780	780	900

d) Sustainability

Environmental Initiatives \$2.48m including:

- The *Budget* continues the *Warm Season Grasses Program* - \$1.3m for upgrading EE Gunn Reserve Oval 2, Ormond and Bailey Reserve Oval 2, Bentleigh East. This includes funding from Vic Roads of \$700k (for reinstatement of EE Gunn Reserve oval 2).
- *Bicycle Strategy* Implementation - continuation of off road paths, extensions to the on road network and works to improve existing conditions - \$250k.

Waste and recycling charges are levied on the basis of cost recovery and have increased by approximately 3 per cent.

Residential Garbage Charges for 2016-2017 are set at:

- Large 240L Waste Charge \$359 (including an estimated \$49 State Levy) (\$349 in 2015-2016).
- Small 120L Waste Charge \$174 (including an estimated \$23 State Levy) (\$169 in 2015-2016).
- Residential Flat Shared Bins (240L) Waste Charge \$174 per assessment (including an estimated \$23 State Levy) (\$169 in 2015-2016).
- 240L Family Bin \$251 (including an estimated \$49 State Levy) (\$244 in 2015-2016).
- Medical 240L Waste Charge \$174 (including an estimated \$49 State Levy) (\$169 in 2015-2016).
- Litter Management Charge \$55 (\$53 in 2015-2016).

e) Recreational Services

The capital works program provides funds for:

- Community Projects – improvements at EE Gunn Reserve - \$414k (reimbursed by Vic Roads as part of the Level Crossing removal project).
- Skate Park Redevelopment - Bailey Reserve, Boundary Rd, East Bentleigh - \$550k.

f) Aquatic Facilities

Council's aquatic facilities are budgeted in 2016-2017 to generate income of \$13.17m and incur costs of \$10.49m, interest of \$1.56m and repayments of \$1.31m, making an estimated cost to Council of \$185k.

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

AQUATIC FACILITIES - Accrual Basis (after Depreciation, Amortisation and Interest)			
Description	2014-15 Actual \$'000	2015-16 Annual Budget \$'000	2016-17 Draft Annual Budget \$'000
Operations			
Income			
Glen Eira Sports and Aquatic Centre (GESAC)	12,002	13,389	13,173
Expenses			
Glen Eira Sports and Aquatic Centre (GESAC)	9,020	10,155	10,229
Carnegie Swim Centre	228	269	264
Total Expenses	9,247	10,424	10,493
Surplus	2,755	2,966	2,680
Depreciation & Amortisation			
Buildings	1,067	1,094	1,116
Furniture and Equipment	377	456	465
Leased Assets	53	53	53
Total Depreciation	1,498	1,603	1,634
Surplus after Depreciation and Amortisation	1,257	1,362	1,046
Loan			
Interest on Loan	1,766	1,655	1,560
Total Interest	1,766	1,655	1,560
(Deficit) after Depreciation/Amortisation and Interest	(509)	(293)	(514)
AQUATIC FACILITIES - Cash Basis (after Principal and Interest, Exc. Depreciation & Amortisation)			
Description	2014-15 Actual \$'000	2015-16 Annual Budget \$'000	2016-17 Draft Annual Budget \$'000
Operations			
Income			
Glen Eira Sports and Aquatic Centre (GESAC)	12,002	13,389	13,173
Expenses			
Glen Eira Sports and Aquatic Centre (GESAC)	9,020	10,155	10,229
Carnegie Swim Centre	228	269	264
Total Expenses	9,247	10,424	10,493
Surplus	2,755	2,966	2,680
Loan			
Principal Payment on Loan	1,104	1,209	1,305
Repayment of Finance Lease	57	54	-
Interest on Loan	1,766	1,655	1,560
Total Principal and Interest	2,927	2,918	2,864
(Deficit)/Surplus after Principal and Interest	(173)	47	(185)

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

g) Family and Children Services

Child Care Centres

Glen Eira City Council has sufficient kindergarten places for families and there is no waitlist for home care. Extensive works at Brady Road Kindergarten has increased places from 30 to 32 children.

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

Fees at Council's child care centres are at the average of the 40 of centres in Glen Eira.

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

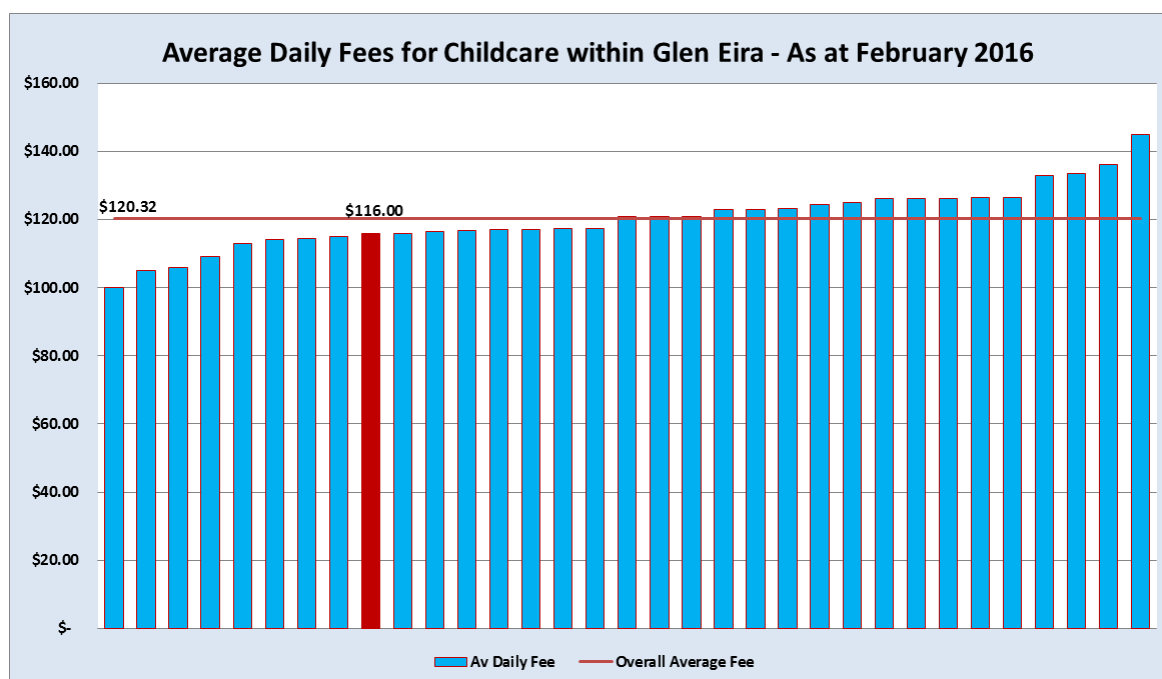
From 1 January 2016 the State Government changed child/staff ratios for children 3 years of age up to preschool age from 1 staff member for every 15 children to 1 staff member for every 11 children. This ratio increase effectively increased staffing requirements.

In addition, in order to receive kindergarten funding from the Victorian Government, all child care centres are now required to have a qualified early childhood teacher to plan and deliver the funded program.

Child Care fees are proposed as follows:

- For 0–3 year olds \$127 per day (\$121 in 2015-2016)
- For 3-5 year olds \$119 per day (\$111 in 2015-2016).

At the new fee levels for 2016-2017, the cost to Council of the 3 Child Care Centres is a total of \$444k (\$435k in 2015-2016).



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

Family Day Care

The Federal Government has cut the *Community Support Program* funding to all metropolitan Family Day Care Services. This has resulted in a decrease in funding to the GECC *Family Day Care Program* of \$150,000 effective from 1 January 2016. The increase of 35c per hour administrative funding is required to compensate for the Federal Government funding decrease.

h) Superannuation Defined Benefits Call

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 has fully borrowed \$25m to fund the construction of the Glen Eira Sports and Aquatic Centre (GESAC).

Council will continue to have a large investment in capital works projects. The liquidity ratio expresses the level of current assets the Council has available to meet its current liabilities. 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

Borrowing repayments of principal and interest costs of \$2.88m will be made during the 2016-2017 financial year. Borrowings outstanding as at 30 June 2017 are projected to be \$18.72m. The repayment of all borrowings is fully funded by GESAC.

k) Sector Benchmarking

Glen Eira is a low-cost, high investing organisation which charges low municipal Rates (refer to sector benchmarking section pages 18-25).

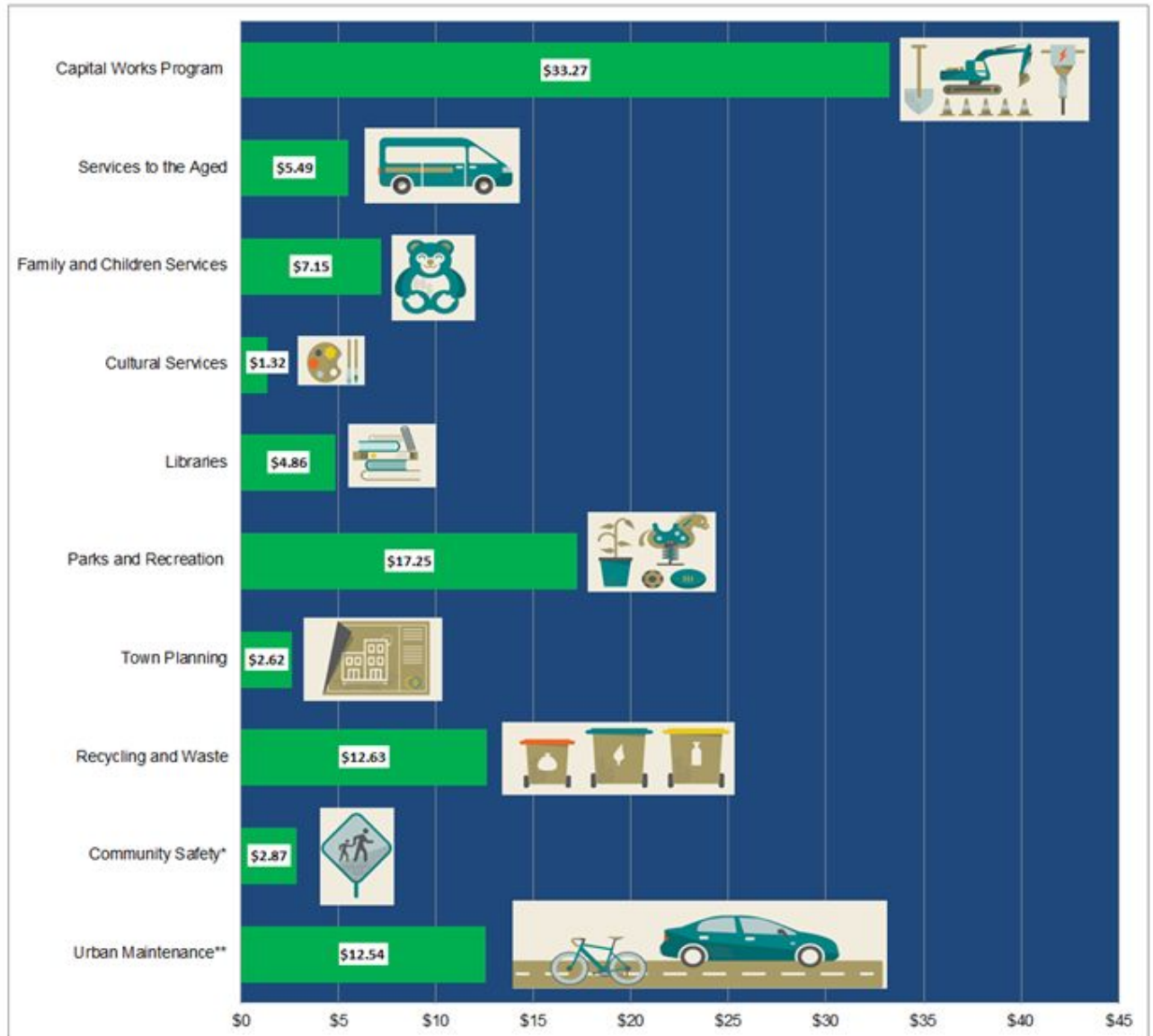
l) Auditor-General's Classification

The Auditor-General rates Council as 'low risk' (the best possible rating) for 2014-2015. That rating is expected to be maintained.

m) Infrastructure and Capital Works Projects

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

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



* Community safety: street lighting, school crossing, traffic engineering, environmental health, building control, local laws.

**Urban maintenance: footpaths, roads, drains and building maintenance.

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).

New capital works expenditure is projected at \$30.12m. The emphasis is on renewing and upgrading facilities that we already have rather than creating additional ones. The capital budget of \$30.12m (*excluding carry forwards*) includes:

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

- *Roads Reconstruction Program* - \$4.46m.
- *Drainage Renewal and Upgrade Program* - \$3.5m.
- *Footpaths Replacement Program* - \$1.73m.
- Replacement of Fleet and Plant - \$1.7m.
- Local Road Resurfacing - \$1.5m.
- Ongoing Renewal of IT Infrastructure \$838k.

Rolling Annual Programs include:

- Environmental Initiatives - \$1.55m includes: *Bicycle Strategy* Implementation \$250k and *Warm Season Grass Program* \$1.3m.
- Libraries and Learning Centres - \$856k (purchase of collections including: books, DVDs, magazines, games, cds, eBooks and eMagazines).
- Traffic Management - \$1.09m (street safety, pedestrian operated signals, crossing works, roundabouts and safer speed limits).
- Public Open Space and Recreational Facilities - \$1.57m (irrigation works, park improvements and furniture, pathway lighting, shade sails, sportsground lighting and playground equipment).
- Building Works - \$806k (roof renewals/safety, floor coverings, painting and renewal works on Council buildings).
- Shopping Streetscape - \$567k (street beautification of Council's streets and shopping precincts).

Major Projects include:

- Carnegie Swim Centre Redevelopment - \$280k (planning and design).
- Lord Hex Pavilion, Carnegie - \$220k (for the forward design and preliminary concept design of pavilion).
- Marlborough Pavilion, Bentleigh East Pavilion Renewal and Upgrade - \$25k (preliminary scoping).

Open Space Strategy Implementation includes:

- Booran Reserve Redevelopment (to complete the project) - \$930k.
- Landscape enhancement works at:
 - Marara Road Reserve Stage 2, Caulfield South - \$400k.
 - Pell Street, Bentleigh East - \$100k.
 - Hopetoun Gardens Stage 2, Elsternwick - \$400k.

Short-term Projects include:

- Environmental Initiatives - \$935k includes: sustainability initiatives \$490k, solar systems \$226k and park lighting energy efficiency \$218k.
- Aged Care Facilities - \$423k (replacement of furniture and minor equipment, lifting machines, wheel chairs, portable hoists and rail systems).
- Public Open Space & Recreational Facilities - \$1.77m (includes skate park redevelopment at Bailey Reserve - \$550k and community improvements at EE Gunn Reserve - \$414k).
- Parking Machines Upgrade - \$150k.
- Building Works - \$1.96m (renewal of heating ventilation and air-conditioning, refurbishments at various Council buildings).
- Libraries and Learning Centres - \$250k (smart sorter machine - automating the processing and sorting of Books, DVDs and Magazines in order to reduce manual handling).
- Other short-term projects - \$236k (includes replacement of furniture, plant and equipment).

n) Key Statistics

- Total Revenue: \$165.15m (2015-2016 forecast = \$158.31m)
- Total Expenditure: \$148.55m (2015-2016 forecast = \$141.83m)
- Operating Surplus: \$16.61m (2015-2016 forecast = \$16.48m)

(Refer to Analysis of Operating Budget - Section 4)

- Underlying Operating Result: \$16.48m (2015-2016 forecast = \$16.32m)

(Refer to Analysis of Operating Budget in Section 4)

Note: Underlying operating result is an important measure of financial sustainability as it adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other one-off adjustments.

- Cash Result: \$45.24m (2015-2016 forecast = \$39.02m)

(Refer 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 - \$30.12million



**Roads & Car
Parks (29.62%)**

**\$ 8.92
million**



**Buildings
(12.21%)**

**\$ 3.68
million**



**Library Books
(3.67%)**

**\$ 1.11
million**



**Drainage
(11.65%)**

**\$ 3.51
million**



**Open Space &
Recreation
(23.66%)**

**\$ 7.13
million**



**Computers
(2.78%)**

**\$ 0.84
million**



**Footpaths
(5.73%)**

**\$ 1.73
million**



**Streetscapes
(1.88%)**

**\$ 0.57
million**



**Plant & Equipment
(8.8%)**

**\$ 2.65
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 2015 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?

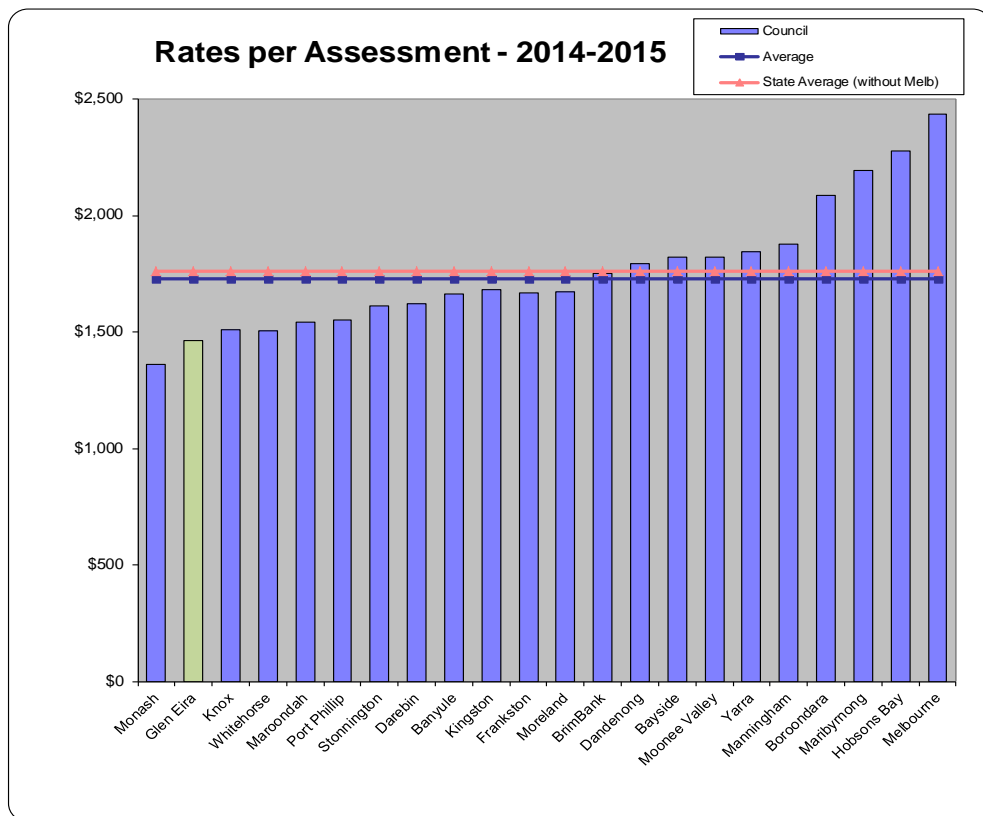
The use of financial indicators that assess the comparative financial position of each Council in the State of Victoria and then aggregates them into State averages and further into averages for groups of like Councils provides an extremely valuable source of information in establishing financial strategies. 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 Council's, the five categories below are those used by the Victorian Auditor General (VAGO). The 2014-2015 KPIs have been completed from the Annual Reports of every Victorian Council.

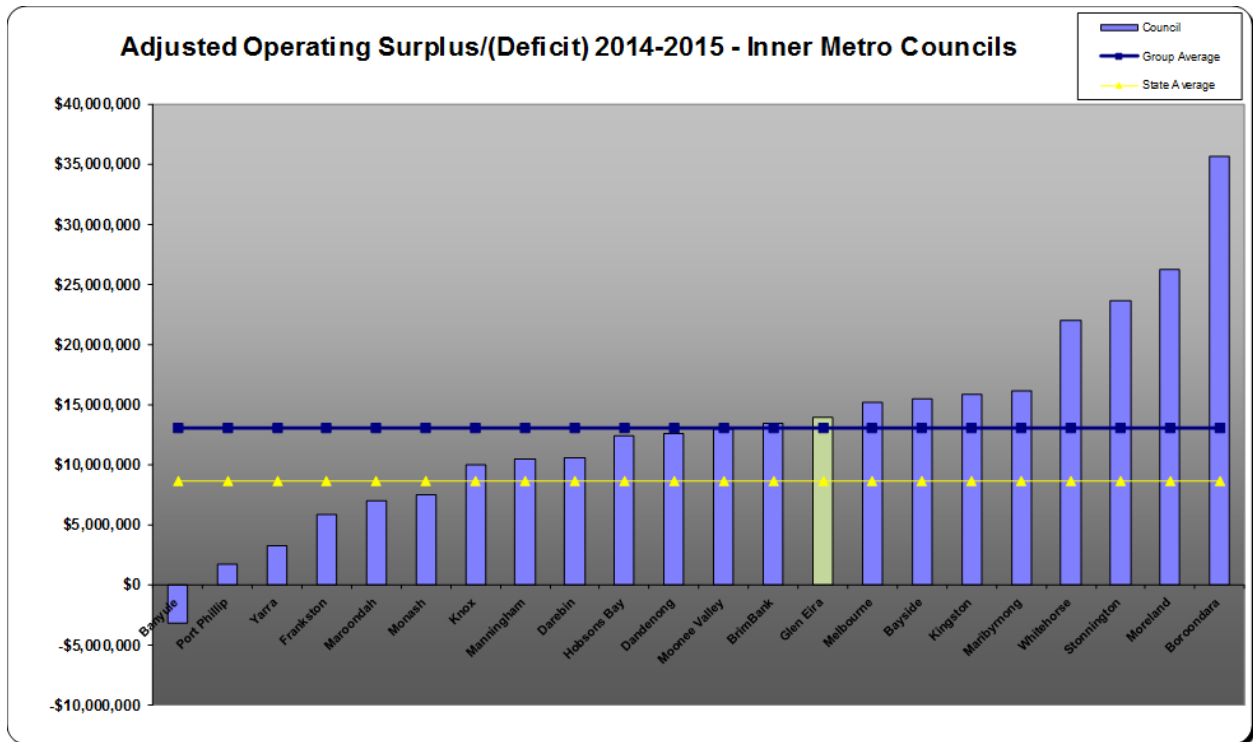
Category Description	Councils within Category
Inner Melbourne	22
Outer Melbourne	9
Regional Cities	10
Large Shires	19
Small Shires	19
Total	79

The graphs show Glen Eira's financial performance compared to other Councils for the 2014-2015 financial year. Please note, whilst Melbourne is shown in the graph, the averages excludes Melbourne's result.

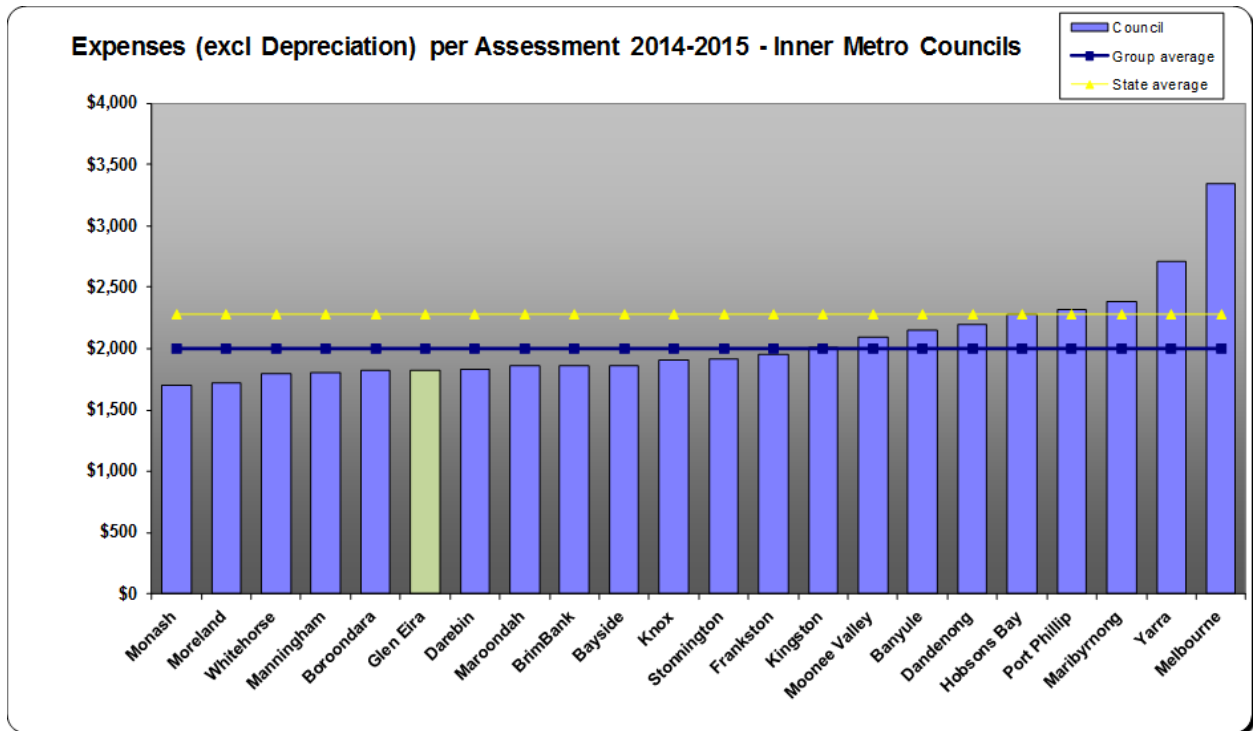


Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is the second lowest of the 22 Inner Melbourne Councils (2013-2014: also second lowest) and is \$266 per assessment (\$16.6m) below the average outcome.

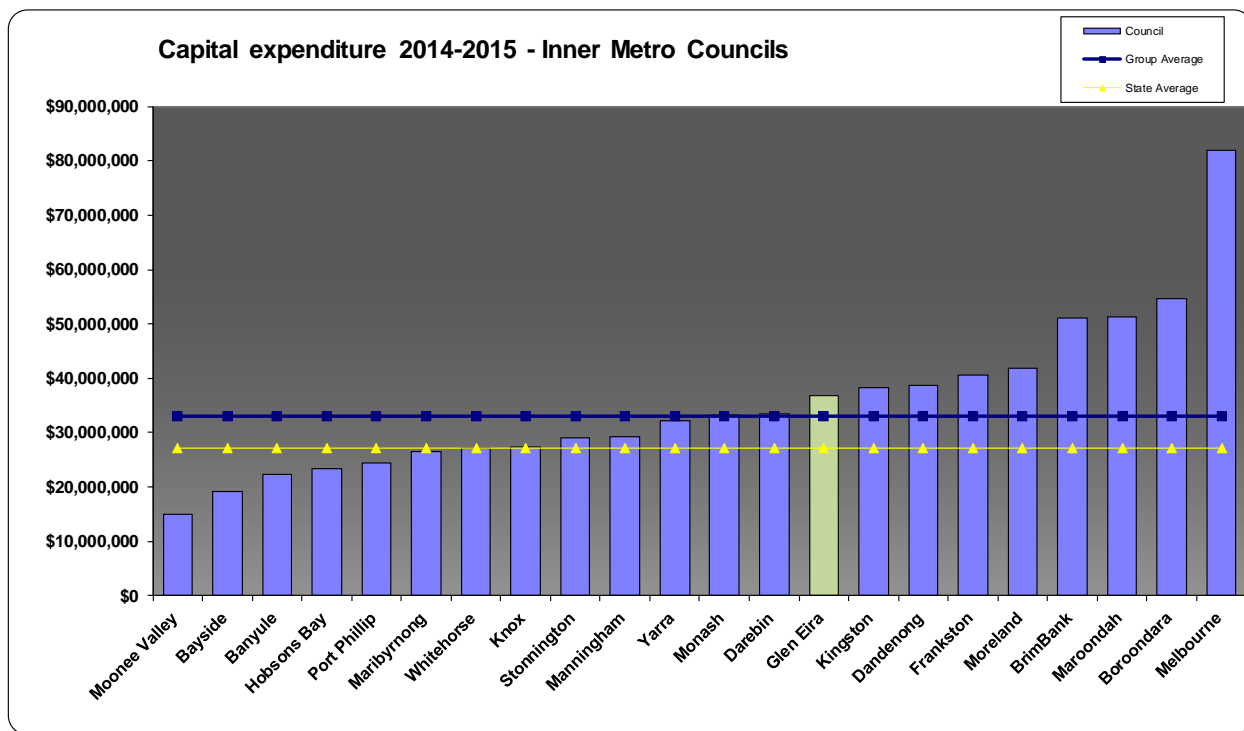
The rates per capita and rates per assessment outcomes demonstrate Glen Eira is rating at lower levels than like Councils. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result.



Council continues with an underlying operational surplus, which is slightly above the group average and reasonably consistent with Council's result in the previous year.

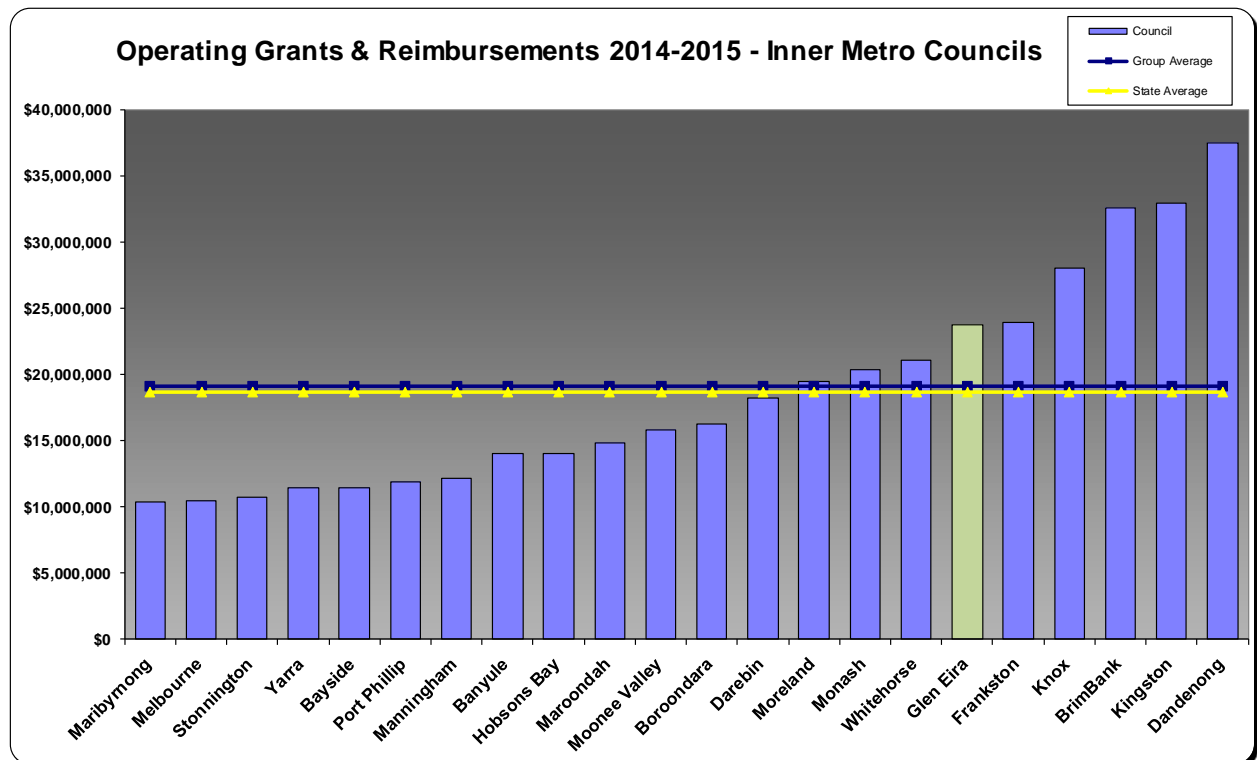


In terms of operational expenditure (excluding depreciation), Glen Eira ranks as spending \$176 less per assessment (\$11m) than the average for the Inner Melbourne Councils grouping. This outcome however, needs to be read in conjunction with the revenue per assessment ratio and therefore net operational outcome.

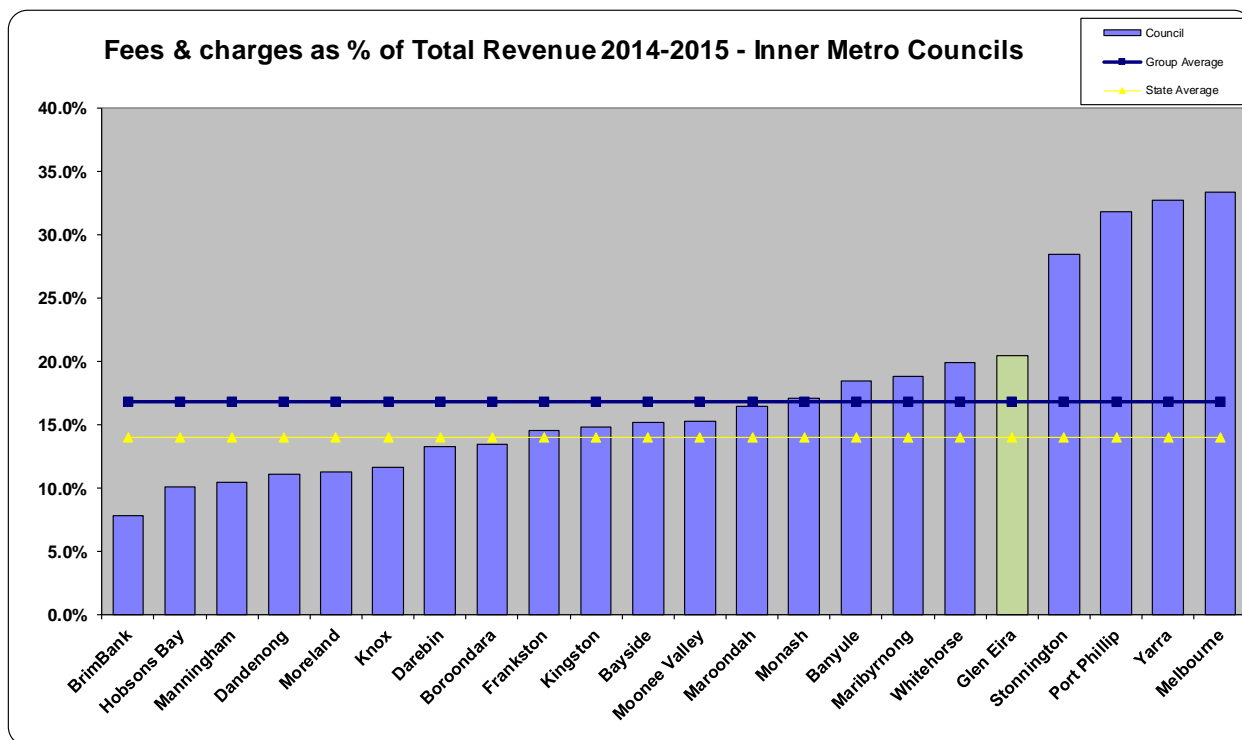


Council's capital spending has been solid over the trend period, with a demonstrated commitment to renewing and upgrading existing assets. Capital expenditure of \$36m over two of the three year trend period and also in the 2015-2016 forecast are positive outcomes, with the longer-term result over the last 10 years being 159 per cent of depreciation, 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.



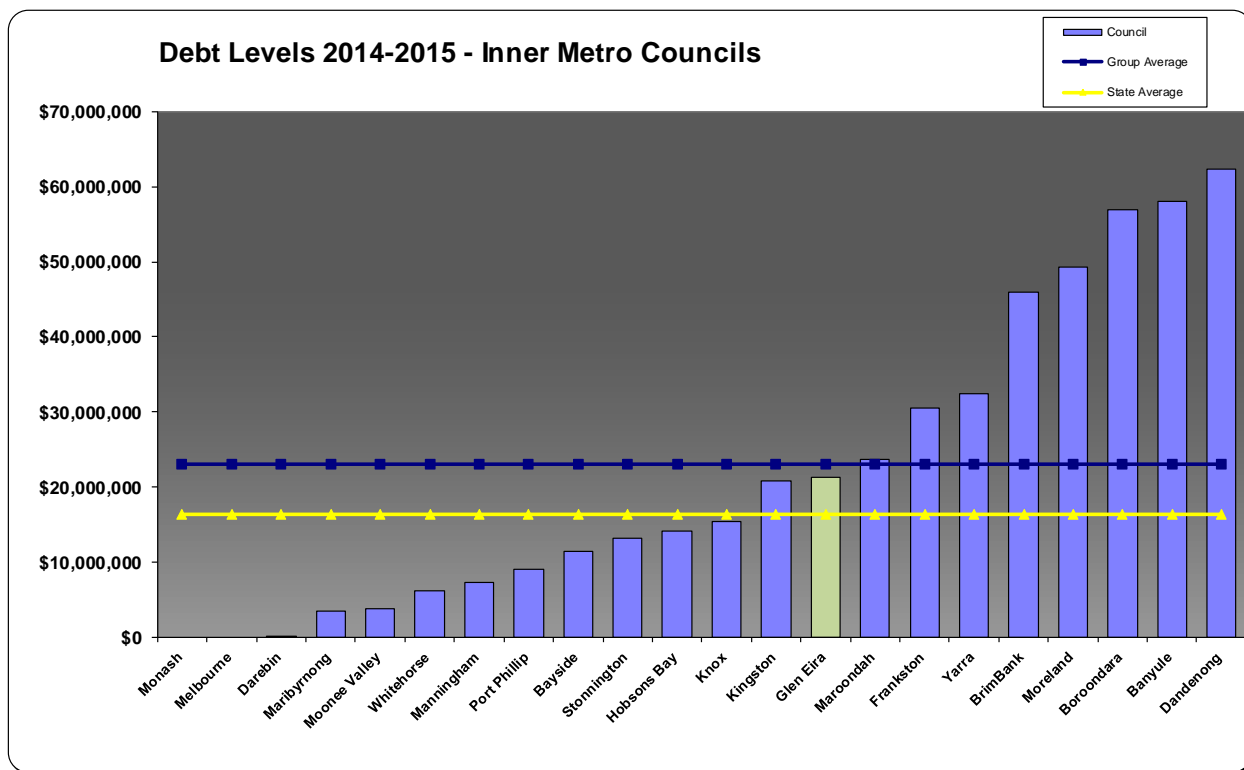
Council ranks as sixth highest in terms of Grant income received (in pure dollar terms) in the 2014-2015 year.



Income from Fees and Charges increased by 4.8 per cent in 2014-2015 (2013-2014: 6.8 per cent). Council's percentage against Total Revenue is reasonably consistent with the previous year, with the outcome for this ratio at 20.4 per cent. Glen Eira is now fourth highest of the 22 Councils in terms of its ability to attract Fees and Charges Revenue (2013-14: eighth highest of the then 17 councils in the Inner Metro group).

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



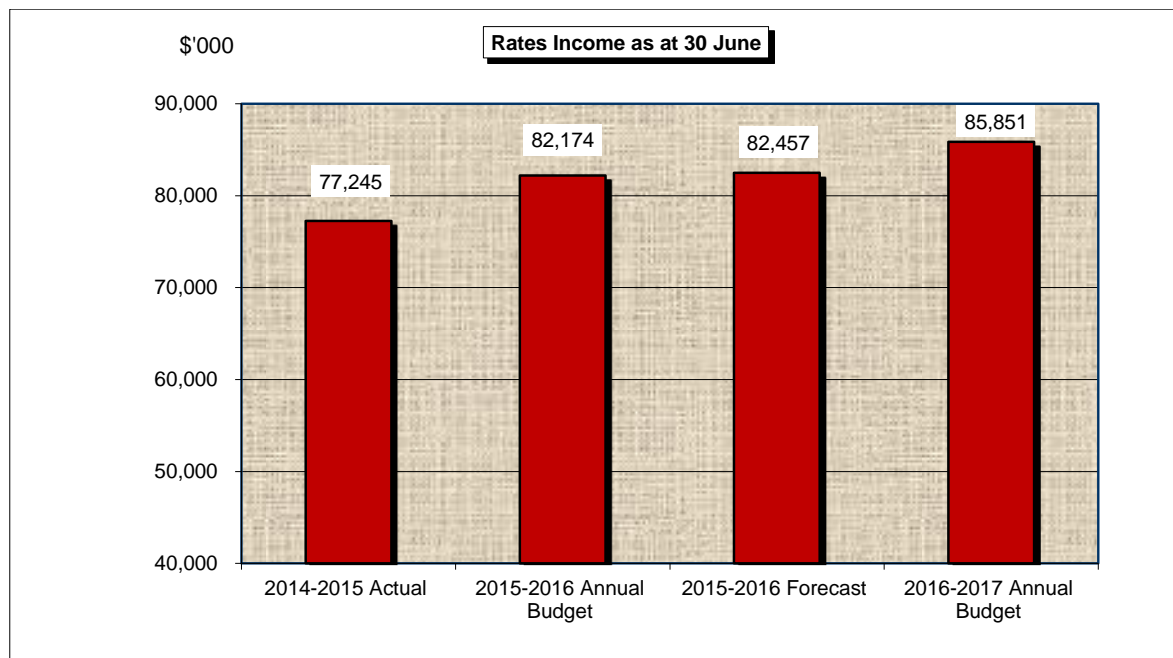
Council has not undertaken new borrowings in 2014-2015 (2013-2014: also \$Nil) and no new borrowings are forecast for the 2015-2016 year either.

Total debt at 30th June 2015 is \$21.27m and interest expense of \$1.97m was incurred for the 2014-2015 year.

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



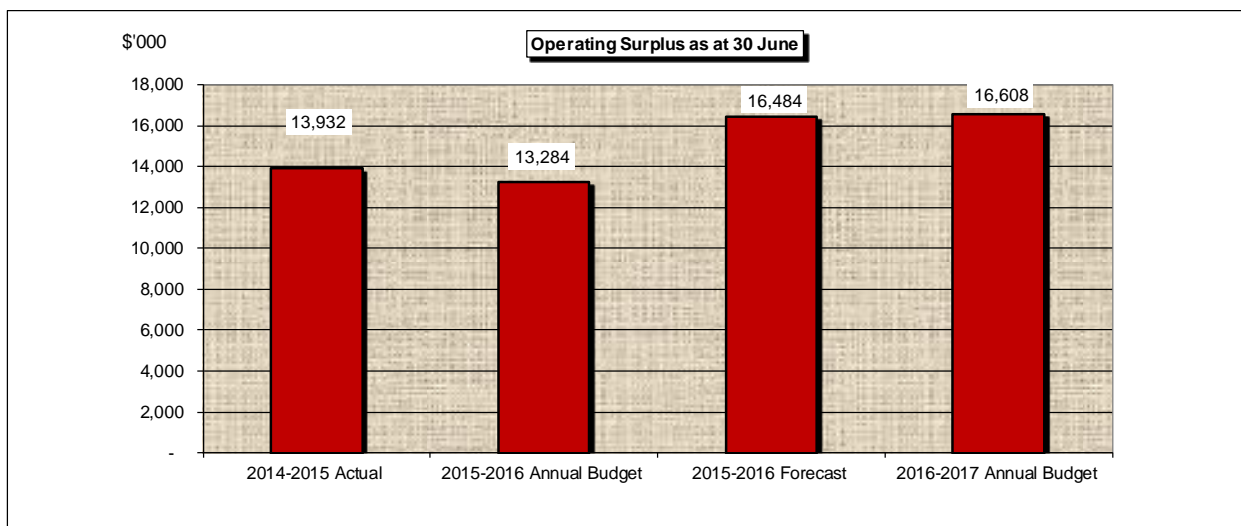
The average rate will rise by 2.5 per cent in line with the order by the Minister for Local Government on 14 December 2015 under the *Fair Go Rates System*. The budget assumes an additional 1,000 property assessments. The average Rates per Assessment for 2016-17 is estimated at \$1,339 (2015-2016 \$1,306).

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

Total rates would be \$85.85m, including \$800k generated from supplementary rates. Total rates and charges revenue (including waste) would be \$100.67m.

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

2. Operating Result



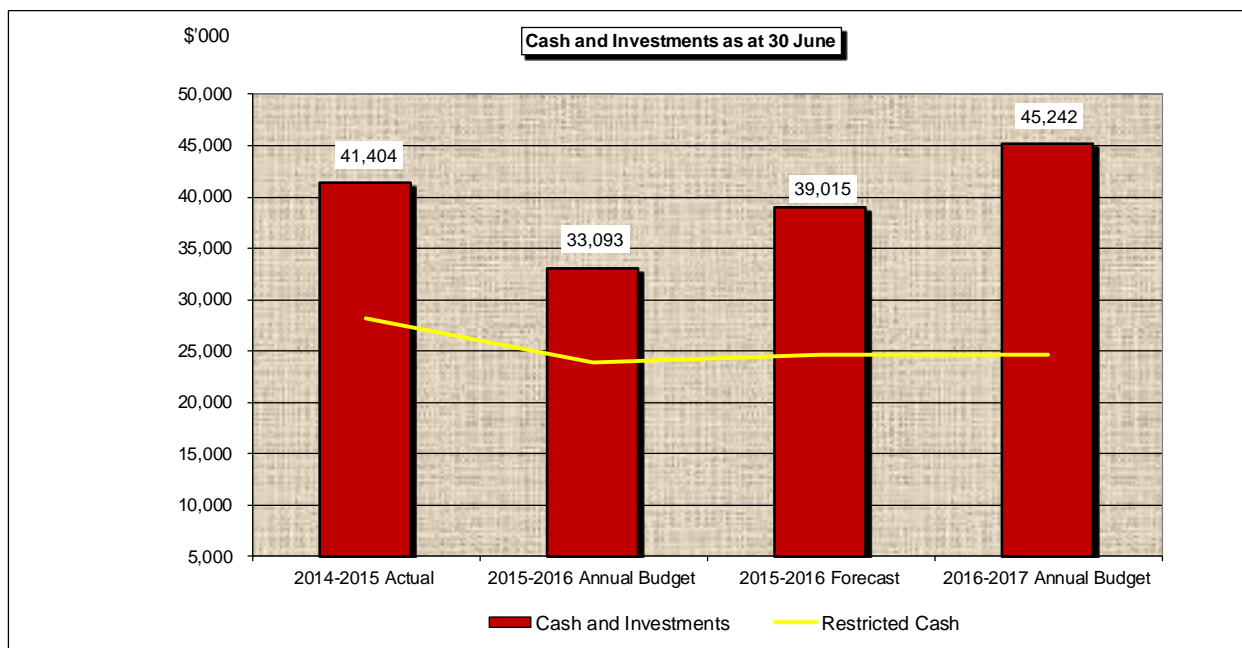
The expected operating result for the 2016-2017 year is a surplus of \$16.61m which is a \$124k increase from the 2015-2016 annual forecast. (The forecast operating result for the 2015-2016 year is a surplus of \$16.48m).

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 \$16.48m.

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

Refer to section 6 of this section for further information.

3. Cash and Investments

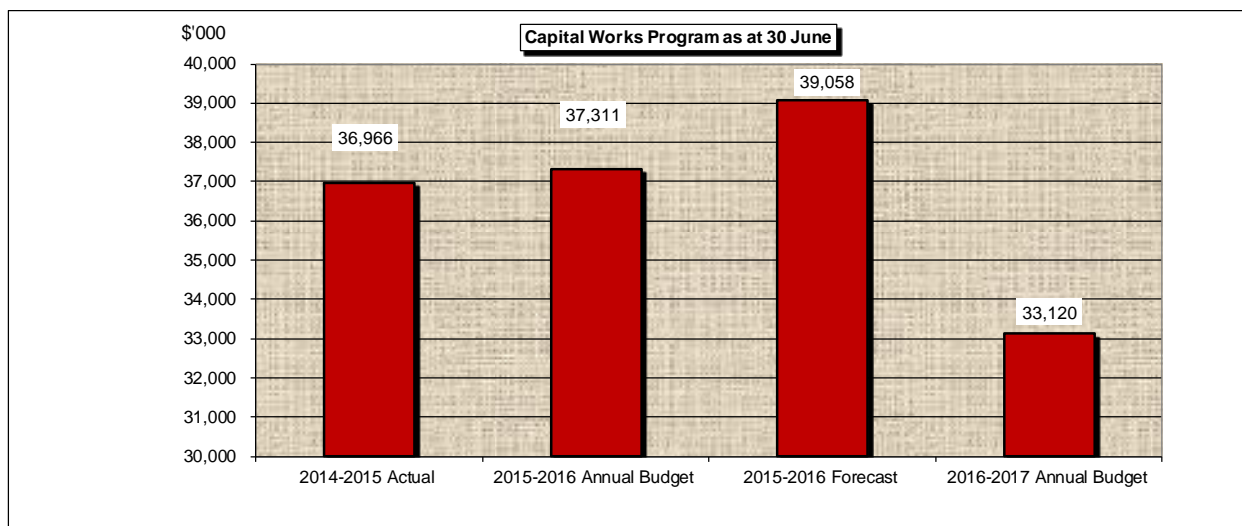


Total cash and investments are expected to increase by \$6.23m during the year to \$45.24m as at 30 June 2017. This is due to a higher than anticipated closing cash balance as at 30 June 2016. (Cash and investments are forecast to be \$39.02m as at 30 June 2016).

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

- **Residential Accommodation Deposits (\$20m)** — 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



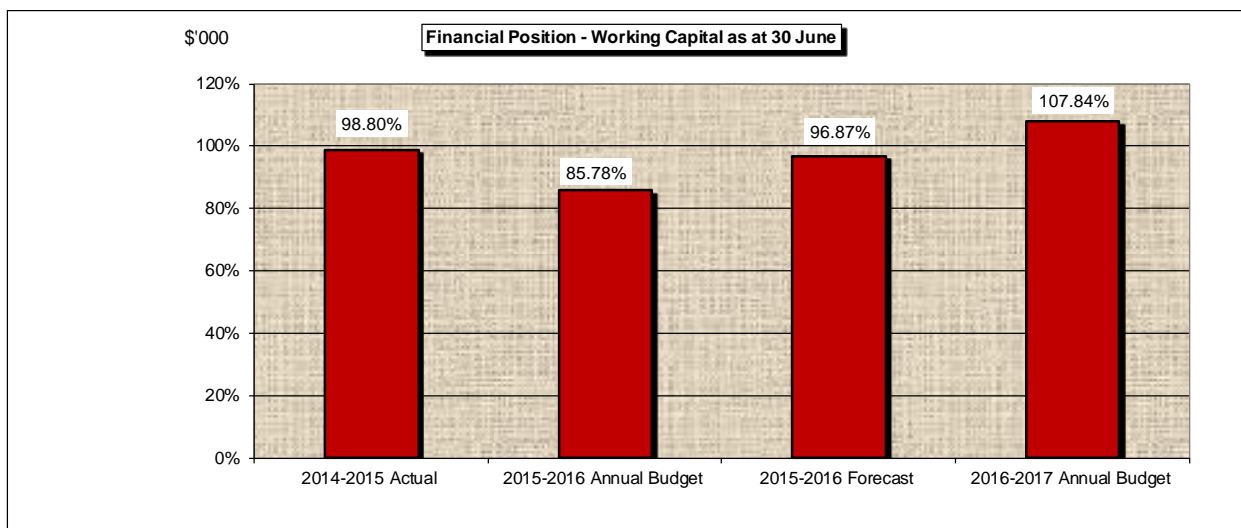
The *Capital Works Program* for the 2016-2017 year is expected to be \$33.12m of which \$3m relates to projects which will be carried forward from the 2015-2016 year. The carried forward component is fully funded from the 2015-2016 budget. (Capital works is forecast to be \$39.06m for the 2015-2016 year).

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 complete some major projects such as the redevelopment of Booran Reserve and *Open Space Strategy* Initiatives. Council brought forward expenditure of \$3m from 2016-2017 to 2015-2016 for the redevelopment of Booran Reserve. The 2015-2016 *Capital Works Program* provides for the redevelopment of the former Glen Huntly Reservoir Site as Public Open Space \$7.84m (includes State Government Grant funding of \$585k).

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

5. Financial Position



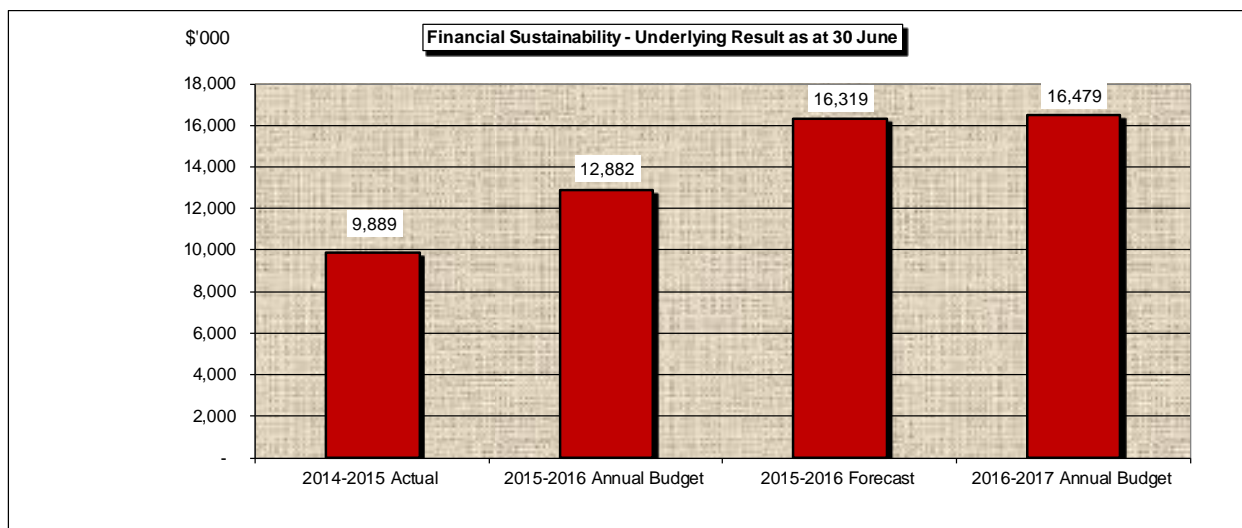
The financial position is expected to improve with net assets (net worth) to increase by \$16.11m to \$1,712m. Working Capital will increase from 96.87 per cent forecasted in 2015-2016 to 107.84 per cent in 2016-2017 as at 30 June 2017.

Council will be using cash reserves to fund the *Capital Works Program*. The positive variance between the 2015-2016 forecast and 2016-2017 budget is due to a higher than expected level of cash at the end of June 2016, as the operating result for 2015-2016 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 2016-2017 year is a surplus of \$16.48m which is an increase of \$160k over the 2015-2016 forecast.

The forecasted underlying result for 2015-2016 (\$16.32m) is higher than the annual budget for 2015-2016 (\$12.88m) due to the following:

- Statutory Fees and Fines increase due to higher than anticipated parking infringements income.
- Employee Costs – positive variance against the *2015-2016 Budget*.
- Liquidation of bank guarantees relating to contractual disputes with the construction of Duncan Mackinnon Pavilion - \$487k.

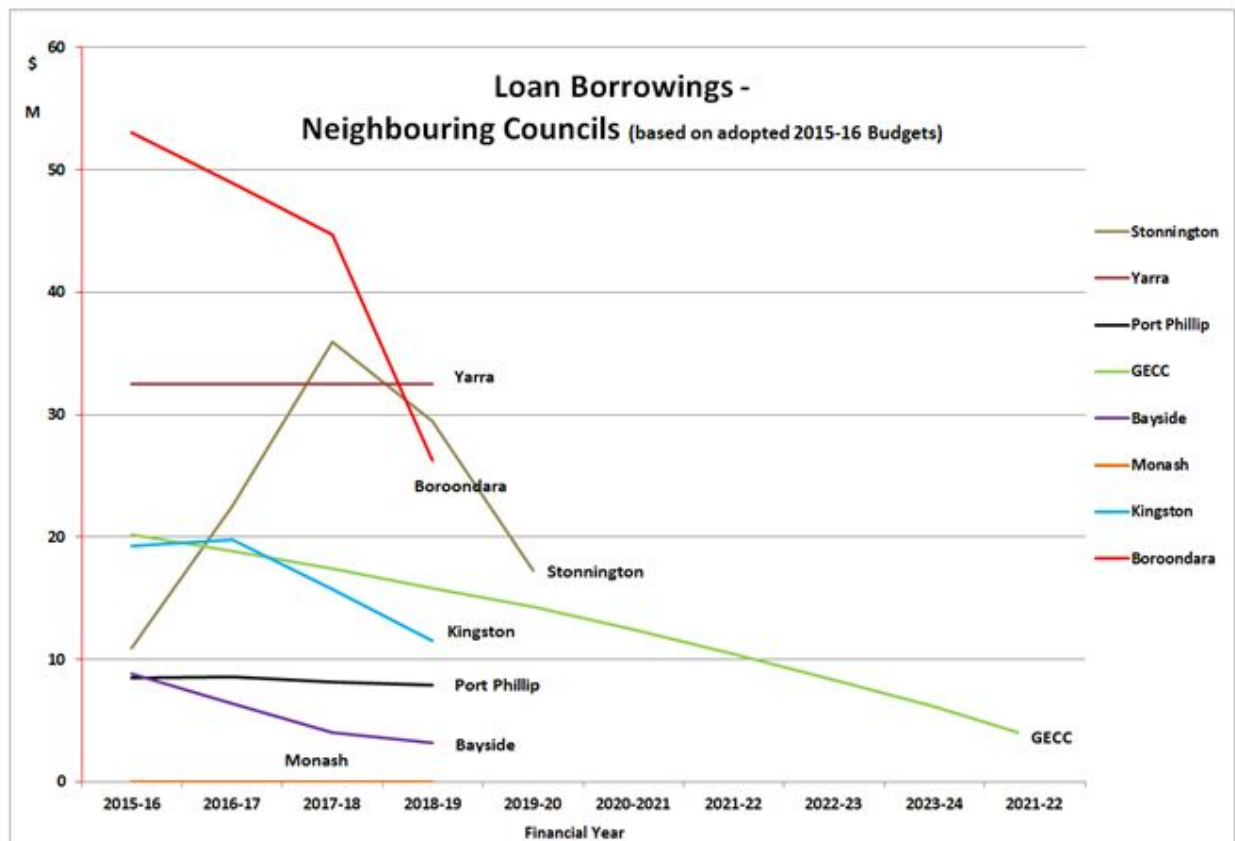
7. Borrowings

Borrowing repayments of principal and interest costs of \$2.88m will be made during the 2016-2017 financial year. Borrowings outstanding as at 30 June 2017 are projected to be \$18.71m. The repayment of all borrowings is fully funded by GESAC.

The table below shows the amounts of repayments for borrowings and interest as at 30 June for the 2015-2016 and 2016-2017 financial years. This information is specifically required by the Regulations.

Borrowings						
Year	New Borrowings	Leasing	Repayment of Borrowings	Repayment of Leases	Interest Paid for Borrowings and Leasing	Balance 30 June
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2015-2016 Annual Budget	-	-	1,209	54	1,674	20,217
2015-2016 Forecast	-	-	1,209	36	1,682	20,020
2016-2017 Annual Budget	-	-	1,305	-	1,578	18,715

The official projections for borrowings by our benchmark Councils based on their adopted 2015-2016 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 2016-2017 *Budget*, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the *Act* and Regulations. The *Budget* includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

These Statements have been prepared for the year ending 30 June 2017 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).

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:

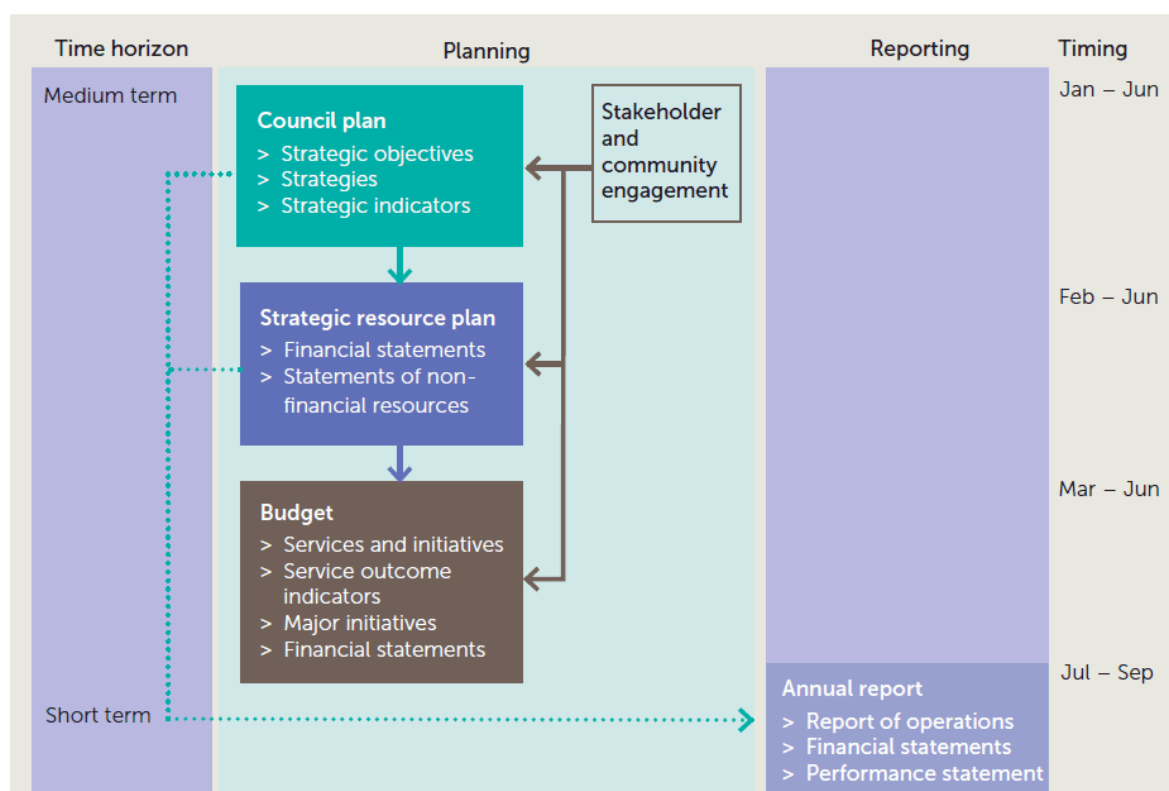
Section	Nature of information
1	Linkage to the <i>Community Plan</i>
2	Services, Initiatives and Service Performance Indicators
3	Budget Influences

1. Linkage to the Community Plan

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



Source: Department of Transport, Planning and Local Infrastructure

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The *Community Plan*, including the *Strategic Resource Plan*, is required to be completed by 30 June following a general election and 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 2016-2017 year and how these will contribute to achieving the strategic objectives specified in the *Community Plan*. In response to a comprehensive community consultation process, the *Community Plan* was developed and incorporated the key issues raised in the research, community meetings and response process. These key issues are best summarised by the 8 themes which form the structure of the *Community Plan*.

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

1.4 Summary of Major Initiatives

Below is a summary of Council's Major Initiatives for the 2016-2017 budget year as required by section 127 (2) (d) of the *Local Government Act 1989*:

Major Initiatives

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

- Complete construction of Booran Reserve.
- Marara Reserve – complete stage 2 works.
- Hopetoun Gardens - complete stage 2 works.
- Redevelop EE Gunn Reserve No. 2 oval.
- Redevelop Bailey Reserve No. 2 oval.

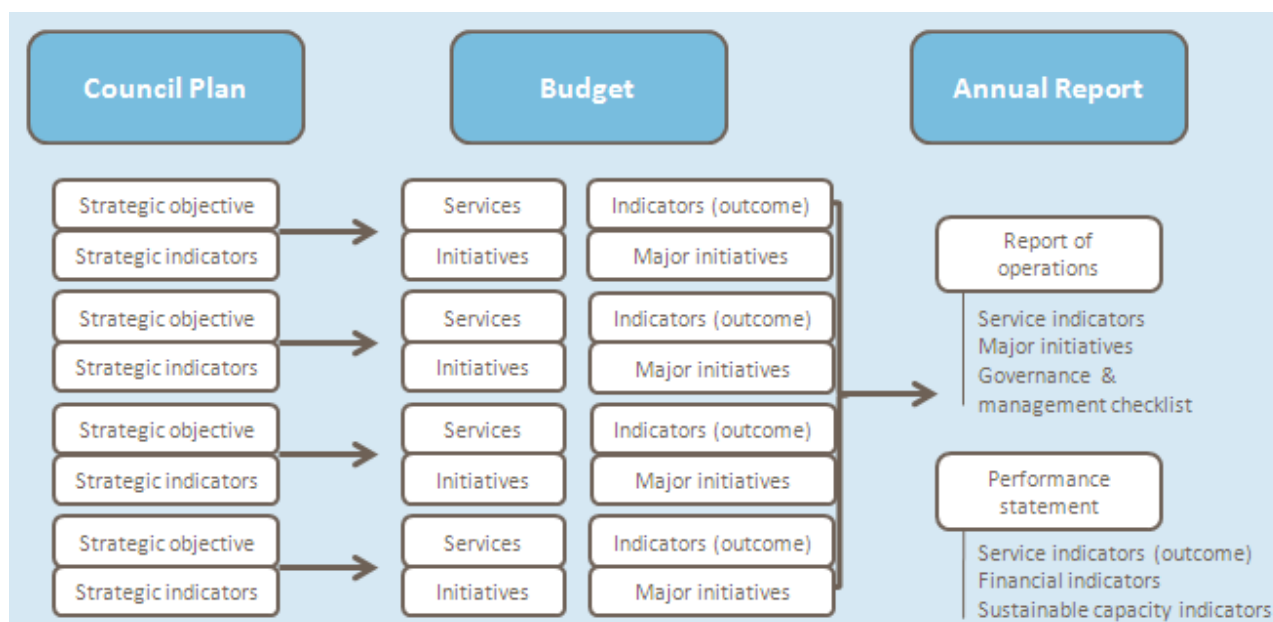
Theme	Description	Strategic Objective
<u>Theme 7:</u> Sustainable community assets and infrastructure	Streetscapes, street trees, street lighting, local roads, footpaths, local drainage and character of shopping centres, community buildings and environmental sustainability.	To enhance and develop sustainable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

- Invest at least \$800,000 in energy efficiency and renewable energy for existing Council buildings and lighting.

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 2016-2017 year and how these will contribute to achieving the strategic objectives ('Themes') outlined in the *Community Plan* as set out in Section 1.3.

It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the *Budget* and report against them in their *Annual Report* to support transparency and accountability. The relationship between these accountability requirements in the *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: Services to support the community

Customer Service and services for family, youth and the aged

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

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

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

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

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

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

Strategic objective

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

Services/Initiatives

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

2.2 Theme 2: Traffic, parking and transport

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

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

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

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

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

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

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

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

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

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

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

Strategic Objective

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

Services/Initiatives

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

2.3 Theme 3: Town planning and development

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Objective

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

Services/Initiatives

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

2.4 Theme 4: Governance

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

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

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

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

Key governance approaches and strategies include:

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

Strategic Objective

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

Services/Initiatives

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

2.5 Theme 5: Recreation and open space

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Objective

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

Services/Initiatives

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

Major Initiatives

- Complete construction of Booran Reserve.
- Marara Reserve – complete stage 2 works.
- Hopetoun Gardens - complete stage 2 works.
- Redevelop EE Gunn Reserve No. 2 oval.
- Redevelop Bailey Reserve No. 2 oval.

2.6 Theme 6: Waste, graffiti and cleanliness

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

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

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

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

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

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

Strategic Objective

To maintain a safe, clean and attractive City.

Services/Initiatives

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

2.7 Theme 7: Sustainable community assets and infrastructure

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Objective

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

Services/Initiatives

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

Major Initiatives

- Invest at least \$800,000 in energy efficiency and renewable energy for existing Council buildings and lighting.

2.8 Theme 8: Community building and engagement

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

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

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

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

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

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

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

Strategic Objective

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

Services/Initiatives

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

2.9 Service Performance Outcome Indicators

As prescribed by section 127 of the *Local Government Act 1989*, Council is required to prepare a budget which includes prescribed indicators of service performance set out in section 131. These indicators are listed in the following table:

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

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

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

2.10 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the *Act* and included in the 2016-2017 *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.

2.11 Reconciliation with Budgeted Operating Result

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

Reconciliation with budgeted operating result for the year ending 30 June					
Function/Activity	Ref	Annual Budget 2015-2016 \$'000	Forecast 2015-2016 \$'000	Annual Budget 2016- 2017 \$'000	Variance 2015-2016 Forecast to 2016-2017 Budget \$'000
Rates					
Income		82,174	82,457	85,851	3,394
Roads, Drains and Building Maintenance	2.11.1				
Income		1,555	1,269	2,265	996
Expenses		13,676	13,579	13,487	91
Net Result		(12,120)	(12,310)	(11,222)	1,087
Environmental Strategy and Services	2.11.2				
Income		14,236	14,297	14,825	528
Expenses		13,605	13,582	13,832	(251)
Net Result		632	715	993	277
Planning and Community Safety	2.11.3				
Income		6,857	8,456	8,165	(291)
Expenses		10,865	11,068	11,617	(549)
Net Result		(4,008)	(2,611)	(3,451)	(840)
Park Services	2.11.4				
Income		40	62	50	(12)
Expenses		10,314	9,876	11,602	(1,726)
Net Result		(10,274)	(9,815)	(11,552)	(1,737)
Recreation	2.11.5				
Income		634	798	727	(72)
Expenses		1,934	1,892	2,118	(226)
Net Result		(1,300)	(1,094)	(1,391)	(297)
Libraries	2.11.6				
Income		973	1,016	974	(42)
Expenses		4,279	4,135	4,081	54
Net Result		(3,306)	(3,119)	(3,107)	12
Community Care	2.11.7				
Income		7,308	7,306	7,241	(65)
Expenses		7,815	7,646	7,760	(114)
Net Result		(507)	(340)	(518)	(179)
Family and Community Services	2.11.8				
Income		6,651	6,634	6,744	110
Expenses		11,626	11,142	11,847	(705)
Net Result		(4,976)	(4,508)	(5,103)	(595)
Cultural Services	2.11.9				
Income		74	71	49	(22)
Expenses		1,300	1,280	1,310	(30)
Net Result		(1,225)	(1,209)	(1,261)	(52)
Residential Aged Care Facilities	2.11.10				
Income		11,646	12,021	12,521	500
Expenses		13,426	13,874	13,707	167
Net Result		(1,780)	(1,853)	(1,186)	667
Proceeds, Depreciation/Amortisation & Written Down Value					
Income		481	591	480	(111)
Expenses		23,181	23,245	24,045	(800)
Net Result		(22,700)	(22,654)	(23,565)	(910)
Customer Service and Council Governance	2.11.11				
Income		-	(2)	-	2
Expenses		6,088	5,745	6,388	(643)
Net Result		(6,088)	(5,747)	(6,388)	(641)
Community Information	2.11.12				
Income		5	5	-	(5)
Expenses		1,699	1,679	1,741	(61)
Net Result		(1,695)	(1,675)	(1,741)	(66)
Corporate Counsel	2.11.13				
Income		2	5	201	196
Expenses		1,694	1,496	2,257	(761)
Net Result		(1,693)	(1,491)	(2,056)	(566)
Business Development	2.11.14				
Income		27	32	62	30
Expenses		649	559	760	(201)
Net Result		(622)	(527)	(698)	(171)
Financial Services	2.11.15				
Income		4,426	3,811	4,677	866
Expenses		11,357	11,346	11,591	(244)
Net Result		(6,931)	(7,535)	(6,915)	621
Capital Subsidies					
Income		2,029	2,284	2,130	(154)
Public Open Space Levies					
Income		5,000	5,079	5,500	421
Sports & Aquatic Facilities	2.11.16				
Income		13,389	12,712	13,173	460
Expenses		10,714	10,274	10,883	(609)
Net Result		2,676	2,439	2,289	(149)
Surplus		13,284	16,484	16,608	124

Functional activities of Council

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

2.11.1 Roads, Drains and Building Maintenance

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

2.11.2 Environmental Strategy and Services

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

2.11.3 Planning and Community Safety

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

2.11.4 Park Services

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

2.11.5 Recreation

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

2.11.6 Libraries

Enables residents to access reference material, information, books, DVDs, magazines, games, cds, eBooks and eMagazines at Caulfield, Elsternwick, Carnegie and Bentleigh. Also provides school holiday programs, book reading sessions and access to computers.

2.11.7 Community Care

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

2.11.8 Family and Community Services

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

2.11.9 Cultural Services

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

2.11.10 Residential Aged Care Facilities

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

2.11.11 Customer Service and Council Governance

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

2.11.12 Community Information

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

2.11.13 Corporate Counsel

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

2.11.14 Business Development

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

2.11.15 Financial Services

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

2.11.16 Sports and Aquatic Facilities

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

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

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

3. Budget Influences

In preparation of the *2016-2017 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 (868km)
- Enough drains to reach Mildura (538km)
- Enough roads to reach South Australia (467km)
- \$800 million of town planning projects
- 1,979 food safety inspections
- 4,000 off-street car spaces
- 1,271,544 library loans
- 60,143 meals delivered to frail and disabled residents
- 16,148 Key Ages and Stages visits conducted
- 14,999 immunisations
- 68 school crossings
- 47,352 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 144,000* people across more than 58,000 households — representing more than 160 different cultural backgrounds and is the centre of Melbourne's Jewish community.

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

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 62.2 per cent are working full-time; 35.8 per cent part-time and 2 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

Analysis of the household/family types in the City of Glen Eira compared to Greater Melbourne shows there was a lower proportion of couple families with child(ren) as well as a lower proportion of one-parent families. Overall, 31.9 per cent of total families were couple families with child(ren) and eight per cent were one-parent families, compared with 33.6 per cent and 10.4 per cent respectively for Greater Melbourne.

There were a higher proportion of lone person households and a lower proportion of couples without children. Overall, the proportion of lone person households was 26.7 per cent compared to 22.3 per cent in Greater Melbourne while the proportion of couples without children was 22.8 per cent compared to 23.5 per cent in Greater Melbourne.

The proportion of smaller households is reducing, with many families attracted to live in the area. The most dominant household size in Glen Eira is two persons per household**.

**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.

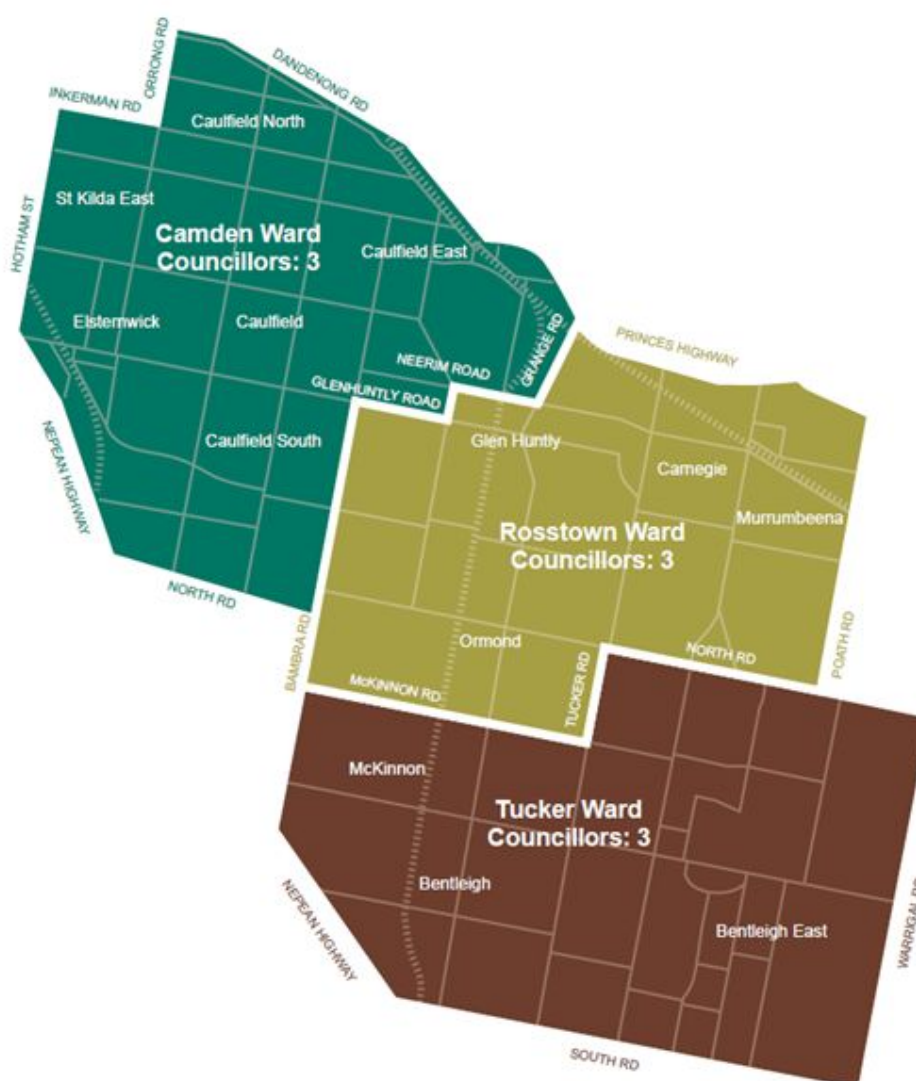
Council Wards

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:

- Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with citizens, and use interpreting services for interpersonal communication with citizens. Council also draws on the abilities of its bilingual staff.
- Approximately 14 per cent of ratepayers are entitled to a total pensioner rebate of \$270 which includes Council's contribution of approximately \$58. As pensioners are often asset rich but income poor, the adoption of rate increases has a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.
- The City is substantially developed and while it is experiencing a small increase in property numbers, these mainly arise from higher density developments. The budget implications arise in Council having to cope with replacement of infrastructure such as drains which cannot cope with the higher density. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.

3.2 External Influences

- The Victorian State Government has introduced a cap on rate increases from 2016-2017. The cap for 2016-2017 has been set at 2.5 per cent.
- State-wide CPI is forecast to be 2.5 per cent for the 2016-2017 year.
- Council must renegotiate a new Enterprise Bargaining Agreement (EBA) during the 2016-17 year for commencement on 1 July 2016.
- Receipt of government funding of \$1.18m for the following Capital Works Projects: Warm Season Grasses (EE Gunn Reserve) \$700k, Community Project – Improvements at EE Gunn Reserve \$414k and Booran Reserve Redevelopment \$65k.
- 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 continue to withdraw funding from programs and transfer responsibility for some functions to Local Government, members of the community need to contribute more towards some of the services that they use.

- 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 2014-2015 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014-2015, 2015-2016 and 2016-2017). The cumulative impact on Glen Eira City Council for the three years totals \$70k.
- The *Defined Benefit Superannuation Scheme* (for pre-1993 employees) continues to meet prudential requirements.
- 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 *2016-2017 Budget*. These matters have arisen from events occurring in the 2015-2016 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016-2017 year. These matters and their financial impact are set out below:

- Council's aquatic facilities are budgeted in 2016-2017 to generate income of \$13.17m and incur costs of \$10.49m, interest of \$1.56m and repayments of \$1.26m, making an estimated cost to Council of \$185k.
- Park Services - increase of \$987k mainly due to additional tree pruning costs to address regulatory and risk issues. These costs are slightly offset by a reduction in tree crew members \$130k. Some of the extra tree pruning costs are once-off for the 2016-2017 year.
- Council Election Costs - \$502k (costs based on postal voting).
- Grade Separation Costs - \$240k: marketing \$100k, support urban design \$90k and consultant costs \$50k (these costs offset by rental income from licences). In relation to the State Government Sky Rail Project, consultancy costs of \$100k have been provided in 2016-2017.
- Waste Management contract costs, overall increase of \$199k due to increases in hard rubbish collection, litter bins, refuse collection, refuse tip charges, green waste disposal and landfill levy.
- Costs associated with maintaining Council's infrastructure assets.
- Council is also initiating a program of service reviews to drive efficiency and ensure investment is directed to priority services and activities.

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 2015-2016 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).
- Contract labour to be minimised where possible.
- New initiatives or projects which are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in income identified in 2015-2016 to be preserved.
- Operating revenues and expenses arising from completed 2015-2016 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 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 2016-2017 to 2025-2026, *Rating Strategy* and other long term strategies including Borrowings and Infrastructure. Please refer to the *Strategic Resource Plan* in Council's *Community Plan* for details.

Budget 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 2016-2017 budget year. A comparison is included with the 2015-2016 budget year, along with the forecast result for the 2015-2016 financial year. Please note, for comparative purposes, the 2015-2016 forecast numbers included within this document have been derived from the financial statements as at end January 2016.

2016-2017 Budget Summary			
Glen Eira Presentation	Annual Budget 2015-2016 \$'000	Forecast 2015- 2016 \$'000	Annual Budget 2016-2017 \$'000
INCOME			
Income from Ordinary Activities			
Rates			
General Rates	52,093	49,066	51,558
Rates for Capital Projects	29,532	32,694	33,493
Garbage Charges	14,232	14,297	14,821
Total Rates & Charges Income	95,857	96,057	99,872
Interest Received	900	1,143	900
Supplementary Rates	550	697	800
Grants - Operating	22,249	21,162	23,472
Statutory Fees and Fines	4,282	5,785	5,610
User Fees	25,129	24,656	25,500
Other Income	1,604	2,281	2,321
Total Income from Ordinary Activities	150,571	151,781	158,475
EXPENSES			
Expenses from Ordinary Activities			
Employee Costs	67,326	65,192	68,692
Other Operating Expenses	53,714	53,894	56,290
Total Expenses from Ordinary Activities	121,040	119,087	124,982
Non Operational Activities			
Grants - Capital	1,453	1,453	1,179
Open Space Contributions	5,000	5,079	5,500
Proceeds from Assets Sales	481	590	481
Written Down Value of Assets Sold/Disposed	1,531	1,878	1,531
Depreciation and Amortisation	21,650	21,454	22,514
Surplus	13,284	16,484	16,608
Cash Generated for Capital Works Projects			
Rates for Capital Projects	29,532	32,694	33,493
Grants - Capital	1,453	1,453	1,179
Public Open Space Levies	5,000	5,079	5,500
Proceeds from Assets Sales	481	590	481
Total Cash Available for Capital Works Projects and other Financing Activities	36,466	39,816	40,653

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.

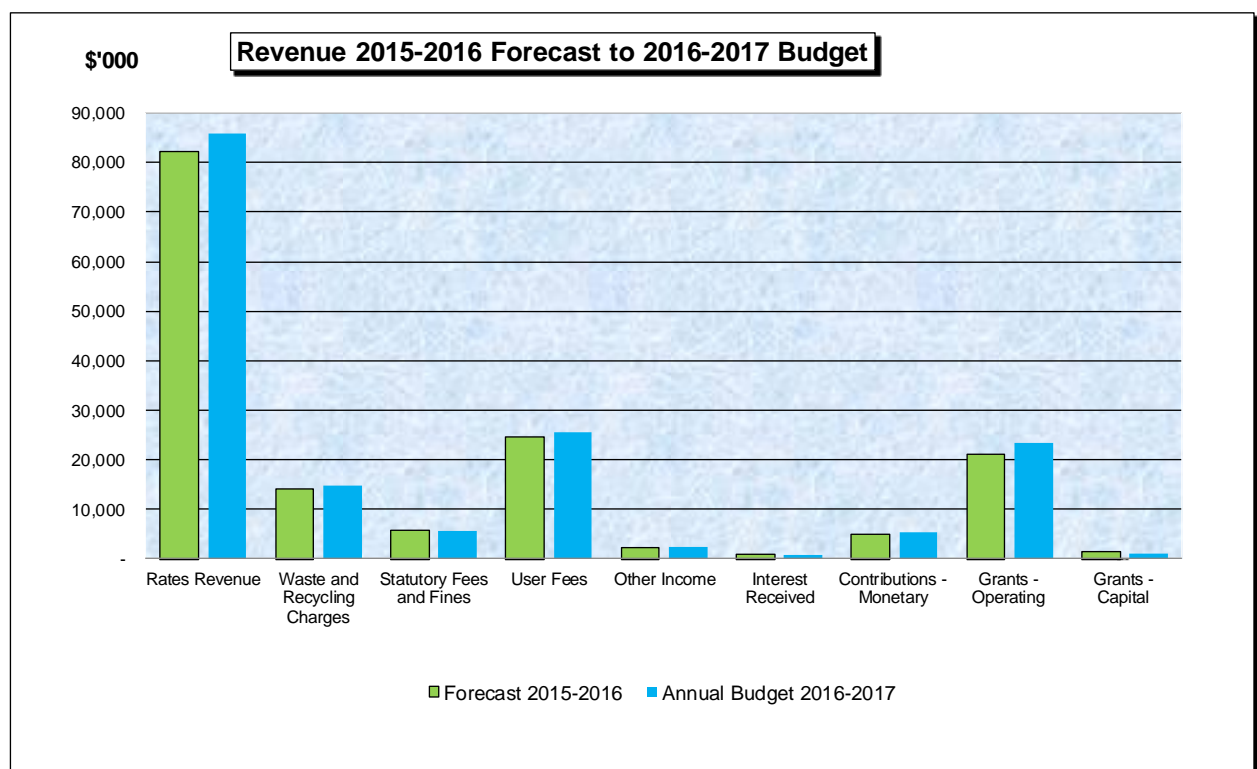
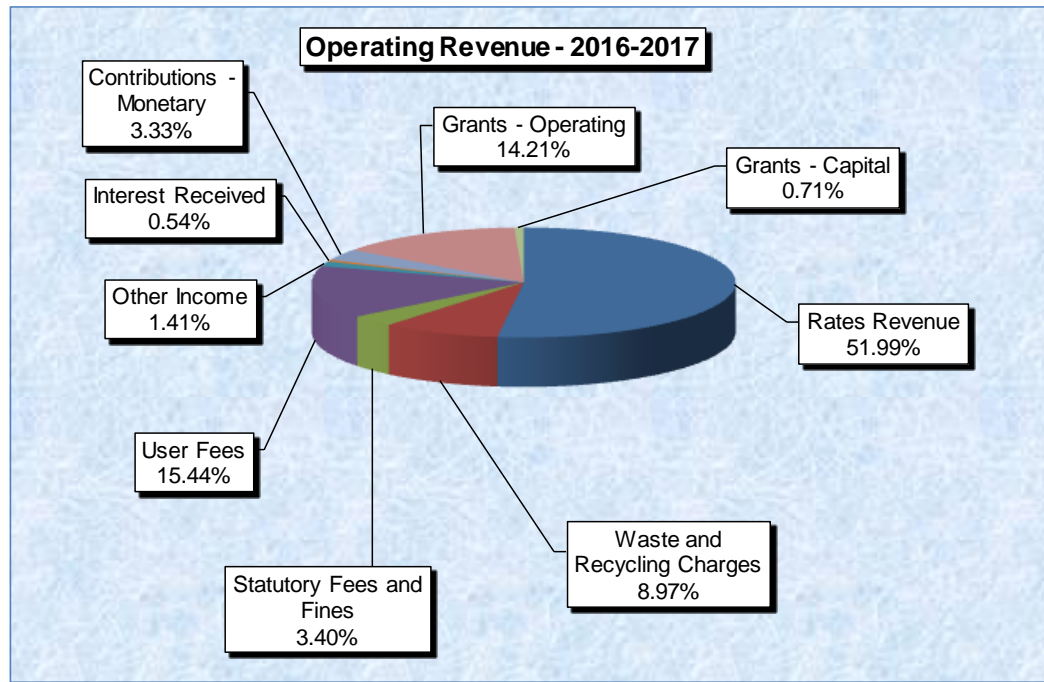
Comprehensive Income Statement for the year ended 30 June						
		Annual Budget 2015- 2016	Forecast 2015-2016	Annual Budget 2016-2017	Variance 2015-2016 Forecast to 2016-2017 Budget	Variance 2015-2016 Forecast to 2016- 2017
		\$'000	\$'000	\$'000	\$'000	%
Income						
Rates Revenue*	4.1.1	81,624	81,760	85,051	3,291	4.0%
Supplementary Rates	4.1.1	550	697	800	103	14.8%
Waste and Recycling Charges	4.1.2	14,232	14,297	14,821	524	3.7%
Statutory Fees and Fines	4.1.3	4,282	5,785	5,610	(175)	(3.0%)
User Fees	4.1.4	25,129	24,656	25,500	845	3.4%
Other Income		1,604	2,281	2,321	40	1.7%
Interest Received	4.1.5	900	1,143	900	(243)	(21.3%)
Contributions - Monetary	4.1.6	5,000	5,079	5,500	421	8.3%
Grants - Operating	4.1.7	22,249	21,162	23,472	2,310	10.9%
Grants - Capital	4.1.8	1,453	1,453	1,179	(274)	(18.8%)
Total Income		157,023	158,313	165,154	6,841	4.3%
Expenses						
Employee Costs	4.2.1	67,326	65,192	68,692	(3,499)	(5.4%)
Training		813	785	794	(9)	(1.2%)
Materials and Consumables	4.2.2	6,023	5,721	6,040	(319)	(5.6%)
Contractor Payments	4.2.3	28,439	28,770	31,175	(2,405)	(8.4%)
Maintenance	4.2.4	6,986	6,990	6,323	667	9.5%
Utilities	4.2.5	3,843	3,981	4,218	(238)	(6.0%)
Insurance		1,032	933	1,075	(142)	(15.2%)
Grants and Subsidies		916	882	922	(40)	(4.5%)
Other Expenses		3,986	4,151	4,166	(16)	(0.4%)
Borrowing Costs	4.2.6	1,674	1,682	1,578	105	6.2%
Depreciation and Amortisation	4.2.7	21,650	21,454	22,514	(1,060)	(4.9%)
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	4.2.8	1,050	1,288	1,050	238	18.5%
Total Expenses		143,739	141,829	148,546	(6,718)	(4.7%)
Surplus for the year		13,284	16,484	16,608	124	0.8%

*Note: assumes a rate increase of 2.5 per cent based on the average rates per assessment and allows for an additional 1,000 property assessments. The average Rates per assessment for 2016-17 is \$1,339.

Capital Grants for 2016-17 include the following:	\$'000
Booran Reserve	65
Community Project - EE Gunn Reserve Improvements	414
Warm Seasons Grass - EE Gunn Reserve	700
Total Non-Recurrent Grants	1,179

Income Graphs

The graph below shows the percentage of income break-up for the 2016-2017 annual budget.



Budgeted Income Statement

4.1 Income – Material Variance Analysis

4.1.1 Rates Revenue (\$3.3m increase)

Council's 2016-2017 *Annual Budget* is based on the Rate Cap announcement by the Minister of 2.5 per cent. The budget assumes an additional 1,000 assessments (properties). The average Rates per Assessment for 2016-2017 is estimated at \$1,339 (2015-2016 \$1,306).

Total rates would be \$85.85m, including \$800k generated from supplementary rates. Total rates and charges revenue would be \$100.67m.

4.1.2 Waste and Recycling Charges (\$524k increase)

Waste and recycling charges are levied on the basis of cost recovery and the fees have increased by approximately 3 per cent.

4.1.3 Statutory Fees and Fines (\$175k decrease)

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

Reductions in statutory fees and fines include a reduction in parking infringements from Tenix and PERIN of \$244k and rates and charges interest \$88k.

The budget provides for \$200k income relating to voting infringements.

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

4.1.4 User Fees (\$845k increase)

Increases in user charges and other fees include; Child Fees \$304k, State Revenue valuation recoupment \$225k (occurs every 2 years and relates to the part reimbursement of property valuation costs from the State Revenue Office) and GESAC \$453k (includes income of the Wellness Centre at GESAC of \$255k).

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

4.1.5 Interest Received (\$243k decrease)

Assumes lower average cash holdings across 2016-2017 compared with 2015-2016 and 2.5 per cent return on funds.

4.1.6 Contributions – Monetary (\$421k increase)

Contributing to this favourable variance is an increase in open space contributions in 2016-2017 (total of \$5.5m). These contributions are levied on multi-unit property developments in order to fund open space. As previously advised these contributions are volatile and depend on decisions made by developers, not Council.

4.1.7 Grants – Operating (\$2.31m increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase \$2.31m.

The level of operating grants increase of \$2.31m is explained by:

- At this stage, Council anticipates funding from the Victorian Grants Commission for a full year. This would be \$1.74m more than 2015-2016 (50 per cent of the funding for 2015-2016 was received on 30 June 2015; this is a timing variance only).
- increase in ACFI (Aged Care Funding Instrument) funding for residential aged care facilities \$553k.

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

Operating Grants			
Grant Funding Types and Source (Operating)	Forecast 2015-2016	Annual Budget 2016-2017	Variance 2015- 2016 Forecast to 2016-2017 Budget
	\$'000	\$'000	\$'000
Recurrent - Commonwealth Government			
Aged Care	8,347	8,900	553
Creches and Day Nurseries	995	855	(140)
Family Day Care	527	497	(30)
Home Care	5	0	(5)
Roads to Recovery	823	950	127
Recurrent - State Government			
Delivered meals	376	391	15
General Home Care	40	43	3
Home Care	3,339	3,387	48
Home Maintenance	236	239	3
Immunisation	92	86	(6)
Inhome Assessment	894	900	6
Libraries	898	863	(35)
Maternal and Child Health	864	848	(16)
Metro Access	124	127	3
Parks and Gardens	2	-	(2)
Public Health	7	8	1
Respite Care	1,106	1,118	12
Senior Citizens	77	93	16
Social Support	384	401	17
State Emergency Services	16	16	0
Supervision of School Crossings	212	220	8
Victorian Grants Commission	1,758	3,500	1,742
Youth Services	40	30	(10)
Total Recurrent Grants	21,162	23,472	2,310

4.1.8 Grants – Capital (\$274k decrease)

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 2016-2017 represents funding of \$1.18m for the following capital works projects:

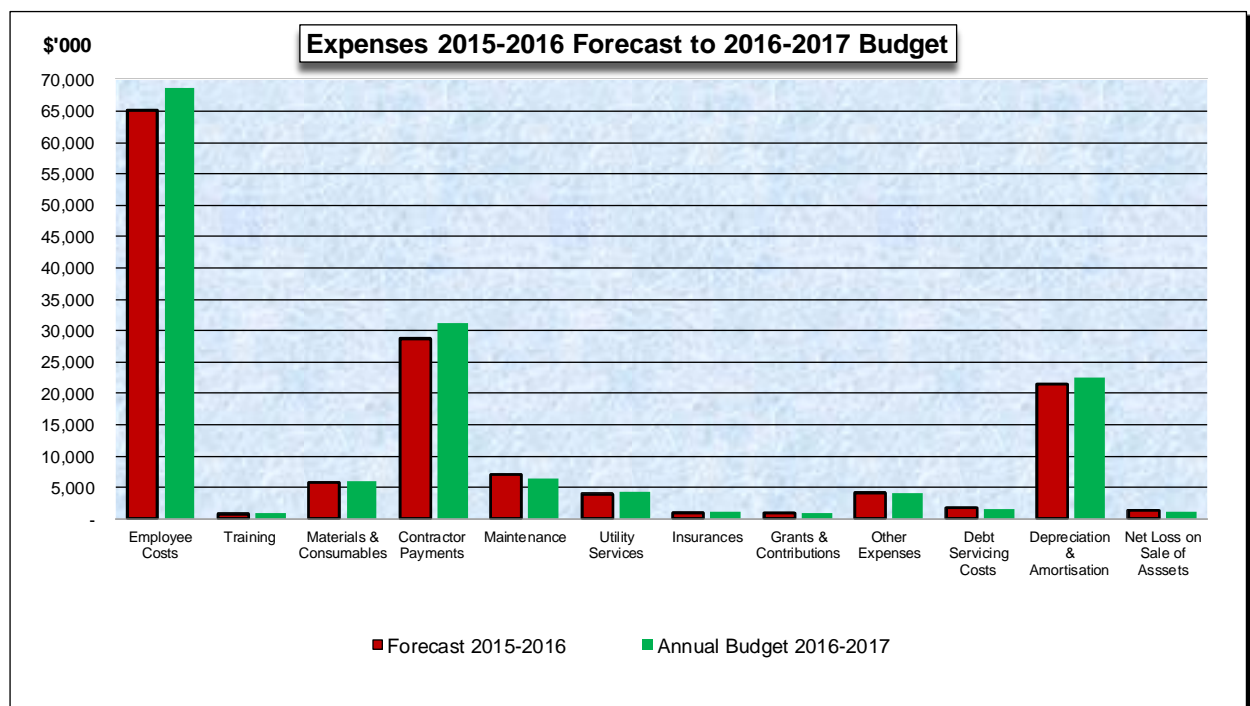
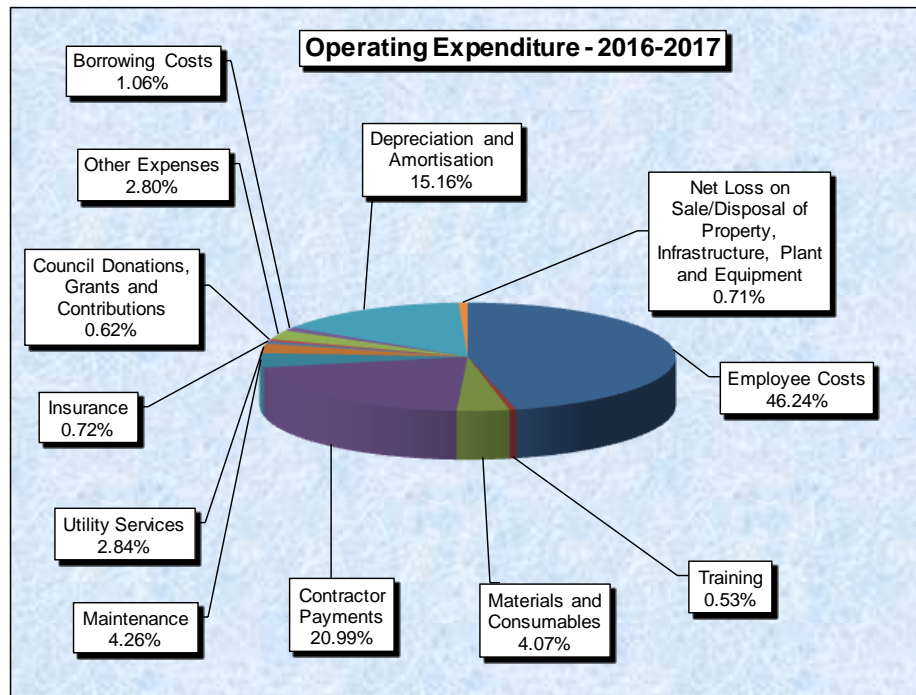
- Booran Reserve \$65k (final claim of \$650k grant).
- Warm Season Grass – EE Gunn Reserve - \$700k (Vic Roads Contribution).
- Community Project – EE Gunn Reserve Improvements \$414k.

Movements in non-recurrent grant funding are summarised below:

Capital Grants			
Grant Funding Types and Source (Non-Recurrent)	Forecast 2015-2016 \$'000	Annual Budget 2016-2017 \$'000	Variance 2015- 2016 Forecast to 2016-2017 Budget \$'000
Non-Recurrent - State Government			
Open Space	653	65	(588)
Recreational Services	800	1,114	314
Total Non-Recurrent Grants	1,453	1,179	(274)

Expenses Graph

The graph below shows the percentage of expenses break-up for the 2016-2017 annual budget.



4.2 Expenses from Ordinary Activities – Material Variance Analysis

4.2.1 Employee Costs (\$3.5m 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 \$3.3m compared to 2015-2016 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 - Staff Expenditure for the year ending 30 June 2017			
Directorate	2016-17 Annual Budget \$'000	Permanent Full time \$'000	Permanent Part time \$'000
Community Services	29,640	8,260	21,381
Infrastructure and Environment	12,108	11,619	489
Planning and Transport	6,518	5,626	893
Community Relations	6,352	5,660	692
Financial Services	4,168	4,099	70
City Management	2,470	2,245	225
Total permanent staff expenditure	61,258	37,508	23,749
Casuals and other expenditure	9,696		
Capitalised labour costs	(2,261)		
Total expenditure	68,692		

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

Human Resources Statement - Staff Numbers for the year ending 30 June 2017			
Directorate	Budget Full Time Equivalent	Permanent Full time	Permanent Part time
Community Services	347.41	91.74	255.67
Infrastructure and Environment	120.91	115.40	5.51
Planning and Transport	67.50	55.11	12.39
Community Relations	66.70	57.00	9.70
Financial Services	41.60	40.60	1.00
City Management	20.35	18.50	1.85
Total permanent staff	664.47	378.35	286.12
Casuals and other	100.83		
Capitalised labour	26.00		
Total staff	791.30		

Movements in employee costs by directorate are summarised below:

Human Resources Statement for the period ending 30 June			
Directorate	2015-16 Forecast \$'000	2016-17 Annual Budget \$'000	Variance \$'000
Community Services	31,245	31,864	619
Infrastructure and Environment	11,864	12,361	497
Planning and Transport	6,423	6,812	389
Community Relations	10,560	12,111	1,551
Financial Services	4,002	4,215	213
City Management	2,263	2,470	207
Total staff expenditure	66,357	69,833	3,476
Other expenditure	1,045	1,120	75
Capitalised labour costs	(2,210)	(2,261)	(51)
Total expenditure	65,192	68,692	3,499

4.2.2 Materials and Consumables - (\$319k increase)

Increases in the following areas: books and publications \$44k, general materials \$42k, minor equipment \$36k, printing \$30k, fuel costs \$27k and printing of rate notices \$25k.

4.2.3 Contractors (\$2.4m 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:

- Park Services - increase of \$987k mainly due to additional tree pruning costs to address regulatory and risk issues. These costs are slightly offset by a reduction in tree crew members \$130k. Some of the extra tree pruning costs are once-off for the 2016-17 year.
- Council Election Costs - \$502k (costs based on postal voting).
- Grade Separation Costs - \$240k: marketing \$100k, support urban design \$90k and consultant costs \$50k (these costs offset by rental income from licences). In relation to the State Government Sky Rail Project, consultancy costs of \$100k have been provided in 2016-17.
- Waste Management contract costs, overall increase of \$199k due to increases in hard rubbish collection, litter bins, refuse collection, refuse tip charges, green waste disposal and landfill levy.
- Increase in agency costs \$142k.

Other increases include: Information Technology Support (maintenances/licences) \$117k, Caulfield Recreation Centre management fees \$82k and parking enforcement \$80k.

4.2.4 Maintenance - (\$667k decrease)

Maintenance costs are planned to reduce in 2016-17 by \$667k as no operational budget is required for GESAC defects and rectification works. Any defect works for GESAC are budgeted for in the capital works program.

4.2.5 Utilities - (\$238k increase)

Utility charges relate to utilities such as water, gas, electricity, as well as telecommunication costs. Increases due to: water \$113k, gas \$94k and fire services \$20k.

4.2.6 Borrowing Costs (\$105k decrease)

Borrowing costs relate to the interest component of Council's borrowing costs for GESAC. (GESAC's revenues are covering these costs). The decrease in borrowing costs reflects Council paying off this loan.

4.2.7 Depreciation and Amortisation (\$1.06m increase) - non cash item

Depreciation and amortisation are accounting measures which attempt to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. This increase is due to the impact of the revaluations of Council's infrastructure assets as at 30 June 2015 and capitalisation of the 2015-2016 Capital Works projects.

4.2.8 Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment - (\$238k decrease)

The net loss on disposal of assets has reduced in 2016-2017. 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 (\$160k increase)

Adjusted Underlying Surplus				
	Annual Budget 2015- 2016	Forecast 2015-2016	Annual Budget 2016- 2017	Variance 2015-2016 Forecast to 2016-2017 Budget
	\$,000	\$,000	\$,000	\$,000
Total Income	157,023	158,313	165,154	6,841
Total Expenses	143,739	141,829	148,546	(6,716)
Surplus for the year	13,284	16,484	16,607	123
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,050	1,288	1,050	(238)
Grants - Capital	(1,453)	(1,453)	(1,179)	274
Adjusted Underlying Surplus	12,882	16,319	16,479	160

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 2016-2017 year is a surplus of \$16.48m which is an increase of \$160k from the 2015-2016 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 2016-2017 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 2015-2016 annual forecast and an increase from the *2015-2016 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 2015- 2016	Forecast 2015-2016	Annual Budget 2016- 2017	Variance 2015-2016 Forecast to 2016-2017
		Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
Cash Flows from Operating Activities	5.1.1				
Rates Revenue		82,174	82,457	85,851	3,394
Waste and Recycling Charges		14,232	14,297	14,821	524
Statutory Fees and Fines		4,282	5,785	5,610	(175)
User Fees		25,129	24,656	25,500	845
Other Receipts		1,604	2,281	2,321	40
Interest Received		900	1,143	900	(243)
Contributions - Monetary		5,000	5,079	5,500	421
Grants - Operating		22,249	21,162	23,472	2,310
Grants - Capital		1,453	1,453	1,179	(274)
Employee Costs		(67,326)	(65,192)	(68,692)	(3,499)
Materials and Services		(48,052)	(49,962)	(50,547)	(586)
Other Payments		(3,986)	(4,151)	(4,166)	(16)
Net Cash provided by/(used in) Operating Activities		37,659	39,008	41,749	2,740
Cash Flows from Investing Activities	5.1.2				
Proceeds from Sale of Property, Plant and Equipment		481	590	481	(109)
Payments for Property, Infrastructure, Plant and Equipment		(37,097)	(39,058)	(33,120)	5,938
Net Cash provided by/(used in) Investing Activities		(36,617)	(38,468)	(32,640)	5,829
Cash Flows from Financing Activities	5.1.3				
Repayment of Borrowings		(1,209)	(1,209)	(1,305)	(96)
Repayment of Finance Lease		(54)	(36)	-	36
Finance Costs		(1,674)	(1,682)	(1,578)	105
Net Cash provided by/(used in) Financing Activities		(2,938)	(2,927)	(2,882)	46
Net Increase/(Decrease) in Cash and Cash Equivalents		(1,896)	(2,389)	6,227	8,616
Cash and Cash Equivalents at Beginning of Year		34,988	41,404	39,015	(2,389)
Cash and Cash Equivalents at the end of the financial year	5.1.4	33,093	39,015	45,242	6,227

5.1 Budgeted Statement of Cash Flows

5.1.1 Operating Activities (\$2.74m increase)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The increase in cash inflows from operating activities is mainly due to an increase in Rate Revenue \$3.39m, Government Grants \$2.04m, User Fees \$845k and Contributions – Monetary \$421k.

Partly offsetting these inflows are increased outflows for Employee Costs \$3.5m and Payments to Suppliers \$586k.

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

Reconciliation of operating result and net cash from operating activities 30 June			
	Annual Budget 2015- 2016	Forecast 2015-2016	Annual Budget 2016- 2017
	\$'000	\$'000	\$'000
Surplus	13,284	16,484	16,608
Debt Servicing Costs	1,674	1,682	1,578
Loss on Disposal of Property, Infrastructure, Plant and Equipment	1,050	1,288	1,050
Depreciation and Amortisation	21,650	21,454	22,514
Movement in Assets and Liabilities	-	(1,900)	-
Cash Flows Available from Operating Activities	37,659	39,008	41,749

5.1.2 Investing Activities (\$5.83m 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 \$5.94m represents a decrease in capital works program expenditure for the 2016-2017 budget year.

5.1.3 Financing Activities (\$46k decrease)

Financing activities refer to cash generated or used in the financing of Council functions. The reduction in financing activities represents a reduction in interest payments on the loan \$105k offset by an increase on principal payments \$96k.

5.1.4 Cash and Cash Equivalents at end of the year (\$6.23m increase)

Overall, total cash and investments are forecast to increase from \$39.02m to \$45.24m as at 30 June 2017.

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 2017 it will have cash and investments of \$45.2m, which has been restricted as shown in the following table. Unrestricted cash and investments for the period ending June 2017 are estimated to be \$16m.

Restricted and Unrestricted Cash and Investments					
	Ref	Annual Budget 2015-2016	Forecast 2015- 2016	Annual Budget 2016-2017	Variance 2015- 2016 Forecast to 2016-2017
		Inflow/(Outflow) \$'000	Inflow/(Outflow) \$'000	Inflow/(Outflow) \$'000	Inflow/(Outflow) \$'000
Total Cash and Investments		33,093	39,015	45,242	6,227
Restricted Cash and Investments					
Trust Funds and Deposits	5.2.1	(23,909)	(24,670)	(24,670)	-
Unrestricted Cash and Investments	5.2.2	9,184	14,345	20,572	6,227
Discretionary Reserves (Open Space)	5.2.3	(2,095)	(332)	(4,570)	(4,238)
Unrestricted Cash adjusted for Discretionary Reserves	5.2.4	7,089	14,013	16,002	1,989

5.2.1 Trust funds and deposits (\$24.67m)

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 (\$20.57m)

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 (\$4.57m)

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

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

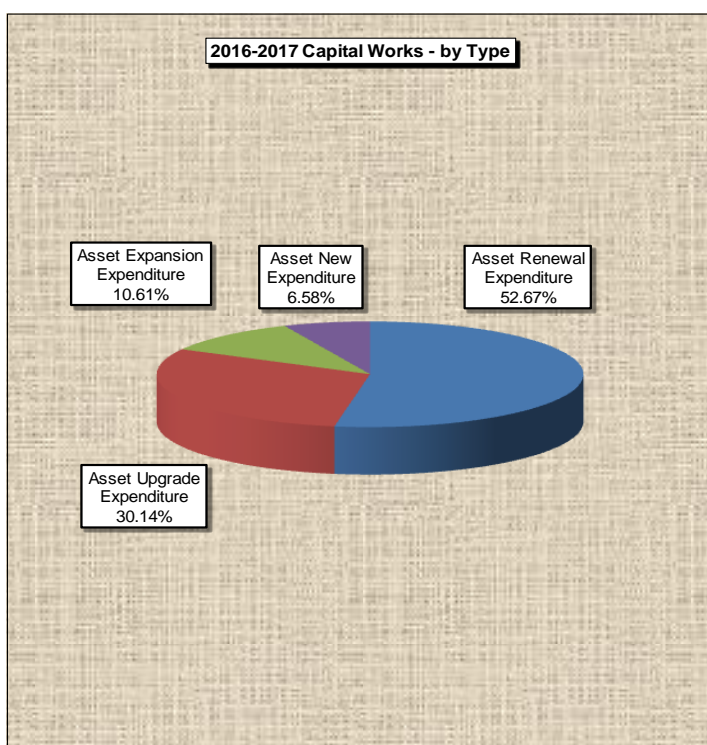
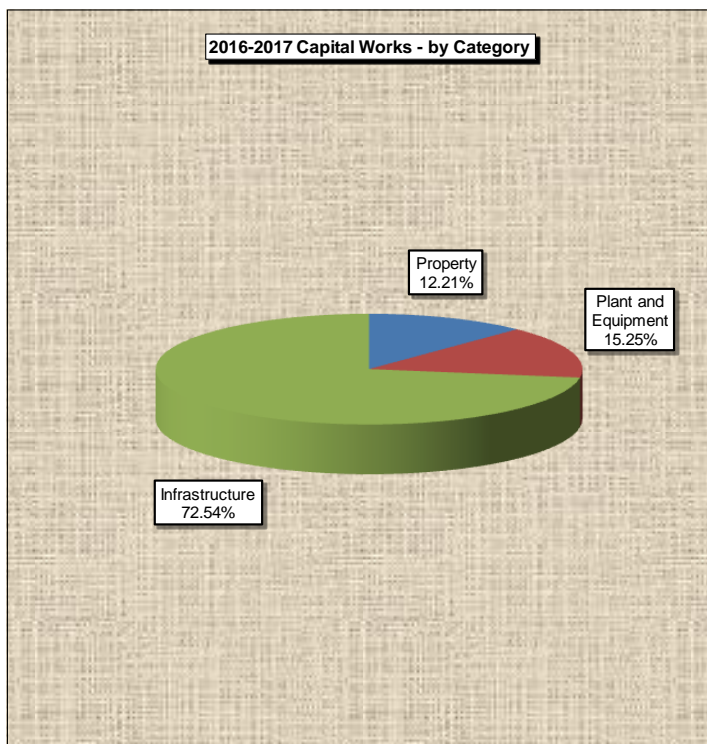
5.2.4 Unrestricted cash adjusted for discretionary reserves (\$16m)

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 2016-2017 financial year is \$33.12m. 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 2015-2016 (includes carry overs from 2014-2015) \$'000	Forecast 2015-2016 (includes carry overs from the 2014-2015 financial year) \$'000	Annual Budget 2016-2017 (includes carry overs - not yet identified) \$'000
Carried forward projects from previous financial year	6.1.1	5,000	3,866	3,000
New Works				
Property	6.1.2			
Land		-	1,300	-
Buildings		4,461	5,146	3,677
Total Property		4,461	6,446	3,677
Plant and Equipment	6.1.3			
Plant, Machinery and Equipment		1,021	1,066	1,706
Computers and Telecommunications		748	748	838
Library Books and Materials		805	805	1,106
Other		1,593	1,593	943
Total Plant and Equipment		4,167	4,212	4,593
Infrastructure	6.1.4			
Roads		7,435	7,682	8,145
Footpaths		1,725	1,725	1,725
Drainage		3,500	3,554	3,510
Open Space and Recreation		4,411	4,875	6,198
Open Space Strategy Implementation		5,288	8,288	930
Car Parks		560	860	775
Streetscape Works		550	550	567
Total Infrastructure		23,469	27,534	21,850
Total New Works		32,097	38,192	30,120
Carried forward projects to the next financial year (estimated)		-	(3,000)	-
Total Capital Works Expenditure (including carry forwards)		37,097	39,058	33,120
Leased Assets		214	-	-
Total Capital Works Expenditure		37,311	39,058	33,120
Represented by:				
Asset Renewal Expenditure	6.1.5	17,823	19,570	17,445
Asset Upgrade Expenditure	6.1.5	13,475	13,475	9,984
Asset Expansion Expenditure	6.1.5	5,156	5,156	3,513
Asset New Expenditure	6.1.5	857	857	2,178
Total Capital Works Expenditure		37,311	39,058	33,120



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 (\$3m)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015-2016 year it is forecast that \$3m of capital works will be incomplete and be carried forward into the 2016-2017 year.

6.1.2 Property (\$3.68m)

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

6.1.3 Plant and Equipment (\$4.59m)

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

6.1.4 Infrastructure (\$21.85m)

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).

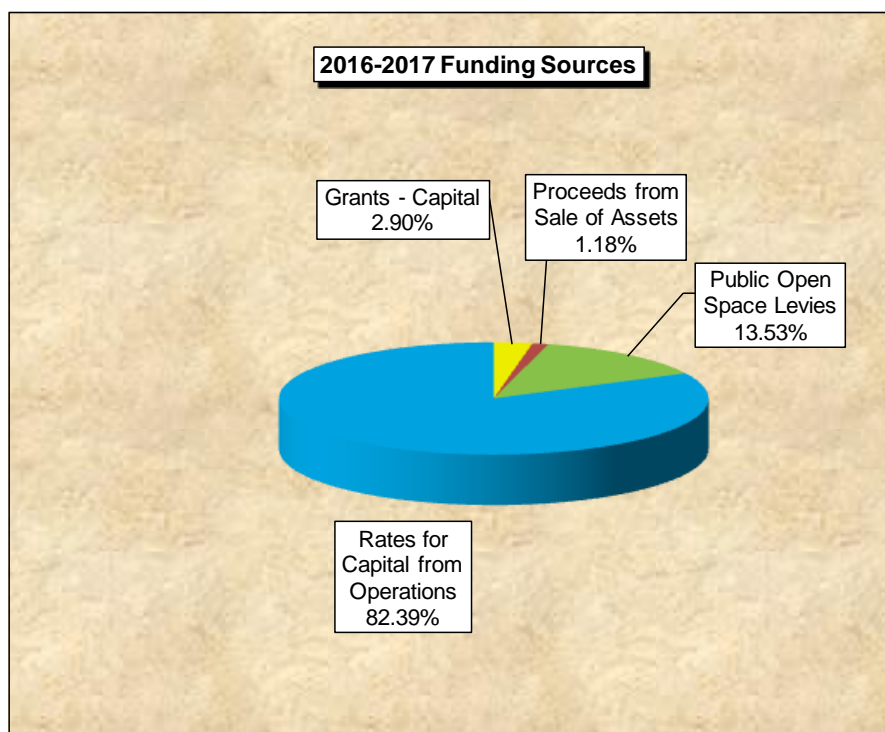
6.1.5 Asset Renewal (\$17.45m), Upgrade (\$9.98m), Expansion (\$3.51m) and New (\$2.18m)

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 2015-2016 \$,000	Forecast 2015-2016 \$,000	Annual Budget 2016-2017 \$,000	Variance 2015-2016 Forecast to 2016-2017 Budget \$,000
External					
Grants - Capital	6.2.1	1,453	1,453	1,179	(274)
Proceeds from Sale of Assets	6.2.2	481	590	481	(109)
Internal					
Public Open Space Levies	6.2.3	5,000	5,079	5,500	421
Rates for Capital from Operations	6.2.4	29,532	32,694	33,493	799
Transfer from Cash Reserves	6.2.5	631	-	-	-
Transfer to Cash Reserves	6.2.5	-	(758)	(7,532)	(6,774)
Total Funding Sources		37,097	39,058	33,120	(5,936)



6.2.1 Grants - Non-Recurrent (\$1.18m)

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 2016-2017 represents funding of \$1.18m for the following capital works projects:

- Booran Reserve \$65k (final claim of \$650k grant)
- Warm Season Grass – EE Gunn Reserve - \$700k (Vic Roads Contribution)
- Community Projects - EE Gunn Reserve Improvements \$414k.

6.2.2 Proceeds from Sale of Assets (\$481k)

Proceeds from the sale of Council assets of \$481k for 2016-2017 relate to: Sales proceeds from the cyclical replacement of Council's plant and fleet \$326k, laneway sales \$120k and sale of IT equipment \$35k.

6.2.3 Public Open Space Levies (\$5.5m)

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 2016-2017 financial year is \$5.5m.

6.2.4 Rates for Capital from Operations (\$33.49m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$33.49m will be generated from operations to fund the 2016-2017 capital works program.

6.2.5 Transfer to and from Cash Reserves (\$7.53m)

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 2016-2017 budget year and 2015-2016 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 2015-2016	Forecast 2015-2016	Annual Budget 2016-2017	Variance 2015-2016 Forecast to 2016-2017 Budget
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Current Assets					
Cash and Cash Equivalents		33,093	39,015	45,242	6,227
Trade and Other Receivables		8,707	8,984	8,984	-
Prepayments		472	1,309	1,309	-
Total Current Assets	7.1.1	42,272	49,308	55,535	6,227
Non-Current Assets					
Investments in Associates		2,040	2,595	2,595	-
Financial Assets		5	5	5	-
Intangible Assets		794	750	750	-
Property, Infrastructure, Plant & Equipment		1,718,355	1,717,289	1,726,367	9,078
Total Non-Current Assets		1,721,194	1,720,639	1,729,717	9,078
TOTAL ASSETS	7.1.1	1,763,466	1,769,947	1,785,252	15,305
LIABILITIES					
Current Liabilities					
Trade and Other Payables		11,466	11,832	11,832	-
Trust Funds and Deposits		23,909	24,670	24,670	-
Provisions		12,641	13,192	13,692	(500)
Interest-Bearing Liabilities		1,263	1,209	1,305	(96)
Total Current Liabilities	7.1.2	49,279	50,903	51,499	(596)
Non-Current Liabilities					
Provisions		708	1,187	1,187	-
Interest-Bearing Liabilities		18,955	18,810	17,410	1,400
Other Liabilities		-	3,352	3,352	-
Total Non-Current Liabilities	7.1.2	19,663	23,349	21,949	1,400
TOTAL LIABILITIES		68,942	74,252	73,448	804
NET ASSETS		1,694,524	1,695,695	1,711,804	16,109
Represented by:					
EQUITY					
Accumulated Surplus		891,216	897,379	908,919	11,539
Asset Revaluation Reserve		801,213	797,983	797,983	-
Public Open Space Reserve		2,095	332	4,902	4,570
TOTAL EQUITY	7.1.4	1,694,524	1,695,695	1,711,804	16,109

7.1.1 Current Assets (\$6.23m increase) and Non-Current Assets (\$9.08m 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 increase by \$6.23m 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 (\$30.12m of new assets), depreciation of assets (\$22.51m) and the gain/loss on sale of property, plant and equipment (\$1.05m).

7.1.2 Current Liabilities (\$596k increase) and Non-Current Liabilities (\$1.4m 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 \$1.31m over the year.

7.1.3 Working Capital (\$6.82m increase)

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.

Liquidity Ratio					
	Ref	Annual Budget 2015-2016	Forecast 2015- 2016	Annual Budget 2016-2017	Variance 2015-2016 Forecast to 2016-2017 Budget
		\$'000	\$'000	\$'000	\$'000
Current Assets					
Cash and Cash Equivalents		33,093	39,015	45,242	6,227
Trade and Other Receivables		8,707	8,984	8,984	-
Prepayments		472	1,309	1,309	-
Total Current Assets		42,272	49,308	55,535	6,227
Current Liabilities					
Trade and Other Payables		11,466	11,832	11,832	-
Trust Funds and Deposits		23,909	24,670	24,670	-
Provisions		12,641	13,192	13,692	(500)
Interest-Bearing Liabilities		1,263	1,209	1,305	(96)
Total Current Liabilities		49,279	50,903	51,499	(596)
Working Capital		(7,007)	(1,596)	4,036	6,823
Working Capital Ratio	7.1.3	85.78%	96.87%	107.84%	10.97%

7.1.4 Equity (\$16.11m 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
2016-2017 Estimate				
Balance at beginning of the financial year	1,695,695	897,379	332	797,983
Comprehensive result	16,608	16,608	-	-
Movement in Provisions	(500)	(500)	-	-
Transfer to public open space reserve	-	(5,500)	5,500	-
Transfer from public open space reserve	-	930	(930)	-
Balance at end of financial year	1,711,804	908,919	4,902	797,983

A total of \$5.5m is budgeted to be transferred to the Open Space Reserve during the 2016-2017 financial year and expenditure from the reserve of \$930k relating to the redevelopment of Booran Reserve. This reflects the usage of investment cash reserves to partly fund the *Open Space Program*.

Open Space Projects funded from Reserve			
	Annual Budget 2015- 2016 \$'000	Forecast 2015- 2016 \$'000	Annual Budget 2016- 2017 \$'000
Income			
Open Space Contributions (including C120 additional OS Contributions)	5,000	5,079	5,500
Capital Spend			
Booran Reserve (former Glen Huntly Reservoir)	4,838	7,838	930
Eskdale Road/Fitzgibbon Crescent Road Closure	450	450	-
Open Space Projects funded from Reserve	(288)	(3,209)	4,570

Balance Sheet Key Assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2017 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- The total of rates and charges raised will be collected in the 2016-2017 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 2015-2016 levels.
- Proceeds from the sale of property, infrastructure, plant and equipment will be received in full in the 2016-2017 year.
- Employee entitlements to be increased by Enterprise Bargaining outcomes.
- Principal repayments are estimated to be \$1.31m and interest payments \$1.58m.
- Total capital expenditure to be \$33.12m (including estimated carry overs of \$3m from the 2015-2016 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 2016-2017 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 (\$)
<u>(1) PRIORITY ITEMS</u>			
Road Reconstruction Program	4,462,409	950,409	3,512,000
Drainage Renewal and Upgrade Program	3,500,000	-	3,500,000
Footpath Replacement Program	1,725,000	-	1,725,000
Local Road Resurfacing Program	1,500,000	-	1,500,000
Right of Way Renewal Program	330,000	-	330,000
Local Area Traffic Management Renewal Program	500,000	-	500,000
Traffic Signal Renewal Program	100,000	-	100,000
Kerb and Channel Replacement Program	160,000	-	160,000
Car Park Renewal Program	775,000	-	775,000
Fleet and Plant Management	1,706,112	-	1,706,112
Ongoing Renewal of IT infrastructure	837,500	-	837,500
TOTAL PRIORITY ITEMS	15,596,021	950,409	14,645,612
<u>(2) ROLLING ANNUAL</u>			
Environmental Initiatives			
Bicycle Strategy Implementation - Continuation of off road paths, extensions to the on road network and works to improve existing conditions	250,000	-	250,000
Warm Season Grass Program at EE Gunn Reserve - oval 2 and Bailey Reserve - oval 2	1,300,000	700,000	600,000
Total Environmental Initiatives	1,550,000	700,000	850,000
Libraries and Learning Centres			
Purchase of Library Collections	856,278	62,811	793,467
Total Libraries and Learning Centres	856,278	62,811	793,467

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Traffic Management			
Residential Street Safety - Installation of Traffic Management Treatments	180,000	-	180,000
School Safety - Pedestrian Operated Signals	290,000	-	290,000
Improve Pedestrian Safety - Pedestrian crossings works	400,000	-	400,000
Cross Intersection Safety - Analysis and Design of Roundabout	30,000	-	30,000
Safer Speed Limit Treatments - Speed limit reduction	15,000	-	15,000
Shopping Centre Safety - Improve access to existing bus stops and parking layout	60,000	-	60,000
Blackspot Treatment - Roundabout Upgrade	18,000	-	18,000
Safer Access to Open Space - Installation of Pedestrian Refuges	100,000	-	100,000
Total Traffic Management	1,093,000	-	1,093,000
Public Open Space and Recreational Facilities			
Replace Drip Irrigation with above ground sprinklers	95,000	-	95,000
Soil Stabilisation Works within Parks and Reserves - Soil required beside paths, park benches etc.	40,000	-	40,000
Replacement of Park Shelters	55,000	-	55,000
Minor Park Improvements	95,000	-	95,000
Replacement & Installation of Synthetic Cricket Surfaces	22,050	-	22,050
Design and Upgrade of Pathway Lighting	150,000	-	150,000
Design and Upgrade of existing Pathway Lighting	55,000	-	55,000
Replacement of Rubber Softfall on Play Area	97,000	-	97,000
Shade Sails Rolling Program	105,000	-	105,000
Replacement of aged, unsafe and damaged Infrastructure/ furniture within Parks and Reserves	125,000	-	125,000
Pathways Granitic Surface Upgrade	70,000	-	70,000
Installation of Synthetic Cricket wicket Covers	15,000	-	15,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Replacement of Concrete wicket	15,000	-	15,000
Park Furniture and Infrastructure Upgrade Program	125,000	-	125,000
Sports Ground Lighting	80,000	-	80,000
Carnegie Swim Centre Capital Maintenance	50,000	-	50,000
Playground Minor Equipment/Art Rolling Program	220,000	-	220,000
Public Hall Furniture	4,000	-	4,000
Installation of rubber softfall within Playgrounds	50,000	-	50,000
Installation of alternate entrances for pedestrian access to sportsgrounds	15,000	-	15,000
Plinth Curbing	85,000	-	85,000
Total Public Open Space and Recreational Facilities	1,568,050	-	1,568,050
Building Works			
Roof Renewal	113,700	-	113,700
Floor Covering Replacement Program	184,000	-	184,000
Painting Program	111,650	-	111,650
Switchboard Renewal	26,000	-	55,000
Kitchen/Joinery Renewal	30,000	-	30,000
Roof Safety	25,000	-	25,000
Forward Design Program	140,000	-	140,000
Bathroom Renewal	65,500	-	65,500
Planned Renewal Program - GESAC	110,000	-	110,000
Total Building Works	805,850	-	805,850
Shopping Centre Upgrades			
Annual Shopping Centre Streetscape Program	567,000	-	567,000
Total Shopping Centre Upgrades	567,000	-	567,000
TOTAL ROLLING ANNUAL	6,440,178	762,811	5,677,367

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
<u>(3) MAJOR PROJECTS</u>			
Carnegie Swim Centre Redevelopment (Planning and Design)	280,000	-	280,000
The forward design and Preliminary Concept Design of the Lord Hex Pavilion, Carnegie	220,000	-	220,000
Pavilion Renewal and Upgrade - basic scoping - Marlborough Pavilion, Bentleigh East	25,000	-	25,000
TOTAL MAJOR PROJECTS	525,000	-	525,000
<u>(4) OPEN SPACE STRATEGY IMPLEMENTATION</u>			
Booran Reserve (costs to complete the project)	930,000	65,000	865,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Marara Road Reserve Stage 2, Caulfield South)	400,000	-	400,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Pell St, Bentleigh East)	100,000	-	100,000
Open Space Strategy Initiatives - Landscape Enhancement Works (Hopetoun Gardens Stage 2, Elsternwick)	400,000	-	400,000
TOTAL OPEN SPACE STRATEGY IMPLEMENTATION	1,830,000	65,000	1,765,000
<u>(5) SHORT TERM</u>			
Environmental Initiatives			
Sustainability Initiatives - replacing current lights with LED; replacing insulation and installation of power supply voltage regulation.	490,382	-	490,382
Installation of solar systems on council assets to generate renewable energy	226,294		226,294
Park Lighting Energy Efficiency Upgrade - replace existing public lighting assets in parks with suitable energy efficient (LED) upgrades.	218,337	-	218,337
Total Environmental Initiatives	935,013	-	935,013
Aged Care			
Portable Hoists and Rail systems	83,000	-	83,000
ILU Refurbishment - Upgrade of carpets, bathrooms, kitchens etc.	120,000	-	120,000
Residential Services OHS/No Lift Program	90,000	-	90,000
Residential Aged Care - Replacement Furniture	90,000	-	90,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Residential Aged Care - Minor Improvements – Replacement of Minor equipment	40,000	-	40,000
Total Aged Care	423,000	-	423,000
Family & Children's Services			
Replacement of Children's Furniture and Equipment	10,000	-	10,000
Total Family & Children's Services	10,000	-	10,000
Public Open Space and Recreational Facilities			
Multi-purpose Sports Court redevelopment - Upgrade existing courts at East Caulfield Tennis Courts, East Caulfield; Koornang Park, Carnegie	165,000	-	165,000
Outdoor Fitness Stations and Instructional Signage	70,000	-	70,000
Half Share Fencing Program	50,000	-	50,000
Replacing and Reinforcing Retaining wall and Bridge at Packer Park, Carnegie	85,000	-	85,000
Installation of New Sprinkler systems	48,000	-	48,000
Bin Enclosures	37,500	-	37,500
Implementation of Outer Track and Central Pathway Improvements at Duncan Mackinnon Reserve	325,000	-	325,000
Feasibility Study – Packer Park Wetlands	25,000	-	25,000
Skate Park Redevelopment at Bailey Reserve	550,000	-	550,000
Community Projects – EE Gunn Reserve improvements	414,000	414,000	-
Total Public Open Space and Recreational Facilities	1,769,500	414,000	1,355,500
Traffic Management			
Replacement of 13 Parking Ticket Machines	150,000	-	150,000
Total Traffic Management	150,000	-	150,000
Building Works			
Renewal of Heating Ventilation Air Conditioning system - Replacing Air conditioning units	972,000	-	972,000
Signage Upgrade	11,000	-	11,000
Installation of swipe cards infrastructure	81,000	-	81,000

Project Title	Amount (\$)	External Funding (\$)	Cost to Council (\$)
Installation of ramp	20,000	-	20,000
Automatic door opener to front entry door	15,000	-	15,000
Refurbishment of Art Gallery Reception desk	13,000	-	13,000
Furniture and Wiring Upgrade	25,000	-	25,000
Removal of Hazardous Material	40,000	-	40,000
New Exeloo Toilet	180,000	-	180,000
Public Toilet Upgrade	188,635	-	188,635
Disability Discrimination Act (DDA) Building Compliance Works	160,000	-	160,000
GESAC Wellness Centre	250,000	-	250,000
Total Building Works	1,955,635	-	1,955,635
Libraries and Learning Centres			
Smart Sorter Machine - Automating the processing and sorting of Books, DVDs and Magazines in order to reduce manual handling	250,000	-	250,000
Total Libraries and Learning Centres	250,000	-	250,000
Other Short-Term Projects			
Furniture & Fittings - as required for emergency replacement	50,000	-	50,000
GESAC Annual Plant and Equipment Replacement	131,000	-	131,000
Drainage Asset Management Decision Tool	10,000	-	10,000
Refurbishment of Outdoor Play Space at Moorleigh Village	45,000	-	45,000
Total Other Short-Term Projects	236,000	-	236,000
TOTAL SHORT TERM	5,729,148	414,000	5,315,148
TOTAL NEW CAPITAL WORKS PROJECTS 2016-2017	30,120,347	2,192,220	27,928,127

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 2016-2017 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
New Works					
PROPERTY					
BUILDINGS					
Roof Renewal	113,700	113,700	-	-	-
Floor Covering Replacement Program	184,000	184,000	-	-	-
Painting Program	111,650	111,650	-	-	-
Switchboard Renewal	26,000	26,000	-	-	-
Kitchen/Joinery Renewal	30,000	30,000	-	-	-
Roof Safety	25,000	25,000	-	-	-
Forward Design Program	140,000	-	140,000	-	-
Bathroom Renewal	65,500	65,500	-	-	-
Planned Renewal Program - GESAC	110,000	110,000	-	-	-
The forward design and Preliminary Concept Design of Lord Hex Pavilion, Carnegie	220,000	66,000	88,000	66,000	-
Pavilion Renewal and Upgrade - basic scoping - Marlborough Pavilion, Bentleigh East	25,000	7,500	10,000	7,500	-
Sustainability Initiatives - replacing current lights with LED; replacing insulation and Installation of power supply voltage regulation.	490,382	490,382	-	-	-
Installation of solar systems on council assets to generate renewable energy	226,294	113,147	113,147	-	-
ILU Refurbishment - Upgrade of carpets, bathrooms, kitchens etc.	120,000	72,000	48,000	-	-

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
Half Share Fencing Program	50,000	50,000	-	-	-
Renewal of Heating Ventilation Air Conditioning system - Replacing Air conditioning units	972,000	777,600	194,400	-	-
Signage Upgrade	11,000	-	11,000	-	-
Installation of ramp	20,000	-	20,000	-	-
Automatic door opener to front entry door	15,000	15,000	-	-	-
Refurbishment of Art Gallery Reception desk	13,000	13,000	-	-	-
Furniture and Wiring Upgrade	25,000	-	25,000	-	-
Removal of Hazardous Material	40,000	40,000	-	-	-
Public Toilet Upgrade	188,635	188,635	-	-	-
Disability Discrimination Act (DDA) Building Compliance Works	160,000	-	160,000	-	-
Refurbishment of Outdoor Play Space at Moorleigh Village	45,000	-	45,000	-	-
GESAC Wellness Centre	250,000	-	-	250,000	-
TOTAL BUILDINGS	3,677,161	2,499,114	854,547	323,500	-
TOTAL PROPERTY	3,677,161	2,499,114	854,547	323,500	-
PLANT AND EQUIPMENT					
PLANT, MACHINERY AND EQUIPMENT					
Fleet and Plant Management	1,706,112	1,706,112	-	-	-
TOTAL PLANT, MACHINERY & EQUIPMENT	1,706,112	1,706,112	-	-	-
COMPUTERS AND TELECOMMUNICATIONS					
Ongoing Renewal of IT infrastructure	837,500	502,500	251,250	83,750	-
TOTAL COMPUTERS & TELECOMMUNICATIONS	837,500	502,500	251,250	83,750	-

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
LIBRARY BOOKS AND MATERIALS					
Purchase of Library Collections	856,278	-	856,278	-	-
Smart Sorter Machine - Automating the processing and sorting of Books, DVDs and Magazines in order to reduce manual handling	250,000	-	-	-	250,000
TOTAL LIBRARY BOOKS	1,106,278	-	856,278	-	250,000
OTHER PLANT AND EQUIPMENT					
Park Lighting Energy Efficiency Upgrade - replace existing public lighting assets in parks with suitable energy efficient (LED) upgrades.	218,337	218,337	-	-	-
Portable Hoists and Rail systems	83,000	-	83,000	-	-
Residential Services OHS/No Lift Program	90,000	90,000	-	-	-
Residential Aged Care - Replacement Furniture- (Curtains and Carpeting)	90,000	90,000	-	-	-
Residential Aged Care Minor Improvements – Replacement of Minor equipment	40,000	40,000	-	-	-
Replacement of Children's Furniture and Equipment	10,000	10,000	-	-	-
Replacement of 13 Parking Ticket Machines	150,000	150,000	-	-	-
Installation of swipe cards infrastructure	81,000	-	81,000	-	-
Furniture & Fittings - as required for emergency replacement	50,000	-	-	50,000	-
GESAC Annual Plant and Equipment Replacement	131,000	104,800	-	26,200	-
TOTAL OTHER PLANT AND EQUIPMENT	943,337	703,137	164,000	76,200	-
TOTAL PLANT AND EQUIPMENT	4,593,227	2,911,749	1,271,528	159,950	250,000

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
INFRASTRUCTURE					
ROADS					
Road Reconstruction Program	4,462,409	2,900,566	892,482	669,361	-
Local Road Resurfacing Program	1,500,000	1,500,000	-	-	-
Right of Way Renewal Program	330,000	280,500	49,500	-	-
Local Area Traffic Management Renewal Program	500,000	400,000	100,000	-	-
Traffic Signals-Upgrade for DDA Compliance of Pram Crossings at Priority Traffic Signal Locations	100,000	-	-	100,000	-
Kerb & Channel Replacement Program	160,000	152,000	8,000	-	-
Residential Street Safety – Installation of Traffic Management Treatments	180,000	-	-	-	180,000
School Safety- Pedestrian Operated Signals	290,000	-	58,000	-	232,000
Improve Pedestrian Safety - Pedestrian crossings works	400,000	-	120,000	-	280,000
Cross Intersection Safety - Analysis and Design of Roundabout	30,000	-	-	-	30,000
Safer Speed Limit Treatments - Speed limit reduction	15,000	-	-	15,000	-
Shopping Centre Safety - Improve access to existing bus stops and parking layout	60,000	-	12,000	-	48,000
Blackspot Treatment - Roundabout Upgrade	18,000	-	-	18,000	-
Safer Access to Open Space - Installation of Pedestrian Refuges	100,000	-	-	-	100,000
TOTAL ROADS	8,145,409	5,233,066	1,239,982	802,361	870,000

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
FOOTPATHS					
Footpath Replacement Program	1,725,000	1,725,000	-	-	-
TOTAL FOOTPATHS	1,725,000	1,725,000	-	-	-
DRAINAGE					
Drainage Renewal and Upgrade Program	3,500,000	1,575,000	1,750,000	175,000	-
Drainage Asset Management Decision Tool	10,000	-	-	-	10,000
TOTAL DRAINAGE	3,510,000	1,575,000	1,750,000	175,000	10,000
OPEN SPACE AND RECREATION					
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	-
Replace Drip Irrigation with above ground sprinklers	95,000	76,000	19,000	-	-
Soil Stabilisation Works within Parks and Reserves - Soil required beside paths, park benches etc.	40,000	40,000	-	-	-
Replacement of Park Shelters	55,000	-	55,000	-	-
Minor Park Improvements	95,000	47,500	47,500	-	-
Replacement & Installation of Synthetic Cricket Surfaces	22,050	22,050	-	-	-
Design and Upgrade of Pathway Lighting	150,000	150,000	-	-	-
Design and Upgrade of existing Pathway Lighting	55,000	38,500	16,500	-	-
Replacement of Rubber Softfall on Play Area	97,000	97,000	-	-	-
Shade Sails Rolling Program	105,000	-	-	-	105,000
Replacement of aged, unsafe and damaged Infrastructure/ furniture within Parks and Reserves	125,000	125,000	-	-	-
Pathways Granitic Surface					

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
Upgrade	70,000	70,000	-	-	-
Installation of Synthetic Cricket wicket Covers	15,000	15,000	-	-	-
Replacement of Concrete wicket	15,000	15,000	-	-	-
Park Furniture and Infrastructure Upgrade Program	125,000	-	62,500	62,500	-
Sports Ground Lighting	80,000	-	-	-	80,000
Carnegie Swim Centre Capital Maintenance	50,000	-	50,000	-	-
Playground Minor Equipment/Art Rolling Program	220,000	-	-	110,000	110,000
Public Hall Furniture	4,000	-	-	-	4,000
Installation of rubber softfall within Playgrounds	50,000	50,000	-	-	-
Installation of alternate entrances for pedestrian access to sportsgrounds	15,000	-	-	-	15,000
Plinth Curbing	85,000	-	-	-	85,000
Warm Season Grass Program at EE Gunn Reserve - oval 2 and Bailey Reserve - oval 2	1,300,000	-	1,300,000	-	-
Community Projects – EE Gunn Reserve improvements	414,000	-	414,000	-	-
Carnegie Swim Centre Redevelopment (Planning and Design)	280,000	-	280,000	-	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Pell St, Bentleigh East)	100,000	-	100,000	-	-
Open Space Strategy Initiatives - Landscape Enhancement Works (Hopetoun Gardens, Elsternwick)	400,000	-	400,000	-	-

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
Open Space Strategy Initiatives - Landscape Enhancement Works (Marara Road Reserve Stage 2, Caulfield South)	400,000	-	400,000	-	-
Multi-purpose Sports Court redevelopment - Upgrade existing courts at East Caulfield Tennis Courts, East Caulfield; Koornang Park, Carnegie	165,000	-	-	-	165,000
Outdoor Fitness Stations and Instructional Signage	70,000	-	-	-	70,000
Replacing and Reinforcing Retaining wall and Bridge at Packer Park, Carnegie	85,000	85,000	-	-	-
Installation of New Sprinkler systems	48,000	-	48,000	-	-
Bin Enclosures	37,500	-	-	-	37,500
Implementation of Outer Track and Central Pathway Improvements at Duncan Mackinnon Reserve	325,000	-	292,500	32,500	-
Feasibility Study – Packer Park Wetlands	25,000	25,000	-	-	-
Skate Park Redevelopment at Bailey Reserve	550,000	-	-	550,000	-
New Exeloo Toilet	180,000	-	-	-	180,000
TOTAL OPEN SPACE AND RECREATION	6,197,550	856,050	3,585,000	905,000	851,500
OPEN SPACE STRATEGY IMPLEMENTATION					
Booran Reserve (costs to complete the project)	930,000	-	-	930,000	-
TOTAL OPEN SPACE STRATEGY IMPLEMENTATION	930,000	-	-	930,000	-
CAR PARKS					
Car Park Renewal Program	775,000	581,250	193,750	-	-

Capital Works Area	2016-2017 Amount (\$)	2016-2017 Asset Renewal (\$)	2016-2017 Asset Upgrade (\$)	2016-2017 Asset Expansion (\$)	2016-2017 Asset New (\$)
TOTAL CAR PARKS	775,000	581,250	193,750	-	-
STREETSCAPE WORKS					
Annual Shopping Centre Streetscape Program	567,000	453,600	113,400	-	-
TOTAL STREETSCAPE WORKS	567,000	453,600	113,400	-	-
TOTAL INFRASTRUCTURE	21,849,959	10,423,966	6,882,132	2,812,361	1,731,500
TOTAL NEW CAPITAL WORKS 2016-2017	30,120,347	15,834,829	9,008,207	3,295,811	1,981,500
CARRY FORWARD FROM 2015-2016	3,000,000	1,610,148	975,547	217,000	197,305
TOTAL CAPITAL WORKS PROGRAM 2016-2017 (INCLUDING CARRY FORWARDS)	33,120,347	17,444,977	9,983,754	3,512,811	2,178,805

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 *Community Plan*), rates and charges were identified as an important source of revenue, accounting for 52.19 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. For 2016-2017 the FGRS cap has been set at 2.5 per cent. The cap applies to both general rates and is calculated on the basis of council's average rates and charges.

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

The average general rate will increase by 2.5 per cent in line with the rate cap. This will raise total rates for 2016-2017 of \$85.85m, 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 3 per cent.

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

General Rate	2.9033 of each dollar Net Annual Value
Cultural & Recreation with Liquor	60 per cent of the General Rate
Cultural & Recreation without Liquor	50 per cent of the General Rate
Cultural & Recreation MRC	76 per cent of the General Rate
Yarra Yarra Golf Club	Fixed amount as per agreement

b) the estimated amount to be raised by each type or rate to be levied;

	Before Rebate	After Rebate
General Rate	\$85,140,812	\$84,724,762
Cultural & Recreation with Liquor	\$25,223	\$25,223
Cultural & Recreation without Liquor	\$32,457	\$32,457
Cultural & Recreation MRC*	\$176,803	\$176,803
Yarra Yarra Golf Club	\$71,000	\$71,000

c) the estimated total amount to be raised;

2015-2016 Before Rebate	2016-2017 Before Rebate
\$82,192,250	\$85,446,295
After Rebate	After Rebate
\$81,745,541	\$85,030,245

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	16.86 per cent decrease
Cultural & Recreation with Liquor	16.85 per cent decrease
Cultural & Recreation without Liquor	16.86 per cent decrease
Cultural & Recreation MRC	16.86 per cent decrease
Yarra Yarra Golf Club	n/a

e) the number of assessments for each type of rate to be levied compared with the previous year;

	2015-2016	2016-2017
General Rate	62,228	63,112
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;

2015-2016	2016-2017
62,254	63,138

g) the percentage change in the number of assessments for each type of rate to be levied compared to that of the previous financial year;

General Rate	1.42 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;

1.42 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);

	2015-2016	2016-2017
General Rate	\$2,344,399,150	\$2,932,608,433
Cultural & Recreation with Liquor	\$1,116,000	\$1,448,000
Cultural & Recreation without Liquor	\$1,695,750	\$2,236,000
Cultural & Recreation MRC*	\$7,727,850	\$8,012,850
Yarra Yarra Golf Club	\$4,499,000	\$5,447,500

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

2015-2016	2016-2017
\$2,359,437,750	\$2,949,752,783

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	25.09 per cent
Cultural & Recreation with Liquor	29.75 per cent
Cultural & Recreation without Liquor	31.86 per cent
Cultural & Recreation MRC	3.69 per cent
Yarra Yarra Golf Club	21.08 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;

25.02 per cent increase

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

	2015-2016	2016-2017
240 Litre Bin	\$349.00	\$359.00
120 Litre Bin	\$169.00	\$174.00
Flats Sharing 240 litre bin	\$169.00	\$174.00
Family 240 litre bin	\$244.00	\$251.00
Litter Management Charge	\$53.00	\$55.00
240 Litre Medical	\$169.00	\$174.00
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;

	2015-2016	2016-2017
240 Litre Bin	\$5,934,396	\$6,088,281
120 Litre Bin	\$6,875,089	\$7,128,954
Flats Sharing 240 litre bin	\$314,509	\$339,822
Family 240 litre bin	\$93,696	\$97,137
Litter Management Charge	\$110,346	\$147,950
240 Litre Medical	\$2,197	\$3,306
Additional Recycling	\$39,780	\$40,770
Additional Green Waste	\$4,530	\$5,940
Total	\$13,374,543	\$13,852,160

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

2015-2016	2016-2017
\$95,120,083	\$98,882,405

q) the percentage change in unit charge for each type of charge to be levied compared to that of the previous financial year;

240 Litre Bin	2.87 per cent Increase
120 Litre Bin (Res/Comm)	2.96 per cent Increase
Flats Sharing 240 litre bin	2.96 per cent Increase
Family 240 litre bin	2.87 per cent Increase
Litter Management Charge	3.77 per cent Increase
240 Litre Medical	2.96 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 2015- 2016 \$'000	Forecast 2015- 2016 \$'000	Annual Budget 2016- 2017 \$'000	Variance 2015-2016 Forecast to 2016-2017 \$'000	Change (%)
Average Rates per assessment as per Rate Cap	-	-	-	-	2.50%
Rates Revenue	81,635	81,746	85,030	3,285	4.02%
Waste and Recycling Charges	13,325	13,375	13,852	478	3.57%
Total Rates and Charges	94,960	95,120	98,882	3,762	3.96%

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

- Completion of Stage 5 of the General Revaluation,
- Processing of Supplementary Valuations,
- Changes to use of land such that rateable land becomes non-rateable land and vice versa,
- Increase/Decrease in the number of ratepayers opting to change their bin size,
- Decrease in the number of rebates through pensioner verification.

***Note:**

The rates associated with the Melbourne Racing Club involve three parcels of land.

1. The private property along Kambrook and Booran Roads is rated at the General Rate, the same as the vast majority of property in the municipality.
2. The Crown Land comprising the Racecourse Reserve, under the control of the MRC, is rated under the *Cultural and Recreational Land Act* (as are tennis clubs, bowls clubs, golf clubs etc.).
3. The private property north of Station St, will change significantly over the course of the next 10 - 15 years.
 - a. The land is currently rated under the *Cultural and Recreational Lands Act* owing to its use in association with racing.
 - b. The land is the site for the proposed development known as 'Caulfield Village'. Planning for that development has placed the land under financial obligations for infrastructure works. This includes the Deed with the Council to
 - c. 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.
 - d. 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.
 - e. 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 2016-2017 year.

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
COMMUNITY SERVICES				
<u>Library and Information Services</u>				
3620 - Library and Information Operations				
Interlibrary Loans	Charge per item + any costs charged by the lending library	Taxable	\$5.00 + any costs charged by the lending library	\$5.00 + any costs charged by the lending library
Holiday Programs/Special Events	Charge varies according to program/event	Taxable	Charge varies according to program/event; \$6.00 - \$20.00	Charge varies according to program/event; \$6.00 - \$20.00
Library bags	Per bag	Taxable	1.50	1.50
Books, CD ROMs, Compact Discs, DVDs, Talking Book Sets, Kits - Lost/Damaged	Various items	Taxable	List price + \$12 processing charge	List price + \$12 processing charge
Magazines - Lost/Damaged	Various items	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

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Talking Book Playaway lids - Lost/Damaged	Per lid	Free	1.20	Not Applicable for 2016-17
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 Cassettes - Lost/Damaged	Per cassette	Free	12.00	Not Applicable for 2016-17
Talking Book Compact Discs - Lost/Damaged	Per compact disc	Free	12.00	12.00
Talking Book Cassette Cases - Lost/Damaged	1 - 2 cassette capacity	Free	6.00	Not Applicable for 2016-17
	3 - 8 cassette capacity	Free	8.00	Not Applicable for 2016-17
	9 or more cassette capacity	Free	17.00	Not Applicable for 2016-17
KOBO (e-reader) lost or damaged	KOBO device, case and USB cable	Free	130.00	130.00
3621 - Caulfield Library				
Replacement Membership Card		Free	4.00	4.00
PCs - 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

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Charges Overdue KOBO	\$2 per day - maximum \$50	Free	0.25	2.00
Photocopying	Black and white	Taxable	0.22	0.22
	Colour	Taxable	1.10	1.10
Reservations and Requests for Purchase		Free	2.00	2.00
3622 - Elsternwick Library				
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		Free	2.00	2.00
3623 - Carnegie Library				
Replacement Membership Card		Free	4.00	4.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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		Free	2.00	2.00
3624 - Bentleigh Library				
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

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Reservations and Requests for Purchase		Free	2.00	2.00
<u>Residential Aged Care Facilities</u>				
Resident Fees are set by the Commonwealth Government and are subject to change.				
<u>Warrawee Facility</u>				
5436 - Warrawee Aged Care Facility - Administration				
Maximum Refundable Accommodation Deposits (RAD) - House 1 & 2		Free	450,000	475,000
Maximum Refundable Accommodation Deposits (RAD) - House 4 & 5		Free	500,000	525,000
Maximum Refundable Accommodation Deposits (RAD) Extra Service - House 6		Free	550,000	550,000
Maximum Refundable Accommodation Deposit (RAD) - House 7		Free	350,000	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	47.15	47.86
Extra Service Fees - House 6		Free	37.50	37.50
Meals Staff/Guests		Taxable	6.00	6.00
Respite Care		Free	47.15	47.86

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
<u>Rosstown Aged Care Facility</u>				
5441 - Rosstown Aged Care Facility - Administration				
Maximum Refundable Accommodation Deposit (RAD) - Downstairs		Free	450,000	475,000
Maximum Refundable Accommodation Deposit (RAD) - Upstairs		Free	400,000	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	47.15	47.86
Meals Staff/Guests		Taxable	6.00	6.00
Respite Care		Free	47.15	47.86
<u>Spurway Aged Care Facility</u>				
5451 - Spurway Aged Care Facility - Administration				
Maximum Refundable Accommodation Deposit (RAD) - House 1 & 3		Free	450,000	475,000
Maximum Refundable Accommodation Deposit (RAD) - House 2		Free	400,000	425,000

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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	47.15	47.86
<u>Independent Living Units</u>				
5461 - Independent Living Units				
	One bedroom per fortnight	Input	Rent Assistance Entitlement plus 25% of Total Income	Rent Assistance Entitlement plus 25% of Total Income
<u>Family and Children Services</u>				
<u>Children Services Administration</u>				
5301 - Children Services Administration				
FCS Ticketing Sales		Taxable	9.00	10.00
Educator Session		Free	30.00	33.00
<u>Occasional Care</u>				
5346 - Occasional Care				
Occasional Care Fees		Free	27.00	29.00
	Health Care Card Holder Fee	Free	23.00	25.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Second Child Discount	Free	25.00	27.00
<u>Kindergartens</u>				
5212 - Kindergartens				
<i>Kindergarten Central Enrolment Scheme</i>	Full Fee	Free	21.00	22.00
<u>Family Day Care</u>				
5306 - Family Day Care				
Family Day Care Administration Fee		Free	1.60	1.95
Family Day Care Hourly Fee	per hour	Free	\$8.50 - \$13.00	\$9.00 - \$15.00
<u>Carnegie Child Care Centre</u>				
5316 - Carnegie Children's Centre				
Carnegie Child Care Centre	0-3 Year Old Room	Free	121.00	127.00
	3-5 Year Old Room	Free	111.00	119.00
<u>Caulfield Child Care Centre</u>				
5321 - Caulfield Children's Centre				
Caulfield Child Care Centre	0-3 Year Old Room	Free	121.00	127.00
	3-5 Year Old Room	Free	111.00	119.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
<u>Murrumbeena Child Care Centre</u>				
5341 - Murrumbeena Family Centre				
Murrumbeena Child Care Centre	0-3 Year Old Room	Free	121.00	127.00
	3-5 Year Old Room	Free	111.00	119.00
<u>Resource and Development</u>				
5286 - Resource and Development				
Hire General - Caulfield MCH Room		Taxable	12.50	12.50
Hire General - Murrumbeena MCH Room		Taxable	18.50	18.50
Hire General - Glen Huntly MCH Room		Taxable	12.50	12.50
<u>Environmental Health</u>				
3320 - Environmental Health				
Registration Fees - <i>Public Health and Wellbeing Act</i>	Annual Registration Fee	Free	132.00	136.00
	Late Registration Fee Surcharge	Free	Dependent on Volumes	Dependent on Volumes
Transfer Administration Fees	<i>Food Act</i>	Free	76.00	78.00
Transfer Administration Fees	<i>Public Health and Wellbeing Act</i>	Free	76.00	78.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Registration Fees - Food Act				
<i>Food Act</i> Registration Fees	Late Registration Fee Surcharge	Free	Dependent on Volumes	Dependent on Volumes
	Class 1A - (5 star award)	Free	374.00	385.00
	Class 1A - (No award)	Free	488.00	503.00
	Class 1B - (5 star award)	Free	317.00	326.00
	Class 1B - Medium Risk (No award)	Free	434.00	447.00
	Class 2A - (5 star award)	Free	584.00	601.00
	Class 2A - (No award)	Free	699.00	720.00
	Class 2B - (5 star award)	Free	323.00	333.00
	Class 2B - (No award)	Free	439.00	452.00
	Class 2C - Community groups and temporary and mobile food premises	Free	182.00	187.00
	3A - Low risk premises	Free	251.00	258.00
	3B - Low risk large manufacturers	Free	301.00	310.00
	Class 3C - Low risk Community groups and temporary and mobile food premises	Free	133.00	137.00
Additional Follow Up Inspection Fees	Classes 1 and 2	Free	127.00	131.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Class 3	Free	87.00	90.00
Registration Fees - Streatrader				
Annual Registration Fee	Class 2M, 2T & 2V	Free	182.00	187.00
	Class 3M, 3T & 3V	Free	133.00	137.00
Public Health Legal Fee Income	Legal Fees Income	Free	Dependent on Volumes	Dependent on Volumes
Transfer inspection fees	<i>Public Health and Wellbeing Act</i> Transfer Inspection Fee	Free	125.00	129.00
Domestic Waste Water Management System Approval	Domestic Waste Water Management System Approval	Free	289.00	298.00
<u>Community Care</u>				
<u>Personal Care - Domestic Assistance</u>				
<u>5484 Personal Care - Domestic Assistance</u>				
Domestic Assistance (Renamed from Home Care)	Low Fee	Free	6.30	6.50
	Medium Fee	Free	15.90	16.30
	High Fee	Free	33.30	34.20
	Full Cost Recovery (Packages, Linkages)	Taxable	49.50	Not Applicable for 2016-17

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Personal Care	Low Fee	Free	5.80	6.00
	Medium Fee	Free	9.60	9.90
	High Fee	Free	37.00	38.00
	Full Cost Recovery (Packages, Linkages)	Taxable	49.50	Not Applicable for 2016-17
<u>Home Maintenance</u>				
5482 - Home Maintenance				
Home Maintenance	Low Fee	Free	12.70	13.00
	Medium Fee	Free	18.40	18.90
	High Fee	Free	47.60	48.90
	Full Cost Recovery - (Packages, Linkages)	Taxable	54.20	55.70
<u>Delivered Meals</u>				
5500 - Delivered Meals				
Delivered Meals	Low Fee & Medium Fee	Free	8.10	8.30
	High Fee	Free	13.20	13.60
	Full Cost Income - Delivered Meals Taxable	Taxable	17.10	17.60

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
<u>Social Options</u>				
5271 - Community Transport				
Community Bus Hire (per half day)	Community - Non Profit	Taxable	35.00	40.00
Community Bus Hire (per full day)	Community - Non Profit	Taxable	50.00	55.00
Community Bus Hire (per half day)	Schools, Sporting Groups	Taxable	55.00	60.00
Community Bus Hire (per full day)	Schools, Sporting Groups	Taxable	100.00	105.00
Community Bus Shopping Trip	Shopping Bus Fee	Taxable	3.30	3.40
<u>Social Support</u>				
5496 - Social Support				
Social Support	Low Fee	Free	19.00	19.50
	Medium Fee	Free	19.00	19.50
	High Fee	Free	30.70	31.70
Full Cost Income	Packages & Linkages	Taxable	21.00	21.50
5411 - Older Adults Programs				
<i>Exercise Program</i>	<i>Exercise Program Fee</i>	Taxable	4.00	4.10
<i>Exercise Program Transport</i>	Per Round Trip	Taxable	3.00	3.10
<i>Explorers Program Transport</i>	Per Round Trip	Taxable	6.40	6.60

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
<u>Respite Care</u>				
5205 - Respite care				
Respite Care	Low Fee	Free	4.20	4.30
	Medium Fee	Free	5.80	6.00
	High Fee	Free	34.20	35.10
<u>Arts and Cultural Services</u>				
3560 - Music Program				
Arts Unit - Special Events	Ticket Sales and Programs (Per Ticket)	Taxable	Between \$20.00 - \$25.00	Between \$20.00 - \$25.00
3510 - Gallery				
Arts Unit Gallery Hire for Exhibitions - Per Week	Full - General	Taxable	Various rates apply according to size, duration and season	Various rates apply according to size, duration and season
Gallery Management Fees		Taxable	Rates vary as they are negotiated on an individual basis	Rates vary as they are negotiated on an individual basis
3520 - Arts and Literature Festival				
Miscellaneous Income		Taxable	Between \$10-\$35	Between \$10-\$35
3551 - Arts & Culture Projects				
	Food vendor site fees	Taxable	Two site fees - \$150 and \$300	Two site fees - \$150 and \$300

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
3580 - Community Celebrations				
	Food vendor site fees	Taxable	Two site fees - \$150 and \$300	Two site fees - \$150 and \$300
INFRASTRUCTURE AND ENVIRONMENT				
<u>Asset Management</u>				
4100 - Project and Asset Management				
Asset Consent Permits		Free	80.00	174.00
Vehicle Crossing Permits		Free	150.00	235.00
Building Over Easements Permits		Free	150.00	290.00
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	61.00	62.50
Asset Protection Permits		GST Exempt	142.00	226.00
<u>Glen Works</u>				
4422 - Asphalt Road and Footpath Reinstatement	Asphalt reinstatement works. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non-utility and non-public authorities).			

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Asphalt Footpath 30mm thick	per Sq.m.	Taxable	165.00	170.00
Asphalt Road Pavement 50mm thick	per Sq.m.	Taxable	205.00	211.00
4441 Concrete Maintenance - Concrete Openings	Works to Reinstate Concrete openings. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non-utility and non-public authorities).			
a) Footpath and Vehicle Crossing Reinstatements				
Concrete Footpath - 75mm thick	per Sq.m.	Taxable	90.00	92.00
Footpath Combination with 300mm spoon drain	per Sq.m.	Taxable	145.00	149.00
Vehicle Crossing - 100mm thick	per Sq.m.	Taxable	145.00	149.00
Residential Vehicle Crossings - 125mm thick	per Sq.m.	Taxable	165.00	170.00
Commercial Vehicle Crossings - 150mm thick	per Sq.m.	Taxable	165.00	170.00
Industrial Vehicle Crossings - 200mm thick	per Sq.m.	Taxable	215.00	221.00
b) Kerb and Channel Reinstatements	(Taxable charges apply to non-utility and non-public authorities).			
Concrete Kerb & Channel - 450mm wide	per Lin.m.	Taxable	145.00	149.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Concrete Kerb & Channel - 600mm wide	per Lin.m.	Taxable	110.00	113.00
Concrete Kerb & Channel - Extra Wide Channel - 900mm wide	per Lin.m.	Taxable	185.00	190.00
c) Miscellaneous Reinstatements	(Taxable charges apply to non-utility and non-public authorities).			
Brick Paving	per Sq.m.	Taxable	120.00	123.00
Pram Crossing - Unit	per number	Taxable	910.00	935.00
Bluestone - Kerb	per Lin.m.	Taxable	145.00	149.00
Bluestone - Kerb & Channel	per Lin.m.	Taxable	165.00	170.00
Bluestone - Paving	per Sq.m.	Taxable	185.00	190.00
Storm Water Kerb Adaptors	per number	Taxable	100.00	103.00
Storm Water Pipe - 100mm diameter	per Lin.m.	Taxable	80.00	82.00
Nature Strip (which includes level off, top dressing & seeding)	per Sq.m.	Taxable	30.00	31.00
Nature Strip (which includes excavation Maximum Depth 200mm, top soiling & seeding)	per Sq.m.	Taxable	60.00	62.00
Saw Cutting	per Lin.m.	Taxable	15.00	15.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
<u>Parks</u>				
4600 - Contract Parks Administration				
Sale of Compost Bins and Worm Farms	Bins and Worm Farms	Taxable	Worm Farms \$90, Compost Bins \$50, Delivery \$10	Worm farms and compost bins will no longer be provided by Council in 2016-17
4650 - Contract Tree Gang				
Sundry Income	Tree Removal for Cross-Overs	Taxable	Variable	Variable
<u>Property and Facilities</u>				
2245 - Facilities Management	Town hall Function Rooms Concessional Rates (i.e. Community Groups) - please note, a session = 3 hours			
Auditorium				
Auditorium - Theatre Style Setup (Fri - Sun)	Per Session	Taxable	917.00	942.00
Kitchen Use (Fri - Sun)	Per Session	Taxable	283.00	290.50
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Taxable	752.00	772.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Kitchen Use (Mon - Thu)	Per Session	Taxable	174.50	179.00
Auditorium - Banquet Style Setup (Fri - Sun)	Per Session	Taxable	1,760.50	1,809.00
Auditorium - Banquet Style Setup (Mon -Thu)	Per Session	Taxable	1,350.00	1,387.00
Public Holiday Surcharge	Per Session	Taxable	331.50	340.50
Theatrette (Fri - Sun)	Per Session	Taxable	451.00	463.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	98.00	100.50
Theatrette (Mon - Thu)	Per Session	Taxable	314.00	322.50
Ground Floor Kitchen Use (Mon-Thu)	Per Session	Taxable	75.50	77.50
Function Rooms				
Rippon Lea Room (evenings and weekends)	Per Session	Taxable	125.50	129.00
	Each Extra Hour After 3 Hours	Taxable	38.00	39.00
Rippon Lea Room (business hours)	Per Session	Taxable	149.00	153.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Each Extra Hour After 3 Hours	Taxable	43.00	44.00
Labassa Room (evenings & weekends)	Per Session	Taxable	111.00	114.00
	Each Extra Hour After 3 Hours	Taxable	38.00	39.00
Labassa Room (business hours)	Per Session	Taxable	138.00	141.50
	Each Extra Hour After 3 Hours	Taxable	43.00	44.00
Ogaki Room (evenings and weekends)	Per Session	Taxable	112.00	115.00
	Each Extra Hour After 3 Hours	Taxable	38.00	39.00
Ogaki Room (business hours)	Per Session	Taxable	138.00	141.50
	Each Extra Hour After 3 Hours	Taxable	43.00	44.00
Caulfield Cup Room (evenings and weekends)	Per Session	Taxable	163.00	167.00
	Per Day	Taxable	255.00	262.00
Caulfield Cup Room (business hours)	Per Session	Taxable	215.00	220.50
	Per Day	Taxable	321.00	330.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Yarra Yarra Room (evenings and weekends)	Per Session	Taxable	123.00	126.00
	Per Day	Taxable	192.00	197.00
Yarra Yarra Room (business hours)	Per Session	Taxable	162.00	166.00
	Per Day	Taxable	243.00	249.50
Upstairs Meeting Rooms - Kitchen (evenings and weekends)	Per Session	Taxable	51.00	52.00
	Per Day	Taxable	100.00	102.50
Upstairs Meeting Rooms - Kitchen (business hours)	Per Session	Taxable	80.00	82.00
	Per Day	Taxable	117.50	120.50
Town hall Function Rooms - Commercial Rates				
Auditorium				
Auditorium - Theatre Style Setup (Fri - Sun)	Per Session	Taxable	1,278.00	1,313.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Kitchen Use (Fri - Sun)	Per Session	Taxable	408.00	419.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Taxable	996.00	1,023.00
Kitchen Use (Mon - Thu)	Per Session	Taxable	224.50	230.50
Auditorium - Banquet Style Setup (kitchen use included) (Fri -Sun)	Per Session	Taxable	2,353.00	2,417.50
Auditorium - Banquet Style Setup (kitchen use included) (Mon -Thu)	Per Session	Taxable	1,772.00	1,820.50
Public Holiday Surcharge		Taxable	333.00	342.00
Theatrette (Fri - Sun)	Per Session	Taxable	579.50	595.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	112.00	115.00
Theatrette (Mon - Thu)	Per Session	Taxable	389.00	399.50
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Taxable	89.00	91.00
Function Rooms				
Rippon Lea Room (evenings and weekends)	Per Session	Taxable	177.50	182.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	For Each Extra Hour After 3 Hours	Taxable	54.00	55.00
Rippon Lea Room (business hours)	Per Session	Taxable	190.00	195.00
	For Each Extra Hour After 3 Hours	Taxable	59.00	60.50
Labassa Room (evenings and weekends)	Per Session	Taxable	150.00	154.00
	For Each Extra Hour After 3 Hours	Taxable	43.00	44.00
Labassa Room (business hours)	Per Session	Taxable	164.00	168.50
	For Each Extra Hour After 3 Hours	Taxable	54.00	55.00
Ogaki Room (evenings and weekends)	Per Session	Taxable	150.00	154.00
	For Each Extra Hour After 3 Hours	Taxable	43.00	44.00
Ogaki Room (business hours)	Per Session	Taxable	164.00	168.50
	For Each Extra Hour After 3 Hours	Taxable	54.00	55.00
Caulfield Cup Room (evenings and weekends)	Per Session	Taxable	295.00	303.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Per Day	Taxable	444.00	456.00
Caulfield Cup Room (business hours)	Per Session	Taxable	447.00	459.00
	Per Day	Taxable	677.50	696.00
Yarra Yarra Room (evenings and weekends)	Per Session	Taxable	222.50	228.50
	Per Day	Taxable	335.00	344.00
Yarra Yarra Room (business hours)	Per Session	Taxable	337.00	346.00
	Per Day	Taxable	494.00	507.50
Kitchen (evenings and weekends)	Per Session	Taxable	87.00	89.00
	Per Day	Taxable	87.00	89.00
Kitchen (business hours)	Per Session	Taxable	100.00	102.50
	Per Day	Taxable	100.00	102.50
Carnegie Library and Community Centre				
Concessional Rates				
Boyd Room 1	Community Per Hour	Taxable	29.00	30.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Boyd Room 2	Community Per Hour	Taxable	29.00	30.00
Boyd Room 3	Community Per Hour	Taxable	29.00	30.00
Boyd Rooms Combined	Community Per Hour	Taxable	83.00	85.00
Main Kitchen	Community Per Hour	Taxable	16.00	16.50
Children's/Multipurpose Room	Community Per Hour	Taxable	21.50	22.00
Commercial Rates				
Boyd Room 1	Community Per Hour	Taxable	62.00	63.50
Boyd Room 2	Community Per Hour	Taxable	62.00	63.50
Boyd Room 3	Community Per Hour	Taxable	62.00	63.50
Boyd Rooms Combined	Community Per Hour	Taxable	186.00	191.00
Main Kitchen	Community Per Hour	Taxable	15.50	16.00
Children's/Multipurpose room	Community Per Hour	Taxable	30.00	31.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Boyd Room 1	Community Per Day (> 3 Hours)	Taxable	\$29.00 per hour for the first 3 hours, \$11.00 per hour for each hour thereafter	\$30.00 per hour for the first 3 hours, \$11.50 per hour for each hour thereafter
Boyd Room 2	Community Per Day (> 3 Hours)	Taxable	\$29.00 per hour for the first 3 hours, \$11.00 per hour for each hour thereafter	\$30.00 per hour for the first 3 hours, \$11.50 per hour for each hour thereafter
Boyd Room 3	Community Per Day (> 3 Hours)	Taxable	\$29.00 per hour for the first 3 hours, \$11.00 per hour for each hour thereafter	\$30.00 per hour for the first 3 hours, \$11.50 per hour for each hour thereafter
Boyd Rooms Combined	Community Per Day (> 3 Hours)	Taxable	\$83.00 per hour for the first 3 hours, \$33.00 per hour for each hour thereafter	\$85.00 per hour for the first 3 hours, \$34.00 per hour for each hour thereafter
<u>Waste and Recycling</u>				
4300 - Waste and Recycling Charges				
Residential	Large 240L Waste Charge (including an estimated \$49 State Levy)	Free	349.00	359.00
	Small 120L Waste Charge (including an estimated \$23 State Levy)	Free	169.00	174.00
	Residential Flat Shared Bins (240L) Waste Charge per assessment (including an estimated \$23 State Levy)	Free	169.00	174.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	240L Family Bin (including an estimated \$49 State Levy)	Free	244.00	251.00
	Medical 240L Waste Charge (including an estimated \$49 State Levy)	Free	169.00	174.00
	Litter Management Charge	Free	53.00	55.00
General	Additional Recycling Bin	Free	30.00	30.00
	Additional Green Waste Bin	Free	30.00	30.00
Commercial	Large 240L Waste Charge (including an estimated \$51 State Levy)	Free	349.00	359.00
	Small 120L Waste Charge (including an estimated \$24 State Levy)	Free	169.00	174.00
PLANNING AND TRANSPORT				
<u>Statutory Planning</u>				
3121 - Statutory Planning				
Amended Plans Fees (Secondary Consent Procedure)	Part Cost Recovery	Free	310.00	350.00
Condition of Permit Plans (Administrative Fee for Unsatisfactory Plans)		Taxable	115.00	118.00
Planning Application Fees	Class 3b >\$100,001	Free	Statutory Charges	Statutory Charges
	Class 5d > \$10,000 - \$250,000	Free	Statutory Charges	Statutory Charges

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Class 6e >\$250,000 - \$500,000	Free	Statutory Charges	Statutory Charges
	Class 7e >\$500,000 - \$1,000,000	Free	Statutory Charges	Statutory Charges
	Class 8e >\$1,000,000 - \$7,000,000	Free	Statutory Charges	Statutory Charges
	Class 9e >\$7,000,000 - \$10,000,000	Free	Statutory Charges	Statutory Charges
	Class 10e >\$10,000,000 - \$50,000,000	Free	Statutory Charges	Statutory Charges
	Class 11e >\$50,000,000	Free	Statutory Charges	Statutory Charges
	Class 12 to Subdivide an Existing Building	Free	Statutory Charges	Statutory Charges
	Class 13f to Subdivide Land into Two Lots	Free	Statutory Charges	Statutory Charges
	Class 15g To Subdivide Land	Free	Statutory Charges	Statutory Charges
Sale of Public Notices	On Site' Large Notices - Additional to Statutory Fee	Free	59.00	61.00
Public Notice Service (posted to affected parties)	First 10 notices	Free	120.00	123.00
	Each Additional Notice	Free	11.00	12.00
Planning Information Fees	Information Fees - GST Free	Free	106.00	110.00
	Extension of Time Request	Free	160.00	180.00
	Request for Historical Documentation (view file request)	Free	75.00	80.00
Subdivision Certification Application	Variable Statutory Fee + \$20 per lot + \$100 Consolidation Fee	Free	Statutory Charges	Statutory Charges

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Photocopies of Plans	Size A0: 1 - 3 Copies - Per Copy	Free	7.60	7.80
	Size A1: 4 or More - Per Copy	Free	7.60	7.80
	Size A2: 4 or More - Per Copy	Free	7.60	7.80
	Size A4 - Per Copy	Free	2.30	2.40
	Size A3 - Per Copy	Free	2.70	2.80
	Copy of Objections - Per Objection	Free	2.30	2.40
Planning Scheme Amendment Fees		Free	Statutory Charges	Statutory Charges
<u>Civic Compliance</u>				
3400 - Building Control				
Permits	Fences Permit Fee	Taxable	507.00	520.00
	Reblocks, Garages, Carports, Verandas Permit Fee	Taxable	690.00	708.00
	Other Garages and Swimming Pools	Taxable	690.00	708.00
	Pool Fences only	Taxable	388.00	400.00
Dwelling Additions (including 4 inspections) cost/80	Minimum Fee - Owner Builder	Taxable	1,938.00	1,990.00
Cost/100	Minimum Fee-Registered Builder	Taxable	1,580.00	1,623.00
Dwellings (including 4 inspections) cost/100	Minimum Fee - Owner Builder	Taxable	2,612.00	2,680.00
Cost/120	Minimum Fee - Registered Builder	Taxable	2,183.00	2,243.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Commercial Cost/100	(Up to \$20k - including 2 inspects)	Taxable	811.00	833.00
	(\$20k and over)	Taxable	Cost/100	Cost/100
Demolition Fees	Domestic - within Municipality	Taxable	612.00	630.00
	Commercial	Taxable	Price on Application	Price on Application
Special Assessments	Domestic - per hour (minimum 1 hour)	Taxable	157.00	160.00
	Commercial - per hour (minimum 1 hour)	Taxable	418.00	430.00
Application fee to retain works constructed without a building permit	New 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	Not Applicable for 2015-16	Min. \$546.70
Inspection Rates	Within Municipality	Taxable	146.00	150.00
	Lapsed Permits	Taxable	388.00	398.00
	Additional Inspections	Taxable	146.00	150.00
External Inspections		Taxable	340.00	350.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Occupancy Permits	Prescribed Temporary Structures	Free	544.00	560.00
	Place for Public Entertainment	Free	2,690.00	2,765.00
	Amendment to above CO Certificates	Free	337.00	346.00
Siting approval- Prescribed Temporary Structures	Siting approval of prescribed temporary structures - <i>Building Act</i> s57(1)(a)	Free	268.00	275.00
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	250.00	257.00
	Corner fences combined application	Free	375.00	385.00
	Domestic buildings- Dispensation or performance determination Reg. 608, 503, 1011	Free	311.00	320.00
	Commercial buildings- Dispensation or performance determination Reg. 608, 503, 1011	Free	622.00	640.00
Hoarding Permits	Hoarding Permits - Fee Per Month	Free	\$157 + (value) * (value) * \$2.40	\$162 + (value) * (value) * \$2.50
	Renewal (new administration fee of \$77 effective in 2014-15)	Free	\$79 + (value) * (value) * \$2.40	\$82 + (value) * (value) * \$2.50
Statutory Inspections	Pool Certificate	Taxable	388.00	400.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Subdivisions	Taxable	388.00	400.00
Modifications for Existing Building Redevelopment	Domestic - Per Modification	Taxable	321.00	330.00
Extensions	Domestic	Taxable	173.00	178.00
Cancellations of Permits	Domestic	Free	173.00	178.00
Construction Management Plan Variation Fee	New fee for the assessment of variations to construction management plans	Free	105.00	108.00
Building Appeals Commission/Melbourne Water Fees Re Modifications	Various Fees Depending on Modifications	Free	Various	Various
Plan Copies	Fee Includes \$28 Search Fee	Free	Fee Includes \$27 Search Fee	Fee Includes \$28 Search Fee
	Usually \$28 First 4 Copies, Discount for Further Copies	Free	Various	Various
Copies of building permit documentation		Free	38.00	39.00
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	49.60	51.00
Permit Lodgement Fees	Statutory Fee - Domestic (Set by Legislation Charges are currently estimated)	Free	37.10	38.10
	Statutory Fee - Commercial (Set by Legislation Charges are currently estimated)	Free	37.10	38.10

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
3224 - Animal Control Services				
Cat Registration	Cat registration fees			
	Sterilised and Microchipped (including \$2 State Levy)	Free	33.10	33.95
	Non Sterilised (Max fee) (including \$2 State Levy)	Free	96.30	98.90
	Over 10 years (including \$2 State Levy)	Free	33.10	33.95
	FCC/Reg (including \$2 State Levy)	Free	33.10	33.95
	Microchipped Non Sterilised (existing registrations only) (including \$2 State Levy)	Free	33.10	33.95
	Pensioner Rate - Cat Sterilised and Micro chipped (including \$2 State Levy)	Free	17.55	18.00
	Pensioner Rate - Cat Non Sterilised (including \$2 State Levy)	Free	49.15	50.45
Dog Registration	Dog registration fees			
	Sterilised and Microchipped (including \$3.50 State Levy)	Free	50.55	51.85
	Non Sterilised (Max fee) (including \$3.50 State Levy)	Free	146.15	150.05
	Over 10 years (including \$3.50 State Levy)	Free	50.55	51.85
	FCC/Reg (including \$3.50 State Levy)	Free	50.55	51.85

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Microchipped Non Sterilised (existing registrations only) (including \$3.50 State Levy)	Free	50.55	51.85
	Pensioner Rate - Dog Sterilised and Microchipped (including \$3.50 State Levy)	Free	27.00	27.65
	Pensioner Rate - Dog Non Sterilised (including \$3.50 State Levy)	Free	74.80	76.75
	Obedience Trained (including \$3.50 State Levy)	Free	27.00	27.65
	Obedience Trained - Pensioner Rate (including \$3.50 State Levy)	Free	15.30	15.60
	Restricted Breed and Declared Dangerous Dog (including \$3.50 State Levy)	Free	296.30	304.35
	Dangerous Dog which is a Guard Dog or Protection Trained (including \$3.50 State Levy)	Free	146.15	150.05
Domestic Animal Business	Pet Shop Registration (Includes \$10.00 State Levy)	Free	304.00	315.00
Animal Registration Register	Copy of Pet Registration Information	Free	45.00	46.20
Impoundment Fees - Statutory	Fee Prior to Delivery to Pound	Free	87.40	89.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	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	24.48	25.20
	Permit for more than 2 cats/dogs	Free	56.45	58.00
3210 - Local Laws				
Waste Bin Permits (Road Occupancy Permits)		Free	73.50	75.50
Materials on Nature Strips	Flat Rate Per Week	Free	73.50	75.50
Footpath Trading Permits	Area 1 per sq/m	Free	44.35	45.60
	Area 2 per sq/m	Free	36.90	37.90
	Area 3 per sq/m	Free	28.80	29.60
	A' Frame Signs	Free	105.60	108.50
	Coffee Shop Windbreaks	Free	175.50	180.50
	Gas Heaters	Free	51.00	52.50
	Magazine Racks	Free	105.60	108.50
Footpath/road occupancy permit	Footpath/road Occupancy Permits - Fee Per Month	Free	\$157+(value)*(value)*\$2.40	\$162+(value)*(value)*\$2.50
Mobile Crane Permits	Flat Fee + Value of Footpath Rental/Car Spaces Taken	Free	157.00	162.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Works Zone Permits	Three months or less per zone	Free	887.00	915.00
	Six months	Free	1,587.00	1,630.00
	Nine months	Free	2,060.00	2,120.00
	12 Months	Free	2,575.00	2,650.00
	Extension per month	Free	422.00	434.00
	Additional bays per month	Free	164.80	170.00
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	150.00	155.00
Reserved Parking- Film sites etc.	Unrestricted Time Zones Per Car Space	Free	47.30	48.60
	Time Restricted Zones Per Car Space	Free	88.00	90.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Traffic and Parking				
3200 - Traffic and Parking Management				
Magistrate Court Fees		Free	Various	Various
3220 - Parking Management				
Parking Infringements	Non Compliance of Road Rules	Free	Various	Various
PERIN Parking Infringements		Free	Various	Various
Residential Parking Permits		Free	105.00	110.00
Tradespersons Permit	Per week charge for residential parking spaces (<i>charge effective from January 2015</i>)	Free	40.00	40.00
Parking Fees Caulfield Racecourse		Taxable	Various	Various
	First Two Hours (all areas)	Taxable	1.90	2.00
	All Day Areas Nos. 1 & 2	Taxable	5.60	5.70
	All Day Area No. 3 (Re-classified as Areas Nos 1 & 2 in 2016-17)	Taxable	4.50	Not Applicable in 2016-17
Traffic Photos	Traffic Photos (printed and posted)	Free	11.00	15.00
User Fees General		Free	Various	Various
Miscellaneous Income		Taxable	Various	Various

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
CORPORATE COUNSEL				
<u>Risk Insurance and Compliance</u>				
2400 - Statutory & Local Government Act				
Freedom of Information Fees	Set Statutory Fees = per Application	Free	Estimated statutory fee \$27.50	Estimated statutory fee \$27.90 (this fee will increase on 1 July 2016)
COMMUNITY RELATIONS				
<u>Recreation Services</u>				
4803 - Pavilions		Taxable		
Hire of Sports Pavilions/Hall/Social Rooms:				
Hire charges listed below also relate to the following pavilions: Bailey Reserve Pavilion, Bentleigh Reserve Pavilion, Caulfield Park Pavilion, Centenary Park Pavilion, EE Gunn Reserve Pavilion, East Caulfield Reserve Pavilion, Glenhuntly Pavilion, King George Reserve Pavilion, Koornang Reserve Pavilion, Lord Reserve Pavilion, Mackie Reserve Pavilion, Marlborough Reserve Pavilion, McKinnon Reserve Pavilion, Moorleigh Pavilion, Murrumbeena Pavilion, Packer Park Pavilion/Hall, Princes Park Pavilion, Victory Park Pavilion				
Bond: Minimum \$1,000 - Maximum \$5,000				
Hall Caretaker Fee	Weekday		35.00	36.00
	Weekend		63.00	64.00
	Public Holiday rate		94.00	96.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
4804 - Duncan Mackinnon Reserve		Taxable		
4805 - Moorleigh Community Village		Taxable		
	Rental	Taxable	Rates vary dependent on size of room	Rates vary dependent on size of room
	Utility Reimbursement	Taxable	Rates vary dependent on number of rooms used	Rates vary dependent on number of rooms used
	Casual Hire/Not for Profit	Taxable	24.00	24.50
4806 - Bentleigh/McKinnon Youth Centre		Taxable		
4808 - McKinnon Public Hall		Taxable		
4809 - Murrumbeena Hall		Taxable		
4810 – GlenHuntly Hall		Taxable		
4812 - Caulfield Park Pavilion Community Room		Taxable		
4813 - Packer Social Room		Taxable		
4814 - DC Bricker Social Room		Taxable		
4815 - East Caulfield Social Room		Taxable		

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Hire of Hall, social room, function room, meeting room, community room	Full Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	27.00	28.00
Bond: Minimum \$1,000 - Maximum \$5,000	Full Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	50.00	51.00
	Full Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	78.30	80.00
	Full Flat Rate Evening Casual - Friday & Saturday Night 6pm - Midnight	Taxable	410.50	419.00
	Full Hourly Rate Casual (Public Holiday) - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	38.30	39.00
	Full Hourly Rate Casual (Public Holiday) - Saturday & Sunday 8am - 5pm	Taxable	56.60	57.50
	Full Hourly Rate Casual (Public Holiday) - Sunday 5pm - 10pm	Taxable	86.20	88.00
	Full Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	607.00	619.00
	Sporting Clubs (non-profit) Hourly Rate Casual Sunday - Thursday 6am - 10pm & Friday/Saturday 6am - 6pm	Taxable	24.00	24.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Sporting Clubs (non-profit) - Flat Rate Evening Casual - Friday - Saturday Night 6pm - Midnight	Taxable	362.00	369.00
	Non Profit Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	24.00	24.50
	Non Profit Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	35.70	36.50
	Non Profit Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	51.00	52.00
	Non Profit Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	367.20	374.50
	Non Profit Hourly Rate Casual (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	37.20	38.00
	Non Profit Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	49.60	51.00
	Non Profit Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm	Taxable	69.00	70.00
	Non Profit Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	544.20	555.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Commercial Hourly Rate Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	73.00	74.50
	Commercial Hourly Rate Casual Saturday & Sunday 8am - 5pm	Taxable	134.60	137.00
	Commercial Hourly Rate Casual Saturday & Sunday 5pm - 10pm	Taxable	149.50	152.50
	Commercial Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	746.80	762.00
	Commercial Hourly Rate (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	146.00	149.00
	Commercial Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	267.00	272.00
	Commercial Hourly Rate Casual (Public Holiday) Saturday & Sunday 5pm - 10pm	Taxable	298.80	305.00
	Commercial Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	1,120.80	1,143.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Combined Hire - Community Room and Meeting Room at same venue	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	53.00	54.00
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	100.00	102.00
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	156.70	160.00
	Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual - Friday & Saturday Night 6pm - Midnight	Taxable	679.00	692.50
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	76.50	78.00
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Saturday & Sunday 8am - 5pm	Taxable	113.20	115.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday) - Sunday 5pm - 10pm	Taxable	172.40	176.00
	Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	896.50	914.50
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	48.00	49.00
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Saturday & Sunday 8am - 5pm	Taxable	71.40	73.00
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Sunday 5pm - 10pm	Taxable	102.00	104.00
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual - Friday & Saturday Night 6pm - Midnight	Taxable	544.20	555.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	74.20	75.50
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	91.80	93.50
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm	Taxable	132.60	135.50
	Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual (Public Holiday) - Friday & Saturday Night 6pm - Midnight	Taxable	814.70	831.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	146.30	150.00
	Combined Hire - Community Room and Meeting Room at same venue	Taxable	269.30	275.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Commercial Hourly Rate Casual Saturday & Sunday 8am - 5pm			
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Sunday 5pm - 10pm	Taxable	299.00	305.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual Friday & Saturday Night 6pm - Midnight	Taxable	1,122.00	1,144.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate (Public Holiday) Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Taxable	285.60	275.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday) Saturday & Sunday 8am - 5pm	Taxable	269.30	290.00
	Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm	Taxable	299.00	305.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual (Public Holiday) Friday & Saturday Night 6pm - Midnight	Taxable	1,094.40	1,116.00
	Store Room	Taxable	\$40.80 per month	\$41.50 per month
4804 - Duncan Mackinnon Reserve - Bond - School track bookings: Minimum \$1,000 - Maximum \$5,000				
Athletics Track Schools within Glen Eira	Casual Per Day	Taxable	376.00	383.50
Athletics Track Schools outside Glen Eira	Casual Per Day	Taxable	479.00	488.50
Athletics Track Casual hire	Casual Per Day	Taxable	Not Applicable for 2015-16	510.00
Caretaker Fee/Call Out Fee	Caretaker Fee/Call Out Fee	Taxable	\$58.00 w/d \$143.00 w/e and Public Holiday	\$59.00 w/d \$146.00 w/e and Public Holiday
Athletics Track Schools within Glen Eira	Casual Per Hour	Taxable	82.00	83.50
Athletics Track Schools outside Glen Eira	Casual Per Hour	Taxable	98.00	100.00
Athletics Track Casual Hire	Casual Per Hour	Taxable	120.00	110.00
Athletics Track Schools within Glen Eira	Public Holiday Casual Per Hour	Taxable	122.00	124.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Athletics Track Schools outside Glen Eira	Public Holiday Casual Per Hour	Taxable	141.00	144.00
Athletics Track Casual Hire	Public Holiday Casual Per Hour	Taxable	160.00	155.00
Athletics Track Schools within Glen Eira	Casual Other (Half Day)	Taxable	224.00	228.50
Athletics Track Schools outside Glen Eira	Casual Other (Half Day)	Taxable	271.00	276.50
Athletics Track Casual Hire	Casual Other (Half Day)	Taxable	300.00	300.00
Athletics Track Schools within Glen Eira	Public Holiday (Full Day)	Taxable	620.00	632.50
Athletics Track Schools outside Glen Eira	Public Holiday (Full Day)	Taxable	742.00	757.00
Athletics Track Casual Hire	Public Holiday (Full Day)	Taxable	760.00	775.00
Athletics Track Schools within Glen Eira	Public Holiday (Half Day)	Taxable	349.00	356.00
Athletics Track Schools outside Glen Eira	Public Holiday (Half Day)	Taxable	456.00	430.00
Athletics Track Casual Hire	Public Holiday (Half Day)	Taxable	470.00	450.00
	Equipment Hire (Half Day)	Taxable	77.00	78.50
	Equipment Hire (Full Day)	Taxable	153.00	156.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Starting Blocks (Half Day)	Taxable	31.00	31.50
	Starting Blocks (Full Day)	Taxable	62.00	63.00
	Timing Gates	Taxable	255.00	260.00
	Timing Gates (Weekend/Public Holiday)	Taxable	350.00	357.00
	Timing Gates Operation	Taxable	205.00	209.00
	Timing Gates Operation (Weekend/Public Holiday)	Taxable	250.00	280.00
	Lighting (early morning per hour)	Taxable	31.00	31.50
Netball Courts Schools within Glen Eira	Full day (6 hours & 8 courts)	Taxable	316.00	320.00
Netball Courts Schools within Glen Eira	Full day (6 hours & 8 courts) Public Holiday	Taxable	508.00	516.00
Netball Courts Schools within Glen Eira	Full day (6 hours & 4 courts)	Taxable	158.00	161.00
Netball Courts Schools within Glen Eira	Full day (6 hours & 4 courts) Public Holiday	Taxable	254.00	259.00
Netball Courts Schools within Glen Eira	Half day (3 hours & 8 courts)	Taxable	158.00	161.00
Netball Courts Schools within Glen Eira	Half day (3 hours & 8 courts) Public Holiday	Taxable	254.00	259.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Netball Courts Schools within Glen Eira	Half day (3 hours & 4 courts)	Taxable	80.00	81.50
Netball Courts Schools within Glen Eira	Half day (3 hours & 4 courts) Public Holiday	Taxable	128.00	130.50
Netball Courts Schools outside Glen Eira	Full day (6 hours & 8 courts)	Taxable	437.00	443.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 8 courts) Public Holiday	Taxable	699.00	710.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 4 courts)	Taxable	218.00	220.00
Netball Courts Schools outside Glen Eira	Full day (6 hours & 4 courts) Public Holiday	Taxable	349.00	355.00
Netball Courts Schools outside Glen Eira	Half day (3 hours & 8 courts)	Taxable	218.00	222.50
Netball Courts Schools outside Glen Eira	Half day (3 hours & 8 courts) Public Holiday	Taxable	349.00	356.00
Netball Courts Schools outside Glen Eira	Half day (3 hours & 4 courts)	Taxable	109.00	111.00
Netball Courts Schools outside Glen Eira	Half day (3 hours & 4 courts) Public Holiday	Taxable	175.00	178.50
Netball Courts Casual	Full day (6 hours & 8 courts)	Taxable	450.00	458.00
Netball Courts Casual	Full day (6 hours & 8 courts) Public Holiday	Taxable	720.00	732.00
Netball Courts Casual	Full day (6 hours & 4 courts)	Taxable	230.00	230.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Netball Courts Casual	Full day (6 hours & 4 courts) Public Holiday	Taxable	360.00	367.00
Netball Courts Casual	Half day (3 hours & 8 courts)	Taxable	230.00	230.00
Netball Courts Casual	Half day (3 hours & 8 courts) Public Holiday	Taxable	360.00	367.00
Netball Courts Casual	Half day (3 hours & 4 courts)	Taxable	120.00	116.00
Netball Courts Casual	Half day (3 hours & 4 courts) Public Holiday	Taxable	190.00	186.00
Netball Courts Casual	Per Hour (1 hours & 8 courts)	Taxable	65.00	86.00
Netball Courts Casual	Per Hour (1 hours & 8 courts) Public Holiday	Taxable	100.00	133.00
Netball Courts Casual	Per Hour (1 hours & 4 courts)	Taxable	40.00	48.50
Netball Courts Casual	Per Hour (1 hours & 4 courts) Public Holiday	Taxable	55.00	75.00
Netball Courts Schools within Glen Eira	Per Hour (1 hours & 8 courts)	Taxable	60.00	61.00
Netball Courts Schools within Glen Eira	Per Hour (1 hours & 8 courts) Public Holiday	Taxable	95.00	97.00
Netball Courts Schools outside Glen Eira	Per Hour (1 hours & 8 courts)	Taxable	80.00	81.50
Netball Courts Schools outside Glen Eira	Per Hour (1 hours & 8 courts) Public Holiday	Taxable	125.00	127.50
Netball Courts Schools within Glen Eira	Per Hour (1 hours & 4 courts)	Taxable	35.00	35.50
Netball Courts Schools within Glen Eira	Per Hour (1 hours & 4 courts) Public Holiday	Taxable	50.00	51.00
Netball Courts Schools outside Glen Eira	Per Hour (1 hours & 4 courts)	Taxable	45.00	46.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Netball Courts Schools outside Glen Eira	Per Hour (1 hours & 4 courts) Public Holiday	Taxable	70.00	71.50
Netball Courts Schools within Glen Eira	Casual Per Hour Per Court	Taxable	17.50	18.00
Netball Courts Schools outside Glen Eira	Casual Per Hour Per Court	Taxable	31.00	31.50
Netball Courts Casual	Casual Per Hour Per Court	Taxable	Not Applicable for 2015-16	33.00
Netball Courts Schools within Glen Eira	Casual Per Hour Per Court - Public Holiday	Taxable	25.00	25.50
Netball Courts Schools outside Glen Eira	Casual Per Hour Per Court - Public Holiday	Taxable	41.00	42.00
Netball Courts Casual	Casual Per Hour Per Court - Public Holiday	Taxable	Not Applicable for 2015-16	44.00
	Netball padding hire (full day)	Taxable	Not Applicable for 2015-16	78.50
	Netball padding hire (half day)	Taxable	Not Applicable for 2015-16	40.00
4816 - Open Space				
Bond - Special Events: Minimum \$500 - Maximum \$15,000 (Day Rate)				
Hire of Rotundas	Day Rate	Taxable	128.50	131.00
Hire of Rotundas with power	Bentleigh Centre Road & Caulfield Park Band Stand	Taxable	149.00	152.00
Open Space Hire - Community rate	Day Rate	Taxable	128.50	131.00
Open Space Hire - Commercial rate	Day Rate	Taxable	193.00	197.00
Open Space Hire - Community rate (bringing on 1-2 items)	Minor event <500 people (includes bringing 1-2 items into the park)	Taxable	407.50	415.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Open Space Hire - Schools within Glen Eira During School Hours	Open Space hire for - School Within Glen Eira During Schools Hours	Taxable	41.00	42.00
Open Space Hire - Schools outside of Glen Eira During School Hours	Open Space hire for - School Outside Glen Eira During School Hours	Taxable	84.00	85.50
Hire fee for an event - <i>(where any items are brought onto the reserve additional item fees listed below will apply).</i>	Special Events - 500 - 2,000 people	Taxable	809.00	825.00
	Special Events - 2,000 - 5,000 people	Taxable	1,243.00	1,237.00
	Special Events - 5,000 - 10,000 people	Taxable	1,738.00	1,856.00
	Special Events - 10,000 > people	Taxable	Not Applicable for 2015-16	2,784.00
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 ²)	Taxable	407.50	415.50
	2 Item/equipment brought onto the park (based on 18m ²)	Taxable	627.00	831.00
	3 Item/equipment brought onto the park (based on 27m ²)	Taxable	1,243.00	1,246.50
	4 Item/equipment brought onto the park (based on 36m ²)	Taxable	1,738.00	1,662.00
	5 Item/equipment brought onto the park (based on 45m ² - 81m ²) (\$415.15 per additional item up to nine items)	Taxable	Not Applicable for 2015-16	2,077.50
	10 - above Item/equipment brought onto the	Taxable	Not Applicable for 2015-16	4,155.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	park (based on 90m ² >) (\$415.15 per additional item over ten)			
Hire of Chess Set (Harleston Park)	Hire of Chess Set	Taxable	70.50	70.50
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	32.30	33.00
Filming Permit	Student / Low Impact Filming (per day)	Free	32.50	33.00
	Commercial (per day)	Free	497.00	507.00
	Commercial (per half day)	Free	248.50	253.50
	Still Photography (per day)	Free	310.00	316.00
	Still Photography (half day)	Free	155.00	158.00
Hire of Car Park in Open Space, Reserve, Park	Per car park fee	Taxable	50.00	51.00
Advertising Board Bond	Bond for Advertising Board per board	Free	50.00	50.00
Hire of Sports Reserves - Casual Rates	Casual rate	Taxable	128.50	131.00
Hire of Sports Reserves - Commercial Rates	Commercial rate	Taxable	193.00	197.00
Hire of Sports Reserves - School Rates				
One Oval Per Term		Taxable	41.00	42.00
Two Ovals Per Term		Taxable	82.00	84.00
Three Ovals Per Term		Taxable	123.00	126.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Four Ovals Per Term		Taxable	164.00	168.00
Five Ovals Per Term		Taxable	205.00	210.00
	School Outside Glen Eira During School Hours	Taxable	84.00	85.50
	School bookings outside school hours	Taxable	128.50	131.00
Balloon Landing	Per Landing - Caulfield Park	Taxable	163.00	167.00
Balloon Landing	Per Landing - Caulfield Park (no notification)	Taxable	332.50	339.00
Site Inspection for events		Taxable	46.00	47.00
Personal Training	Annual Fee - standard one year licence (GST Inc.)	Taxable	330.00	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
Personal Training	Annual Capped Fee (set in line with State Government)	Taxable	16,144.00	Not Applicable for 2016-17
4754 - East Caulfield Reserve Tennis Facility				
Court Hire	Per Hour During the Day	Taxable	21.50	22.00
	Per Hour - Evenings and Weekends	Taxable	25.00	25.50
4754 - East Caulfield Reserve & Carnegie Multi Sport Facility				
	Single Small Court - Per Hour Off Peak (7am-5pm)	Taxable	Not Applicable for 2015-16	30.00
	Single Small Court - Per Hour Peak (6pm-9pm) (closes 10pm)	Taxable	Not Applicable for 2015-16	45.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Single Large Court - Per Hour Off Peak (7am-5pm)	Taxable	Not Applicable for 2015-16	45.00
	Single Large Court - Per Hour Peak (6pm-9pm) (closes 10pm)	Taxable	Not Applicable for 2015-16	60.00
4751 - Carnegie Swimming Pool				
	General Admission - Adult	Taxable	5.80	6.00
	General Admission - Child	Taxable	3.30	3.40
	Concession/Student	Taxable	4.40	4.50
	Spectators	Taxable	2.00	2.00
	Family Pass* (Medicare card)	Taxable	16.00	16.50
	Season Tickets - Adults x 20	Taxable	93.00	96.00
	Season Tickets - Adults x 10	Taxable	46.50	54.00
	Season Tickets - Children x 20	Taxable	54.00	54.40
	Season Tickets - Children x 10	Taxable	27.00	30.60
	Season Tickets - Concession x 20	Taxable	67.20	72.00
	Season Tickets - Concession x 10	Taxable	33.60	40.50
	Family Pass* (Medicare card)	Taxable	385.00	410.00
	Season Pass - Adult	Taxable	240.00	250.00
	Season Pass - Concession	Taxable	195.00	205.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Season Pass - Children	Taxable	145.00	150.00
	Lane Hire	Taxable	27.00	28.50
	Half Dive Pool	Taxable	27.00	28.50
	Dive Pool	Taxable	54.00	57.00
Aquatic Education	Per Lesson	Taxable	13.50	14.00
Tennis Court Hire	Per Hour During the Day	Taxable	21.50	22.00
	Per Hour - Evenings and Weekends	Taxable	25.00	26.00
	Coaching Annual Fee	Taxable	285.00	290.00
Swim Carnivals	Full Day (Per Hour)	Taxable	170.00	180.00
	Half Day (Per Hour)	Taxable	180.00	190.00
	Entry Fee (Carnivals)	Taxable	3.20	3.50
Casual Hall Hire	During Centre Hours (Per Hour)	Taxable	33.50	34.00
Birthday Parties	Supervised & Non-catered 6-15years (Per Child)	Taxable	15.00	15.50
4752 - Caulfield Recreation Centre				
Direct Debit Membership	Full Price	Taxable	36.1/ fortnight	37.2/ fortnight
	Concession	Taxable	28.8/ fortnight	29.7/ fortnight
	New Member	Taxable	36.1/ fortnight	37.2/ fortnight
	New Member Concession	Taxable	28.8/ fortnight	29.7/ fortnight

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Start Up Fee	New Member	Taxable	78.00	81.00
Memberships - Gym and Aerobics	12 Month	Taxable	680.00	680.00
	6 Month	Taxable	478.00	478.00
	3 Month	Taxable	277.00	280.00
	12 Month Concession	Taxable	604.00	604.00
	6 Month Concession	Taxable	424.00	424.00
	3 Month Concession	Taxable	243.00	245.50
Memberships - Gym	12 Month	Taxable	598.00	598.00
	6 Month	Taxable	400.00	400.00
	3 Month	Taxable	228.00	230.50
	12 Month Concession	Taxable	533.00	533.00
	6 Month Concession	Taxable	335.00	335.00
	3 Month Concession	Taxable	231.00	233.50
Membership - Aerobics	12 Month	Taxable	497.00	497.00
	6 Month	Taxable	347.00	347.00
	3 Month	Taxable	201.00	203.00
	12 Month Concession	Taxable	393.00	393.00
	6 Month Concession	Taxable	331.00	331.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	3 Month Concession	Taxable	156.00	158.00
Teen Gym	Membership	Taxable	19.40	20.00
	Start Up Fee	Taxable	37.00	37.50
	Multi Pass	Taxable	66.00	70.00
Health Club	Casual Health Club	Taxable	19.00	20.00
	Multi Visit Card Concession (10)	Taxable	152.00	160.00
	Challenge Fitness Camp	Taxable	16.00	16.50
Personal Training (45 mins)	Member 1 on 1 session single	Taxable	57.00	58.00
	Member 1 on 1 session - 10 Pack	Taxable	504.00	522.00
	Member Group Single Session (Each)	Taxable	43.50	45.00
	Member Group 10 Pack (Each)	Taxable	391.50	405.00
	Casual 1 On 1 Session Single	Taxable	64.10	67.00
	Casual 10 Pack	Taxable	576.90	603.00
	Casual Group Single Session (Each)	Taxable	47.00	49.00
	Casual Group 10 Pack (Each)	Taxable	420.00	441.00
Group Fitness	Group Fitness Casual	Taxable	15.50	16.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	Group Fitness Concession	Taxable	12.50	13.00
	Multi Card Visit (10)	Taxable	128.00	144.00
	Multi Visit Card Concession (10)	Taxable	102.00	117.00
	Adrenaline Direct Debit Membership	Taxable	55.00	56.00
	Adrenaline Casual Member	Taxable	12.00	12.50
	Adrenaline Casual Non Member	Taxable	18.00	18.50
Older Adults	Pryme Movers	Taxable	5.00	6.00
	Pryme Movers Multi Visit Card Concession (10)	Taxable	40.00	54.00
Children's Programs	Childcare - Casuals	Taxable	7.20	9.00
	Childcare - Casuals (Family)	Taxable	9.50	12.00
	Childcare - Members	Taxable	5.20	6.00
	Childcare - Members (Family)	Taxable	7.20	8.50
School Holiday Program		Taxable	65.00	68.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Casual Hall Hire	During Centre Hours	Taxable	33.50	34.00
	Outside Centre Hours	Taxable	87.00	88.00
	Creche Room	Taxable	15.50	15.70
Tennis Court Hire	Per Hour During the Day	Taxable	21.50	22.00
	Per Hour - Evenings and Weekends	Taxable	25.00	26.00
	Coaching Annual Fee	Taxable	285.00	290.00
Note: The income for the recreation centre and pools are collected by external contractors.				
<u>Community Information</u>				
1180 - Community Information				
Advertising in Glen Eira News - Commercial Rate, Black and White	Column - per cm			
	5.5cm x 1 column	Taxable	69.00	Not Applicable for 2016-17
	11cm x 1 column	Taxable	133.00	Not Applicable for 2016-17
	13cm x 2 column	Taxable	260.00	Not Applicable for 2016-17
	Per logo or photo scan	Taxable	58.00	Not Applicable for 2016-17
Advertising in Glen Eira News - Commercial Rate, for Colour	5.5cm x 1 column	Taxable	76.00	Not Applicable for 2016-17
	11cm x 1 column	Taxable	148.00	Not Applicable for 2016-17

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
	13cm x 2 column	Taxable	283.00	Not Applicable for 2016-17
	Per logo or photo scan	Taxable	58.00	Not Applicable for 2016-17
Advertising in Glen Eira News - Community Group (not for profit only), Colour or Black and White	5.5cm x 1 column	Taxable	53.00	Not Applicable for 2016-17
	11cm x 1 column	Taxable	78.00	Not Applicable for 2016-17
	13cm x 2 column	Taxable	209.00	Not Applicable for 2016-17
	Per Logo or Photo Scan	Taxable	53.00	Not Applicable for 2016-17
Photo Sales - Glen Eira News	6cm x 4cm	Taxable	7.00	7.00
	7cm x 5cm	Taxable	10.00	10.00
	8cm x 6cm	Taxable	12.00	12.00
	8cm x 12cm	Taxable	18.00	18.00

Appendix E – Schedule of Glen Eira Sports & Aquatic Centre (GESAC) User Charges and Other Fees

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016-2017 year.

In order to allow for promotional and marketing programs, the GESAC Manager will have limited delegated authority to vary a fee:

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

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
<u>Glen Eira Sports & Aquatic Centre - (GESAC)</u>				
4759 - Administration & Human Resource - Creche				
Creche Members	10 x Creche Members Casual Rate	GST free	63.00	65.70
Creche Members	Creche Members Casual Rate	GST free	7.00	7.30
Creche Members	10 x Creche Platinum Members Rate	GST free	54.60	55.85
Creche Non Members	Creche Non Members Casual Rate	GST free	10.70	11.30
4761 - Administration & Human Resource - Consumables				
Sundry Income	Member Wrist Band	Taxable	18.00	18.00
Sundry Income	Member Wrist Band - Upgrade	Taxable	13.50	13.50
Sundry Income	Replacement Card	Taxable	8.50	8.50
Uniform Purchase	Uniform	Taxable	50.00	50.00
4762 - GESAC Aquatics - Learn To Swim				
Learn To Swim	Foundation Swim School Membership	GST free	17.30	18.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Learn To Swim	Swim School membership	GST Free	17.85	18.75
Learn To Swim	Swim School Membership Flexi	GST free	19.60	20.50
Learn To Swim	Swim School 3 month Term	GST free	255.00	266.00
Learn To Swim	Private Lesson	GST free	59.00	62.00
Holiday Program	Swim School Fastlane - Member	GST Free	50.00	52.50
Holiday Program	Swim School Fastlane - Non Member	GST Free	95.00	100.00
Joining Fees	Administration Fee	Taxable	30.00	30.00
Junior Swim Squad	Junior Swim Squad	Taxable	19.60	20.50
Junior Swim Squad	Junior Swim Squad Flexi	Taxable	21.35	22.40
Junior Swim Squad	Junior Swim Squad 3 month Term	Taxable	277.00	291.00
4763 – GESAC Aquatics - Schools	July 2016 - December 2016 Prices (Prices to be reset in January 2017)			
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
	January 2017 - June 2017 Prices			
School Swimming Program	Max 6 per class	GST Free	10.40	11.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
School Swimming Program	Max 8 per class	GST Free	9.70	10.20
School Swimming Program	Max 10 per class	GST Free	9.10	9.60
4765- GESAC Aquatics - Birthday Parties				
Birthday Party Program	Birthday Party Program - Snack Menu	Taxable	28.60	30.00
Birthday Party Program	Birthday Party Program - Meal Menu	Taxable	30.75	32.30
Birthday Party Program	Birthday Party Program - Feast Menu	Taxable	32.85	34.50
Birthday Party Program	Birthday Party Deposit	Taxable	100.00	100.00
4766- GESAC Aquatics - Casual Entry				
Adult Swims	10x Adult Swim General Admission	Taxable	79.50	79.50
Adult Swims	Adult Swim General Admission	Taxable	9.95	9.95
Adult Swims	Adult Swim Off Peak	Taxable	7.95	7.95
Concession Swims	10 x Concession General Admission	Taxable	63.00	63.00
Concession Swims	Concession Swim General Admission	Taxable	7.50	7.50
Concession Swims	Concession Swim Off Peak	Taxable	6.30	6.30
Child Swims	10 x Child General Admission	Taxable	63.00	63.00
Child Swims	Child Swim General Admission	Taxable	7.50	7.50
Child Swims	Child Swim Off Peak	Taxable	6.30	6.30

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Group Swims	10 x Group Swim General Admission	Taxable	243.00	255.00
Group Swims	Group Swim General Admission	Taxable	29.70	31.20
Group Swims	Group Swim Off Peak	Taxable	24.30	25.50
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	122.40	127.80
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	13.60	14.20
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	97.20	101.70
Aquatic Wellness	Aquatic Wellness Concession	Taxable	10.80	11.30
Aquatic Wellness	Aquatic Wellness Upgrade	Taxable	3.65	4.25
Aquatic Wellness	Aquatic Wellness Upgrade - General Concession	Taxable	3.30	3.40
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak Concession	Taxable	4.50	4.70
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak	Taxable	5.65	6.25
Bulk Visit Passes	GESAC Club Card Fee	Taxable	50.00	50.00
Spectator Fees	Spectator Fees	Taxable	3.60	3.80
4769 - GESAC Aquatics - Pool Hire	July 2016 - December 2016 Prices (Prices to be reset in January 2017)			
Pool Hire	25m Pool - Lane	Taxable	62.00	62.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	56.00	56.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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
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
	January - June 2017 Prices			
Pool Hire	25m Pool - Lane	Taxable	62.00	65.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	56.00	59.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	49.00	51.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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
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

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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	700.00
Pool Hire	Fun Package - After 9pm	Taxable	825.00	875.00
Pool Hire	Child Care Room	Taxable	95.00	100.00
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	190.00
Pool Hire	Carnival Equipment	Taxable	61.00	61.00
4774 - GESAC Operations - Administration				
Lockers	Small Locker	Taxable	2.00	2.50
Lockers	Medium Locker	Taxable	3.00	3.50
Lockers	Large Locker	Taxable	4.00	4.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
4775 - GESAC Sales & Marketing - Foundation				
Foundation Membership	Foundation Membership Stage 1	Taxable	18.40	18.95
Foundation Membership	Foundation Membership Stage 2	Taxable	19.55	19.95
Foundation Membership	Foundation Membership Stage 3	Taxable	21.95	21.95
4777 - GESAC Sales & Marketing				
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
Full Membership	Tri Gold Membership Direct Debit	Taxable	31.45	Not Applicable for 2016-17
Full Membership	Tri Gold Membership 3 month Term	Taxable	458.00	Not Applicable for 2016-17
Full Membership	Tri Gold Membership 6 month Term	Taxable	867.00	Not Applicable for 2016-17
Full Membership	Tri Gold Membership 12 month Term	Taxable	1,685.00	Not Applicable for 2016-17
Concession Membership	GOLD Concession Membership Direct Debit - 12 month minimum	Taxable	19.90	19.95

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
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	1,084.00	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
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	13.25	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	738.00	723.00
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 12 month	Taxable	Not Applicable for 2015-16	11.95
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 1 month	Taxable	Not Applicable for 2015-16	14.95

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Aquatic Junior Membership	Aquatic Junior Membership 3 month Term	Taxable	Not Applicable for 2015-16	244.00
Aquatic Junior Membership	Aquatic Junior Membership 6 month Term	Taxable	Not Applicable for 2015-16	438.00
Aquatic Junior Membership	Aquatic Junior Membership 12 month Term	Taxable	Not Applicable for 2015-16	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	18.30	17.95
Activate Membership	Activate Membership 3 month Term	Taxable	287.00	283.00
Activate Membership	Activate Membership 6 month Term	Taxable	525.00	516.00
Activate Membership	Activate Membership 12 month Term	Taxable	1,001.00	983.00
Junior Membership	Junior Membership Direct Debit	Taxable	18.30	17.95
Junior Membership	Junior Membership 3 month Term	Taxable	287.00	283.00
Junior Membership	Junior Membership 6 month Term	Taxable	525.00	525.00
Junior Membership	Junior Membership 12 month Term	Taxable	1,001.00	983.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
4779 - GESAC - Sales & Marketing - Joining Fees				
Joining Fees	Joining Fee 1	Taxable	99.00	99.00
Joining Fees	Joining Fee 2	Taxable	49.00	49.00
Admin Fees	Admin Fees	Taxable	49.95	49.95
4782 - GESAC - Sport, Health & Wellbeing - Bulk Visit				
Bulk Visit Passes	10 x Group Fitness Pass	Taxable	161.55	161.55
Bulk Visit Passes	10 x Concession Group Fitness Pass	Taxable	137.25	143.55
4783 - GESAC - Sport, Health & Wellbeing - Courses				
Courses	Try a Tri - Member	Taxable	49.00	Not Applicable for 2016-17
Courses	Try a Tri - Non Member	Taxable	99.00	Not Applicable for 2016-17
4784 - GESAC - Sport, Health & Wellbeing - Gym				
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	7.00	7.30
Casual Gym	Living Longer Living Stronger Consultation	Taxable	31.50	33.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
4785 - GESAC - Sport, Health & Wellbeing - Facilities Hire				
Wet Program	Aqua Aerobics Group Class	Taxable	180.00	190.00
Dry Program	Group Fitness Class	Taxable	180.00	190.00
Dry Program	Group Cycle Class	Taxable	160.00	170.00
Dry Program	Group Fitness Studio Hire	Taxable	115.00	120.00
Dry Program	Group Fitness Studio Hire (High Use)	Taxable	78.00	82.00
Dry Program	Mind and Body Studio Hire	Taxable	95.00	100.00
Dry Program	Mind and Body Studio Hire (High Use)	Taxable	61.00	64.00
4786 - GESAC - Sport, Health & Wellbeing - Stadium				
Competition Fees	Competition Team Fees Senior	Taxable	70.00	74.00
Competition Fees	Junior Futsal Development Program	Taxable	11.75	12.30
Competition Fees	Junior Netball Development Program	Taxable	11.75	12.30
Stadium Hire	Court Hire - Peak	Taxable	59.00	62.00
Stadium Hire	Court Hire - Schools	Taxable	47.50	50.00
Stadium Hire	Court Hire - Off Peak	Taxable	36.00	38.00
Casual Use	Casual Use	Taxable	6.00	6.30
Registration	Netball Registration	Taxable	280.00	295.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Registration	Futsal Registration	Taxable	180.00	190.00
4788 - GESAC - Sport, Health & Wellbeing - Group Exercise				
Casual Group Exercise	Casual Group Exercise	Taxable	17.95	17.95
Casual Group Exercise	Casual Concession Group Exercise	Taxable	15.25	15.95
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	11.70	11.95
4789 - GESAC - Sport, Health & Wellbeing - Personal Training				
Personal Training	PT Plus One	Taxable	49.95	49.95
Personal Training	PT Plus Two	Taxable	46.95	46.95
Personal Training	PT Plus Three	Taxable	43.95	43.95
Personal Training	PT 5 week Pack - 1 a week	Taxable	249.75	249.75
Personal Training	PT 5 week Pack - 2 a week	Taxable	469.50	469.50
Personal Training	PT 5 week Pack - 3 a week	Taxable	659.25	659.25
Starter Packs	Metabolic Jumpstart Set Up	Taxable	49.95	49.95
Starter Packs	Metabolic Jumpstart Ongoing Fee	Taxable	2.00	2.00
Starter Packs	PT Kickstart	Taxable	99.00	99.00
Results Membership	Results Option - Direct Debit	Taxable	13.50	13.50

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Results Membership	Results Option - 3 month Term	Taxable	225.00	225.00
Results Membership	Results Option - 6 month Term	Taxable	400.00	400.00
Results Membership	Results Option - 12 month Term	Taxable	751.00	750.00
Platinum Option	Platinum Option - Direct Debit	Taxable	19.95	19.95
Platinum Option	Platinum Option - 3 month Term	Taxable	309.00	309.00
Platinum Option	Platinum Option - 6 month Term	Taxable	569.00	569.00
Platinum Option	Platinum Option - 12 month Term	Taxable	1,089.00	1,089.00
Platinum Option	Group Training Casual - Member	Taxable	17.95	17.95
4791 - GESAC - Sport, Health & Wellbeing - Wellness Centre				
Massage	Massage 30 min Introductory	Taxable	-	40.00
Massage	Massage 30 mins	Taxable	-	60.00
Massage	Massage 45 mins	Taxable	-	80.00
Massage	Massage 60 mins	Taxable	-	90.00
Massage	Massage 90 mins	Taxable	-	130.00
Beauty Therapy	Upper Lip Waxing	Taxable	-	10.00
Beauty Therapy	Chin Waxing	Taxable	-	10.00
Beauty Therapy	Stomach Waxing	Taxable	-	20.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Beauty Therapy	Half Leg Waxing	Taxable	-	25.00
Beauty Therapy	Three Quarter Leg Waxing	Taxable	-	35.00
Beauty Therapy	Full Leg Waxing	Taxable	-	45.00
Beauty Therapy	Under Arm Waxing	Taxable	-	16.00
Beauty Therapy	Full Arm Waxing	Taxable	-	30.00
Beauty Therapy	Half Arm Waxing	Taxable	-	24.00
Beauty Therapy	Eyebrow Tint	Taxable	-	22.00
Beauty Therapy	Standard Bikini Wax	Taxable	-	25.00
Beauty Therapy	G String Wax	Taxable	-	35.00
Beauty Therapy	Brazilian Wax	Taxable	-	45.00
Beauty Therapy	Upper Back Wax	Taxable	-	30.00
Beauty Therapy	Full Back Wax	Taxable	-	40.00
Beauty Therapy	Chest Wax	Taxable	-	40.00
Beauty Therapy	Shoulders Wax	Taxable	-	18.00
Beauty Therapy	Full Spray Tan	Taxable	-	40.00
Beauty Therapy	Half Spray Tan	Taxable	-	25.00

User Charges and Other Fees	Description	GST Status	Charges per unit 2015-2016 (\$)	Charges per unit 2016-2017 (\$)
Beauty Therapy	Facial 30 mins	Taxable	-	60.00
Beauty Therapy	Facial 45 mins	Taxable	-	80.00
Beauty Therapy	Facial 60 mins	Taxable	-	90.00
Beauty Therapy	Manicure 30 mins	Taxable	-	40.00
Beauty Therapy	Manicure 60 mins	Taxable	-	65.00
Beauty Therapy	Manicure Shellac 30 mins	Taxable	-	50.00
Beauty Therapy	Manicure Shellac Removal	Taxable	-	15.00
Beauty Therapy	Pedicure 30 mins	Taxable	-	40.00
Beauty Therapy	Pedicure 60 mins	Taxable	-	65.00
Beauty Therapy	Pedicure Shellac 30 mins	Taxable	-	50.00
Beauty Therapy	Pedicure Shellac Removal	Taxable	-	15.00
Hire	Daily Room Hire	Taxable	-	90.00

5. CLOSURE OF MEETING

The meeting closed at 7.12PM.

CONFIRMED THIS 3 MAY 2016

CHAIRPERSON