

# **Banyule City Council Budget 2017/2018**

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This Budget Report has been prepared with reference to Chartered Accountants ANZ “Victorian City Council Model Budget 2017/2018” a best practice guide for reporting local government budgets in Victoria.

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## **Mayor's Introduction**

Banyule Council is pleased to release its Budget for 2017/2018. This is the first budget of the newly elected Council which sets the strategic direction for the next four years to help us deliver on the Council Plan 2017-2021.

To help prepare this Budget and ensure it reflects current community expectations, Council consulted with a diverse range of local groups and individuals to hear about their priorities and their vision for Banyule. Their feedback reaffirmed our commitment to maintain Council's services that are highly valued by the community, and continue to invest in public spaces and infrastructure.

With rate capping now into its second year, Victorian councils are operating in an increasingly challenging environment. Banyule Council is proposing a 2% increase for the overall general rates and municipal charges for 2017/2018. This ensures rates are kept as low as possible for ratepayers, however, brings with it the need to prioritise projects and identify more efficiencies.

Council continues to review services and focuses on delivering these more efficiently without compromising quality. We have become more prudent at planning and prioritising projects with a long-term view to sustainability. These measures, along with our extensive range of initiatives, ensure we continue to invest in our community and that Banyule remains a great place to live, work and do business in.

In the Budget 2017/2018, Council has allocated \$25.70 million to capital projects and \$6.08 million to major initiatives. There is a continued focus on maintaining and upgrading our city's ageing infrastructure and assets as demonstrated by a significant investment of \$7.41 million in roads, footpaths, bridges and drainage.

We have allocated \$1.55 million to upgrade sporting pavilions and address growing female participation in sports, including an \$800,000 redevelopment of Loyola Reserve pavilion and building female-friendly change rooms at several facilities. Our aquatic and leisure centres and their 2,500 members will benefit from \$254,000 dedicated to improve facilities.

To ensure our parks and gardens are maintained and enhanced, Council has invested \$5.88 million, which includes upgrades to playgrounds, shared trails, sporting facilities, fencing and furniture, and an accelerated park lighting program.

Council continues to deliver projects that look to long-term sustainability, environmentally and economically. This financial year, \$360,000 will be put towards installing solar panels and implementing energy efficient initiatives in Council buildings that will reduce our carbon footprint and utility bills.

One of Council's major projects sees the redevelopment of the Ivanhoe Civic Precinct with plans moving forward to deliver the Ivanhoe Community Learning Hub in 2019/2020. A total of \$18.50 million will be invested by Council over the next 3 years into this significant civic revitalisation project, which will bring community facilities, including a new library, into the modern era while respecting the heritage of the Town Hall.

Council is also investing \$5 million over the next two financial years in the La Trobe University High Ball stadium providing much needed community access to basketball, netball, volleyball and futsal facilities. The facility will form part of a new Sports Park being built at La Trobe University and will ensure Council does not have the very high capital and operational costs associated with building and managing its own stadium however guarantees access for Banyule's sporting clubs to state-of-the-art facilities.

Some of our other main focus areas and important initiatives funded in the Budget include delivering vital social services and support programs across the municipality, such as Merri Outreach Support Service and the 3081 initiative. Our Sustainable Homes and Communities Program will once again inspire people to deliver local environment projects that benefit the community. We also continue to provide a range of free community festivals, events and activities that encourage participation.

With our city growing, Council continues to look to address traffic and parking issues with \$520,000 dedicated to transport advocacy and initiatives, including the Banyule Walking Strategy and the Greensborough Parking Plan. We have also funded a range of plans that look to improve recreational facilities and deal with the growing demands on our open spaces, such as the Kalparrin Gardens and Olympic Park masterplans. One of our focuses is to plant an additional 20,000 trees and plants each year and this will continue as part of this Budget.

Banyule remains in a strong financial position by responsibly managing \$1.45 billion of community assets and delivering more than 100 vital services efficiently. We have initiated a significant debt reduction strategy and will be paying out a \$12.75 million loan to guarantee our long-term financial stability.

This Budget maintains our commitment to ensure Banyule is a green, sustainable and vibrant place for a healthy, connected and inclusive community.

Cr. Tom Melican  
Mayor

## **Chief Executive Officer's Summary**

Council has prepared a Budget for 2017/2018 that is aligned to, and will deliver on, the Council Plan 2017-2021. This Budget maintains services and invests in infrastructure, and delivers priority projects and initiatives that benefit our community with an expenditure of \$142.35 million and \$25.70 million capital expenditure.

We have developed the Budget 2017/2018 and Council Plan 2017-2021 with a focus on key themes that resonate strongly with our community:

- Deliver quality services that offer value for money and respond to community needs
- Demonstrate responsible financial management and governance
- Prepare and plan for our growing City
- Maintain our public and open spaces and preserve neighbourhood character
- Lead on environmental sustainability in partnership with the community
- Invest in infrastructure and community facilities
- Engage and communicate with our community
- Encourage community participation and inclusion
- Advocate for our community

Council continues to pursue opportunities to be an efficient and effective organisation that delivers good value and achieves results for the community. This Budget will significantly reduce Council's outstanding loan balance whilst maintaining its cash balance and an operating surplus for the year. This is a solid result considering our challenging operating environment where funds received by councils from State and Commonwealth governments have not kept pace with real cost increases over time. This year the rate increase has been set at 2% in line with the rate capping and inflation forecast for 2017/2018.

To maintain service levels and fund capital work initiatives, Council has introduced a number of initiatives that have delivered cost reductions and productivity gains throughout the organisation. For the long-term financial sustainability of Council we will continue to advocate and lobby for appropriate funding and grants, and identify productivity savings wherever we can.

We remain committed to consulting with the community to ensure our services, initiatives and infrastructure are aligned to their needs. The community's valuable participation and input helps inform our work and shapes Council's direction, along with other factors such as legislative changes, reviews of service standards, budget information and industry trends.

The recent collocation of staff from three offices to Greensborough has brought with it many benefits, including ongoing savings in net operating costs and improved productivity, and better service delivery and community facilities. This move paves the way for the major redevelopment of the Ivanhoe Civic Precinct and delivery of the Ivanhoe Community Learning Hub. This is another significant project that demonstrates Council's long-term vision to upgrade facilities and create civic precincts that meet the changing needs of the community.

I look forward to the delivery of the Budget 2017/2018 which sets us and the Banyule community on a strong path for the future.

Simon McMillan  
Chief Executive Officer

## **Overview**

### **I. Linkage to the Council Plan**

The Annual Budget is developed within Council's overall strategic planning framework. This framework guides the Council with information that aids in identifying community needs and aspirations for the long-term, in the Medium term (Council Plan) and short-term (Annual Budget). Objectives, key directions, initiatives and activities are used to allocate resources in a considered manner from this information.

**Strategic Resource Plan** - The Council Plan includes a Strategic Resource Plan which details the financial and non-financial resources, including human resources, required to achieve Council's strategic objectives.

**Annual Budget** – The Annual Budget represents the first year of the Strategic Resource Plan. It works to deliver the strategic directions of the Council Plan, to provide a range of high quality services, programs and initiatives that meet community needs, and to achieve Council's Vision. The Budget is developed within and forms part of Council's overall strategic planning framework. It is developed based on information gathered from an ongoing community engagement process and industry best practice accounting standards. Objectives, key directions, initiatives and activities are used to allocate resources in a considered manner.

**Service Delivery** – We use community information along with key demographic data, due reference to our legislative context and industry benchmarks to assess the appropriate level of service for our community. A full listing of the services resourced through the Budget 2017/2018 is contained in Section 2 of the Budget. This is the main stay of our work for the community. We test our services against both national and international standards of quality, efficiency and effectiveness.

**Partnerships** - We also rely on a wide range of partnerships and shared resources to provide services to the community. Key partnerships with the Community, other levels of government and agencies are very important to enable Council to deliver on the key directions. We work closely with our partners to advocate for improved services, infrastructure and social outcomes. Council also seeks opportunities for equitable funding and service arrangements.

**Indicators** - A range of key performance indicators are included in the Council Plan and Budget to measure our performance against the Council Plan objectives. This is reported to our Community in our statutory Annual Report (which includes audited Financial and Performance Statements).

### **Engagement and Research**

Planning for the future relies on many sources of information including extensive community engagement, research, data, legislation and policy and the ongoing review and improvement of our services. All of these information sources have helped created to create the new Council Plan. Below is a summary of how we have developed the new Council Plan. The 2017 "What you said" document provides more detail about the different ways we engage people, the research we use and what we heard from our community. The document is available on our website.

#### ***Summary of our approach***

Starting in October 2016, Councillors and Council staff worked together to understand and plan for the challenges and opportunities for Banyule over the next four years.

From November 2016 through to March 2017, we communicated with residents, businesses and community groups about what they love about Banyule and what they would like to see in the future, as well as other topics. We used a range of ways to engage people, including:

- Launching a new online engagement website “Shaping Banyule”
- Speaking with people at events and activities, meeting with community groups and services and attending schools to get the thoughts of younger people.
- Presenting an initial Draft Plan and refining ideas at four community forums held during March.

### **Statistics**

Over 4,500 people visited the Shaping Banyule website between November 2016 and March 2017. Over 1,500 people provided feedback on a range of local topics and issues.

We heard from over 1,100 specifically about the new Council Plan via Shaping Banyule and our face to face engagement activities.

In addition, 91 people attended four community forums to review and refine the first draft of the Plan.

### **Shared Priorities for our Future**

We received some fantastic feedback about how we can keep Banyule a great place to live, work and play into the future. Below are some of the priorities that continued to be mentioned across all of our engagement.

- Deliver quality services that offer value for money and respond to community needs
- Demonstrate responsible financial management and governance
- Prepare and plan for our growing City addressing development, transport and parking issues
- Maintain our public and open spaces and preserve neighbourhood character
- Lead on environmental sustainability in partnership with the community
- Invest in infrastructure and facilities that service our community today and for future generations
- Engage and communicate with our community to ensure they are well informed and represented
- Encourage community participation and inclusion to provide opportunities for all
- Advocate for our community to improve services, infrastructure and social outcomes

### **The Strategic Resource Plan**

The Strategic Resource Plan outlines how Council will manage our financial and non-financial resources over the next four years to achieve our strategic objectives.

The Strategic Resource Plan consists of the following:

- The ‘Performance – Efficiency and good governance’ objective. This includes key directions for achieving the objective, and focus areas for the next four years
- The ‘Management of our Human Resources’ section, which includes statements describing the human resources required for the next four years
- The Financial Resources section, which includes information on financial position, financial statements and commentary on these.

The plan also takes into account services and initiatives contained in plans adopted by Council, as well as other information prescribed by the regulations.

The Strategic Resource Plan is prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. This sits well with Banyule's objective of 'Performance – Efficiency and good governance'.

**'Performance'** is about managing our resources wisely, providing organisational support services, strategic planning and risk management. We are charged with the stewardship of the resources of the municipality. Council is committed to managing its resources in a responsible, sustainable and accountable way in keeping with community expectations.

Our operations are based on responsible management, risk mitigation, strong customer service, and continuous improvement. We value our staff and recognise the integral role they play in the provision of Best Value services to our community.

We will effectively manage our resources in a changing environment, while continuing to deliver quality and value for money services. Banyule's commitment to a culture and practice of continuous improvement is based on our organisational Best Value Program.

Best Value ensures that all services:

- offer the best possible quality and value for money
- are responsive to community needs
- are accessible to the people they are intended for
- show continuous improvement
- are subject to regular community consultation.

We recognise that it is critical for us to protect and develop our non-financial resources to meet the needs of our community. These non-financial resources include: human resource management and organisational development; knowledge management and information services; and asset management stewardship.

We ensure the most effective management of Council's commercial assets, leases and major contracts, and we plan for the effective use of our finite resources.

We also undertake a number of internal planning roles to ensure we maintain the appropriate strategic direction of our services.

In addition, our 'Performance' objective is underpinned by an extensive policy context and strategic framework based on the following:

- The *Local Government Act 1989* - The LG Act includes requirements around the Council Plan, the Strategic Resource Plan, the Budget, statutory reporting requirements and Best Value.
- Our legal responsibilities as a business entity and employer - to adhere to all employer related legislation.
- Our Banyule Management System, which incorporates a certification program against three key National and International Standards in Quality, Occupational Health and Safety and Environmental Management. This ensures we continue to provide quality services in a safe manner that protects people and the environment.
- A number of key supporting plans and internal policies that provide direction in important support function areas, such as customer service, information management, communications, human resources, records management, financial management, procurement and asset management.



## **Our Rating Context**

Our commitment to managing our resources wisely will be achieved by the following key directions:

- 5.1 Provide exceptional customer service
- 5.2 Deliver best value services and facilities
- 5.3 Provide responsible financial management and business planning
- 5.4 Provide good governance and be accountable
- 5.5 Promote an engaged and productive organisation
- 5.6 Manage the systems and assets that support service delivery

Our Rating Strategy is used to ensure that the Local Government Act's rating objectives of 'equity and efficiency' are achieved. It is important that Banyule City Council has a Rating Strategy in place that is transparent to the community and reviewed annually as part of the budget process.

Council has set a rate in the budget which clearly reflects the community's wishes around service quality and level. The balance between fairness, equity and financial security has been carefully considered.

The rating parameters set for the strategic outlook period through to 2020 are indicated currently on the basis of a 2.00% rate increase for years 2018 - 2021.

This indicative rate is predicated on a rate capping environment and not indicative of maintaining all Council's services at their current level.

Banyule will continue to revisit these figures when further information is received from the State Government on the extent of rate capping, this will be then matched with the community's desire to maintain current service levels versus a reduced rate environment.

Land is a finite resource in Banyule. Our Council is committed to ensuring that the effective use of land resources benefits the whole community, as each land holding contributes to the shared infrastructure and services of Council.

As such, Council differentially rates its vacant commercial, industrial and residential land to ensure an inequity in the shared contribution to infrastructure is not created through the underdevelopment of vacant land. We also strive to encourage the best use development of land.

Banyule values appropriate commercial and industrial development. However, we also acknowledge an increased impact on our shared infrastructure by these developments. We choose to differentially rate these properties to ensure an equitable outcome to infrastructure costs across our community.

We understand the shared value to our community of cultural and recreational lands. Council supports and encourages the development of this shared benefit by rating these properties at a lower level.

We update the Strategic Resource Plan annually.

## 1.1 Planning and accountability framework

### Legislative Context

Council has developed its strategic planning process to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 1989* (the Act):

#### “Statutory requirements

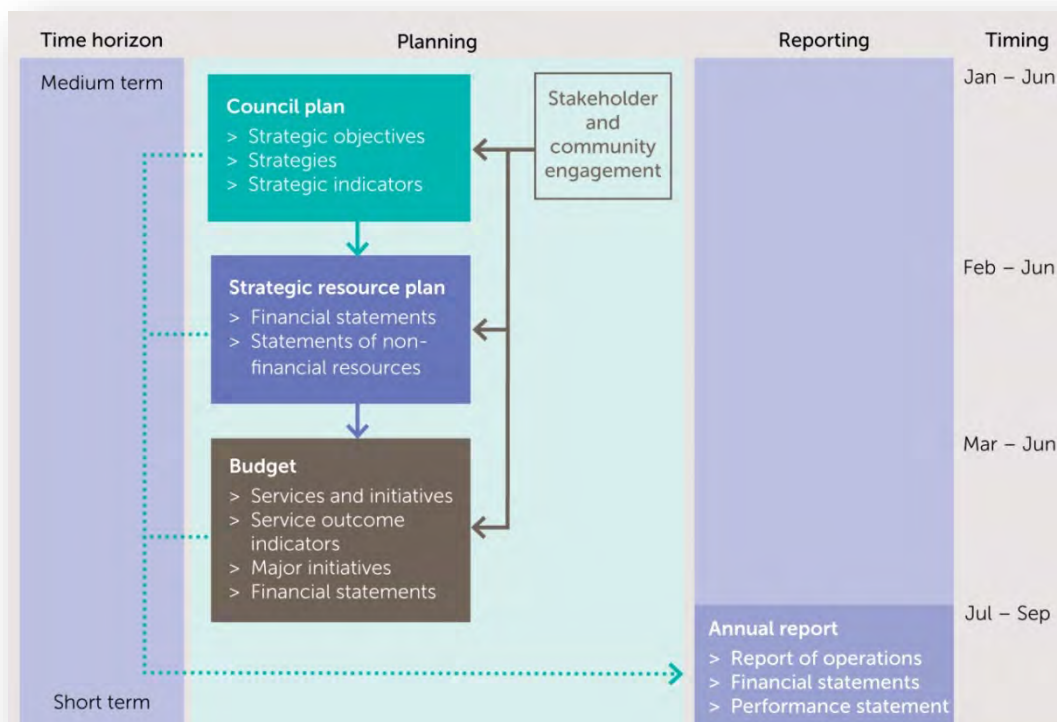
The Planning and Accountability Framework is found in part 6 of the Act and in the regulations. The legislation requires councils to prepare the following documents:

- a council plan within the period of six months after each general election or by 30 June, whichever is later
- a strategic resource plan for a period of at least four years and include this in the council plan
- a budget for each financial year
- an annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle. This is important to ensure accountability to residents and ratepayers.

#### Planning and Accountability Framework

Figure 1 – Planning and Accountability Framework



Note: The information above is sourced from the 'Local Government Better Practice Guide 2016-17: Planning and Reporting, Department of Environment, Land, Water and Planning, Local Government Victoria

## 1.2 Our Purpose

### Vision (What we strive for)

***Banyule, a green, sustainable and vibrant place for a healthy, connected and inclusive community.***

### Values

The core values that help us achieve our vision are:

- Respect
- Integrity
- Responsibility
- Initiative
- Inclusion
- Leadership

## 1.3 Strategic Objectives

Council delivers its services and initiatives in line with the Best Value Principles. These contribute to the achievement of our Strategic Objectives.

The following table lists the Strategic Objectives as described in the Banyule Council Plan 2017-2021.

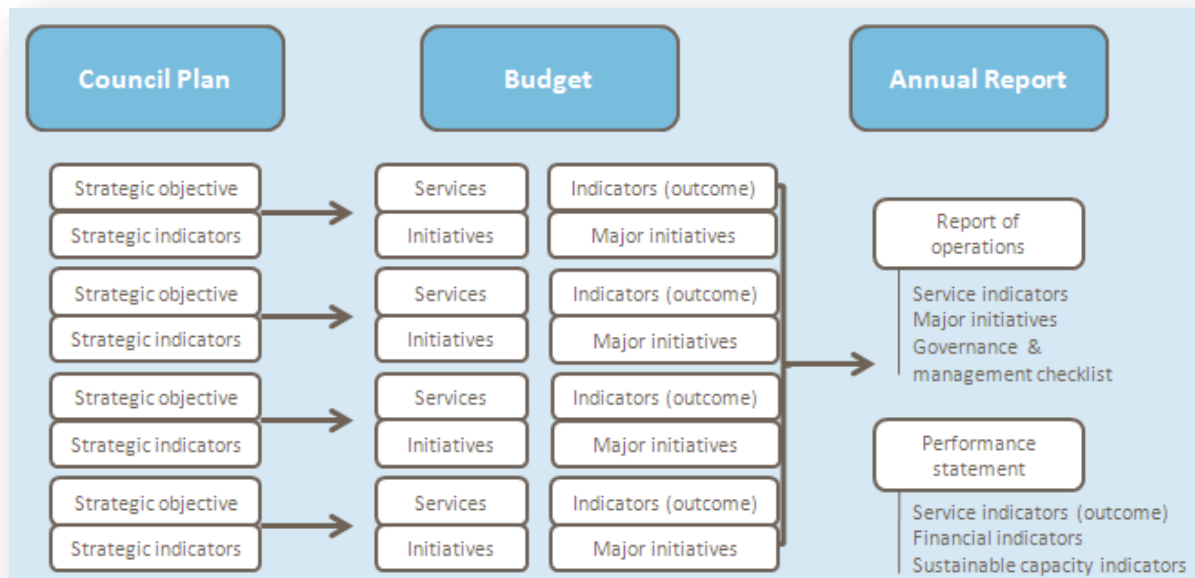
Strategic Objective	Description
<b>1. People: Strong, healthy and inclusive communities</b>	Support and strengthen the health and wellbeing of the Banyule community.
<b>2. Planet: Environmental sustainability</b>	Protect and care for the natural environment.
<b>3. Place: Great places and spaces</b>	Maintain and enhance our public spaces, buildings and infrastructure
<b>4. Participation: Engagement and advocacy</b>	Engage meaningfully and advocate for the broader interest of the community
<b>5. Performance: Efficiency and good governance</b>	Manage our resources wisely to achieve Council's strategic objectives.
<b><i>(Note: The Strategic Resource Plan consists of the 'Performance – Efficiency and good governance' objective, the 'Management of our Human Resources' section, and the 'Financial Resources' section in the Council Plan.)</i></b>	

## Our Council Plan's Relationship with the Municipal Public Health and Wellbeing Plan

The Council Plan and the Banyule People: Health and Wellbeing Plan meet Banyule's obligation for the provision of a Municipal Public Health and Wellbeing Plan under the *Victorian Public Health and Wellbeing Act 2008*.

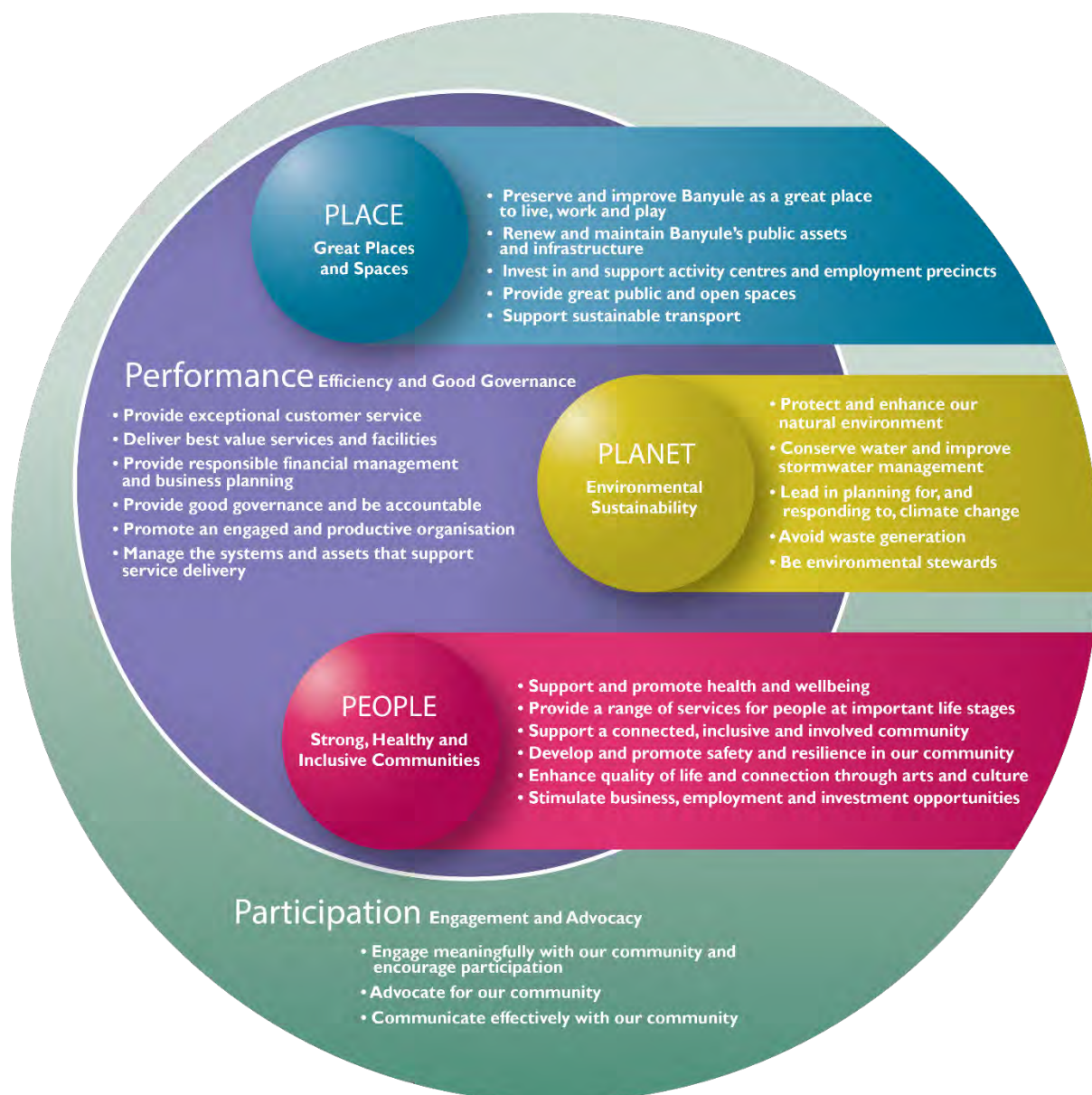
## 2. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/2018 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section I. It also includes a number of initiatives, major initiatives and service performance indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below:



Source: Department of Environment, Land, Water and Planning (formerly Transport, Planning and Local Infrastructure)

The following diagram gives an overview of Council's objectives and key directions:



The framework outlined above is supported by a set of key policies, strategies, and plans. We use strategic indicators to measure our achievements.



## 2.1 Strategic Objective I

**PEOPLE: STRONG, HEALTHY AND INCLUSIVE COMMUNITIES** – Support and strengthen the health and wellbeing of the Banyule community.

**‘People’** is about our desire for optimal health, better living conditions and improved quality of life. Good health is the state of complete physical, mental and social wellbeing and not merely the absence of disease. Health and wellbeing can be supported at any age through individual and public policy measures. Wellbeing is fundamental to quality of life, quality of human relationships and the capacity to participate in education, work, recreation and the community.

We are committed to improving the health of our community and identifying and minimising threats to public health. This is a shared responsibility for which we have delegated legislative responsibility, and we undertake this in conjunction with other agencies and partners, such as the Department of Health & Human Services and Banyule Community Health, with whom we work closely.

We will support and strengthen the health and wellbeing of the Banyule community through the following key directions:

- 1.1 Support and promote health and wellbeing
- 1.2 Provide a range of services for people at important life stages
- 1.3 Support a connected, inclusive and involved community
- 1.4 Develop and promote safety and resilience in our community
- 1.5 Enhance quality of life and connection through arts and culture
- 1.6 Stimulate business, employment and investment opportunities

To achieve our objective of People – Strong, Healthy and Inclusive Communities, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 6 (Detailed List of capital works) of this Budget document.

#### Services:

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Health, Aged and Community Planning</b>	<p>Provision of the following to support, protect and enhance the community's health and wellbeing:</p> <p><b>Aged and Disability Services:</b> Services for Older People and People with a Disability - service assessment, social support group, domestic assistance, delivered meals, flexible respite and carer support, personal care, home maintenance and modifications, individual social support, support for Seniors Clubs, and Age-friendly City activities and planning.</p> <p><b>Health Services:</b> Environmental Health - food safety enforcement &amp; education and immunisation. Public Health - neighbourhood complaints (nuisance), Health Protection - tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.</p> <p><b>Community &amp; Social Planning:</b> Supporting Council's community consultation and engagement, demographic data analysis and Council's direct service delivery areas. Supporting Council's commitment to inclusion, access and equity, Municipal Public Health &amp; Wellbeing Plan, Advocacy, support and planning on key social issues.</p>	12,321 <u>(6,693)</u> <b>5,628</b>
<b>Leisure, Recreation and Cultural Services</b>	<p>Provision of the following to the municipal community/population as a whole:</p> <p><b>Leisure &amp; Cultural Services:</b> Art collection management, culture and heritage development, festivals and cultural events, leisure programs for older adults, leisure programs for people with disabilities, sports pavilions and ground allocations, support for Neighbourhood Houses, community halls for hire and community buses for hire.</p> <p><b>Facility &amp; Contract Management:</b> The Centre Ivanhoe function centre, library services, leisure facilities including: Ivanhoe Golf Course, swimming pools including Watsonia Pool, WaterMarc and Macleod Recreation Centre.</p> <p><b>Banyule Leisure Facility Management:</b> Ivanhoe Aquatic and Fitness Centre, Olympic Leisure Centre and Macleod Netball Stadium.</p>	15,235 <u>(8,594)</u> <b>6,641</b>



## Services (continued)

Business Area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
<b>Youth and Family Services</b>	Provision of the following to families, children and youth:	10,495
	<b>Youth &amp; Family Strategic Management:</b> Municipal Recovery Management, Banyule Child, Youth and Family Plan.  <b>Early Years:</b> Child care centres, early childhood facilities management and capital works program, Early Years Networks facilitation, Kindergartens and Universal Access, Kindergarten Central Enrolment, and Maternal and Child Health Services.  <b>Youth &amp; Community Partnerships:</b> Jets Studios, Community Support and Resource, Youth Services, Banyule After Hours Youth Outreach Service (Link-U), Community Safety (including Graffiti Management), Community Liaison, Community Building (formerly Metro Access), Community Development Grants, Employment Programs, Trust Management, Volunteer Recognition Awards, Place Management – Project 3081.	(4,968) <b>5,527</b>

### Initiatives:

#### **People: Strong, Healthy and Inclusive Communities**

#### **Key Direction: 1.1 Support and promote health and wellbeing**

#### **Our focus areas**

We will:

- I.1.1 Develop and deliver recreation and leisure programs that provide opportunities for community connectedness.
- I.1.2 Protect the community against preventable diseases and hazards associated with food, water and the environment
- I.1.3 Build community capacity to support and create opportunities for people to access and participate in activities that enhance their wellbeing.
- I.1.4 Work with community groups and other organisations to reduce the incidence of preventable health issues related to: physical activity, nutrition, mental health, sun smart, alcohol, tobacco and other drugs.

#### **Initiatives to deliver our key direction**

- Continue to work in partnership with the state government to leverage opportunities for investment and development projects which create opportunities for girls and women in Banyule, including:
  - Develop female friendly change rooms at Elder St Reserve (Soccer), Petrie Park, and Gabonia Avenue Reserve



- Implement the Play-space plan (a component of our Public Open Space Plan) to provide appropriate play spaces for our community, including:
  - Undertake a public consultation process and prepare detailed plans for the path network and proposed regional playspace at Kalparrin Gardens.
  - Continue the delivery of a regional play space at Anthony Beale Reserve.
  - Deliver improvement works to refresh our local park facilities across the municipality, including: Aminya Reserve Watsonia, Fells Reserve Greensborough, Sparks Reserve Ivanhoe, Harry Pottage Reserve Macleod, and Ramu Reserve Heidelberg West
  - Continue the playground replacement program, redeveloping playgrounds in local parks across Banyule.
- Provide affordable recreation opportunities through our libraries, community halls, parks, community hubs and leisure centres.
  - Finalise detailed design of Ivanhoe Library and Learning Hub.
  - Continue our investment in developing, improving and maintaining Council's Aquatic and Leisure Centres
  - Continue to deliver Movies in the Park
- Continue the mapping work to enable Council to clearly articulate work plans and measurable outcomes for each of the identified health priority areas.
- Deliver public health services to protect the community (e.g. food safety, potential nuisances, and water quality in public pools)
- Co-ordinate and deliver immunisation services to protect children from vaccine preventable diseases.
- Undertake educational and enforcement activities to reduce the health impact of tobacco on the community, including the promotion of the August 2017 Tobacco reforms.
- Work in partnership with the NDIS Local Area Coordination service on initiatives that increase the inclusion of people with a disability in community life.
- Support the North East Primary Care Partnership local initiative to address the consumption of sugary drinks
- Support Neighbourhood Houses to provide community and education programs.
- Support community groups with community grants and access to buildings.
- Prepare a revitalised 4 year Recreation Plan for 2017-2021
- Participate on the La Trobe Sports Park Indoor Stadium Steering Committee to ensure ongoing access to the facility for the Banyule Community.

**Key Direction: 1.2 Provide a range of services for people at important life stages**

**Our focus areas**

We will:

- 1.2.1 Deliver services and support the positive development of children, young people, their families and carers
- 1.2.2 Support older people to live independently
- 1.2.3 Work with agencies and service providers to make available a range of quality and accessible community services.

### ***Initiatives to deliver our key direction***

- Continue strategic planning work to outline Council's priorities and direction in relation to making Banyule an Age-friendly place to live.
- Maintain Council's membership to the World Health Organisation's Global Network of Age-friendly Cities and support the Victorian Age-friendly Declaration.
- Increase opportunities for older adults to participate in Banyule's services and programs
- Prepare, implement and reorientate Council's aged services in response to the national Aged Care Reforms and to ensure Commonwealth funded aged services are sustainable and best meeting the needs of the community.
- Support the community's transitional needs associated with the introduction of the National Disability Insurance Scheme (NDIS)
- Continue to work in partnership with Headspace in delivery of mental health services for young people in Banyule
- Deliver innovative activities, programs and support that assist in the development and emerging needs of young people and the community.
- Develop the new 4 year Youth Strategic Plan 2017-2021
- Plan and deliver sustainable aged and disability services in line with State and Commonwealth programs and funding, to support people to live independently at home.
- Provide evidence based and responsive maternal and child health (MCH) and early childhood services that reflects current standards of best practice.

### ***Key Direction: 1.3 Support a connected, inclusive and involved community***

#### ***Our focus areas***

We will:

- I.3.1 Work in partnership to increase connection and inclusion, and support opportunities for all people to be involved in community life.
- I.3.2 Assist people to participate in volunteering activities
- I.3.3 Ensure Council facilities, activities and services are accessible, inclusive and provide equity.
- I.3.4 Work with our diverse community to reduce prejudice and disadvantage and value diversity through education, celebration and awareness raising.
- I.3.5 Advocate on behalf of our community to reduce disadvantage and discrimination.

### ***Initiatives to deliver our key direction***

- Maintain active community engagement programs to encourage greater use of leisure centres by under-represented groups such as people from culturally diverse backgrounds, people with disabilities and those from Aboriginal and Torres Strait Islander background.
- Deliver, host and participate in a range of community events that celebrate and showcase diversity, including:
  - International Day of People with Disability in December 2017

- Council participation in the Gay and Lesbian Pride March in January 2018
  - Cultural Diversity Week in March 2018
  - International Day Against Homophobia and Transphobia in May 2018
  - A smoking ceremony and flag raising to mark Sorry Day in May 2018
  - Aboriginal and Torres Strait Islander culture during National Reconciliation Week 2018.
- Evaluate Council owned festivals and events to identify continuous improvement opportunities
  - Co-ordinate and deliver the annual volunteer and citizen of the year awards and celebration function
  - Support the Management Group of Barrbunin Beek, our local Aboriginal and Torres Strait Islander gathering space, to operate an accessible space and organise events and activities that support local Aboriginal and Torres Strait Islander's.(reported under ATSI annual Plan actions)
  - Maintain Council's 'Rainbow Tick' accreditation program and continue to undertake improvement activities that contribute to clients who identify with the LGBTI community feeling welcome, confident and safe as they access aged and disability services.

***Key Direction: 1.4 Develop and promote safety and resilience in our community***

***Our focus areas***

We will:

- I.4.1 Strengthen community resilience by supporting, addressing and advocating for community safety and key social issues.
- I.4.2 Provide and advocate for important infrastructure improvements that add to a safer environment.
- I.4.3 Support, address and advocate for graffiti prevention and education.
- I.4.4 Support and strengthen community resilience to address areas of disadvantage.
- I.4.5 Strengthen community preparedness and resilience for emergency events.

***Initiatives to deliver our key direction***

- Implement year 3 of the Preventing Violence Against Women Strategy
- Develop a revitalised 4 year Safer Banyule Plan 2017–2021
- Implement traffic and road safety improvements, including:
  - Commence design and construction of a children's crossing at Marshall Street Ivanhoe and safe pedestrian crossing at Anthony Beale Reserve
  - Complete improvements to the Grimshaw Street / Flintoff Street intersection, Greensborough in a partnership project with the transport Accident Commission and VicRoads
  - Traffic speed and volume control measures at selected locations including Kenmare St, Watsonia; Liberty Pde, Heidelberg West; Yando St, Greensborough;
  - Plan the roll out of bike route wayfinding and road marking in a systematic way through implementation of the Bicycle Facilities Program.

- Localised traffic infrastructure treatments including raised intersection at The Boulevard and Warncliffe Road Ivanhoe East and review of intersection at Louis Street at Henry Street Greensborough.
- Implement key infrastructure initiatives to improve community safety, including:
  - Continue to implement the footpath replacement program
  - Renew and replace retaining walls in our open spaces, road reserves.
  - Improve and maintain fences abutting public spaces in line with the fence asset replacement program
- Implement year 2 of the Graffiti Management Strategy & Action Plan 2015-2018
- Work in partnership to support the regeneration of postcode 3081 through key Council and community initiatives, including:
  - Continue the focussed efforts of the Project 3081 team in supporting the growth and development of 3081 community
  - Expand the range of community information services delivered at Shop 48 - The Mall West Heidelberg
  - Communicate Shop 48 services and benefits to the community and seek the growth of partnerships and sustainable activity.
  - Collaborative partnerships with key stakeholders including the Public Housing Renewal Program.
- Implement Council's Strategic Plan for Building Disaster Resilience including:
  - The development and delivery of a community education project that involves educating community groups, about disaster risk and mitigation information with an all hazards approach
  - The review and promotion of Council's public health emergency planning
- Continue to prepare for emergency events through raising community awareness on issues, including:
  - Code Red preparedness – support clients about service changes in bush fire zoned areas on Code Red Days
  - Prevention – Promote and encourage good personal hygiene and vaccination to help prevent the spread of diseases (e.g. outbreaks/ pandemic)
  - Preparedness – increase awareness of risks of extreme heat
- Enhance capability and capacity to respond to and recover from disasters by continuing to focus on the recruitment, retention, training, equipping and maintenance of personnel in all aspects of emergency management
- Continue to actively participate and contribute to the maintenance and ongoing development of the North West Metro Region Collaboration.
- Undertake a full review and statutory audit of the Municipal Emergency Management Plan.
- Continue to undertake emergency preparedness, response, relief and recovery activities in line with emergency management plans.
- Develop the next 4 year Electronic Gaming Policy & Plan

**Key Direction: 1.5 Enhance quality of life and connection through arts and culture**

**Our focus areas**

We will:

- I.5.1 Provide opportunities for participation in creative activities.
- I.5.2 Present and support a range of high quality arts experiences.
- I.5.3 Create opportunities for lifelong learning; sharing knowledge and exploring new ideas.
- I.5.4 Generate a sense of belonging by celebrating and preserving our shared heritage.

**Initiatives to deliver our key direction**

- Develop and implement opportunities to celebrate and preserve Council's cultural and heritage assets – indigenous, cultural and environmental
- Prepare a draft Public Art Policy in consultation with the Banyule Arts and Culture Advisory Committee (BACAC).
- Continue to support the delivery of Major Festivals and associated programming.
- Encourage diverse community groups to engage in the development of the annual Arts and Cultural Program.
- Continue to support the Banyule Award for Works on Paper to increase its profile.
- Support local artists to develop their artistic practice through participation in Pinpoint Artists Network and professional development program.
- Continue to develop Hatch Contemporary Arts Space as the premier arts venue in Banyule and a valuable resource for the Banyule Arts community
- Explore opportunities for program development by holding an annual networking event with the Yarra Plenty Regional Library, Shop 48, Banyule's Neighbourhood Houses and Banyule U3A.
- Develop a revitalised 4 year Arts and Culture plan 2017-2021

**Key Direction: 1.6 Stimulate business, employment and investment opportunities**

**Our focus areas**

We will:

- I.6.1 Encourage and assist the development of small business and social enterprise.
- I.6.2 Partner with agencies that support training and employment opportunities.
- I.6.3 Proactively lead employment opportunities for disadvantaged communities and people with disabilities.
- I.6.4 Work in partnership with agencies that strengthen investment opportunities.

### ***Initiatives to deliver our key direction***

- Deliver small business support, including:
  - Provide networking and training opportunities that respond to local business needs
  - Work in partnership to provide one-to-one advice and planning and mentoring sessions
  - Provide specialist small business support targeted towards particular groups, such as women in business and migrants
- Deliver an annual 'peoples choice' Banyule Business Awards program
- Explore opportunities for augmenting Council's role in the labour market (employment).
- Build a business focused social media presence.
- Maintain strong links with the Banyule Nillumbik Local Learning and Employment Network (BNLLEN).
- Maintain strong links through Council's membership with regional economic development agency NorthLink.
- Participate in and support regional activities including the Food and Beverage project within the Northern Region of Melbourne.
- Participate in a regional investment attraction project coordinated through NorthLink and 7 northern region councils.
- Assist in facilitating a range of environmentally focussed employment opportunities, for participants who are undertaking Work for the Dole or Greening Australia programs in Banyule.

### **Indicators:**

How we will measure our performance against this objective is detailed in the combined Indicators table at the end of this section, titled '*2.8 Indicators – Measuring our performance*'



## 2.2 Strategic Objective 2

### 2. PLANET: ENVIRONMENTAL SUSTAINABILITY – Protect and care for the natural environment.

**‘Planet’** is about the natural and formed environment and the ecosystems that sustain the community. Our community is an integral part of the environment and together we are the custodians of our shared home.

We will protect and care for the natural environment through the following key directions:

- 2.1 Protect and enhance our natural environment
- 2.2 Conserve water and improve stormwater management
- 2.3 Lead in planning for, and responding to, climate change
- 2.4 Avoid waste generation
- 2.5 Be environmental stewards

To achieve our objective of Planet - Environmental Sustainability, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 6 (Detailed List of capital works) of this Budget document.

#### Services:

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Transport, Sustainability and Municipal Laws – Environmental Sustainability</b>	Provision of the following to support council’s direct service delivery areas, and municipal community as a whole:  <b>Environmental Planning:</b> Planet: Environmental Sustainability Policy & Strategy and supporting plans, energy and water efficiency, environmental stewardship education and publications, Wildlife Corridor Program, State of the Environment reporting, maintaining Environmental Management System (in accordance with ISO14001), Significant Tree Register, Banyule Environment Advisory Committee (BEAC).	1,331 = <b>1,331</b>

## Services (continued)

Business Area	Description of services provided	Expenditure (Revenue)
		Net Cost
		\$'000
<b>Parks and Gardens</b>	<p>The provision of the following to the municipal community as a whole:</p> <p><b>Strategic:</b> Parks and Gardens strategic management - strategy development for public open space, including preparation and delivery of the Public Open Space Plan, master planning of reserves and regional playgrounds, and planning and development of Banyule's shared trail network.</p> <p><b>Horticulture:</b> Design, construction and maintenance of playgrounds, sports fields, irrigation, landscape, park assets, garden beds, paths, (includes weed control and council nursery operations).</p> <p><b>Tree Care:</b> Street and park tree maintenance, pest and disease control, tree replacement and planting, tree removal, tree root control, assessment for council trees, nursery operations for plant propagation.</p> <p><b>Bushland:</b> Environmental education, environmental management, flora and fauna recording and habitat restoration, noxious weed control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and rivers, community planting days, Friends Group working bees.</p> <p><b>Parks Maintenance:</b> Mowing of active and passive parks and reserves, passive reserve maintenance, active reserve maintenance, half cost fence replacement, litter control in parks, maintenance of dog tidy bins, fire hazard control, maintenance and mowing of Right of Ways.</p>	<p>11,015</p> <p>(102)</p> <p><b>10,913</b></p>
<b>Operations - Waste Management and Cleansing</b>	<p>Provision of the following to municipal households:</p> <p><b>Waste Management:</b> Strategic Waste Management, Metropolitan Waste Management Group member, Banyule-Visy Material Recovery Facility, Rethink Centre Education Programs, Outreach Education Programs, waste service support, Waste Recovery Centre (Transfer station), garbage collection, recycling collection, green waste collection, Hard rubbish collection, Bundled branch collection, Commercial waste collection, parks and reserves waste collection.</p> <p><b>Cleansing:</b> Mechanical footpath sweeping of shopping centres, Mechanical sweeping of sealed roads, Cleaning of public toilets and BBQ's, Inspection and clearance of drainage pits, Maintenance of litter trap program, Litter clearance from shopping centres, Litter collection, Removal</p>	<p>10,765</p> <p>(2,959)</p> <p><b>7,806</b></p>



Business Area	Description of services provided	Expenditure
		(Revenue)
		Net Cost \$'000
	of dumped rubbish, Removal of dead animals from roads, Syringe removal, drain cleaning.	

#### **Initiatives:**

**Planet: Environmental Sustainability**

**Key Direction: 2.1 Protect and enhance our natural environment**

#### **Our focus areas**

We will:

- 2.1.1 Protect and enhance wildlife corridors, waterways and wetlands
- 2.1.2 Protect and plant trees and appropriate vegetation
- 2.1.3 Prevent and reduce litter and waste dumping
- 2.1.4 Improve biodiversity outcomes, in particular for threatened flora and fauna species in Banyule.

#### **Initiatives to deliver our key direction**

- Continue the implementation of the Biodiversity Plan 2014-2017, including:
  - Conduct environmental management planning, including:
    - Continue the environmental watering of Banyule Billabong in partnership with Parks Victoria , Melbourne Water and the Victorian Environmental Water holder
    - Implement biodiversity actions in the Wilson Reserve management plan within available resources.
    - Complete the Plenty River bushland reserves management plan
    - Implement the Ryans Road Conservation Reserve management plan
  - Biodiversity initiatives for priority bushland reserve management plans
  - Wildlife Corridor Program initiatives such as: the buy one get one free plant program, school and resident education program, and planting days
- Work with our La Trobe Employment Cluster partners and stakeholders to improve biodiversity outcomes along the Darebin Creek
- Undertake operational environmental management works in bushland reserves, including priority weed control, vermin control and fire management
- Guide development decisions that protect and enhance our treed environment through Council's Statutory planning service area
- Continue the work of our arborists and Council's planning enforcement area to protect our treed environment in private places.
- Develop, review and implement major vegetation strategies
- Improve the quality and quantity of the City's urban forest and continue to raise community awareness through initiatives including:

- Implement the Urban Forest Strategic Plan
- Inspect and protect our treed environment in public places
- Work with the Banyule community to broaden our understanding of the benefits and importance of, and connection with, our urban forest.
- Plan for a resilient future for our community and collaborate with other metropolitan councils to deliver and implement the relevant aspects of the 'Resilient Melbourne' strategy as it applies to Banyule City Council.
- Protect the more environmentally sensitive areas by managing the flow of park users through the appropriate location of facilities in our parks, gardens, reserves and bushland, including:
  - Renew trails and pathways in our reserves and bushland
  - Extend our BBQ replacement and renewal program in parks
- Protect our important tree assets through a continued tree management and maintenance program, including:
  - Comply with Electricity Safety (Electric Line Clearance) Regulations 2015 requiring additional tree removal and pruning, and conduct routine street tree pruning on over 60,000 street trees
  - Implement the Urban Forest Strategic Plan including tree planting and the replacement of trees lost to drought, in order to enhance Banyule's urban forest population on nature strips, road reserves, parks and reserves
  - Continue tree condition risk assessments and works for Council Community facilities, and along the shared trail network, in playgrounds, and near BBQ's and park shelters
  - Monitor the condition of significant trees on public and private land as listed on the Significant Tree Register.
- Continue to implement enforcement strategies for litter and illegal dumping and promote the benefits of the program, including the use of demountable cameras for surveillance at problem sites where rubbish dumping occurs
- Ensure a continued focus on enforcement for our Building Sites in line with Local Law No. 1, specifically targeting spoil on roads, dust and noise control, illegal building works and out-of-hours activities
- Continue to raise community awareness of our hard rubbish and green waste collection programs to minimise illegal dumping.

## **Key Direction: 2.2 Conserve water and improve stormwater management**

### **Our focus areas**

We will:

2.2.1 Minimise Council's water use

2.2.2 Improve our urban drainage and stormwater management

### **Initiatives to deliver our key direction**

- Provide ongoing development and maintenance of warm season grassed playing surfaces and irrigation systems, including:

- Continue the Warm Season Grass Conversion program on our sports fields
- install a new irrigation system at Heidelberg Park Gardens
- Install a new drainage system at the Elder Street Oval
- Upgrade irrigation controllers across the municipality
- Commence concept design work for the next Stormwater Harvesting project to meet the Sustainable Water Use Plan priorities
- Build our capability for integrating water sensitive urban design (WSUD) and treatments into the delivery and renewal of our infrastructure
- Continue to operate, monitor and optimise capabilities of the Stormwater Harvesting systems at Chelsworth Park, Kalparrin Gardens, and De Winton Park to deliver efficient water supply to Council assets.
- Continue the investigation and implementation of the Capital Works Program at priority locations identified by the Municipal Wide Drainage Network Capacity Study, including:
  - Stormwater Management Catchment Program Mitigation Works:
    - Construction of duplicate pipes through the easements at Tarcoola Dr, Yallambie and at Brixton Ave Eltham North, and drain augmentation at Wilfred Rd, East Ivanhoe
    - Scoping and design for duplicate pipe through the easement at Harborne St, Macleod, and through the reserves at Rattray Rd to Sherbourne Rd and Robert St to Sherbourne Rd, Montmorency, and at Main Rd/Alma St, Lower Plenty.
  - Minor drainage works including minor pipe augmentations and associated pit improvements to address localised drainage issues
  - Drainage hot spots including pit replacements and modifications to improve stormwater capture
  - Drainage rehabilitation works including drain outlet replacement at Palara Court, Lower Plenty, and other design and camera investigation works.
- Implement the stormwater harvesting community engagement program.

**Key Direction: 2.3 Lead in planning for, and responding to, climate change**

**Our focus areas**

We will:

- 2.3.1 Reduce our contribution to climate change
- 2.3.2 Review the Energy Plan to work towards zero Council emissions, with a focus on self-generated green energy.
- 2.3.3 Investigate the development of a Community Energy Plan to assist the community to minimise energy use and lower greenhouse gas emissions.

**Initiatives to deliver our key direction**

- Implement priority actions from the current Energy Plan as part of Council's ongoing focus of reducing and minimising energy use, including:
  - Improve energy efficiency in Council buildings
  - Install solar panels and consider battery storage technologies

- Increase fuel efficiency in Council’s fleet, including substituting fossil-fuelled vehicles with alternative fuel and electric powered vehicles.
  - Contribute funds to the Northern Alliance for Greenhouse Action and Positive Charge program for residents.
- Provide a real-time monitoring display of energy and water use in the foyer at One Flintoff, Council’s new staff accommodation and community facilities in Greensborough.
- Review Council’s Energy Plan, including:
  - Seek opportunities for the strategic disconnection of gas infrastructure from council assets
  - Seek to avoid grid upgrades by implementing solar photovoltaic panels, energy efficiency and battery installations
  - Develop best practice guidelines for ESD performance in Council buildings
  - Seek opportunities to transition to LED lighting for Council lighting upgrades
  - Implement the public lighting pole replacement program with an emphasis on new technology and solar powered lighting in Council’s land and facilities.
- Investigate the development of a Community Energy Plan, including:
  - The creation of a flagship program to facilitate the installation of solar photovoltaic panels on residential and commercial buildings
  - The solar panel pilot project as part of an Aged Services climate change initiative to facilitate older people’s access to renewable energy and to reduce the cost burden associated with power bills.
- Review processes and capacity for services to respond to extreme climate events, the Urban Heat Island effect, and weather patterns (eg storm events, drought, and heat) to enhance the resilience of our community.

## **Key Direction: 2.4 Avoid waste generation**

### **Our focus areas**

We will:

- 2.4.1 Discourage waste to landfill, including leading by example in reducing Council’s own waste generation
- 2.4.2 Identify, promote and implement viable recycling opportunities
- 2.4.3 Advocate for increased use of environmentally beneficial technologies and services in the community and government.

### **Initiatives to deliver our key direction**

- Review the Waste Management Plan with a view to move towards zero waste.
- Develop business cases for:
  - The introduction of a green organics service
  - The introduction of public place recycling
  - Improvements at the Waste Transfer Station to increase the recycling offer.
- Deliver Council’s current best practice waste management services, including replacing existing waste bin enclosures in parks

- Implement recommendations adopted in the reviews of the Waste related services, including the improvement plans for:
  - Kerbside collection services including the Introduction of technology
  - Waste Recovery Centre
  - Dumped Rubbish and Litter Strategic Plan.
- Continue to manage Council's significant recycling services, seeking further opportunities for diversion from the waste stream
- Continue to implement waste avoidance and resource recovery programs to residents, schools and community groups
- Increase Waste Education Service participation at major Banyule festivals and events
- Promote 'onsite at-source' green and food waste avoidance solutions to the community, including: worm farms, compost bins, and emerging waste reduction technologies

### **Key Direction: 2.5 Be environmental stewards**

#### **Our focus areas**

We will:

- 2.5.1 Support and educate the community to protect, enhance and experience the environment, working together with local Friends groups and environmental organisations.
- 2.5.2 Manage recreation and open spaces in an environmentally sustainable way

#### **Initiatives to deliver our key direction**

- Continue stewardship programs that educate the community about environmental sustainability, including the Sustainable Homes and Communities program, Spring Outdoors, Wildlife Corridor Program and Positive Charge
- Continue to provide priority weed and pest control to bush reserves and waterway reserves involving friends groups, schools and community groups
- Implement the Biodiversity, Water Sustainability, Energy, Waste and Environmental Stewardship plans
- Deliver on open space strategic plan and reserve master plan priorities
- Manage sporting users to ensure the ongoing viability of sports playing surfaces
- Deliver a continued certification program against ISO 14001 Environmental Management standards, including Council's organisational Enviro Reps, communication and targeted projects.

#### **Indicators:**

How we will measure our performance against this objective is detailed in the combined Indicators table at the end of this section, titled '2.8 Indicators – Measuring our performance'



## 2.3 Strategic Objective 3

### 3. PLACE: GREAT PLACES AND SPACES – Maintain and enhance our public spaces, buildings and infrastructure.

‘Place’ describes the buildings, structures and spaces in which we live, work, shop and play. It is about our surroundings, how we interact with and move about within them. ‘Place’ also shapes our interactions with others and influences the quality and frequency of our social and economic activities. ‘Place’ is dynamic and influenced by many factors, most notably the aspirations of landowners and statutory approval systems that are governed through State and sometimes Federal decision making.

We will maintain and enhance our public spaces, buildings and infrastructure through the following key directions:

- 3.1 Preserve and improve Banyule as a great place to live, work and play
- 3.2 Renew and maintain Banyule’s public assets and infrastructure
- 3.3 Invest in and support activity centres and employment precincts
- 3.4 Provide great public and open spaces
- 3.5 Support sustainable transport

To achieve our objective of Place – Great Places and Spaces, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 6 (Detailed List of capital works) of this Budget document.

#### Services

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Capital Projects</b>	Provision of the following to support council’s direct service delivery areas, and to the municipal community as a whole: Capital Works management and reporting, project management and contract supervision for building works projects, and major civil and building works, road resurfacing, pedestrian trail maintenance, bike path maintenance, roads construction and reconstruction projects, scheduled building maintenance, unscheduled building maintenance, air conditioning maintenance, vandalism repairs and graffiti removal from council buildings	5,118 = 5,118

## Services (continued)

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Assets and Infrastructure</b>	<p>Provision of the following to the municipal population as a whole:</p> <p><b>Asset Management:</b> Strategic Asset Management, programming for road and footpath (pavement) maintenance, Capital Works planning, strategic drainage maintenance, Asset Management plans, asset inspection and protection, Memorandum of consents and road infrastructure asset protection.</p> <p><b>Infrastructure Maintenance:</b> Footpath maintenance, kerb and channel maintenance, sign repair/replacement, street furniture repair/replacement, guardrail maintenance, road patching, drainage repair, unsealed road maintenance, traffic counters, line marking, Road Management Plan implementation, pedestrian bridge maintenance, supervision of new sub-divisions and supervision of unit developments.</p>	<p>4,179</p> <p><u>(343)</u></p> <p><b>3,836</b></p>
<b>Urban Planning and Building</b>	<p>Provision of the following to landowners, builders and developers:</p> <p><b>Development Planning:</b> Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.</p> <p><b>Building Services (Bpi):</b> Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.</p> <p>Provision of the following to support council's direct service areas, and to the municipal population as a whole:</p> <p><b>Strategic Planning:</b> Planning Scheme Amendments, Neighbourhood Character &amp; Activity Centre Planning, Heritage Planning for Planning Scheme, creating and reviewing place based policies, strategies and guidelines.</p>	<p>6,277</p> <p><u>(6,999)</u></p> <p><b>(722)</b></p>
<b>Transport, Sustainability and Municipal Laws – Municipal Laws, Transport &amp; Development Engineering, Transport Advocacy</b>	<p>Provision of the following to road users, pet owners, parents and municipal community as a whole:</p> <p><b>Municipal Laws:</b> Animal management, parking control and enforcement, fire prevention, school crossing supervision, Local Laws compliance and enforcement, building sites compliance and enforcement, residential parking permits, disabled parking permits, footpath trading.</p> <p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Transport and Development Engineering:</b> Transport, engineering design, drainage and infrastructure approvals, sustainable transport, transport engineering and planning, drainage &amp; developments engineering.</p> <p><b>Transport Advocacy:</b> Advocating to improve transport services and functions within the municipality.</p>	<p>6,436</p> <p><u>(5,894)</u></p> <p><b>542</b></p>

## Services (continued)

Business Area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
<b>Property and Economic Development</b>	Provision of the following to businesses and industry:	3,312
	<b>Economic Development:</b> Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.	(1,323)
	Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole: <b>Valuations:</b> Statutory property rating valuations. <b>Property Services:</b> Property portfolio management including the management of commercial and residential leases, acquisition and disposition of property, discontinuances and associated sale of unused roads. <b>Strategic Property Projects:</b> Strategic property developments including major projects involving Council land. <b>Land Information Systems:</b> Geographical Information System facilitation and corporate property information maintenance.	<b>1,989</b>

### Initiatives:

**Place: Great Places and Spaces**

**Key Direction: 3.1 Preserve and improve Banyule as a great place to live, work and play**

### Our focus areas

We will:

- 3.1.1 Facilitate high quality design and planning outcomes that support the preferred character of residential neighbourhoods and emerging identity of activity centres, employment precincts and renewal areas.
- 3.1.2 Facilitate diverse housing and sustainable development outcomes in activity centres, neighbourhood centres and employment precincts as the best places for more people to live, work and play.
- 3.1.3 Encourage the community to contribute to the greening of Banyule
- 3.1.4 Create Age-friendly places and spaces that encourage people of all ages to stay connected to their community.



### ***Initiatives to deliver our key direction***

- Uphold the principles as set out in Banyule's Neighbourhood Character Strategy and work with and advise new applicants on the best way in which to sensitively develop property in Banyule, including:
  - Improve communication to residents and developers in relation to neighbourhood character outcomes
- Monitor the effectiveness of the Neighbourhood Residential Zone in the Banyule Planning Scheme and consider implications from any government review of this zone.
- Continue planning, development and implementation of Council's activity centre parking plans, including Planning Scheme Amendments (PSA) for Parking Overlays in Ivanhoe and Greensborough.
- Continue to apply Council's environmental sustainable development (ESD) policy that is now in the Banyule Planning Scheme and continue advocacy with other councils for further improvements to the Victorian planning system.
- Continue to apply Council's Liveable Housing Guidelines to improve the accessibility of new housing.
- Continue planning with the Victorian Planning Authority (VPA) for the LaTrobe National Employment and Innovation Cluster for:
  - Land use and transport planning framework for the Cluster
  - Economic development for the Heidelberg West Industrial Estate
  - Housing renewal and diversity for Heidelberg West, including co-housing
  - Reimagined Heidelberg Railway Station Precinct and a reviewed Heidelberg Structure Plan.
- Participate and pursue Planning Scheme Amendments to implement the outcomes of continued planning with the VPA.
- Continue planning with the Government for the Yarra River's corridor, including participating in any:
  - Planning Scheme Amendment for any revised controls to better protect the corridor.
  - Changing governance arrangements for the corridor's future planning and public land management.
- Review the Planning Scheme to improve the efficiency of decision making that is aligned with Council policies, strategies and plans for land use and development.
- Continue to apply universal design (access for all) principles to Council's infrastructure and facilities, including: council buildings, furniture and furnishings, and public toilets.

## **Key Direction: 3.2    *Renew and maintain Banyule’s public assets and infrastructure***

### **Our focus areas**

We will:

- 3.2.1    Renew and maintain Council owned buildings so they continue to be at appropriate standards, ensuring their long term sustainability and efficiency.
- 3.2.2    Renew and maintain roads, drains and other infrastructure to a standard which ensures public safety and protects the natural environment.

### ***Initiatives to deliver our key direction***

- Maintain and further enhance the city’s streetscapes and parkland trees for future generations
- Deliver a program of pavilion improvements, including:
  - Telfer Reserve - car park construction
  - Anthony Beale Reserve pavilion - stair and deck works
  - Loyola Reserve pavilion redevelopment.
- Develop and deliver Infrastructure Assets Renewal Programs and reduce our renewal gap
- Look to maintain and improve our local road network infrastructure, including:
  - Deliver our Local Roads Re-sheet and Rehabilitation program to improve over 30 roads
  - Conduct line marking in conjunction with road re-sheets and design and construct bicycle parking facilities to improve bicycle travel opportunities
  - Deliver improvement initiatives for localised traffic infrastructure and pedestrian and school crossings
  - Continue the Roads to Recovery program
  - Seek Federal Government support in local roads initiatives through the Roads to Recovery - Federal Government Funding for Road Renewal program
- Deliver the accelerated Footpath Construction Program with an increased focus on footpath renewal
- Ensure important high pedestrian traffic areas such as activity centres are maintained and developed for the benefit of local businesses and the safety of our local community
- Continue to implement the Street Tree Planting Plan (a sub-plan of the Urban Forestry Policy and Strategic Plan)
- Work with community groups and organisations to support appropriate community-based environmental initiatives such as a tree planting days
- Maintain our existing Water Sensitive Urban Design (WSUD) assets
- Implement a revised delivery service to improve drainage maintenance based on outcomes of recent service reviews.
- Improve monitoring and reporting processes of the street sweeping program.
- Progress designs for the Macleod Health and Fitness Centre Master Plan

### **Key Direction: 3.3    *Invest in and support activity centres and employment precincts***

#### **Our focus areas**

We will:

- 3.3.1 Support and maximise opportunities provided through the La Trobe Employment Cluster project to deliver enhanced liveability and economic activation
- 3.3.2 Monitor and respond to the vitality of our retail, entertainment and commercial precincts
- 3.3.3 Work in partnership with trader associations and business to build their capacity, independence and success
- 3.3.4 Support activity centres to enhance their identity and ability to respond to challenges and opportunities

#### **Initiatives to deliver our key direction**

- Contribute toward the development of a Heidelberg West Industrial Estate Structure Plan.
- Work with the State Government and other key partners to maximise the outcomes and opportunities associated with the emerging La Trobe Employment Cluster.
- Further develop and strengthen the capacity of our traders associations to manage their associations and engage meaningfully with businesses and Council.
- Finalise the Banyule Economic Information Base and implement business investment, retention and attraction initiatives
- Implement Year 3 actions of the Banyule Economic Development Plan.
- Explore further opportunities for Community Hubs which are inclusive of Aged Services, and which reflect the principles of Age-Friendly Banyule
- Implement actions of the Banyule Economic Development Plan
- Continue to support local shopping centres through the Special Rates and Charge schemes
- Continue shopping centre maintenance and beautification, including:
  - Commence Heidelberg Central streetscape design works
  - Progress designs for the beautification of Rosanna Village
  - Shopping Centre and Toilet Cleaning improvements
- Develop greater rapport with local real estate agencies to deliver improved retail and commercial mix outcomes within each of Banyule's activity centres
- Implement investment attraction initiatives that position Banyule's business precincts as vibrant and competitive commercial centres.

## **Key Direction: 3.4    *Provide great public and open spaces***

### **Our focus areas**

We will:

- 3.4.1    Provide and maintain beautiful open space across Banyule for a range of uses and activities
- 3.4.2    Provide and maintain public spaces that have quality and accessible public amenities
- 3.4.3    Provide suitable spaces for the community to gather and look for opportunities for new and shared spaces and facilities

### **Initiatives to deliver our key direction**

- Implement the renewed Open Space Plan, including:
  - Complete the planning scheme amendment for the Open Space Plan
  - Provide further input to the Victorian Planning Authority's work on a metropolitan open space strategy
- Manage Council's open spaces, including:
  - Maintain fire hazards, traffic areas, road reserves, and ovals
  - Implement the Pedestrian Bridge Replacement program, including:
    - Replace Banksia Street pedestrian bridge in partnership with neighbouring council
    - Conduct a survey, investigation and design for Olympic park bridge
    - Replace decking on the suspension bridge connecting Greensborough Park with Whatmough Park.
    - Replace components such as handrails, decks, and sub-structures
- Continue implementation of the Ford Park Masterplan, including detailed design for the family activity area.
- Continue to deliver a co-ordinated across Council approach to dealing with the increasing problem of rubbish dumping in parks and other public places
- Maintain and improve equipment for sporting facilities, including:
  - Deliver the all seasons cricket pitch replacement program (synthetic sports pitches)
  - Designs for replacement of the Willinda Park Athletics Track synthetic surface
  - Replacement of baseball cages at Elder Street Reserve, Watsonia
  - Replacement of Cricket Nets at Cartledge Reserve
- Continue to investigate the options for smoke free areas within the municipality
- Assess new opportunities for improving access to existing spaces and facilities
- Ensure that planning and development of Banyule's public and open spaces is informed by the principles of Age-Friendly Banyule
- Increase, enhance and improve public open space where appropriate to cater for Banyule's projected increases in population growth and density.
- Continue with the implementation of the Olympic Park Masterplan

## **Key Direction: 3.5    Support sustainable transport**

### **Our focus areas**

We will:

- 3.5.1    Deliver integrated transport solutions
- 3.5.2    Provide shared trails that help to link key public open spaces and community facilities
- 3.5.3    Encourage walking, cycling and public transport use
- 3.5.4    Improve parking management in and around activity areas

### **Initiatives to deliver our key direction**

- Implement the appropriate actions identified in the Banyule Integrated Transport Plan which:
  - Describes Banyule’s vision for transport across the city
  - Sets out the actions Banyule is undertaking to realise this vision
  - Identifies key actions and projects that other key stakeholders, particularly the State Government, will need to progress to help deliver this vision, including:
    - Improving the level of service and access to public transport for all users
    - Addressing safety and amenity on Rosanna Road
    - Duplication of the Hurstbridge railway line to improve service frequency and reliability
    - Providing input to the Victorian Planning Authority’s work on transport planning for the LaTrobe National Employment Cluster
  - Considers access to transport, informed by principles according to the World Health Organisation (WHO) Age Friendly Guidelines, and taking into account the needs of people of all abilities
  - Advocate for increased investment in sustainable transport and for improvements to public transport operation and infrastructure that will benefit local residents.
- Plan for and deliver a major shared path bicycle link through Banyule from the Plenty River trail to Plenty Road, including:
  - Detailed design of stage 4 of the East West power easement shared trail (connecting High Street to Watsonia Road)
- Continue the off-road path renewal and development of the Banyule Shared Trail Network (for walking and bicycles) through the implementation of the Northern Regional Trails Strategy and the shared trail asset management plan, including:
  - Develop detailed designs for future shared trail projects
  - Renew shared trail feeder paths
  - Continue enhancement of the Banyule Flats shared trail bike path and environmental walk
  - Design the proposed upgrade of the Darebin Creek Trail from Banksia Street to Dougharty Road (including a Cultural Heritage Assessment).
- Renew pathways in reserves and bushland

- Develop a Walking Strategy in line with the International Charter for Walking
- Implement travel behaviour change programs to improve walking, cycling and public transport use in priority areas, including:
  - Introduce a walking, cycling and public transport use category for Environmental Grants
  - Implement the Green Travel Plan for Council's operations
  - Co-ordinate promotional events about Sustainable Transport to raise awareness and increase uptake, including Ride to Work, Ride to School, Walk to School.
- Introduce parking management techniques to encourage appropriate availability of spaces in areas of high demand, recognising parking as a finite resource.
- Implement recommendations from key activity area parking plans.

### **Indicators:**

How we will measure our performance against this objective is detailed in the combined Indicators table at the end of this section, titled '*2.8 Indicators – Measuring our performance*'



## **2.4 Strategic Objective 4**

### **4. PARTICIPATION: ENGAGEMENT AND ADVOCACY – Engage meaningfully and advocate for the broader interest of the community.**

‘Participation’ is about how people get involved in the community and community activities, how they have a say on issues important to them, and how Council listens to and involves people in decision making and planning. Participation also involves Council advocating with and on behalf of the community on issues out of Council’s direct control. Supporting ‘Participation’ is central to good governance.

We will engage meaningfully and advocate for the broader interest of the community through the following key directions:

- 4.1 Engage meaningfully with our community and encourage participation
- 4.2 Advocate for our community
- 4.3 Communicate effectively with our community

To achieve our objective of Participation – Engagement and Advocacy, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 6 (Detailed List of capital works) of this Budget document.

## Services

Business Area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
<b>Governance and Communication</b>	Provision of the following to support council's direct service delivery areas:	4,346
	<b>Governance:</b> Corporate Governance and compliance including Council Meetings, CEO & Councillor administration, Freedom of Information and Protected Disclosure , Council Elections, Councillors support and training, Cemetery management for Warringal & Greensborough Cemeteries.	(51)
	<b>Customer Service:</b> Customer Service to community and internal units, management of Customer Service Centres, Organisational customer service standards, Customer request management and reporting, Receipting procedures.	4,295
	<b>Communications:</b> Public relations and marketing, website and social media, media liaison, corporate communications plan, corporate identity, advertising, publications, promotion and events support.	
<b>Executive</b>	Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:	2,139
	Executive services.	= 2,139

*Note: These services relate to both the Participation and Performance objectives. Based on the contribution to outcomes associated with the Participation objective they have been attributed accordingly.*

### Initiatives:

#### **Participation: Engagement and Advocacy**

#### **Key Direction: 4.1 Engage meaningfully with our community and encourage participation**

#### **Our focus areas**

We will:

- 4.1.1 Increase engagement with our community and draw on their strength, skills and knowledge to address local challenges and opportunities
- 4.1.2 Provide a range of inclusive opportunities for people to participate in engagement
- 4.1.3 Enhance our relationship and work in respectful partnership with the traditional custodians of Banyule, the Wurundjeri people, identified elders and other Aboriginal and Torres Strait Islanders
- 4.1.4 Show how community input has helped shape our decisions and direction.



### ***Initiatives to deliver our key direction***

- Continue to implement the MetroAccess Community Building Plan in line with the Victorian Government's State Disability Plan and National Disability Insurance Scheme (NDIS) roll-out
- Co-ordinate and deliver Community Development and local RSL grant programs
- Strengthen the delivery of early years, youth and family services through community partnerships
- Work with young people in order to build their capacity to participate and meaningfully engage in decision making in the local community, celebrate and highlight positive youth culture
- Work collaboratively with local service providers and the community to facilitate better outcomes for older people in Banyule (e.g. Age-friendly Advisory Committee and the Banyule Aged Service Network)
- Support older residents through the Age-friendly Champion Program to be active participants in the process of planning and implementing actions which will enable people to stay connected to their community as they age.
- Lead, support and improve Council's community engagement and consultation processes to ensure that the views and needs of the community are reflected in Council's prioritisation and service delivery (including technology opportunities)
- Develop and implement the next 4 year Aboriginal and Torres Strait Islander Plan, which reflects Council's stated commitment to Indigenous Australians and current community aspirations.
- Provide and promote services and opportunities that are available for Aboriginal and Torres Strait Islanders across the municipality
- Continue to plan and deliver Banyule's Youth Services consultation and partnership initiatives, including:
  - Youth Summit 2017/2018
  - YouthFest 2017.
- Review Council's Inclusion, Access and Equity Framework (IAEF) and develop and implement the next 4 year plans for:
  - Aboriginal and Torres Strait Islander Plan
  - Disability & Inclusion Plan
  - LGBTI (Lesbian, Gay, Bi-sexual, Transgender and Intersex) Plan
  - Multicultural Plan
- Support Council's Advisory Committees to enable broader participation in Council's planning processes.

## **Key Direction: 4.2 Advocate for our community**

### **Our focus areas**

We will:

- 4.2.1 Work in partnership with community, groups, local agencies and different levels of government to advocate for improved services, infrastructure, environmental and social outcomes
- 4.2.2 Work with the community to identify and plan for key advocacy issues
- 4.2.3 Pursue appropriate and sustainable funding and service arrangements with state and federal government to minimise cost shifting.

### **Initiatives to deliver our key direction**

- Actively participate in the review of the *Local Government Act 1989*
- Represent to our community the effects of cost shifting from other levels of government and its impact on Banyule
- Develop partnerships with State and Federal Government, key commercial and community organisations, to seek funding for the development of programs, services and facilities
- Engage with the community to identify key advocacy priorities that represent community needs
- Consider key issues raised by Council's Advisory Committees to inform prioritised advocacy efforts
- Focus advocacy endeavours on transport and traffic issues identified as a key community concern based on extensive community consultation and feedback
- Actively engage with State agencies to review documentation and plans related to major State traffic and transport projects impacting Banyule, including:
  - Lower Plenty Road level crossing removal
  - Hurstbridge railway line upgrade
  - North East Link
  - Advocating for improved and safer access to our activity and neighbourhood centres.
- Advocate to other levels of government for funding towards the growing demand for playgroups in Banyule
- Work with our community and other levels of government to pursue opportunities for women to participate in sport
- Continue advocacy efforts to address problem gambling
- Support the work of the Banyule Nillumbik Youth Services Network (BNYSN) and other key strategic collaborative networks to improve services for young people
- Continue to advocate to Government and key organisations for improved outcomes for people in Banyule who are aged or have a disability (e.g. Community Transport, Commonwealth Aged Care Reforms and National Disability Insurance Scheme)
- Continue to advocate to government agencies for the appropriate upkeep of non-council owned open space including: Parks Victoria land, Vic Roads reserves, and Melbourne Water reserves.

### **Key Direction: 4.3 Communicate effectively with our community**

#### **Our focus areas**

We will:

- 4.3.1 Improve the reach, impact and responsiveness of our communications
- 4.3.2 Provide transparent and timely information about Council.

#### **Initiatives to deliver our key direction**

- Implement actions from the Communications Strategy 2017-2021
- Continue development of Council's website and digital communications
- Continue to engage with the community through a targeted 'out and about' program.
- Further develop communication and promotion strategies for specific services and projects, including:
  - Improve marketing and promotion of programs and services that support Banyule in being an Age-friendly city (e.g. improve website linkages to other services, signage on Council buses)
  - Promote Aged & Disability Services to improve understanding of services, quality and future directions in Aged Care
  - Develop neighbourhood based communication methods to better explain, promote, listen and consult on our services
  - Improve communication of major projects, services and events to inform the community about what we are doing and how we are doing it
- Communicate environmental achievements through internal and external publications and presentations
- Continue to explore and utilise existing and emerging technologies to maximise the reach, impact and responsiveness of our communications, including:
  - Facilitating a greater presence in social media and our ability to engage in this area which continues to be a significant challenge
  - Enhancing the accessibility for our community to engage using our new web based portal "Shaping Banyule" to ensure Banyule is able to maintain responsive service delivery
  - Continue to ensure Council's platforms remain relevant in the communication and engagement space, with the ever-changing face of IT solutions

#### **Indicators:**

How we will measure our performance against this objective is detailed in the combined Indicators table at the end of this section, titled '*2.8 Indicators – Measuring our performance*'



## 2.5 Strategic Resource Plan:

### Strategic Objective 5

#### **5. PERFORMANCE: EFFICIENCY AND GOOD GOVERNANCE –Manage our resources wisely to achieve Council's strategic objectives.**

The framework and context for the Strategic Resource Plan and Performance Objective are described in detail in Section '1.1 Strategic Planning Framework' of this budget document.

We update the Strategic Resource Plan annually.

We will manage our resources wisely to achieve Council's strategic objectives through the following key directions:

- 5.1 Provide exceptional customer service
- 5.2 Deliver best value services and facilities
- 5.3 Provide responsible financial management and business planning
- 5.4 Provide good governance and be accountable
- 5.5 Promote an engaged and productive organisation
- 5.6 Manage the systems and assets that support service delivery.

To achieve our Strategic Resource Plan and Council Plan objective of Performance – Efficiency and Good Governance, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below. For further information on key capital works projects and initiatives associated with this objective please refer to Section 6 (Detailed List of capital works) of this Budget document.

#### Services

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Operations – Plant and Fleet Management, and Emergency Management</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p><b>Plant and Fleet Management:</b> Workshop repairs, services for all council vehicles, contract and specification of fleet, ordering of new and replacement vehicles, trucks and heavy mobile plant.</p> <p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Emergency Management:</b> Co-ordination of Municipal Emergency Management.</p>	<p>3,946</p> <p>(80)</p> <p><b>3,866</b></p>

## Services (continued)

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Human Resources</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p>Recruitment and selection, induction, industrial relations, employee relations, human resources information system (HRIS), occupational health &amp; safety, Work Cover and return to work, health &amp; wellbeing, learning &amp; development, corporate training programs, leadership development, organisational cultural improvement initiatives, risk management, claims processing/management, insurances and broker relations, business continuity plan, workforce strategy, and workforce planning, employee counselling and referral service.</p>	<p>3,093</p> <p>=</p> <p><b>3,093</b></p>
<b>Organisational Systems</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p><b>Information Technology:</b></p> <p><b>IT Operations:</b> Customer request management, Maintenance of voice and data network, Availability of systems and applications.</p> <p><b>IT Application Services:</b> Secure, reliable and innovative services, Delivery of appropriate solutions, Enterprise Data Centre management, Leading edge business solutions utilising new and innovative technologies.</p> <p><b>IT Infrastructure:</b> Stable and innovative infrastructure, Efficient life cycle management of data, hardware and voice, Web solutions, Accessibility and mobility infrastructure solutions.</p> <p><b>Records and Information Management:</b> Management of correspondence, registering all inwards and outwards mail, Electronic Document Management, archiving and disposing of Council records, Mail and courier deliveries across all Council sites, Manage council files, Information Management, Training staff on using Electronic Document Management System.</p> <p><b>Business Services:</b> Organisational development support including Council Plan development, Best Value implementation, Corporate policy development and management, Business plan development, Corporate planning and reporting support, Organisational development support, Continuous improvement, certification program management and support.</p>	<p>6,453</p> <p>=</p> <p><b>6,453</b></p>

## Services (continued)

Business Area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
<b>Finance &amp; Procurement</b>	Provision of the following to support council's direct service delivery areas:	3,820
	Revenue collection, accounts receivable, accounts payable, payroll, procurement, management and financial reporting:	(415)
	<ul style="list-style-type: none"> <li>- Processing and collection of revenue</li> <li>- Maintenance and analysis of rating data</li> <li>- Administration of payroll and accounts payable</li> <li>- Annual and strategic budget preparation</li> <li>- Annual financial report preparation</li> <li>- Procurement of goods and services</li> <li>- Investment and debt management</li> <li>- Financial reporting to external legislative bodies</li> <li>- Financial management monitoring and analysis between budget and actual results</li> <li>- Financial management internal support to business units and reporting</li> <li>- Maintenance and integrity of the finance system.</li> </ul>	<b>3,405</b>

### Initiatives:

#### **Strategic Resource Plan**

#### **5. Performance – Efficiency and Good Governance**

#### **Key Direction: 5.1 Provide exceptional customer service**

#### **Our focus areas**

We will:

- 5.1.1 Use contemporary technologies to enable customers to interact with council when, where and how they choose
- 5.1.2 Continue to improve the experience that the community has when dealing with Council.
- 5.1.3 Ensure that services are provided efficiently and effectively whether the community contacts Council via telephone, in person, electronically or via letter
- 5.1.4 Ensure that we are reporting to the community on how we are performing and where we are delivering efficiencies.

### ***Initiatives to deliver our key direction***

- Implement key initiatives identified in the organisation's Customer Focus Strategy 2017-2021, including:
  - Develop an updated and responsive service model including clearly defined service levels and timeframes
  - Review organisational customer service performance measures to assist in continual improvement of Council service
  - Develop and resource a framework to ensure increased frequency of customer service refresher training for all staff
  - Continue reviewing customer contact points and processes to ensure an efficient, responsible and timely service
- Refresh Council's Customer Charter to define what the community can expect from Council
- Implement the new Banyule Complaints Handling Policy
- Continue to explore and utilise existing and emerging technologies to:
  - Improve our customer contact experience
  - Address increasing community expectations for improved responsiveness
  - Deliver a range of self-serve options.

### ***Key Direction: 5.2      Deliver best value services and facilities***

#### ***Our focus areas***

We will:

- 5.2.1 Continually review our services to ensure good value for money
- 5.2.2 Look for greater ways to increase our income and reduce costs
- 5.2.3 Actively seek non-Council sources of financial support for projects, programs and services
- 5.2.4 Seek investment and business opportunities that reduce reliance on traditional revenue sources, such as rates and government grants, to sustainably deliver high quality services and infrastructure to our community.

### ***Initiatives to deliver our key direction***

- Continue to implement key recommendations from the Banyule Leisure Facility Management (Banyule Leisure) operational service review
- Continue to investigate options to consolidate landholdings to maximise revenue and asset reallocation
- Prepare a Development Contributions Plan (DCP) to support Council's long-term plans for capital works, which includes a planning scheme amendment and identifying resources required to operate the DCP.
- Pursue avenues for development contributions towards public infrastructure provision.
- Complete a Banyule Planning Scheme amendment to include a specified development contribution towards public open space

- Ensure Activity Centre Car Parking Plans consider the feasibility of development contributions towards transport infrastructure and facilities.
- Develop a Bellfield Masterplan
- Deliver effective and efficient sales of other Council sites proved surplus to requirement
- Review and develop a revitalised Human Resources Strategic Plan
- Continue to improve asset management plans by confirming asset work programs, renewal priorities, intervention levels and therefore levels of service, and develop asset plans for:
  - Traffic management devices,
  - Sports field & surface (synthetic) and irrigation systems,
  - Sports field and reserve lighting,
  - Trees (streets & parks), and
  - Park facilities
- Finalise an organisational service level agreement framework for property related matters.
- Continue Council's Service Development Review Program, a targeted review program to strengthen and assess service sustainability, including review of service provision, key needs and objectives, and delivery inputs such as consultation, benchmarking, and financial analysis
- Co-ordinate data sources and performance reporting measures, to ensure evidence based decision making, including:
  - Review and develop key organisational performance measures
  - Report on the State Government's Local Government Performance Reporting Framework (LGPRF)
  - Produce, co-ordinate and promote use of, and access to, meaningful data to inform and enhance Council's planning and service delivery e.g. Resident profile and performance assessment, community surveys, and organisational benchmarking
- Undertake innovative projects to inform and improve the delivery of efficient, effective and accessible services for older people (e.g. Community Based Meals & Respite, and Support for carers programs)
- Research and develop systems and processes to identify and communicate community need in order to respond as effectively as possible with the right service mix for our community.

**Key Direction: 5.3      *Provide responsible financial management and business planning***

***Our focus areas***

We will:

- 5.3.1 Achieve a responsible budget within a rate capping environment
- 5.3.2 Effectively manage Council's commercial assets, leases and contracts
- 5.3.3 Review and plan for the provision of our assets to ensure they are fit for purpose and meets the service and infrastructure needs of our community now and in the future
- 5.3.4 Develop sound long-term plans for capital works, asset maintenance and financial management



- 5.3.5 Ensure transparent and accountable organisational planning and reporting
- 5.3.6 Ensure evidence based decision making seeking knowledge from practice, experience and research.

***Initiatives to deliver our key direction***

- Review and update Council's capital works infrastructure plan to ensure the ongoing strategic and sustainable management of Council's assets
- Review opportunities for greater automation of our core processes. Including: standard data collection and invoice payments; generation of legislative certifications, and purchasing card administration
- Develop a system that allows for robust and timely long term strategic planning scenario analysis and modelling, including an update of the central cost allocation model and a supporting training program.
- Undertake a detailed assessment of the rating strategy to accommodate current known limitations arising from a rate capping environment and feedback from the community in areas such as differential rating and waste services charges.
- Enhance the mechanism for calculating, recording and reporting of various Statutory and Corporate fees and charges across the City when developing the budget each year and monitoring during the year.
- Build on the organisation's internal and external networks with the intent to significantly improve collaboration, understanding, and compliance of key financial operational requirements.
- Continue to enter into partnership and license agreements with community groups that support the delivery of services to the community
- Promote the guidelines for sporting and community groups in relation to facility planning, advertising policy and Liquor Licencing process
- Maintain performance reporting to provide transparency and simplification of information for our community
- Continue to improve our corporate planning and reporting through better utilisation and development of systems and processes
- Manage the service delivery contracts for Council's Major outsourced Leisure and Functions facilities, including: WaterMarc Banyule, The Centre Ivanhoe, Ivanhoe Golf Course, Chelsworth Park, Community Halls, and Macleod Recreation and Fitness Centre
- Deliver and monitor the Nillumbik Immunisation Service in an efficient and effective manner within the budget
- Plan for open space water management, including: new irrigation systems, and warm season grass conversion.

## **Key Direction: 5.4      *Provide good governance and be accountable***

### **Our focus areas**

We will:

- 5.4.1 Participate in legislative reviews and maintain a best practice and contemporary approach to good governance and accountability
- 5.4.2 Support Councillors to meet transparency and accountability aspects of their role
- 5.4.3 Ensure the right governance structures and practices are in place for good decision making
- 5.4.4 Develop and implement policies and local laws to support community wellbeing
- 5.4.5 Make informed decisions based on sound evidence and community input
- 5.4.6 Keep our community informed of key decisions

### **Initiatives to deliver our key direction**

- Continue implementation, education and enforcement of our Local Law No.1
- Implement a new shared service arrangement, which will deliver the community an enhanced out of hours on-call Municipal Laws service
- Effectively manage Council's reputation within the media with clear consistent and open communication
- Implement legislative requirements from the new Local Government Act in 2018
- Implement recommendations from the Ombudsman's Review into Transparency.
- Develop an Integrity Framework including:
  - Linked reporting to key integrity agencies
  - Procedures for mandatory reporting of suspected corruption
  - Update procedures for Protected Disclosure
- Evaluate the new Council Meeting Public Participation Process including: the public forum and request to speak process

## **Key Direction: 5.5      *Promote an engaged and productive organisation***

### **Our focus areas**

We will:

- 5.5.1 Ensure the senior leaders are accountable and accessible to their people.
- 5.5.2 Listen to staff feedback and promote activities that foster a positive culture.
- 5.5.3 Ensure the organisational values are communicated, understood and modelled.
- 5.5.4 Ensure we have the right people, at the right time, in the right place to deliver quality services across the organisation
- 5.5.5 Develop and support our people to be productive, skilled and engaged
- 5.5.6 Ensure our people and workplaces remain safe

### ***Initiatives to deliver our key direction***

- Facilitate the rollout of Council's Leadership Development Framework to strengthen the leadership capabilities of supervisory staff
- Support the organisation to achieve improved Alignment and Engagement staff survey results to increase productivity, retention of high performing staff and efficiency that results from high employee satisfaction.
- Identify and deliver relevant learning and development offerings to support Council goals, objectives and directions.
- Support, address and advocate for the prevention of Family Violence; including:
  - Increasing organisational awareness of family violence issues, and how they may impact the workforce, and
  - Continue procedures, processes, and educative programs that advocate on behalf of, and support employees experiencing family violence
- Build on the implementation of the Working Together Working Better Values by promoting positive behaviours through appropriate feedback, reward and recognition and development opportunities
- Commence negotiations for Enterprise Agreement No.7, with a focus on achieving a fair outcome that supports a sustainable organisation so that employment is sustainable, including terms and conditions that are contemporary and relevant to a modern workforce.
- Ensure the Child Safe Standards become integral to our conduct and operations and continue to review and revise to ensure the Child Safe Standards remain at the forefront of our culture, by completing roll out and consolidate Banyule's Child Safe Organisation status.

### ***Key Direction: 5.6 Manage the systems and assets that support service delivery***

#### ***Our focus areas***

We will:

- 5.6.1 Upgrade and maintain our core IT systems and infrastructure
- 5.6.2 Invest in new technology and innovative solutions to deliver operational efficiencies and improve the customer experience
- 5.6.3 Manage and strengthen the systems and processes which securely maintain our corporate records and information
- 5.6.4 Apply sound risk management practices that meet defined local government industry standards
- 5.6.5 Continue to provide a sustainable, cost effective and safe fleet.

### ***Initiatives to deliver our key direction***

- Deliver targeted improvement of organisational systems in line with the IT Strategic Plan and as prioritised by the organisation's ICT (information and communications technology) Steering Committee, including: mobility solutions and digitisation of customer self service functions.

- Continue to implement the Electronic Document Records Management System (EDRMS) project with the targeting of work flow improvements, including digitisation of hard copy files and electronic work processes to move to fully electronic data management
- Continue to review new technologies to ensure Public Records Office Victoria standards for record keeping and privacy requirements are met and reviewed according to an appropriate risk assessment - these reviews to be conducted in line with the sometimes competing demands of Council's operations and the standards
- Implement Council's refreshed Project Management framework
- Continue to review and streamline Council's financial systems and processes to ensure the most efficient and effective use of our technology resources,
- Manage our major software upgrade program to enable a suitable software platform for new applications.
- Maintain and provide a reliable and stable Information and Communications Technology (ICT) environment to the organisation, including: Core Corporate Systems, Server and Network Hardware, Network Security patch management, systems upgrade and replacement
- Provide reliable and dependable IT User Management Services, including resolving user requests in a timely manner.
- Continue to provide a cost effective and environmental fleet, supported by an efficient and responsive fleet management team and workshop
- Implement fleet management review actions to provide a sustainable, cost effective and safe fleet.
- Manage and maintain records service delivery to the organisation, including: recording and distribution of mail, digitisation and archiving.
- Continue to apply the Planning and Building Enforcement Framework including proactive programs.
- Ensure Business Continuity Plan documents are reviewed, revised and kept current
- Continue to refine, monitor and implement a disaster recovery solution (technology platform) to meet Council's business continuity requirements
- Review and communicate mechanisms and processes to apply clear and sound risk management practices that meet local government and industry standards
- Maintain the organisation wide certification of our Best Value Plus Management System

### **Indicators:**

How we will measure our performance against this objective is detailed in the combined Indicators table at the end of this section, titled '*2.8 Indicators – Measuring our performance*'

## 2.6 Performance statement

The LGPRF service performance outcome indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the Annual Report 2016/2017. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity.

The full set of prescribed performance indicators contained in the Performance Statement is audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The 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.

## 2.7 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. People:			
Strong, healthy and inclusive communities	17,796	38,051	20,255
2. Planet:			
Environmental Sustainability	20,050	23,111	3,061
3. Place:			
Great places and spaces	10,763	25,322	14,559
4. Participation:			
Engagement and advocacy	6,434	6,485	51
5. Performance:			
Efficiency and good governance	16,817	17,312	495
<b>Total services</b>	<b>71,860</b>	<b>110,271</b>	<b>38,421</b>
Depreciation	20,463		
Unallocated corporate cost	4,079		
<b>Deficit before funding sources</b>	<b>96,402</b>		
<b>Funding Sources</b>			
Rates and charges	96,952		
Capital grants	3,393		
<b>Total funding sources</b>	<b>100,345</b>		
<b>Surplus for the year</b>	<b>3,943</b>		

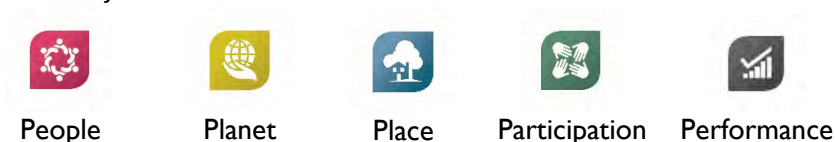
Note:

- The figures above exclude activity contained in the Statement of Capital Works.
- The Strategic Resource Plan consists of the 'Performance – Efficiency and good governance' objective, the 'Management of our Human Resources' section, and the Financial Resources section.








## 2.8 Indicators – Measuring our Performance

Annually in our Budget we will measure our performance against the Council Plan objectives. This is shown in the following table which represents Banyule's Strategic Indicators Framework. This is reported to our community in our Annual Report.

Note: Council Plan objectives:




























No.	Indicators	Target 2017/2018
1.	 CSI – Recreational facilities (performance) <i>Indicator Type: Output (Quality)</i> (Note: CSI indicators are measured via the annual Community Satisfaction Survey (CSS) for Local Government, co-ordinated by Local Government Victoria on behalf of Victorian Councils. For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')	Equal to or greater than the Metro Council Group average
2.	 Attendance at Council provided leisure centres <i>Indicator Type: Outcome (Service Effectiveness)</i>	1,000,000
3.	  Percentage of people who feel they 'belong' in Banyule <i>Indicator Type: Outcome (Service Effectiveness)</i>	80%
4.	 CSI – Art centres and libraries (performance) <i>Indicator Type: Output (Quality)</i>	Equal to or greater than the Metro Council Group average
5.	 CSI – Community and cultural activities (performance) <i>Indicator Type: Output (Quality)</i>	Equal to or greater than the Metro Council Group average
6.	 Attendance at Banyule festival <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	10,000
7.	 Performance against People: Health and Wellbeing Action Plan (% actions completed on time) <i>Indicator Type: Output (Quality)</i>	80%
8.	 CSI – Disadvantaged support services (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	Equal to or greater than the Metro Council Group average










No.	Indicators	Target 2017/2018
9.	LGPRF - Aquatic facilities: (a) Service standard (aquatic facilities are inspected by a qualified officer).	
	<ul style="list-style-type: none"> <li>Health inspections of aquatic facilities (number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)</li> </ul>	4
	<ul style="list-style-type: none"> <li>Reportable safety incidents at aquatic facilities (number of WorkSafe reportable aquatic safety incidents)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p> <p>(Note: LGPRF - Key indicators and measures as part of the Local Government Performance Reporting Framework. For further information please refer to the 'General Notes and Glossary of Terms for the Indicators').</p>	0
10.	LGPRF - Aquatic facilities: (b) Service cost (provision of aquatic facilities is undertaken in a cost-efficient manner)	
	<ul style="list-style-type: none"> <li>Cost of indoor aquatic facilities (direct cost to Council less any income received of providing indoor aquatic facilities per visit)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$0
11.	LGPRF - Aquatic facilities: (c) Utilisation (aquatic facilities are safe, accessible and well utilised)	
	<ul style="list-style-type: none"> <li>Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population)</li> </ul> <p><i>Indicator Type: Outcome (Utilisation)</i></p>	8 visits per head of BCC municipal population
12.	LGPRF - Food safety: (a) Timeliness (Councils take action in response to food complaints in a timely manner)	
	<ul style="list-style-type: none"> <li>Time taken to action food complaints (average number of days it has taken for Council to action food complaints received from members of the public about the about the safety or handling of food for sale)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Appropriateness)</i></p>	Written or verbal acknowledgement of receipt of complaint within 5 working days.
13.	LGPRF - Food safety: (b) Service standard (food safety service is provided in accordance with legislative requirements)	
	<ul style="list-style-type: none"> <li>Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	100%
14.	LGPRF - Food safety: (c) Service cost (food safety service is delivered in a cost-efficient manner)	
	<ul style="list-style-type: none"> <li>Cost of food safety service (direct cost to Council of the food safety service per food premises registered by Council, or for which Council has received notification, during the year)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$1,200
15.	LGPRF - Food safety: (d) Health and safety (food safety service protects public health by preventing the sale of unsafe food)	
	<ul style="list-style-type: none"> <li>Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council)</li> </ul> <p><i>Indicator Type: Outcome (Health and safety)</i></p>	100%










No.	Indicators	Target 2017/2018
16.	CSI - Family support services (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
17.	CSI – Elderly support services (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
18.	Key Ages and Stages: participation rate for 3.5 year visits to maximise positive outcomes for children in preparation for four year old kindergarten. <i>Indicator Type: Outcome (Service Effectiveness)</i>	75%
19.	Unit rate cost to Council for delivered meals <i>Indicator Type: Output (Cost)</i>	\$16.50 per meal
20.	Total number of delivered meals <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	38,900
21.	Percentage of delivered meals recipients satisfied with the service (rating the service as excellent, very good or good) <i>Indicator Type: Output (Quality)</i>	90%
22.	Aged Care Regional Assessment Service – Timeliness – Referrals received from My Aged Care <i>accepted</i> on time – Referrals received from My Aged Care <i>actioned</i> on time <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	80% 80%
23.	LGPRF - Maternal and Child Health: (a) Satisfaction (clients satisfied with the MCH service) – Participation in first MCH home visit (percentage of infants enrolled in the MCH service who receive the first MCH home visit) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	80%
24.	LGPRF - Maternal and Child Health: (b) Service Standard (Councils enrol all infants in the MCH service) – Infant enrolments in the MCH service (percentage of infants enrolled in the MCH service) <i>Indicator Type: Output (Effectiveness, Quality)</i>	95%
25.	LGPRF - Maternal and Child Health: (c) Service cost (MCH service is delivered in a cost-efficient manner) – Cost of the MCH service (cost to Council of the MCH service per hour of service delivered) <i>Indicator Type: Output (Efficiency, Cost)</i>	\$70 <i>Methodology based on multidisciplinary team to deliver MCH service</i>






























No.	Indicators	Target 2017/2018
26.	LGPRF - Maternal and Child Health: (d) Participation (Councils promote healthy outcomes for children and their families)	
	<ul style="list-style-type: none"> <li>– Participation in the MCH service (percentage of children enrolled who participate in the MCH service)</li> <li>– Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service)</li> </ul> <i>Indicator Type: Outcome (Participation)</i>	80% ATSI 70%
27.	Percentage of people who feel safe in Banyule <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	80%
 		
28.	Performance against Safer Banyule Action Plan (% actions completed on time) <i>Indicator Type: Output (Quality)</i>	80%
		
29.	LGPRF - Libraries: (a) Utilisation (library services are well utilised)	
	<ul style="list-style-type: none"> <li>– Library collection usage (number of library collection item loans per library collection item)</li> </ul> <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	7
30.	LGPRF - Libraries: (b) Resource standard (libraries have a high standard of resources)	80%
	<ul style="list-style-type: none"> <li>– Standard of library collection (percentage of the library collection that has been purchased in the last 5 years)</li> </ul> <i>Indicator Type: Output (Effectiveness, Quality)</i>	
31.	LGPRF - Libraries: (c) Service cost (delivery of library services is undertaken in a cost-efficient manner)	\$9.00
	<ul style="list-style-type: none"> <li>– Cost of library service (direct cost to Council of the library service per visit)</li> </ul> <i>Indicator Type: Output (Efficiency, Cost)</i>	
32.	LGPRF - Libraries: (d) Participation (library resources are free, accessible and well utilised)	15%
	<ul style="list-style-type: none"> <li>– Active library members (percentage of the municipal population that are active library members)</li> </ul> <i>Indicator Type: Outcome (Participation)</i>	
33.	Number of economic development events delivered in partnership with other organisations (e.g. neighbouring Councils, State and Federal Government, Regional Development organisations, traders associations, etc.) <i>Indicator Type: Output (Quality)</i>	10
 		
34.	Participation level (attendance) at Council operated/ hosted economic development events <i>Indicator Type: Outcome (Service Effectiveness)</i>	300
 		

No.	Indicators	Target 2017/2018
35.	CSI – Emergency and disaster management (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	Equal to or greater than the Metro Council Group average
	 	
36.	Completion of scheduled emergency management exercises as part of Council's Municipal Emergency Management Plan <i>Indicator Type: Output (Quality)</i>	Completed as per schedule
		
37.	CSI – Environmental sustainability (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
		
38.	Number of tree plantings (Council tree plantings in streets and parks) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	4,000
		
39.	Performance against Planet: Environmental Sustainability Action Plan (% actions completed on time) <i>Indicator Type: Output (Quality)</i>	90%
		
40.	Council's water use <i>Indicator Type: Outcome (Service Effectiveness)</i>	Constrain annual Council potable water use below 200 million litres
		
41.	CSI – The appearance of public areas (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
	 	
42.	Council's greenhouse gas emissions <i>Indicator Type: Outcome (Service Effectiveness)</i>	Reduce Council's greenhouse gas emissions
		
43.	CSI - Waste management (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	Equal to or greater than the Metro Council Group average
		
44.	Percentage of 'consumer waste' diverted from landfill (i.e. excludes green waste) <i>Indicator Type: Outcome (Service Effectiveness)</i>	37%
		
45.	LGPRF - Waste Collection: (a) Satisfaction (users are satisfied with the waste collection system) – Kerbside bin collection requests (number of kerbside bin collection requests per 1,000 kerbside bin collection households) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	200
		

No.	Indicators	Target 2017/2018
46.	LGPRF - Waste Collection: (b) Service standard (kerbside collection bins are collected as planned)	14
	<ul style="list-style-type: none"> <li>Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	
47.	LGPRF - Waste Collection: (c) Service cost (kerbside collection service is delivered in a cost-efficient manner)	
	<ul style="list-style-type: none"> <li>Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)</li> </ul>	\$86
	<ul style="list-style-type: none"> <li>Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$26
48.	LGPRF - Waste Collection: (d) Waste diversion (amount of waste diverted from landfill is maximised)	50%
	<ul style="list-style-type: none"> <li>Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)</li> </ul> <p><i>Indicator Type: Outcome (Waste diversion)</i></p>	
49.	Attendance at Council's Rethink Centre waste education programs	3,900
	<i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	
50.	CSI – The condition of local streets and footpaths in your area (performance)	Equal to or greater than the Metro Council Group average
	<i>Indicator Type: Outcome (Service Effectiveness)</i>	
51.	VLG infrastructure indicator: renewal ratio	1:1
	<i>Indicator Type: Output (Cost)</i>	
52.	LGPRF - Statutory Planning: (a) Timeliness (Council planning application processing and decisions are carried out in a timely manner)	56 days
	<ul style="list-style-type: none"> <li>Time taken to decide planning applications (median number of days between receipt of a planning application and a decision on the application)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Appropriateness)</i></p>	
53.	LGPRF - Statutory Planning: (b) Service Standard (planning application processing and decisions are in accordance with legislative requirements)	60%
	<ul style="list-style-type: none"> <li>Planning applications decided within 60 days (percentage of planning application decisions made within 60 days)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	
54.	LGPRF - Statutory Planning: (c) Service cost (planning application processing and decisions are carried out in a cost-efficient manner)	\$1,718
	<ul style="list-style-type: none"> <li>Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	









No.	Indicators	Target 2017/2018
55.	 LGPRF - Statutory Planning: (d) Decision making (planning application processing and decisions are consistent with the local planning scheme) – Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside) <i>Indicator Type: Outcome (Decision making)</i>	56%
56.	 LGPRF - Roads: (a) Satisfaction of use (road users are satisfied with the sealed local road network) – Sealed local road requests (number of sealed local road requests per 100 kilometres of sealed local road) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	150
57.	 LGPRF – Roads: (b) Condition (sealed local roads are maintained at the adopted condition standard) – Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal) <i>Indicator Type: Output (Effectiveness, Quality)</i>	80%
58.	 LGPRF - Roads: (c) Service cost (renewal and maintenance of sealed local roads are undertaken in a cost-efficient manner) – Cost of sealed local road reconstruction (direct reconstruction cost to Council per square metre of sealed local roads reconstructed). – Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed). <i>Indicator Type: Output (Efficiency, Cost)</i>	N/A  \$35
59.	 LGPRF - Roads: (d) Satisfaction (sealed local road network is maintained and renewed to ensure that it is safe and efficient) – Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads) <i>Indicator Type: Outcome (Satisfaction)</i>	Equal to or greater than the Metro Council Group average
60.	 CSI – Council's general town planning policy (performance) <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	Equal to or greater than the Metro Council Group average
61.	 CSI – Business and community development and tourism (performance) <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	Equal to or greater than the Metro Council Group average
62.	 CSI – Planning and building permits (performance) <i>Indicator Type: Output (Quality)</i>	Equal to or greater than the Metro Council Group average
63.	 Number of businesses that are participating in special rates schemes <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	700

No.	Indicators	Target 2017/2018
64.	Number of promotional campaigns delivered in collaboration with Traders Associations  <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	15
65.	LGPRF – Animal management: (a) Timeliness (Councils act in response to animal management related requests in a timely manner)  – Time taken to action animal requests (average number of days it has taken for Council to action animal management related requests) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	5 days
66.	LGPRF – Animal management: (b) Service standard (Councils register all animals in the municipality in accordance with the Domestic Animals Act 1994)  – Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed) <i>Indicator Type: Output (Effectiveness, Quality)</i>	80%
67.	LGPRF – Animal management: (c) Service cost (animal management service is delivered in a cost-efficient manner)  – Cost of animal management service (cost to Council of the animal management service per registered animal under the Domestic Animals Act 1994) <i>Indicator Type: Output (Efficiency, Cost)</i>	\$30
68.	LGPRF – Animal management: (d) Health and safety (animal management service protects the health and safety of animals, humans and the environment)  – Animal management prosecutions (number of successful animal management prosecutions) <i>Indicator Type: Outcome (Health and safety)</i>	5
69.	CSI – Parking facilities (performance)  <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	Equal to or greater than the Metro Council Group average
70.	CSI – Traffic management (performance)  <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
71.	Linear metres of shared paths/ trails renewed, upgraded and new.  <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	500
72.	CSI - Overall performance of Council   <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
73.	CSI - Customer service (performance)   <i>Indicator Type: Output (Quality)</i>	Equal to or greater than the Metro Council Group average










No.	Indicators	Target 2017/2018
74.	 Visits to website (based on number of sessions visits to the website covering one or more page views) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i> 	500,000
75.	 LGPRF - Governance: (a) Transparency (Council decisions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, in an open and transparent manner) – Council resolutions made at meetings closed to the public (percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, closed to the public under section 89(2) of the Act) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i> 	10%
76.	 LGPRF - Governance: (b) Consultation and engagement (Council decisions made and implemented with community input) – Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i> 	Equal to or greater than the Metro Council Group average
77.	 LGPRF - Governance: (c) Attendance (Councillors represent the views of their constituents and allow decisions to take place by attending meetings) – Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors) <i>Indicator Type: Output (Effectiveness, Quality)</i> 	80%
78.	 LGPRF - Governance: (d) Service cost (Councils deliver their governance service in a cost-efficient manner) – Cost of governance (direct cost of delivering Council's governance service per Councillor) <i>Indicator Type: Output (Efficiency, Cost)</i> 	\$55,000
79.	 LGPRF - Governance: (e) Satisfaction (Councils make and implement decisions in the best interests of the community) – Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) <i>Indicator Type: Outcome (Satisfaction)</i> 	Equal to or greater than the Metro Council Group average
80.	 CSI – Informing the community (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i> 	Equal to or greater than the Metro Council Group average
81.	 Number of Community nominations for Banyule volunteer awards to recognise the range and breadth of volunteering activity and contributions within the community. <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	50




















No.	Indicators	Target 2017/2018
82.	CSI – Lobbying on behalf of the community (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	Equal to or greater than the Metro Council Group average
83.	Average time taken to answer telephone call enquiries <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	Within 3 minutes
84.	Percentage of customer requests actioned within specified timeframes <i>Indicator Type: Output (Quality)</i>	78%
85.	Maintain full certification for all services to the most recent National/International standards in Quality, Occupational Health & Safety, and Environmental Management. <i>Indicator Type: Output (Quality)</i>	Certification Maintained
86.	Achievement of the budgeted result or better. <i>Indicator Type: Output (Quality)</i>	Result Achieved
87.	Percentage of projects in year 1 of 10 year Capital Works program completed on time. <i>Indicator Type: Output (Quality)</i>	85%
88.	LGPRF (Financial) – Operating position: Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business) – Adjusted underlying surplus (or deficit) (adjusted underlying surplus (or deficit) as a percentage of underlying revenue) <i>Indicator Type: Output (Operating position, Underlying result)</i>	>0%
89.	LGPRF (Financial) – Liquidity: (a) Working capital (sufficient working capital is available to pay bills as and when they fall due) – Current assets compared to current liabilities (current assets as a percentage of current liabilities) <i>Indicator Type: Output (Liquidity, Working capital)</i>	>100%
90.	LGPRF (Financial) – Liquidity: (b) Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due) – Unrestricted cash compared to current liabilities (unrestricted cash as a percentage of current liabilities) <i>Indicator Type: Output (Liquidity, Working capital)</i>	>100%
91.	LGPRF (Financial) – Obligations: (a) Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) – Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue) – Loans and borrowings repayments compared to rates (interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue) <i>Indicator Type: Output (Obligations, Indebtedness)</i>	39%  19%




No.	Indicators	Target 2017/2018
92.	 LGPRF (Financial) – Obligations: (b) Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities) – Non-current liabilities compared to own source revenue (non-current liabilities as a percentage of own-source revenue) <i>Indicator Type: Output (Obligations, Long term liabilities)</i>	<40%
93.	 LGPRF (Financial) – Obligations: (c) Asset renewal (assets are renewed as planned) – Asset renewal compared to depreciation (asset renewal expenditure as a percentage of depreciation) <i>Indicator Type: Output (Obligations, Asset renewal)</i>	>100%
94.	 LGPRF (Financial) – Stability: (a) Rates concentration (revenue is generated from a range of sources) – Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue) <i>Indicator Type: Output (Stability, Rates concentration)</i>	68%
95.	 LGPRF (Financial) – Stability: (b) Rates effort (rating level is set based on the community's capacity to pay) – Rates compared to property values (rate revenue as a percentage of the capital improved value of rateable properties in the municipality) <i>Indicator Type: Output (Stability, Rates effort)</i>	0.3%
96.	 LGPRF (Financial) – Efficiency: (a) Expenditure level (resources are used efficiently in the delivery of services) – Expenses per property assessment (total expenses per property assessment) <i>Indicator Type: Output (Efficiency, Expenditure level)</i>	\$2,636
97.	 LGPRF (Financial) – Efficiency: (b) Revenue level (resources are used efficiently in the delivery of services) – Average residential rate per residential property assessment (residential rate revenue per residential property assessment) <i>Indicator Type: Output (Efficiency, Revenue level)</i>	\$1,813
98.	 LGPRF (Financial) – Efficiency: (c) Workforce turnover (resources are used efficiently in the delivery of services) – Resignations and terminations compared to average staff (number of permanent staff resignations and terminations as a percentage of average number of permanent staff) <i>Indicator Type: Output (Efficiency, Workforce turnover)</i>	8%
99.	 LGPRF – Sustainable Capacity: (a) Own-source revenue (revenue is generated from a range of sources in order to fund the delivery of Council services to the community) – Own-source revenue per head of municipal population (own-source revenue per head of municipal population) <i>Indicator Type: Output (Capacity, Own source revenue)</i>	\$1,017



No.	Indicators	Target 2017/2018
100.	 LGPRF – Sustainable Capacity: (b) Recurrent grants (revenue is generated from a range of sources in order to fund the delivery of Council services to the community) – Recurrent grants per head of municipal population (recurrent grants per head of municipal population) <i>Indicator Type: Output (Capacity, Recurrent grants)</i>	\$85
101.	 LGPRF – Sustainable Capacity: (c) Population (population is a key driver of a Council's ability to fund the delivery of services to the community) – Expenses per head of municipal population (total expenses per head of municipal population) – Infrastructure per head of municipal population (value of infrastructure per head of municipal population) – Population density per length of road (municipal population per kilometre of local road) <i>Indicator Type: Output (Capacity, Population)</i>	\$1,112 \$5,030 237
102.	 LGPRF – Sustainable Capacity: (d) Disadvantage (disadvantage is a key driver of a Council's ability to fund the delivery of services to the community) – Relative socio-economic disadvantage (relative Socio-economic Disadvantage of the municipality) <i>Indicator Type: Output (Capacity, Disadvantage)</i>	9
103.	 CSI – Enforcement of local laws (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	Equal to or greater than the Metro Council Group average
104.	 WorkCover premium as a percentage of payroll <i>Indicator Type: Output (Cost)</i>	2.25%
105.	 Staff engagement (measured via Council's regular Alignment and Engagement Staff Survey)	70%
106.	 Percentage of core IT systems availability <i>Indicator Type: Output (Quality)</i>	98%
107.	  LGPRF Governance and Management Checklist (GMC) - Community engagement: Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest) <i>Indicator Type: Output (Governance &amp; management, Community engagement)</i> (Note: LGPRF GMC –Governance and Management Checklist - Key indicators and measures as part of the Local Government Performance Reporting Framework. For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')	Assessment criteria satisfactorily achieved

No.	Indicators	Target 2017/2018
108.	 LGPRF GMC - Community engagement: Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community) <i>Indicator Type: Output (Governance &amp; management, Community engagement)</i>	Assessment criteria satisfactorily achieved
109.	 LGPRF GMC - Planning: Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
110.	 LGPRF GMC - Planning: Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
111.	 LGPRF GMC - Planning: Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
112.	 LGPRF GMC - Planning: Rating strategy (strategy setting out the rating structure of Council to levy rates and charges) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
113.	 LGPRF GMC - Planning: Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
114.	 LGPRF GMC - Planning: Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
115.	 LGPRF GMC - Planning: Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
116.	 LGPRF GMC - Planning: Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
117.	 LGPRF GMC - Planning: Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved

No.	Indicators	Target 2017/2018
118. 	LGPRF GMC - Planning: Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster) <i>Indicator Type: Output (Governance &amp; management, Planning)</i>	Assessment criteria satisfactorily achieved
119. 	LGPRF GMC - Monitoring: Risk management framework (framework outlining Council's approach to managing risks to the Council's operations) <i>Indicator Type: Output (Governance &amp; management, Monitoring)</i>	Assessment criteria satisfactorily achieved
120.  	LGPRF GMC - Monitoring: Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements) <i>Indicator Type: Output (Governance &amp; management, Monitoring)</i>	Assessment criteria satisfactorily achieved
121. 	LGPRF GMC - Monitoring: Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls) <i>Indicator Type: Output (Governance &amp; management, Monitoring)</i>	Assessment criteria satisfactorily achieved
122. 	LGPRF GMC - Monitoring: Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act) <i>Indicator Type: Output (Governance &amp; management, Monitoring)</i>	Assessment criteria satisfactorily achieved
123. 	LGPRF GMC - Reporting: Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year) <i>Indicator Type: Output (Governance &amp; management, Reporting)</i>	Assessment criteria satisfactorily achieved
124. 	LGPRF GMC - Reporting: Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure) <i>Indicator Type: Output (Governance &amp; management, Reporting)</i>	Assessment criteria satisfactorily achieved
125. 	LGPRF GMC - Reporting: Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies) <i>Indicator Type: Output (Governance &amp; management, Reporting)</i>	Assessment criteria satisfactorily achieved
126. 	LGPRF GMC - Reporting: Performance reporting (six-monthly reports of indicators measuring results against financial and non- financial performance, including the performance indicators referred to in section 131 of the Act) <i>Indicator Type: Output (Governance &amp; management, Reporting)</i>	Assessment criteria satisfactorily achieved
127. 	LGPRF GMC - Reporting: Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements) <i>Indicator Type: Output (Governance &amp; management, Reporting)</i>	Assessment criteria satisfactorily achieved

No.	Indicators	Target 2017/2018
128. 	LGPRF GMC – Decision Making: Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors) <i>Indicator Type: Output (Governance &amp; management, Decision making)</i>	Assessment criteria satisfactorily achieved
129. 	LGPRF GMC – Decision Making: Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff) <i>Indicator Type: Output (Governance &amp; management, Decision making)</i>	Assessment criteria satisfactorily achieved
130. 	LGPRF GMC – Decision Making: Meeting procedures (a local law governing the conduct of meetings of Council and special committees) <i>Indicator Type: Output (Governance &amp; management, Decision making)</i>	Assessment criteria satisfactorily achieved

### **General Notes and Glossary of Terms for the Indicators (pages 54 - 68)**

1. CSI – Community satisfaction index scores measured by Victorian Local Government Community Satisfaction Survey (CSS), co-ordinated by the Department of Environment, Land, Water and Planning (DELWP, formerly Transport, Planning and Local Infrastructure)
2. Metro Council Group: - Melbourne Metropolitan Group of councils. (Banyule is classified as a Metro Council, and is one of 18 councils in this group).
3. Banyule's CSI indicators and targets are based on 'performance' measures. Community Satisfaction Index (CSI) scores are commonly used in the market research industry to represent the extent of customer satisfaction. Banyule's survey results are available on Council's website.
4. 'Indicator type': Indicators have been categorised in terms based on the objectives of the local government reporting framework (i.e. the Local Government Performance Reporting Framework – LGPRF). Banyule has aligned its indicator types, in the form of: Output (Quality), Appropriateness (Access/Equity/Service Levels), Outcome (Service Effectiveness), and Output (Cost).
5. LGPRF – Local Government Performance Reporting Framework indicators:
  - Key measures as part of the Local Government Performance Reporting Framework – these include indicators and measures of service performance, financial performance and sustainable capacity, along with a checklist of 24 governance and management requirements.
  - The Local Government (Planning and Reporting) Regulations 2014 support the operation of the planning and reporting framework for Councils under the Local Government Amendment (Performance Reporting and Accountability) Act 2014. This includes the requirement for Councils to report against the LGPRF.
  - Banyule follows the 'Local Government Better Practice Guide 2016-2017 - Performance Reporting Framework Indicator Workbook', Department of Environment, Land, Water and Planning, Local Government Victoria (LGV Guide - LGPRF Indicator Workbook) in the implementation of the LGPRF indicators process.
  - The list of indicators included in the State Government's LGPRF is included in Council's Budget 2016/2017 document (and Budget 2017/2018). The results are reported in the BCC Annual Report, in line with the legislative requirements. Council will continue to review these and adjust targets and indicators as appropriate on an annual basis.
  - Council will continue to work with the State Government and Local Government industry sector in the further development and implementation of the LGPRF.
  - LGPRF GMC – LGPRF Governance and Management Checklist
6. The indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities, and are subject to change.

### 3. Financial Statements

#### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income</b>					
Rates and charges	93,986	<b>96,952</b>	99,547	102,089	104,571
Grants - Operating	14,011	<b>9,710</b>	11,112	11,082	11,248
Grants - Capital	2,928	<b>3,393</b>	1,371	1,371	1,371
Statutory fees and fines	8,576	<b>9,393</b>	9,968	9,769	10,545
User fees and charges	17,784	<b>18,684</b>	18,822	18,891	19,280
Contributions income	4,905	<b>3,025</b>	2,902	2,958	2,934
Interest income	3,116	<b>2,598</b>	2,485	2,502	2,482
Rental income	1,563	<b>2,054</b>	2,478	2,551	2,625
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	869	<b>338</b>	338	270	686
Other income	465	<b>149</b>	149	156	156
<b>Total income</b>	<b>148,203</b>	<b>146,296</b>	<b>149,172</b>	<b>151,639</b>	<b>155,898</b>
<b>Expenses</b>					
Employee costs	60,580	<b>63,126</b>	64,398	65,588	67,217
Materials and services	40,615	<b>39,768</b>	39,277	40,039	41,364
Utility charges	3,608	<b>4,430</b>	4,580	4,805	5,048
Depreciation and amortisation	19,419	<b>20,463</b>	21,723	22,427	23,772
Borrowing costs	3,549	<b>2,991</b>	2,636	2,486	2,339
Donations expenditure	498	<b>369</b>	372	381	384
Contribution expense	6,153	<b>8,928</b>	8,940	6,721	6,883
Other expenses	1,849	<b>2,278</b>	2,294	2,335	2,377
<b>Total expenses</b>	<b>136,271</b>	<b>142,353</b>	<b>144,220</b>	<b>144,782</b>	<b>149,384</b>
<b>Surplus for the year</b>	<b>11,932</b>	<b>3,943</b>	<b>4,952</b>	<b>6,857</b>	<b>6,514</b>
<b>Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment	-	<b>75,000</b>	-	80,000	-
<b>Total comprehensive result</b>	<b>11,932</b>	<b>78,943</b>	<b>4,952</b>	<b>86,857</b>	<b>6,514</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	22,136	19,053	17,379	16,552	17,200
Trade and other receivables	8,572	8,942	9,206	9,227	9,581
Other financial assets	88,548	76,219	69,519	66,222	68,803
Inventories	30	30	30	30	30
Non-current assets classified as held for sale	-	-	-	1,975	-
Other assets	1,777	1,777	1,777	1,777	1,777
<b>Total current assets</b>	121,063	106,021	97,911	95,783	97,391
<b>Non-current assets</b>					
Trade and other receivables	449	449	449	449	449
Investments in associates	3,252	3,252	3,252	3,252	3,252
Property, infrastructure, plant and equipment	1,360,841	1,439,799	1,450,782	1,538,266	1,542,256
Intangible assets	1,415	1,691	1,942	2,168	2,369
Leasehold Improvement	489	483	477	471	465
<b>Total non-current assets</b>	1,366,446	1,445,674	1,456,902	1,544,606	1,548,791
<b>Total assets</b>	1,487,509	1,551,695	1,554,813	1,640,389	1,646,182
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	14,658	14,665	14,736	15,224	15,699
Trust funds and deposits	1,281	1,281	1,281	1,281	1,281
Provisions	14,235	14,682	15,137	15,601	16,077
Interest-bearing loans and borrowings	15,211	2,360	2,233	1,672	10,257
<b>Total current liabilities</b>	45,385	32,988	33,387	33,778	43,314
<b>Non-current liabilities</b>					
Provisions	492	492	492	492	492
Trust funds and deposits	96	96	96	96	96
Interest-bearing loans and borrowings	37,332	34,972	32,739	31,067	20,810
<b>Total non-current liabilities</b>	37,920	35,560	33,327	31,655	21,398
<b>Total liabilities</b>	83,305	68,548	66,714	65,433	64,712
<b>Net assets</b>	1,404,204	1,483,147	1,488,099	1,574,956	1,581,470
<b>Equity</b>					
Accumulated surplus	427,660	434,998	448,246	459,818	463,422
Reserves	976,544	1,048,149	1,039,853	1,115,138	1,118,048
<b>Total equity</b>	1,404,204	1,483,147	1,488,099	1,574,956	1,581,470

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2018</b>				
Balance at beginning of the financial year	1,404,204	427,660	916,418	60,126
Surplus for the year	3,943	3,943	-	-
Net asset revaluation increment	75,000	-	75,000	-
Transfer to other reserves	-	(12,384)	-	12,384
Transfer from other reserves	-	15,779	-	(15,779)
<b>Balance at end of the financial year - 2018</b>	<b>1,483,147</b>	<b>434,998</b>	<b>991,418</b>	<b>56,731</b>
<b>2019</b>				
Balance at beginning of the financial year	1,483,147	434,998	991,418	56,731
Surplus for the year	4,952	4,952	-	-
Transfer to other reserves	-	(13,850)	-	13,850
Transfer from other reserves	-	22,146	-	(22,146)
<b>Balance at end of the financial year - 2019</b>	<b>1,488,099</b>	<b>448,246</b>	<b>991,418</b>	<b>48,435</b>
<b>2020</b>				
Balance at beginning of the financial year	1,488,099	448,246	991,418	48,435
Surplus for the year	6,857	6,857	-	-
Net asset revaluation increment	80,000	-	80,000	-
Transfer to other reserves	-	(13,759)	-	13,759
Transfer from other reserves	-	18,474	-	(18,474)
<b>Balance at end of the financial year - 2020</b>	<b>1,574,956</b>	<b>459,818</b>	<b>1,071,418</b>	<b>43,720</b>
<b>2021</b>				
Balance at beginning of the financial year	1,574,956	459,818	1,071,418	43,720
Surplus for the year	6,514	6,514	-	-
Transfer to other reserves	-	(16,667)	-	16,667
Transfer from other reserves	-	13,757	-	(13,757)
<b>Balance at end of the financial year - 2021</b>	<b>1,581,470</b>	<b>463,422</b>	<b>1,071,418</b>	<b>46,630</b>



### 3.4 Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
<b>Receipts:</b>					
Rates and charges	93,854	96,862	99,469	102,012	104,496
Grants - operating	14,011	9,710	11,112	11,082	11,248
Grants - capital	2,928	3,393	1,371	1,371	1,371
Statutory fees and fines	7,618	9,128	9,781	9,833	10,294
User fees and charges	18,151	18,612	18,811	18,885	19,249
Contributions - monetary	4,915	3,025	2,903	2,958	2,934
Interest received	3,401	2,660	2,499	2,500	2,484
Rental income	1,547	2,049	2,474	2,551	2,625
Other receipts	465	149	149	156	156
<b>Payments:</b>					
Employee costs	(60,751)	(62,495)	(63,769)	(64,795)	(66,542)
Materials and services	(39,094)	(39,945)	(39,380)	(39,880)	(41,087)
Utility charges	(3,608)	(4,430)	(4,580)	(4,805)	(5,048)
Other payments	(8,501)	(11,575)	(11,605)	(9,438)	(9,643)
<b>Net cash provided by operating activities</b>	34,936	27,143	29,235	32,430	32,537
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(48,953)	(25,206)	(33,464)	(32,416)	(28,241)
Payments for intangibles assets	-	(500)	(500)	(500)	(500)
Proceeds from sale of property, plant and equipment	19,930	1,353	1,351	1,081	3,444
Net (purchases)/redemption of financial assets	3,050	12,329	6,700	3,297	(2,581)
<b>Net cash (used in) investing activities</b>	(25,973)	(12,024)	(25,913)	(28,538)	(27,878)
<b>Cash flows from financing activities</b>					
Borrowing costs - interest	(3,562)	(2,991)	(2,636)	(2,486)	(2,339)
Repayment of borrowings	(2,823)	(15,211)	(2,360)	(2,233)	(1,672)
<b>Net cash (used in) financing activities</b>	(6,385)	(18,202)	(4,996)	(4,719)	(4,011)
<b>Net increase/(decrease) in cash and cash equivalents</b>	2,578	(3,083)	(1,674)	(827)	648
Cash and cash equivalents at the beginning of the financial year	19,558	21,136	19,053	17,379	16,552
<b>Cash and cash equivalents at the end of the financial year</b>	22,136	19,053	17,379	16,552	17,200

### 3.5 Statement of Capital Works

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Infrastructure</b>					
Roads, streets and bridges	6,553	6,856	5,813	5,952	5,899
Drainage	343	550	390	480	500
Parks and gardens	3,691	5,353	4,620	4,295	4,765
Playground	782	522	565	402	400
<b>Total infrastructure</b>	11,369	13,281	11,388	11,129	11,564
<b>Property</b>					
Freehold land	-	-	-	-	25
Freehold building	30,844	5,687	14,214	14,034	10,658
<b>Total property</b>	30,844	5,687	14,214	14,034	10,683
<b>Plant and equipment</b>					
Motor vehicle	5,663	5,293	6,450	4,588	3,554
Plant and equipment	722	595	1,042	2,215	2,070
Furniture and fittings	323	335	335	335	335
<b>Total plant and equipment</b>	6,708	6,223	7,827	7,138	5,959
<b>Intangible assets</b>					
Intangible assets	-	500	500	500	500
<b>Total intangible assets</b>	-	500	500	500	500
<b>Other</b>					
Art collection	32	15	35	115	35
<b>Total other</b>	32	15	35	115	35
<b>Total capital works expenditure</b>	48,953	25,706	33,964	32,916	28,741
<b>Represented by:</b>					
New asset	1,812	1,205	375	445	435
Asset renewal	33,972	18,443	22,579	22,482	20,643
Asset expansion	7,593	1,625	920	894	890
Asset upgrade	5,576	4,433	10,090	9,095	6,773
<b>Total capital works expenditure</b>	48,953	25,706	33,964	32,916	28,741

### 3.6 Statement of Human Resources

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Staff expenditure</b>					
Employee costs - expensed	60,580	<b>63,126</b>	64,398	65,588	67,217
Employee costs - capitalised	450	<b>450</b>	450	450	450
<b>Total staff expenditure</b>	<b>61,030</b>	<b>63,576</b>	<b>64,848</b>	<b>66,038</b>	<b>67,667</b>
	EFT	<b>EFT</b>	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees – expensed	620.91	<b>639.55</b>	636.14	632.03	631.87
Employees – capitalised (estimated)	3.50	<b>3.50</b>	3.50	3.50	3.50
<b>Total staff numbers</b>	<b>624.41</b>	<b>643.05</b>	<b>639.64</b>	<b>635.53</b>	<b>635.37</b>

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Assets and City Services	16,610	<b>16,360</b>	<b>250</b>
City Development	10,130	<b>8,226</b>	<b>1,904</b>
Community Programs	23,789	<b>9,926</b>	<b>13,863</b>
Core Corporate	1,765	<b>1,529</b>	<b>236</b>
Corporate Services	9,742	<b>7,142</b>	<b>2,600</b>
Total permanent staff expenditure	62,036	<b>43,183</b>	<b>18,853</b>
Casuals and other expenditure	1,540		
Capitalised labour costs	(450)		
<b>Total expenditure</b>	<b>63,126</b>		

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

Department	Budget 2017/18 EFT	Comprises	
		Permanent Full Time EFT	Permanent Part Time EFT
Assets and City Services	191.18	<b>189.00</b>	<b>2.18</b>
City Development	94.46	<b>73.00</b>	<b>21.46</b>
Community Programs	247.24	<b>94.00</b>	<b>153.24</b>
Core Corporate	7.48	<b>5.00</b>	<b>2.48</b>
Corporate Services	88.17	<b>65.00</b>	<b>23.17</b>
Total	628.53	<b>426.00</b>	<b>202.53</b>
Casuals and other	14.52		
<b>Total staff</b>	<b>643.05</b>		
Includes capitalised labour (estimated)	3.50		

## 4. 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 Council's objectives.

Indicator	Measure	Notes	Forecast Proposed			Strategic Resource Plan			Trend
			Actual 2015/16	Actual 2016/17	Budget 2017/18	Projections 2018/19 2019/20 2020/21			
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	6.65%	4.84%	-0.55%	1.60%	2.82%	2.49%	On track
Liquidity									
Working Capital	Current assets / Current liabilities	2	426%	267%	321%	293%	284%	225%	On track
Unrestricted cash	Unrestricted Cash & Other Financial Assets / Current liabilities	3	320%	220%	268%	240%	235%	191%	On track
Obligations									
Debt compared to rates	Outstanding interest bearing loans and borrowings / Rate revenue (excl SR&C)	4	61.6%	56.4%	38.8%	35.4%	32.3%	29.9%	On track
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue (excl SR&C)	5	7.1%	6.9%	18.9%	5.1%	4.7%	3.9%	On track
Indebtedness	Non-current liabilities / Own source revenue	6	43.4%	30.0%	27.3%	24.9%	23.2%	15.2%	On track
Asset renewal	Asset renewal expenditure / Depreciation	7	62.5%	176.8%	91.1%	105.2%	101.5%	87.9%	On track
Stability									
Rates concentration	Rate revenue / Adjusted underlying revenue	8	67.11%	65.63%	68.48%	67.92%	68.52%	68.26%	On track
Rates effort	Rate revenue / Capital Improved Value of rateable properties in the municipality	9	0.28%	0.24%	0.25%	0.23%	0.24%	0.22%	On track
Efficiency									
Expenditure level	Total expenditure / Number of property assessments		\$2,421	\$2,571	\$2,636	\$2,671	\$2,632	\$2,716	On track
Revenue level	Residential rate revenue / Number of residential property assessments		\$1,731	\$1,758	\$1,813	\$1,826	\$1,873	\$1,919	On track
Workforce turnover	No. of permanent staff resignations and terminations / Average number of permanent staff for the financial year		8.5%	8.8%	7.6%	7.6%	7.7%	7.7%	On track

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 indicators

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The 2017/2018 budget is negatively affected by \$2.16 million in Grants Commission funding being paid in advance in the 2016/2017 year. Additionally, the \$5 million contribution to an indoor sports park stadium over 2017/2018 and 2018/2019 has reduced the underlying result in these years.

**2 Working Capital** - The proportion of current liabilities represented by current assets. Working capital is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A consistently very positive financial performance is expected to continue over the period.

**3 Unrestricted cash** - Indicator of the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. Decreasing levels of unrestricted cash is a reduction in liquidity, however even after the reduction, Council's liquidity is still at a high level.

**4 Debt compared to rates** - The trend indicates that Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. The percentage of outstanding interest bearing loans and borrowings compared to rate revenue is significantly reducing as a result of an accelerated debt reduction strategy by Council over the 4 year term.

**5 Loans and borrowings** - Defined as interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue. In 2017/2018 a significant repayment opportunity is planned as a \$12.75 million loan matures. This repayment results in a peak in the repayment year (2017/2018) and then continues to be reduced over the next 3 years.

**6 Indebtedness** - Indicator of the broad objective that the level of long term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long term liabilities suggests an improvement in the capacity to meet long term obligations.

**7 Asset renewal** - This percentage indicates the extent of Council's asset renewals 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 renewal capital expenditure will be required to renew assets. Additional to Asset Renewal is an investment in 'Asset Upgrade' of \$4.43m in 2017/18 and this investment increases the Asset Renewal ratio to above 100% in 2017/18.(sustainability ratios can also be calculated to include 'Asset Upgrade').

**8 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council continues to be reliant on rate revenue compared to all other revenue sources, especially as Council enters a period of legislative imposed rate capping.

**9 Rates effort** - Indicator of the broad objective that the rating level should be set based on the community's capacity to pay. Low or decreasing level of rates suggests an improvement in the rating burden for ratepayers.

## 5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

### 5.1.1 Grants operating (\$4.30 million decrease)

Operating grants include all monies received from State and Commonwealth sources for the purposes of funding the delivery of Council's services to ratepayers. The operating grants are projected to decrease by 30.70% or \$4.30 million compared to 2016/2017 forecast, mainly due to a reduction in the government grants to support Home and Community Care (HACC) Services and Youth and Community. Victoria Grants Commission (VGC) funding results from the decision to pay \$1.69 million of the 2017/2018 general purpose grants early in the year prior. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

<b>Grants - operating</b>	<b>Forecast Actual 2016/17 \$'000</b>	<b>Budget 2017/18 \$'000</b>	<b>Variance \$'000</b>
<b>Recurrent - Commonwealth Government</b>			
Victoria Grants Commission - general purpose	4,956	1,247	(3,709)
Child Care Centres	1,266	1,217	(49)
General Home Care	3,488	3,512	24
Immunisation	25	29	4
<b>Recurrent - State Government</b>			
Tobacco Grant	20	21	1
Home & Community Care	1,407	1,049	(358)
Immunisation	111	111	-
Functions - Senior Citizens Events	69	71	2
Youth and Community	450	257	(193)
Child Care Centres and Pre-Schools	685	616	(69)
Maternal & Child Health	995	949	(46)
School Crossings	202	400	198
Other	92	109	17
<b>Total recurrent grants</b>	<b>13,766</b>	<b>9,588</b>	<b>(4,178)</b>
<b>Non-recurrent - Commonwealth Government</b>			
Early Childhood Services	35	10	(25)
Aged Services	73	-	(73)
Community Care Programs	-	76	76
<b>Non-recurrent - State Government</b>			
Strategic Planning	80	-	(80)
Aged Services	27	-	(27)
Community Care Programs	-	26	26
Recycling Education & Promotion	10	-	(10)
Community Safety	10	-	(10)
Engineering	10	10	-
<b>Total non-recurrent grants</b>	<b>245</b>	<b>122</b>	<b>(123)</b>
<b>Total operating grants</b>	<b>14,011</b>	<b>9,710</b>	<b>(4,301)</b>

### 5.1.2 Grants capital (\$0.47 million increase)

Capital grants include all monies received from State and Commonwealth governments for the purposes of funding the capital works program. Capital grants have increased by 15.88% or \$0.47 million compared to 2016/2017 forecast due mainly to specific funding for Council's Early Learning Hub capital works project. Section 12 'Funding Sources for Capital Works' includes a more detailed analysis of the grants and contributions expected to be received during the 2017/2018 year. Victoria Grants Commission (VGC) funding results from the decision to pay \$0.46 million of the 2017/2018 local roads grants early in the year prior. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

<b>Grants - capital</b>	<b>Forecast Actual 2016/17 \$'000</b>	<b>Budget 2017/18 \$'000</b>	<b>Variance \$'000</b>
<b>Recurrent - Commonwealth Government</b>			
Roads to Recovery	1,081	884	(197)
Victoria Grants Commission - local roads	1,362	459	(903)
<b>Total recurrent grants</b>	<b>2,443</b>	<b>1,343</b>	<b>(1,100)</b>
<b>Non-recurrent - Commonwealth Government</b>			
Sports Field Lighting	50	100	50
Buildings	-	50	50
<b>Non-recurrent - State Government</b>			
Sports fields	18	-	(18)
Playgrounds	100	-	(100)
Roads	100	-	(100)
Buildings	217	1,900	1,683
<b>Total non-recurrent grants</b>	<b>485</b>	<b>2,050</b>	<b>1,565</b>
<b>Total capital grants</b>	<b>2,928</b>	<b>3,393</b>	<b>465</b>

### 5.1.3 Statement of Borrowings

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

	<b>Forecast Actual 2016/17 \$</b>	<b>Budget 2017/18 \$</b>
Total amount borrowed as at 30 June of the prior year	55,365,812	52,542,842
Total amount to be borrowed	-	-
Total amount projected to be redeemed	(2,822,970)	(15,211,118)
Total amount of borrowings as at 30 June	52,542,842	37,331,724

## **6. Capital Works Program**

This section presents a listing of the capital works projects that will be undertaken for the 2017/2018 year.

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

- Capital works for 2017/2018
- Capital works carried forward from the 2016/2017 year.

### **6.1 Capital Works Program**

For the year ending 30 June 2018



Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>ARTS COLLECTION</b>										
Arts Collection	15	-	-	15	-	15	-	-	-	People
<b>TOTAL ARTS COLLECTION</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>PLANT AND EQUIPMENT</b>										
Ivanhoe Aquatic pool plant replacement program	35	35	-	-	-	35	-	-	-	Place
Olympic leisure centre pool plant replacement program	40	40	-	-	-	40	-	-	-	Place
Information Technology Equipment Purchase	480	240	240	-	-	480	-	-	-	Performance
Watsonia pool mechanical plant	40	40	-	-	-	20	-	20	-	Place
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>595</b>	<b>355</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>575</b>	<b>0</b>	<b>20</b>	<b>0</b>	
<b>FREEHOLD BUILDING Air Conditioner</b>										
Air Conditioner Replacement Program	80	80	-	-	-	80	-	-	-	Place
Replacement of air conditioning plant at The Centre Ivanhoe, Streeton and Condor Room	610	610	-	-	-	610	-	-	-	Place
<b>Total Building Air Conditioner</b>	<b>690</b>	<b>690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>690</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Aquatic and Leisure Centres</b>										
Aquatic Facilities - Olympic leisure centre - spa pool retiling	20	20	-	-	-	20	-	-	-	Place
Aquatic Facilities – Ivanhoe Aquatic & fitness centre - spa & sauna shower & family change room renewal	15	15	-	-	-	15	-	-	-	People
NETS Stadium air handling system maintenance and reinstatement	19	19	-	-	-	19	-	-	-	Place
WaterMarc- health and wellness expansion	200	-	-	200	-	150	-	50	-	People
<b>Total Aquatic and Leisure Centres</b>	<b>254</b>	<b>54</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>204</b>	<b>0</b>	<b>50</b>	<b>0</b>	
<b>Pavilions</b>										
Loyola Reserve minor pavilion redevelopment	800	400	400	-	-	-	-	-	800	Place
Elder St Soccer - female friendly change rooms	180	40	140	-	-	100	50	30	-	People
Anthony Beale Reserve pavilion Stair works	20	20	-	-	-	20	-	-	-	Place
Petrie Park - female friendly change rooms design	50	-	50	-	-	50	-	-	-	People
Gabonia Avenue Reserve - female friendly change rooms	500	100	400	-	-	500	-	-	-	People
<b>Total Pavilions</b>	<b>1,550</b>	<b>560</b>	<b>990</b>	<b>0</b>	<b>0</b>	<b>670</b>	<b>50</b>	<b>30</b>	<b>800</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Flooring</b>										
NETS Stadium - carpet replacement	35	35	-	-	-	35	-	-	-	Place
<b>Total Flooring</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Solar Panels</b>										
Building - Council Buildings Solar Panels - Community Halls, Sports Pavilions, and Child Care Centres	100	-	-	-	100	100	-	-	-	Planet
<b>Total Solar Panels</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Energy Plan</b>										
Ivanhoe aquatic energy efficiencies - Solar Panels, Lighting, Heating, Ventilation and Air Conditioning, New Boiler	200	100	100	-	-	200	-	-	-	Planet
Design for energy efficiencies in different buildings	60	10	50	-	-	60	-	-	-	Planet
<b>Total Energy Plan</b>	<b>260</b>	<b>110</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Roof</b>										
Roofing Replacement Program	110	110	-	-	-	110	-	-	-	Place
Watsonia Neighbourhood House Roof over Ramp Landing	20	20	-	-	-	20	-	-	-	Place
(Warringal Parklands) Heidelberg Football Club Roof Replacement	100	100	-	-	-	100	-	-	-	Place
<b>Total Roof</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Electrical Works</b>										
Electrical Works Replacement Program	130	130	-	-	-	130	-	-	-	Place
<b>Total Electrical Works</b>	<b>130</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Furniture and Furnishings</b>										
Centre Ivanhoe Refurbishment	100	100	-	-	-	-	-	-	100	Place
<b>Total Furniture and Furnishings</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	
<b>Fit Out and Refurbishments</b>										
Fit Out and Refurbishment Program	110	110	-	-	-	110	-	-	-	Place
Bundoora Preschool Upgrade	50	25	25	-	-	50	-	-	-	Place
Lower Plenty Kindergarten Pre School Office Extension	40	-	-	40	-	40	-	-	-	Place
Elder Street tennis club, replace retaining wall and paths	30	30	-	-	-	30	-	-	-	People
Operational Depot admin and staff facility improvements	80	40	40	-	-	80	-	-	-	Place
Parks Depot admin and staff facility improvements	60	30	30	-	-	60	-	-	-	Place
<b>Total Fit Out and Refurbishments</b>	<b>370</b>	<b>235</b>	<b>95</b>	<b>40</b>	<b>0</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Access</b>										
Building-council buildings accessibility	105	50	55	-	-	105	-	-	-	People
Rosanna Bowling Club Lift Air Conditioner	15	-	15	-	-	15	-	-	-	People
<b>Total Access</b>	<b>120</b>	<b>50</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Painting</b>										
Painting Program	53	53	-	-	-	53	-	-	-	Place
<b>Total Painting</b>	<b>53</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Public Toilet</b>										
Refurbish public toilets - in accordance with toilet strategy (Design)	50	50	-	-	-	50	-	-	-	Place
Banyule Football Club Toilet Facilities - Design	20	10	10	-	-	20	-	-	-	Place
New toilets and café at Malahang Reserve feasibility	30	30	-	-	-	30	-	-	-	Place
<b>Total Public Toilet</b>	<b>100</b>	<b>90</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Plumbing</b>										
Plumbing Replacement Program	50	50	-	-	-	50	-	-	-	Place
<b>Total Plumbing</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Labour Capitalisation</b>										
Labour cost associated to building capital works projects	200	200	-	-	-	200	-	-	-	-
<b>Total Building Labour Capitalisation</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL FREEHOLD BUILDING</b>	<b>4,242</b>	<b>2,587</b>	<b>1,315</b>	<b>240</b>	<b>100</b>	<b>3,212</b>	<b>50</b>	<b>80</b>	<b>900</b>	
<b>FIXTURES AND FITTINGS</b>										
Furniture and Furnishings Replacement Program	100	100	-	-	-	100	-	-	-	Place
Leisure Centres Equipment, Fixtures and fittings renewal	205	205	-	-	-	205	-	-	-	Place
Building-community halls-replacement of furniture	30	30	-	-	-	30	-	-	-	People
<b>TOTAL FIXTURES AND FITTINGS</b>	<b>335</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>DRAINAGE</b>										
Minor drainage works. minor pipe augmentations and associated pit improvements to address localised drainage issues	100	-	100	-	-	100	-	-	-	Planet
Drainage hot spots. Pit replacements and modifications to improve stormwater capacity.	50	50	-	-	-	-	-	-	50	Planet
Palara Court Lower Plenty - Drain Outlet Replacement	100	100	-	-	-	-	-	-	100	Planet
Design and Camera Investigation	50	50	-	-	-	-	-	-	50	Planet
<b>TOTAL DRAINAGE</b>	<b>300</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>200</b>	
<b>PARKS AND GARDENS Bridge</b>										
Banksia Street pedestrian bridge replacement - Half Cost	375	375	-	-	-	-	-	-	375	Place
Olympic park bridge design and geotech - Half Cost	40	40	-	-	-	-	-	-	40	Place
Bridge - Greensborough Park / Whatmough Park. Bridge 27 Suspension bridge deck replacement.	130	130	-	-	-	-	-	-	130	Place
<b>Total Parks Bridge</b>	<b>545</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>545</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Irrigation and Drainage</b>										
Heidelberg park gardens - installation of irrigation system	170	-	-	-	170	-	-	-	170	Planet
Banyule Billabong Restoration	45	23	22	-	-	-	-	-	45	Planet
Sprinkler & Drainage Replacement - Elder St Oval	130	130	-	-	-	-	-	-	130	Planet
Technology Renewals - Controller Upgrades	20	20	-	-	-	-	-	-	20	Planet
<b>Total Irrigation and Drainage</b>	<b>365</b>	<b>173</b>	<b>22</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>365</b>	
<b>Drainage Improvement Design and Construction</b>										
Tarcoola Dr, Yallambie - Duplicate pipe through easement - Construction	65	-	65	-	-	65	-	-	-	Planet
Lower Plenty Road (catchment) - Main Road (project)	200	-	200	-	-	105	-	-	95	Planet
Brixton Ave, Eltham North - duplicate pipe through easement - design and construction stage I	115	-	115	-	-	115	-	-	-	Planet
Stormwater Management Catchment Program - Mitigation works (Design)	60	-	60	-	-	60	-	-	-	Planet
<b>Total Drainage Improvement Design and Construction</b>	<b>440</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>95</b>	



Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Sportsfields</b>										
Sports Field Warm Seasons Grass Conversion	40	40	-	-	-	-	-	-	40	Planet
<b>Total Sportsfields</b>	<b>40</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	
<b>Synthetic Sports Pitches</b>										
All seasons cricket pitch replacement	100	100	-	-	-	-	-	50	50	Place
Second Pitch at Yarra Valley Hockey Club - Design/Concept	30	-	-	30	-	-	-	-	30	Place
St Mary's Tennis Club - additional courts - Detailed Design	20	-	-	20	-	20	-	-	-	Place
Willinda Park Athletics Track Replacement Design	100	100	-	-	-	-	-	-	100	Place
<b>Total Synthetic Sports Pitches</b>	<b>250</b>	<b>200</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>50</b>	<b>180</b>	
<b>Practice Nets/Cage</b>										
Elder St reserve, Watsonia - Greensborough baseball Club - baseball cages	15	15	-	-	-	-	-	-	15	Place
Macleod Park Cricket Nets Upgrade - renew four nets and install root barriers.	150	50	100	-	-	-	-	-	150	Place
Cartledge Reserve - Cricket Net Replacement	50	50	-	-	-	-	-	-	50	Place
<b>Total Practice Nets/Cage</b>	<b>215</b>	<b>115</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Park Furniture</b>										
Parks Furniture replacement	25	25	-	-	-	-	-	-	25	Place
Seddon Reserve Installation of Seats near Belmont Rd	5	-	-	-	5	-	-	-	5	Place
Barbeque Replacement Program	25	25	-	-	-	-	-	-	25	Planet
Drinking fountains	40	40	-	-	-	-	-	-	40	Planet
Ivanhoe Golf Course Fire Hydrant Project	100	100	-	-	-	100	-	-	-	Place
Corporate signage for parks	30	15	15	-	-	-	-	-	30	Place
<b>Total Park Furniture</b>	<b>225</b>	<b>205</b>	<b>15</b>	<b>0</b>	<b>5</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>125</b>	
<b>Park Fencing</b>										
Park Fencing Replacement Program	50	50	-	-	-	-	-	-	50	People
<b>Total Park Fencing</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	
<b>Retaining Wall</b>										
Renewal of retaining walls - open space	50	50	-	-	-	-	-	-	50	People
<b>Total Park Retaining Wall</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Park Pathways</b>										
Reserves and bushland - renewal of trails and pathways	50	50	-	-	-	-	-	-	50	Planet
Detailed design trail network program - East West power easement shared path	100	-	-	50	50	-	-	-	100	Place
Banyule Flats bike path and environmental walk Stage 2	350	-	-	50	300	-	-	-	350	Place
Path at Malahang Reserve	10	-	-	10	-	-	-	-	10	Place
Renewal of shared path trail feeder Paths	50	50	-	-	-	-	-	-	50	Place
Design to upgrade Darebin Creek Trail Including Cultural Heritage Assessment - Banksia St to Dougharty road	100	50	50	-	-	-	-	-	100	Place
<b>Total Park Pathways</b>	<b>660</b>	<b>150</b>	<b>50</b>	<b>110</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>660</b>	
<b>Park Lighting</b>										
Public lighting pole replacement and change to new technology and/or solar powered lighting in council sports fields identified by condition reports.	50	50	-	-	-	-	-	-	50	Planet
Petrie park sports field Lighting	150	75	75	-	-	150	-	-	-	Performance
Sports Field Lighting - Burkitt Oval	350	175	175	-	-	70	100	20	160	Performance
Greensborough Tennis Club - lights at Whatmough park courts - Design	10	-	-	-	10	10	-	-	-	Performance
Ivanhoe Park Lighting - Design	50	50	-	-	-	-	-	-	50	Performance
<b>Total Park Lighting</b>	<b>610</b>	<b>350</b>	<b>250</b>	<b>0</b>	<b>10</b>	<b>230</b>	<b>100</b>	<b>20</b>	<b>260</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Parks Other</b>										
Park Refresh - Aminya Reserve, Watsonia	20	20	-	-	-	-	-	-	20	People
Park Refresh - Fells Reserve, Greensborough	20	20	-	-	-	-	-	-	20	People
Park Refresh - Sparks Reserve, Ivanhoe	20	20	-	-	-	-	-	-	20	People
Park Refresh - Harry Pottage Reserve, Macleod	20	20	-	-	-	-	-	-	20	People
Park Refresh - Ramu Reserve, Heidelberg West	20	20	-	-	-	-	-	-	20	People
Kalparrin gardens park master plan implementation	200	100	100	-	-	-	-	-	200	Place
Johnsons Reserve, Heidelberg Heights - improvement plan implementation	50	50	-	-	-	-	-	-	50	Place
Olympic park master plan - planning and business case	200	100	100	-	-	-	-	-	200	Place
NJ Telfer Reserve Masterplan - car park construction	200	-	-	200	-	200	-	-	-	Place
Ford Park - Master Plan Implementation	300	200	100	-	-	-	-	-	300	Place
<b>Total Parks Other</b>	<b>1,050</b>	<b>550</b>	<b>300</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>850</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Labour Capitalisation</b>										
Labour cost associated to parks capital works projects	200	200	-	-	-	200	-	-	-	-
<b>Total Parks Labour Capitalisation</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL PARKS AND GARDENS</b>	<b>4,700</b>	<b>2,628</b>	<b>1,177</b>	<b>360</b>	<b>535</b>	<b>1,095</b>	<b>100</b>	<b>70</b>	<b>3,435</b>	
<b>PLAYGROUNDS</b>										
Apollo Parkways	60	45	15	-	-	-	-	-	60	People
Gillingham reserve	50	40	10	-	-	-	-	-	50	People
Greenhill Road Reserve	50	40	10	-	-	-	-	-	50	People
River Red Gum Walk including relocation to higher ground	55	40	15	-	-	-	-	-	55	People
Pioneer Reserve	60	45	15	-	-	-	-	-	60	People
Loyola Reserve	55	40	15	-	-	-	-	-	55	People
Morwell Avenue Reserve East	60	50	10	-	-	-	-	-	60	People
<b>TOTAL PLAYGROUNDS</b>	<b>390</b>	<b>300</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>390</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>ROADS, STREETS, BRIDGES Bicycle</b>										
Macleod Railway Station - Parkiteer - Cofund	50	-	50	-	-	50	-	-	-	Place
Ivanhoe Activity Centre - new bicycle facilities - Scope and Design	20	-	-	20	-	20	-	-	-	Place
High St, Watsonia - Removal of roundabout at Morwell - Design	20	-	20	-	-	20	-	-	-	Place
Bicycle Facilities Program - Design	20	-	20	-	-	20	-	-	-	Place
<b>Total Roads Bicycle</b>	<b>110</b>	<b>0</b>	<b>90</b>	<b>20</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Footpath</b>										
Footpath reactive program	1,380	1,380	-	-	-	1,380	-	-	-	People
New Footpaths Program - Scope and Design	10	-	-	10	-	10	-	-	-	People
Footpath between Alumba Dr and entrance of Anthony Beale reserve (along St Helena Rd) - improved access to the reserve - Design	10	-	-	10	-	10	-	-	-	People
<b>Total Footpath</b>	<b>1,400</b>	<b>1,380</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Infrastructure for Pedestrians</b>										
Marshall Street, Ivanhoe - Children's crossing - Design and construction	35	-	35	-	-	35	-	-	-	People
St Helena Rd, St Helena - Safe pedestrian crossing at Anthony Beale Reserve - Design and construction	35	-	35	-	-	35	-	-	-	People
<b>Total Infrastructure for Pedestrians</b>	<b>70</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Localised Traffic Infrastructure</b>										
Warncliffe Rd, Ivanhoe East - Raised intersection at The Boulevard - Design and construction	40	-	40	-	-	40	-	-	-	People
Henry St, Greensborough - Review of intersection at Louis St - Design	10	-	10	-	-	10	-	-	-	People
Road Reserve Safety Fence Renewal	60	60	-	-	-	60	-	-	-	People
Threshold Treatment in Trist Street, west of Frye Street	45	-	45	-	-	45	-	-	-	People
Reconfiguration and modification of Anthony Beale Reserve entry (between St Helena and Anthony Beale entrance, widening and deceleration lane)	50	30	-	20	-	50	-	-	-	People
<b>Total Localised Traffic Infrastructure</b>	<b>205</b>	<b>90</b>	<b>95</b>	<b>20</b>	<b>0</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Area Wide Treatments</b>										
Kenmare St, Watsonia - Traffic speed and volume control measures - Design and Construction Stage 1	40	-	40	-	-	40	-	-	-	People
Liberty Pde, Heidelberg West - Traffic speed and volume control measures - Construction Stage 2	35	-	35	-	-	35	-	-	-	People
Yando St, Greensborough - Traffic speed and volume control measures - Design	15	-	15	-	-	15	-	-	-	People
<b>Total Area Wide Treatments</b>	<b>90</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Roads to Recovery</b>										
Malahang Pde - Oriel Rd to Waterdale Rd, Heidelberg West	169	169	-	-	-	-	169	-	-	Place
Lae St - Liberty Pde to Mulberry Pde, Heidelberg West	68	68	-	-	-	-	68	-	-	Place
Old Eltham Rd (Stage 2) - Cheverton Rd to Bonds Rd, Lower Plenty	283	283	-	-	-	-	283	-	-	Place
Yando St - Kalparrin Av to Pinehills Dr, Greensborough	100	100	-	-	-	-	100	-	-	Place
Elder St - Greensborough Rd to Delta Rd, Watsonia	163	163	-	-	-	-	163	-	-	Place
Jika - Vine to Burgundy, Heidelberg	100	100	-	-	-	-	100	-	-	Place
<b>Total Roads to Recovery</b>	<b>884</b>	<b>884</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>884</b>	<b>0</b>	<b>0</b>	
<b>Retaining Wall</b>										
Renewal of retaining walls - road reserve	55	55	-	-	-	55	-	-	-	People
<b>Total Roads to Recovery</b>	<b>55</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Sustainable Transport</b>										
Bell St, Ivanhoe - Bus shelter outside the Repatriation Hospital - Installation	20	-	20	-	-	20	-	-	-	Place
Plenty Road, Bundoora - Bus shelter north of Greenhills Rd - Installation	20	-	20	-	-	20	-	-	-	Place
Banyule Rd, Viewbank - Bus shelter west of Rutherford Rd - Installation	20	-	20	-	-	20	-	-	-	Place
<b>Total Sustainable Transport</b>	<b>60</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	



Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Rehabilitation Works</b>										
Cape St Roundabouts at Brown & St James	100	100	-	-	-	100	-	-	-	Place
Sealing of Invermay Grove Shoulders (Edges)	70	10	10	50	-	70	-	-	-	Place
Infrastructure Maintenance Works - Major Patching across the network	197	197	-	-	-	197	-	-	-	Place
Infrastructure maintenance works - kerb and channel replacement	108	108	-	-	-	108	-	-	-	Place
Laneway Rehabilitation Program	25	25	-	-	-	25	-	-	-	Place
Wroxham Gardens - Sunderland Rise to Cul-De-Sac (W), Greensborough	8	8	-	-	-	8	-	-	-	Place
Greville Rd - Rhonda St to Beverley Rd, Rosanna	36	36	-	-	-	36	-	-	-	Place
Anderson St - Hodgson St to Beverley Rd, Heidelberg	47	47	-	-	-	47	-	-	-	Place
Martins La - Access to Fosbery Cr, Viewbank	57	57	-	-	-	57	-	-	-	Place
Crissane Rd - Korong Rd to Sheehan Rd, Heidelberg West	72	72	-	-	-	72	-	-	-	Place
Garrett Cr - Davidson St to Liberty Pde, Bellfield	31	31	-	-	-	31	-	-	-	Place
Dalveen Rd - Hawker St to Banksia St, Ivanhoe	51	51	-	-	-	51	-	-	-	Place
Liberty Pde - Bell St to Gona St, Heidelberg West	120	120	-	-	-	120	-	-	-	Place

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
Sherbourne Rd - Calrossie Av to Karingal Dr, Montmorency	141	141	-	-	-	141	-	-	-	Place
Francis St - Bell St to Montgomery St, Heidelberg Heights	22	22	-	-	-	22	-	-	-	Place
Catalina St - Ramu Pde to Liberty Pde, Heidelberg West	33	33	-	-	-	33	-	-	-	Place
Mountain View Rd - Aminya Pl to River St, Greensborough	120	120	-	-	-	120	-	-	-	Place
Midway St - Southern Rd to Morobe St, Heidelberg West	25	25	-	-	-	25	-	-	-	Place
Norma Ct - Rosemar Circuit to Cul-De-Sac (E), Viewbank	11	11	-	-	-	11	-	-	-	Place
Lawrence St - The Eyrie to Carlsberg Rd, Eaglemont	24	24	-	-	-	24	-	-	-	Place
Nestan Ct - Banyule Rd to Cul-De-Sac (N), Viewbank	15	15	-	-	-	15	-	-	-	Place
Alma St - Para Rd to Kett St, Montmorency	18	18	-	-	-	18	-	-	-	Place
Lynwood Cr - Panorama Av to Dead End (N), Lower Plenty	34	34	-	-	-	34	-	-	-	Place
Boronia Ct - Wilkinson Cr to Cul-De-Sac (N), Bellfield	11	11	-	-	-	11	-	-	-	Place
North Cr - Timor Pde to East St, Heidelberg West	33	33	-	-	-	33	-	-	-	Place
Lumleah Ct - Hickling Av to Cul-De-Sac (W), Greensborough	12	12	-	-	-	12	-	-	-	Place

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
Chester Pl - Sandhurst Cr to Cul-De-Sac (N), Bundoora	9	9	-	-	-	9	-	-	-	Place
Erica Ct - Ledbury Cr to Cul-De-Sac (W), Bundoora	15	15	-	-	-	15	-	-	-	Place
Sutton Ct - Thornton Av to Cul-De-Sac (E), Bundoora	10	10	-	-	-	10	-	-	-	Place
Spring St - Diamond Creek Rd to Hebden St, Greensborough	26	26	-	-	-	26	-	-	-	Place
Tahlee Pl - Lilicur Rd to Cul-De-Sac (S), Montmorency	24	24	-	-	-	24	-	-	-	Place
Wilkinson Cr - Oriel Rd to Liberty Pde, Bellfield	63	63	-	-	-	63	-	-	-	Place
Beatty St - Waterdale Rd to Liberty Pde, Ivanhoe	110	110	-	-	-	110	-	-	-	Place
Tobruk Av - Tarakan St to Liberty Pde, Heidelberg West	90	90	-	-	-	90	-	-	-	Place
Leonard Cr - Bernard Cr to Jacqueline Rd, Bundoora	34	34	-	-	-	34	-	-	-	Place
Mountain View Rd - Binns St to Mayona Rd, Montmorency	28	28	-	-	-	28	-	-	-	Place
Eileen St - Lyon Rd to Graham Rd, Viewbank	31	31	-	-	-	31	-	-	-	Place
Leslie Ct - Longs Rd to Cul-De-Sac (E), Lower Plenty	13	13	-	-	-	13	-	-	-	Place
Rhonda Ct - Boston Rd to Cul-De-Sac (E), Bundoora	8	8	-	-	-	8	-	-	-	Place
<b>Total Rehabilitation Works</b>	<b>1,881</b>	<b>1,821</b>	<b>10</b>	<b>50</b>	<b>0</b>	<b>1,881</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Streetscape</b>										
Main shopping centre minor improvements - outcomes of audit process	50	-	50	-	-	50	-	-	-	Place
Small shopping strip renewal - Development of plan to review and service small shopping streets, e.g. Greville Road, Beewar Street, Andrews Place	40	40	-	-	-	40	-	-	-	Place
Replace existing Waste bin Enclosures in Shopping Centres and parks	15	15	-	-	-	15	-	-	-	Planet
Heidelberg central precinct streetscape renewal Works Burgundy Street - Stage 2	500	250	250	-	-	500	-	-	-	Place
Streetscape concept designs for major shopping centres	60	60	-	-	-	60	-	-	-	Place
Restore Windmill at Montmorency Shopping Village	15	15	-	-	-	15	-	-	-	Place
Greensborough Shopping Centre Streetscape Renewal	250	250	-	-	-	250	-	-	-	Place
<b>Total Streetscape</b>	<b>930</b>	<b>630</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>930</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Car Park</b>										
Accessible Parking Bays (upgrade and new) - Scope and Design	50	50	-	-	-	50	-	-	-	Place
Watsonia Pool Carpark - Design	20	5	15	-	-	20	-	-	-	Place
Car Park Extension opposite Watsonia RSL up to Kenmare Street - Increase in provision of short-term car parking spaces for the Watsonia Shopping Centre (Morwell Avenue Reserve) - Design	50	-	-	50	-	50	-	-	-	Place
<b>Total Car Park</b>	<b>120</b>	<b>55</b>	<b>15</b>	<b>50</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Labour Capitalisation</b>										
Labour cost associated to road capital works projects	250	250	-	-	-	250	-	-	-	-
<b>Total Roads Labour Capitalisation</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ROADS, STREETS, BRIDGES</b>	<b>6,055</b>	<b>5,165</b>	<b>730</b>	<b>160</b>	<b>0</b>	<b>5,171</b>	<b>884</b>	<b>0</b>	<b>0</b>	
<b>MOTOTR VEHICLES</b>										
Operations Plant- Vehicles (Cars) and Trucks and Plant Purchases	3,995	3,995	-	-	-	-	-	1,149	2,846	Performance
<b>TOTAL MOTOR VEHICLES</b>	<b>3,995</b>	<b>3,995</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,149</b>	<b>2,846</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>INTANGIBLE ASSETS</b>										
Information Technology Systems Upgrade	500	250	250	-	-	500	-	-	-	Performance
<b>TOTAL INTAGIBLE ASSETS</b>	<b>500</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL INFRASTRUCTURE</b>	<b>21,127</b>	<b>15,815</b>	<b>3,903</b>	<b>775</b>	<b>635</b>	<b>11,003</b>	<b>1,034</b>	<b>1,319</b>	<b>7,771</b>	
<b>CARRIED FORWARD PROJECTS</b>										
<b>Freehold Building Pavilions</b>										
Telfer Reserve Masterplan - Planning & Design	30	-	-	30	-	30	-	-	-	Place
Ivanhoe Park Pavilion Redevelopment - Ivanhoe Jnrs	70	-	70	-	-	70	-	-	-	Place
Olympic Park Female Friendly Change Rooms	20	-	20	-	-	20	-	-	-	People
Petrie Park Feasibility (Monty Bowls, Scouts, etc.)	150	-	150	-	-	-	-	-	150	Performance
GB War Memorial Scoreboard & Educational Facility	100	-	100	-	-	100	-	-	-	Place
<b>Total pavilions</b>	<b>370</b>	<b>0</b>	<b>340</b>	<b>30</b>	<b>0</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>150</b>	
<b>Freehold Building Major Projects</b>										
Ivanhoe Library and Learning Hub	500	500	-	-	-	116	-	-	384	People
Sherbourne Rd Early Learning Hub	200	-	-	-	200	-	200	-	0	People
<b>Total Major Projects</b>	<b>700</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>116</b>	<b>200</b>	<b>0</b>	<b>384</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Freehold Building Fit Out and Refurbishments</b>										
Addition to the Kalparrin Early Years Centre	250	-	-	-	250	250	-	-	-	People
Office Accommodation - Greensborough	125	125	-	-	-	-	-	-	125	Place
<b>Total Fit Out and Refurbishments</b>	<b>375</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>125</b>	
<b>TOTAL FREEHOLD BUILDING</b>	<b>1,445</b>	<b>625</b>	<b>340</b>	<b>30</b>	<b>450</b>	<b>586</b>	<b>200</b>	<b>0</b>	<b>659</b>	
<b>Drainage</b>										
Wilfred Road East Ivanhoe 600mm Drain Augmentation	250	-	-	250	-	250	-	-	-	Planet
<b>TOTAL DRAINAGE</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Parks and Gardens Synthetic Sports Pitches</b>										
Yarra Valley Synthetic Hockey Pitch Cyril Cummins	70	70	-	-	-	-	-	-	70	Place
Seddon Reserve - 2 Netball Courts	50	-	-	50	-	50	-	-	-	People
Yallambie Tennis Club Upgrade Top Of Two Courts	45	-	45	-	-	45	-	-	-	People
<b>Total Synthetic Sports Pitches</b>	<b>165</b>	<b>70</b>	<b>45</b>	<b>50</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>70</b>	
<b>Parks and Gardens Practice Nets/Cage</b>										
Loyola Res - Upgrade Baseball Facilities	8	8	-	-	-	8	-	-	-	Place
<b>Total Practice Nets/Cage</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Parks and Gardens Other</b>										
Glenauburn Res Batting Tunnel, Lighting & Storage	60	-	60	-	-	-	-	-	60	Place
Public Art - G/Borough War Memorial Park Sculpture	130	-	-	130	-	130	-	-	-	People
<b>Total Parks Other</b>	<b>190</b>	<b>0</b>	<b>60</b>	<b>130</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>60</b>	
<b>Parks and Gardens Pathways</b>										
Banyule Flats Path Upgrade	290	-	-	290	-	290	-	-	-	Planet
<b>Total Park Pathways</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL PARKS AND GARDENS</b>	<b>653</b>	<b>78</b>	<b>105</b>	<b>470</b>	<b>0</b>	<b>523</b>	<b>0</b>	<b>0</b>	<b>130</b>	
<b>Playgrounds</b>										
Playground Improvements - The Glade Reserve	20	-	20	-	-	-	-	-	20	People
Playground Improvements, Irvine Road Reserve	20	-	20	-	-	-	-	-	20	People
Playground Replacement, Crane Reserve Mark Street	20	20	-	-	-	-	-	-	20	People
Playground Replacement, Shelly Park	32	32	-	-	-	-	-	-	32	People
Playground - Ramu Reserve - Heidelberg West	40	40	-	-	-	-	-	-	40	People
<b>TOTAL PLAYGROUNDS</b>	<b>132</b>	<b>92</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>132</b>	



Project Description	Budget \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Revenue \$'000	Govt Grant \$'000	Community Contribution/ Sale Proceed \$'000	Reserves \$'000	P
<b>Roads, Streets, Bridges Localised Traffic Infrastructure</b>										
Reconfiguration Burgundy Street, Upper Heidelberg Rd And Mount St	246	-	46	100	100	246	-	-	-	Place
Renovation Of Paid Parking System In Powlett St	30	30	-	-	-	-	-	-	30	People
<b>Total Localised Traffic Infrastructure</b>	<b>276</b>	<b>30</b>	<b>46</b>	<b>100</b>	<b>100</b>	<b>246</b>	<b>0</b>	<b>0</b>	<b>30</b>	
<b>Roads, Streets, Bridges Streetscape</b>										
Heidelberg Central Streetscape Design	505	505	-	-	-	505	-	-	-	Place
Bell St Mall Replace Statue With Flagpoles	20	-	-	-	20	20	-	-	-	Place
<b>Total Streetscape</b>	<b>525</b>	<b>505</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ROADS, STREETS, BRIDGES</b>	<b>801</b>	<b>535</b>	<b>46</b>	<b>100</b>	<b>120</b>	<b>771</b>	<b>0</b>	<b>0</b>	<b>30</b>	
<b>Motor Vehicle</b>										
Vehicle & Plant Purchase	1,298	1,298	-	-	-	-	-	204	1,094	Performance
<b>TOTAL MOTOR VEHICLES</b>	<b>1,298</b>	<b>1,298</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204</b>	<b>1,094</b>	
<b>TOTAL CAPITAL WORKS CARRY FORWARDS</b>	<b>4,579</b>	<b>2,628</b>	<b>531</b>	<b>851</b>	<b>570</b>	<b>2,130</b>	<b>200</b>	<b>204</b>	<b>2045</b>	
<b>TOTAL CAPITAL WORKS AND CARRY FORWARDS</b>	<b>25,706</b>	<b>18,443</b>	<b>4,433</b>	<b>1,625</b>	<b>1,205</b>	<b>13,133</b>	<b>1,234</b>	<b>1,523</b>	<b>9,816</b>	

## CAPITAL WORKS SUMMARY FOR 2017/2018

### Capital Works Summary

	Budget 2017/18 \$'000	Asset Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000
<b>Infrastructure</b>					
- Roads, Streets and Bridges	5,805	4,915	730	160	-
- Drainage	300	200	100	-	-
- Parks and Gardens	4,500	2,428	1,177	360	535
- Playgrounds	390	300	90	-	-
<b>Property</b>					
- Freehold Buildings	4,042	2,387	1,315	240	100
<b>Plant and Equipment</b>					
- Plant and Equipment	595	355	240	-	-
- Motor Vehicles	3,995	3,995	-	-	-
- Fixtures and Fittings	335	335	-	-	-
<b>Intangible Assets</b>					
- Intangible Assets	500	250	250	-	-
<b>Other Assets</b>					
- Art Collection	15	-	-	15	-
- Carried Forward	4,579	2,628	531	850	570
- Labour Capitalisation	650	650	-	-	-
<b>Total Capital Works - Assets</b>	<b>25,706</b>	<b>18,443</b>	<b>4,433</b>	<b>1,625</b>	<b>1,205</b>

## Sources of Funds for Capital Works Summary

	Budget 2017/18 \$'000	Revenue \$'000	Reserves \$'000	Government Grants \$'000	Community Contributions/ Sales Proceed \$'000
<b>Infrastructure</b>					
- Roads, Streets and Bridges	5,805	4,921	-	884	-
- Drainage	300	100	200	-	-
- Parks and Gardens	4,500	895	3,435	100	70
- Playgrounds	390	-	390	-	-
<b>Property</b>					
- Freehold Buildings	4,042	3,012	900	50	80
<b>Plant and Equipment</b>					
- Plant and Equipment	595	575	-	-	20
- Motor Vehicles	3,995	-	2,846	-	1,149
- Fixtures and Fittings	335	335	-	-	-
<b>Intangible Assets</b>					
- Intangible Assets	500	500	-	-	-
<b>Other Assets</b>					
- Art Collection	15	15	-	-	-
- Carried Forward	4,579	2,130	2,045	200	204
- Labour Capitalisation	650	650	-	-	-
<b>Total Capital Works - Assets</b>	<b>25,706</b>	<b>13,133</b>	<b>9,816</b>	<b>1,234</b>	<b>1,523</b>

### **Note:**

Sources of funds for capital expenditure represents the amount to match the associated expenditure only. Some funds may have been transferred to reserves for future use and will not be detailed above.

## **6.2 Major initiatives**

This section presents a listing of the major initiatives projects that will be undertaken for the 2017/2018 year.

The major initiatives projects are grouped by class and include the following:

- Major initiatives for 2017/2018
- Major initiatives carried forward from the 2016/2017 year.

Project Description	Budget \$'000	Revenue \$'000	Reserves \$'000	P
<b>MAJOR INITIATIVES</b>				
<b>Community</b>				
Merri Outreach Support Service (MOSS)	105	105	-	People
3081 initiative - post neighbourhood renewal mainstreaming based on approach in Heidelberg West	175	175	-	People
Ongoing part time aboriginal community development role	50	50	-	People
Promoting the historic significance of Olympic Village. Northland structure plan (with Darebin). Improve Darebin Creek and Olympic parklands and pavilions.	25	25	-	People
Stepping Stones - CALD women into business project	25	25	-	Participation
Early Years Facility review	60	60	-	Participation
High Ball Stadium - 88021 - Contribution to La Trobe University	2,500	-	2,500	People
Youth Foundation Victoria 3081	10	10	-	People
Wellness Walk and Research Run 2017	25	25		Participation
Initiatives to recognise our aboriginal heritage, veterans, Olympic history multicultural and LGBTI communities	40	40	-	Participation
Somali Week Events	10	10	-	Participation
Waste minimisation – Review the Waste Management Plan and develop business cases for a green organics service, public place recycling and transfer station improvement	130	130	-	Planet
Indian Myna Bird Eradication	3	3	-	People
Introduction of an energy monitoring process, position for all our council buildings	12	12	-	People
Aboriginal and Torres Strait Islanders Spiritual Walk	25	25	-	People
Watsonia Pop-up Park	40	40	-	People
SACOV - Supporting Somalia African Community Employment, and Initiatives for women and children	20	20	-	People
Nature Day/Play Events for Each Ward	18	18	-	People
<b>Total Initiatives Community</b>	<b>3,273</b>	<b>773</b>	<b>2,500</b>	

Project Description	Budget \$'000	Revenue \$'000	Reserves \$'000	P
<b>Economic Development</b>				
Business attraction and investment - facilitation of "Buy Local" campaign.	28	28	-	Participation
Marketing Grant – Eaglemont Village Traders Association	6	6		Place
<b>Total Initiatives Economic Development</b>	<b>34</b>	<b>34</b>	<b>0</b>	
<b>Environment - Energy Plan</b>				
Carbon offsets for council emissions that remain after energy efficiency and green power	11	11	-	Planet
<b>Total Initiatives Environment - Energy Plan</b>	<b>11</b>	<b>11</b>	<b>0</b>	
<b>Environment - Stewardship Plan</b>				
Sustainable Homes and Communities Program (including Leaders Program) with Darebin and Sustainability Victoria.	55	55	-	Planet
<b>Total Initiatives Environment - Stewardship Plan</b>	<b>55</b>	<b>55</b>	<b>0</b>	
<b>Management</b>				
Ramu Parade development plan	25	-	25	People
Macleod YMCA Master Plan Concept	100	100	-	Place
Stormwater Harvesting, Sustainable water plant project – design	80	80	-	Planet
Construction Management of capital works projects	450	450	-	Performance
Digitisation of files	200	200	-	Performance
Strategic Property	300	-	300	Performance
Victorian Local Governance Association (VLGA) Membership	32	32	-	Performance
Implementation of Surveillance Policy	40	40	-	Performance
Project manager for property	200	-	200	Performance
Roads condition survey	70	70	-	Performance
Pathways condition survey	120	120	-	Performance
Develop a public open space plan for the Heidelberg activity centre	40	40	-	Performance
<b>Total Initiatives Management</b>	<b>1,657</b>	<b>1,132</b>	<b>525</b>	

Project Description	Budget \$'000	Revenue \$'000	Reserves \$'000	P
<b>Maintenance</b>				
Tree Root Barrier Installation - tennis & bowling clubs	67	67	-	Planet
Garden Beds Renewal	20	20	-	Planet
Dumped Rubbish Collection and Recycling - Trial Litter Prevention Officer	76	76	-	Planet
Skate Park and BMX jumps maintenance	30	30	-	Place
<b>Total Initiatives Maintenance</b>	<b>193</b>	<b>193</b>	<b>0</b>	
<b>Transport</b>				
Rights of Way Policy Actions	15	15	-	People
Greensborough Traffic Study	90	90	-	People
Banyule Walking Strategy - Preparation	50	50	-	People
Transport Advocacy	250	250	-	People
Greensborough Parking Plan - Preparation	115	115	-	People
<b>Total Initiatives Transport</b>	<b>520</b>	<b>520</b>	<b>0</b>	
<b>Strategic Land Use Planning</b>				
Planning Scheme Review [Stage 1 - Report]	30	30	-	Place
Ivanhoe Activity Centre Parking Overlay PSA	40	40	-	People
Development Contributions Plan PSA & Start Up	120	120	-	Perform
LaTrobe National Employment Cluster [Olympia Residential UDF]	70	70	-	Planet
<b>Total Initiatives Strategic Land Use Planning</b>	<b>260</b>	<b>260</b>	<b>0</b>	
<b>TOTAL INITIATIVES</b>	<b>6,003</b>	<b>2,978</b>	<b>3,025</b>	

Project Description	Budget \$'000	Revenue \$'000	Reserves \$'000	P
<b>CARRIED FORWARD INITIATIVE PROJECTS</b>				
<b>Community</b>				
Art gallery develop business case & design	50	50	-	People
<b>Total Community</b>	<b>50</b>	<b>50</b>	<b>0</b>	
<b>Management</b>				
Planning Scheme Review	28	28	-	Place
<b>Total Management</b>	<b>28</b>	<b>28</b>	<b>0</b>	
<b>Total Carried Forward Initiative Projects</b>	<b>78</b>	<b>78</b>	<b>0</b>	

**MAJOR INITIATIVES SUMMARY FOR 2017/18**  
**Sources of Funds for Major Initiatives Summary**

	Budget \$'000	Revenue \$'000	Reserves \$'000
Major Initiatives	6,003	2,978	3,025
Major Initiatives - C/fwd.	78	78	-
<b>Total Major Initiatives</b>	<b>6,081</b>	<b>3,056</b>	<b>3,025</b>



## 7. Rates and charges

This section presents information about rates and charges which the *Local Government Act 1989* (the Act) and the Regulations require to be disclosed in the Council's annual budget.

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 65% 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 2017/2018 the FGRS cap has been set at 2.00%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The formulae provided by the Essential Services Commission (ESC) and agreed to by the State Government is:

$$\frac{\text{2016/2017 Adopted General Rate and Municipal Charge Income} + \text{2016/2017 Annualised Supplementary Rate and Municipal Charge Income}}{\text{Number of Assessments as at 30 June 2017}} = \text{Base Average Rate}$$

$$\text{Base Average Rate} \times (1 + \text{Prescribed Rate Cap (2.0\%)}) = \text{Capped Average Rate}$$

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 Banyule community.

In situations where the rate cap is not sufficient for Council's needs, Council can apply to the Essential Services Commission for a higher cap; this is known as a variation. Banyule City Council did not apply for a variation to the rate cap for 2017/2018.

Revenue growth and containing costs will continue to be a focus in order to achieve the future operating position as set out in the Strategic Resource Plan. The planned contributions from operations toward capital expenditure for the 2017/2018 year should be gradually increased each year to maintain a robust capital works programs in the future. This will be increasingly harder to achieve in a rate capping environment and high reliance on government funding.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the base average rate will increase by 2.00% in line with the rate cap. This will raise total rate and charges for 2017/2018 of \$96.95 million, as per the below table:

Charge/Rate Type	Amount
General Rates	\$87,951,883
Cultural & Recreational Land Charge	\$77,063
Municipal Charge	\$7,273,232
Supplementary General Rates	\$760,000
Supplementary Municipal Charge	\$60,000
Forecast Interest on Rates and Charges	\$244,600
Forecast Interest on Special Rates & Charges	\$2,500
Special Rates & Charges Levies	\$582,596
<b>Total</b>	<b>\$96,951,874</b>

**7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year**

Type or class of land	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change
General rate for residential improved properties	0.00215977	<b>0.00220298</b>	<b>2.00%</b>
General rate for residential vacant properties	0.00291569	<b>0.00297402</b>	<b>2.00%</b>
General rate for commercial improved properties	0.00269971	<b>0.00275373</b>	<b>2.00%</b>
General rate for commercial vacant properties	0.00377960	<b>0.00385522</b>	<b>2.00%</b>
General rate for industrial improved properties	0.00269971	<b>0.00275373</b>	<b>2.00%</b>
General rate for industrial vacant properties	0.00377960	<b>0.00385522</b>	<b>2.00%</b>
Cultural and recreational *	0.00181421	<b>0.00185050</b>	<b>2.00%</b>

*\*Amounts in lieu of rates for cultural and recreational lands are declared for each applicable assessment in accordance with the Cultural and Recreational Lands Act 1963.*

**7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year**

Type or class of land	2016/17 \$	2017/18 \$	Change
General rate for residential improved properties	76,665,861	<b>79,041,670</b>	<b>3.10%</b>
General rate for residential vacant properties	1,046,222	<b>1,119,626</b>	<b>7.02%</b>
General rate for commercial improved properties	5,454,432	<b>5,619,480</b>	<b>3.03%</b>
General rate for commercial vacant properties	165,958	<b>160,863</b>	<b>-3.07%</b>
General rate for industrial improved properties	1,914,950	<b>1,962,190</b>	<b>2.47%</b>
General rate for industrial vacant properties	53,001	<b>48,055</b>	<b>-9.33%</b>
Cultural and recreational	75,552	<b>77,063</b>	<b>2.00%</b>
<b>Total amount to be raised by general rates</b>	<b>85,375,976</b>	<b>88,028,947</b>	<b>3.11%</b>

**7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year**

Type or class of land	2016/17 No.	2017/18 No.	Change
General rate for residential improved properties	49,470	<b>50,090</b>	<b>1.25%</b>
General rate for residential vacant properties	405	<b>422</b>	<b>4.20%</b>
General rate for commercial improved properties	2,053	<b>2,055</b>	<b>0.10%</b>
General rate for commercial vacant properties	21	<b>20</b>	<b>-4.76%</b>
General rate for industrial improved properties	915	<b>918</b>	<b>0.33%</b>
General rate for industrial vacant properties	17	<b>14</b>	<b>-17.65%</b>
Cultural and recreational	4	<b>4</b>	<b>0.00%</b>
<b>Total number of assessments</b>	<b>52,885</b>	<b>53,523</b>	<b>1.21%</b>

**7.4 The basis of valuation to be used is the Capital Improved Value (CIV)**

**7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year**

Type or class of land	2016/17 \$'000	2017/18 \$'000	Change
General rate for residential improved properties	35,497,234	<b>35,879,431</b>	<b>1.08%</b>
General rate for residential vacant properties	358,825	<b>376,469</b>	<b>4.92%</b>
General rate for commercial improved properties	2,020,377	<b>2,040,679</b>	<b>1.00%</b>
General rate for commercial vacant properties	43,909	<b>41,726</b>	<b>-4.97%</b>
General rate for industrial improved properties	709,317	<b>712,557</b>	<b>0.46%</b>
General rate for industrial vacant properties	14,023	<b>12,465</b>	<b>-11.11%</b>
Cultural and recreational	41,645	<b>41,645</b>	<b>0.00%</b>
<b>Total value of land</b>	<b>38,685,330</b>	<b>39,104,972</b>	<b>1.08%</b>

**7.6 The municipal charge under section 159 of the Act compared with the previous financial year**

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Municipal charge	133.25	<b>135.90</b>	<b>2.00%</b>

**7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year**

Type of Charge	2016/17 \$	2017/18 \$	Change
Municipal charge	7,046,393	<b>7,273,232</b>	<b>3.22%</b>

Council does not currently charge a service fee for the collection of a standard waste service for residential improved properties. Non-standard and additional services are charged; refer to Appendix A - Fees and Charges (Income) for declared charges.

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

Type of Charge	2016/17 \$	2017/18 \$	Change
General rates	85,375,976	<b>88,028,947</b>	<b>3.11%</b>
Municipal charge	7,046,393	<b>7,273,232</b>	<b>3.22%</b>
Kerbside collection and recycling	-	-	-
<b>Rates and charges</b>	<b>92,422,369</b>	<b>95,302,179</b>	<b>3.12%</b>

## **7.9 Any significant changes that may affect the estimated amounts to be raised by rates and charges**

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

- The making of supplementary valuations (2017/2018: estimated \$820,000, 2016/2017: forecast \$805,000)
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.
- Changes of use of land such that residential vacant becomes residential improved and vice versa.

## **7.10 Differential Rates**

### **Rates to be levied**

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.220298% (0.00220298 cents in the dollar of CIV) for all rateable residential improved properties
- A general rate of 0.297402% (0.00297402 cents in the dollar of CIV) for all rateable residential vacant properties
- A general rate of 0.275373% (0.00275373 cents in the dollar of CIV) for all rateable commercial improved properties
- A general rate of 0.385522% (0.00385522 cents in the dollar of CIV) for all rateable commercial vacant properties
- A general rate of 0.275373% (0.00275373 cents in the dollar of CIV) for all rateable industrial improved properties
- A general rate of 0.385522% (0.00385522 cents in the dollar of CIV) for all rateable industrial vacant properties
- An amount in lieu of rates for cultural and recreational properties – Note 1

*Note 1: Amounts in lieu of rates for cultural and recreational lands are declared for each applicable assessment in accordance with the Cultural and Recreational Lands Act 1963.*

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

### **Differential Rate Objectives**

The differential rate will be used to fund some of those items of expenditure and Capital Works described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location is wherever located within the municipal district.

Use of Land is any use permitted under the Banyule Planning Scheme.

Planning Scheme Zoning is the zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Banyule Planning Scheme.

Types of Building, are the types of buildings on the land within a differential rate, are all buildings that are now constructed on the land.

### **7.10.1 Residential Vacant Land**

#### *Objective:*

To encourage the development of land for residential purposes; and to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

#### *Types and Classes*

Any rateable land on which no dwelling is erected but which, by reason of its locality and zoning under the Banyule Planning Scheme, would, if developed, be or be likely to be used primarily for residential purposes.

### **7.10.2 Commercial/Industrial Vacant Land**

#### *Objective:*

To encourage the development of land for residential purposes; and to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

#### *Types and Classes:*

Any rateable land on which no dwelling is erected but which, by reason of its locality and zoning under the Banyule Planning Scheme, would, if developed, be or be likely to be used primarily for commercial or industrial purposes.

### **7.10.3 Commercial/Industrial Improved Land**

#### *Objective:*

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure.

Those functions include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

#### *Types and Classes:*

Any rateable land which is used, or designed or adapted to be used, primarily for commercial or industrial purposes.

### **7.10.4 Other Land (Including Residential Improved Land)**

#### *Objective:*

To ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the relative benefits derived from the carrying out of such functions.

Those functions include the:

1. Implementation of good governance and sound financial stewardship; and
2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
4. Provision of strategic and economic management, town planning and general support services; and
5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

#### *Types and Classes:*

Any rateable land which is not Residential Vacant Land, Commercial / Industrial Vacant Land or Commercial / Industrial Improved Land.

### **7.10.5 Cultural and Recreational Lands**

#### *Objective:*

To ensure that the promotion of cultural, heritage and recreational activity occurs within Council's municipal district and that this is supported in a way that encourages appropriate activity and development.

Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under the Act.

#### *Types and Classes:*

Under the provisions of the *Cultural and Recreational Land Act 1963* (the Act), the Council levies an amount in lieu of rates payable in respect of recreational lands that have the following characteristics:

Any land which is not Residential Vacant Land, Commercial / Industrial Vacant Land or Commercial / Industrial Improved Land, which is specifically set aside for the use of cultural and recreational pursuits whereby the members do not derive a financial benefit or profit from the activities.

The Act effectively provides for properties used for outdoor activities to be differentially rated unless it involves land that is being leased from a private landowner. The discretion of whether to provide a cultural and recreational lands rate rests with Council.

The amount in lieu of rates payable in respect of each rateable land to which the Cultural and Recreational Land rate applies is determined by multiplying the Capital Improved Value of that rateable land by declared rate in the dollar.

Currently Council has four properties that are defined as Cultural and Recreational properties in accordance with the *Cultural and Recreational Lands Act*. They are listed below:

- 1 Vasey Street, Lower Plenty
- 54 Cleveland Avenue, Lower Plenty
- 8 Main Street, Lower Plenty
- 540 The Boulevard, Ivanhoe East

### **7.11 Fair Go Rates System Compliance**

Banyule City Council is fully compliant with the State Government's Fair Go Rates System.

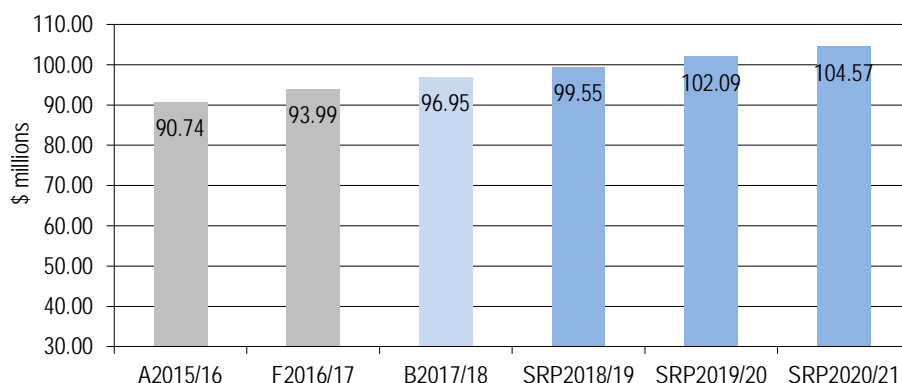
Base Average Rates (2016/2017)	\$1,744.39
Maximum Rate Increase (set by the State Government)	2.00%
Capped Average Rate (2017/2018)	\$1,779.28
Maximum General Rates and Municipal Charges Revenue	\$95,225,315.73
Budgeted General Rates and Municipal Charge Revenue	\$95,225,115.79

Note: Excludes Cultural and Recreational Class of Properties

## 8. Summary of financial position

Council has prepared a Budget for the 2017/2018 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the financial sustainability and strategic objectives of the Council.

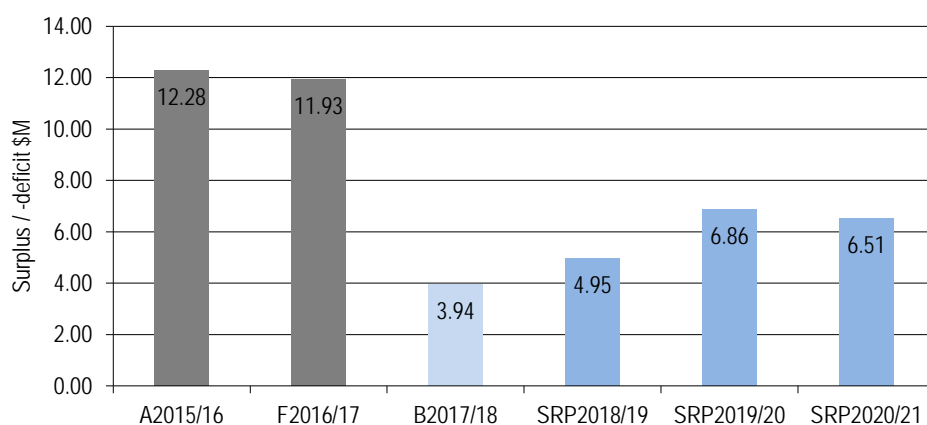
### 8.1 Rates and charges



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The average rate will increase by 2.00% for the 2017/2018 year, raising total rates and charges of \$96.95 million including \$0.82 million generated from supplementary rates, \$0.58 million in special rates and charges and \$0.25 million in estimated rates and special rates interest. This will result in an increase in total revenue from rates and service charges against forecast 2016/2017 of 3.16%. This rate increase is in line with the rate cap set by the Minister for Local Government. Refer Sections 7 and 10 for more information.

### 8.2 Operating result

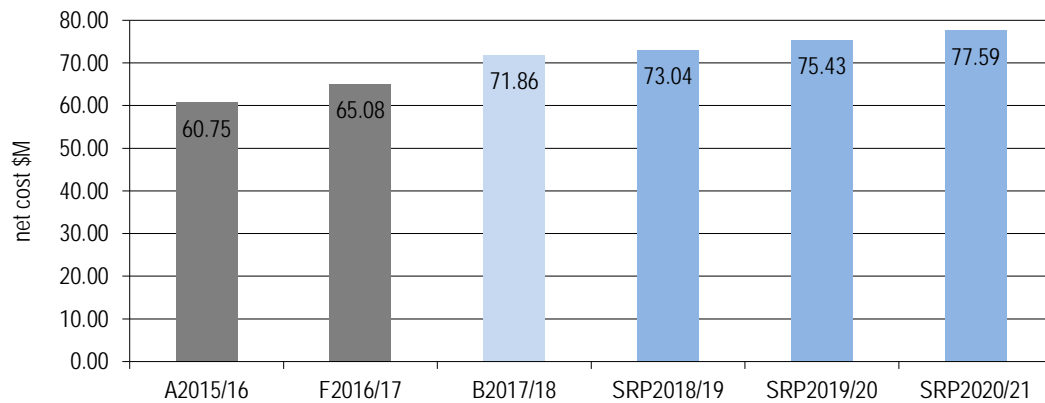


The expected operating result for the 2017/2018 year is a surplus of \$3.94 million, which is a decrease of \$7.99 million over 2016/2017. The decline in the operating result is mainly due to the early receipt of \$2.15 million of the 2017/2018 Victoria Grants Commission payment during the 2016/2017 financial year and a \$2.50 million investment (\$5.00 million across the 2 years 2017/2018 and 2018/2019) to build a six court indoor sports park stadium at La Trobe University.

The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$0.78 million for 2017/2018 - refer to section 8.7 of this summary for further information.



### 8.3 Services

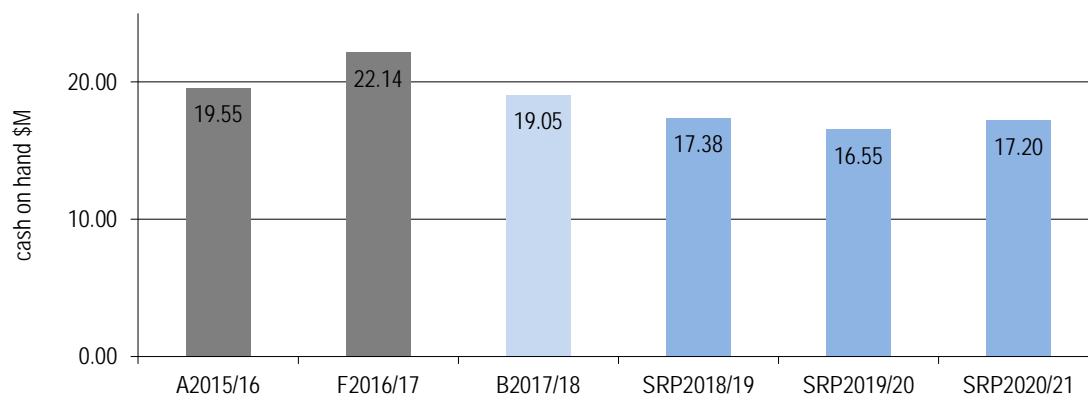


The net cost of services delivered to the community for the 2017/2018 year is expected to be \$71.86 million which is an increase of \$6.78 million over 2016/2017. For the 2017/2018 year, service levels have been maintained at CPI. A number of initiatives have been proposed that will enhance and support future service levels as a result of the community satisfaction survey conducted by Council. Major initiatives are included in the net results.

*Refer section 6.2 for a list of major initiatives*

*Refer Section 2 for a list of services*

### 8.4 Cash and cash equivalents

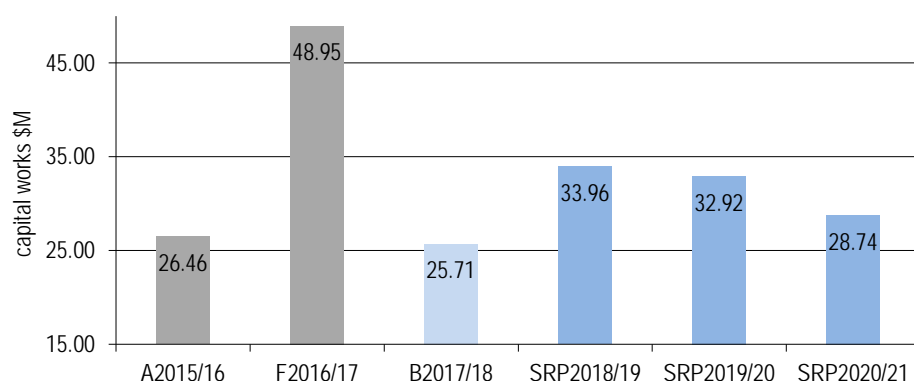


Cash and cash equivalents are expected to remain stable averaging \$17.55 million in the next four years. The amount of cash and cash equivalents only represents approximately one fifth of total cash investment and the majority of it will be invested in longer tenure term deposits for better interest rates.

In 2017/2018 Council will fully repay on a loan which matures for \$12.75 million, and continue to maintain a healthy cash balance in future years.

*Refer also Section 3.4 for the Statement of Cash Flows and Section 11 for an analysis of budgeted cash position.*

## 8.5 Capital works

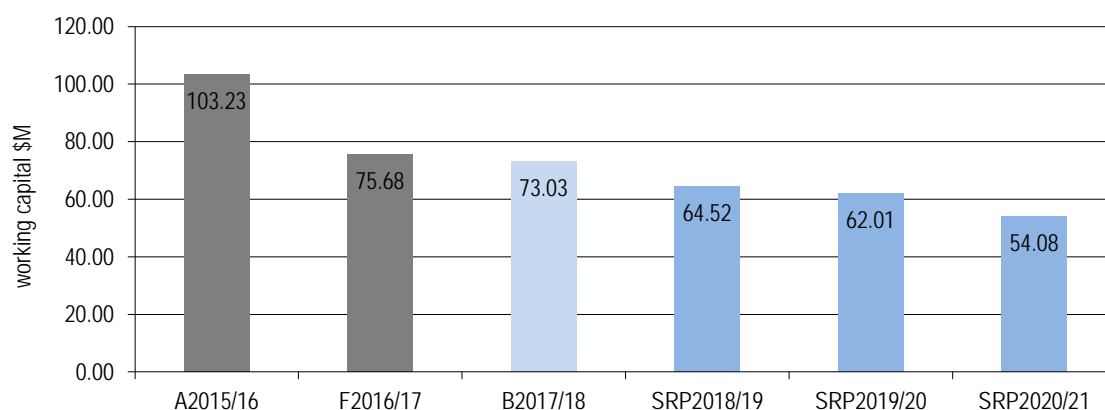


The capital works program for the 2017/2018 year is expected to be \$25.70 million of which \$4.58 million relates to projects which will be carried forward from 2016/2017 capital works program. The carried forward component is fully funded from the 2016/2017 budget. The capital program will be funded from various sources, namely external government grants (\$1.23 million), community and other external contributions (\$0.17 million) with the balance (\$24.30 million) funded by Council. This funding component from Council is made up from the following funding sources, asset sales (\$1.35 million), reserves (\$9.82 million), cash held at the start of the year (\$2.13 million) and cash generated through operations in the 2017/2018 financial year (\$11.00 million).

The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major roads including footpath replacement, local road resurfacing, park pathways, pedestrian bridges, building improvement and ongoing replacement of light and heavy fleet vehicle.

*Refer also Section 3.5 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.*

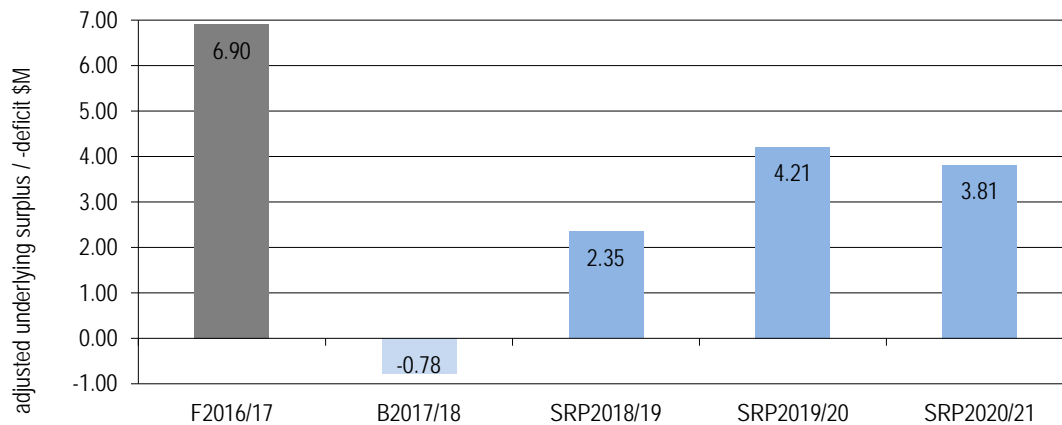
## 8.6 Financial position



The financial position is expected to decline with current assets continuing to reduce throughout the four years. This is mainly due to the use of cash reserves to fund the capital works projects including major strategic projects. The working capital is expected to reduce to \$54.08 million as at 30 June 2021.

*Refer also Section 3.2 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.*

## 8.7 Financial sustainability

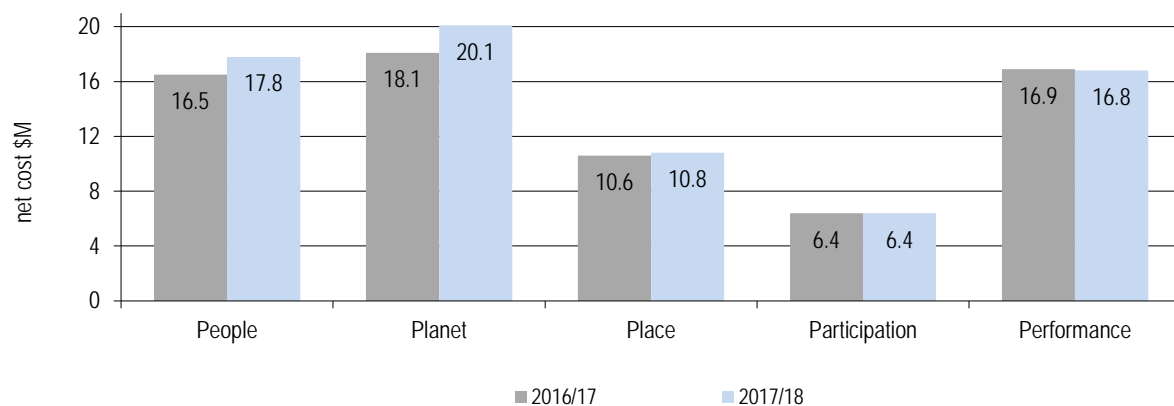


A high level Strategic Resource Plan for the years 2018-2021 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a deficit in 2018 and return to surplus over the 2019-2021 period.

The 2017/2018 adjusted underlying deficit is the reflection of significant contributions by Council to community initiative programs, e.g. \$5.00 million contribution to La Trobe University High Ball Stadium. Additionally, Council has received \$2.15 million of 2017/2018 Victoria Grants Commission payment during the 2016/2017 financial year. This is timing only and therefore averaging 2 years Council is in a surplus position. Council maintains the adjusted underlying surplus averaging \$3.30 million over the five years.

Refer Section 14 for more information on the Strategic Resource Plan.

## 8.8 Strategic Objectives



The Annual Budget includes a range of services to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan 2017-2021.

The services that contribute to these objectives are set out in Section 2.

## 8.9 Council expenditure allocations

	Budget 2017/18 \$
Capital Works & Initiatives	20.61
Waste Collection & Recycling	11.73
Corporate, Customer Service & Risk Management	10.78
Parks, Reserves & Street Trees	8.35
Health, Aged & Disability Services	8.35
Family & Children Services	7.00
Recreation, Leisure & Aquatic Facilities	6.11
Roads, Footpaths, Drains & Related Utilities	5.50
Property Management & Municipal Valuations	4.91
Building Control & Planning	4.25
Library Services, Arts & Culture	3.60
Parking, Traffic & Local Laws	3.14
Governance & Executive	2.34
Debt Servicing	1.98
Conservation & Planning	0.84
Depot, Plant & Fleet Maintenance	0.51
	<b>\$100.00</b>

The above table provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administration costs are allocated to our external services using an internal allocation model. It does not take into account the source of funding for each area of expenditure.

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

**Note:** Expenses of a non-cash nature, such as depreciation, have been excluded from the above table.

## 9. Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

### 9.1 Snapshot of Banyule City Council

This section sets out demographic information about the municipality which influences budgets for various services.

#### ***Banyule City Council***

Banyule City Council was formed in 1994 and comprises 21 suburbs that lie between 7 and 21 kilometres north-east of central Melbourne. In total it covers an area of approximately 63 square kilometres.

#### ***Population***

Banyule's estimated resident population for 2016 is 127,791. Banyule has an older age profile compared to Greater Melbourne. Older residents aged 60+ years make up 21.7% of Banyule's population compared to 18.2% of the population in Greater Melbourne.

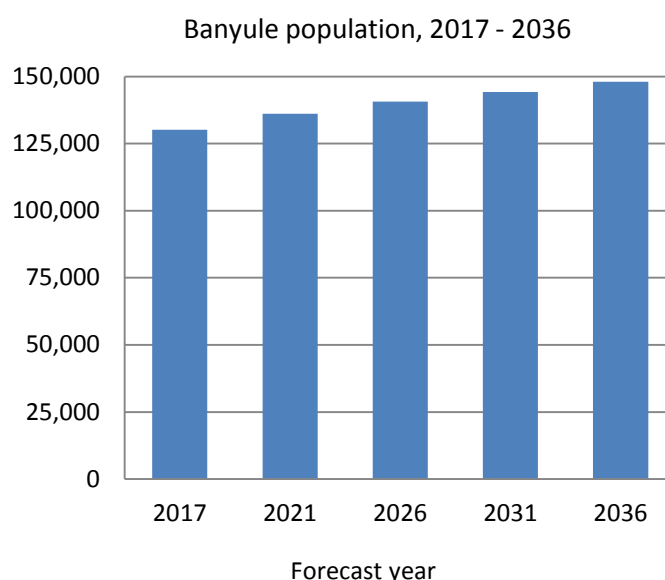
From 2006 to 2011, the largest growth in Banyule occurred in the following age groups:

- Elderly, aged 85+ years (22% increase)
- Empty nesters and retirees, aged 60-69 years (19% increase)
- Newborns and pre-schoolers, aged 0-4 years (13% increase).

Compared to Greater Melbourne, Banyule has a higher than average socio-economic profile. However, there are pockets of disadvantage in the municipality, particularly in the West Precinct in the suburbs of Heidelberg West, Bellfield and Heidelberg Heights.

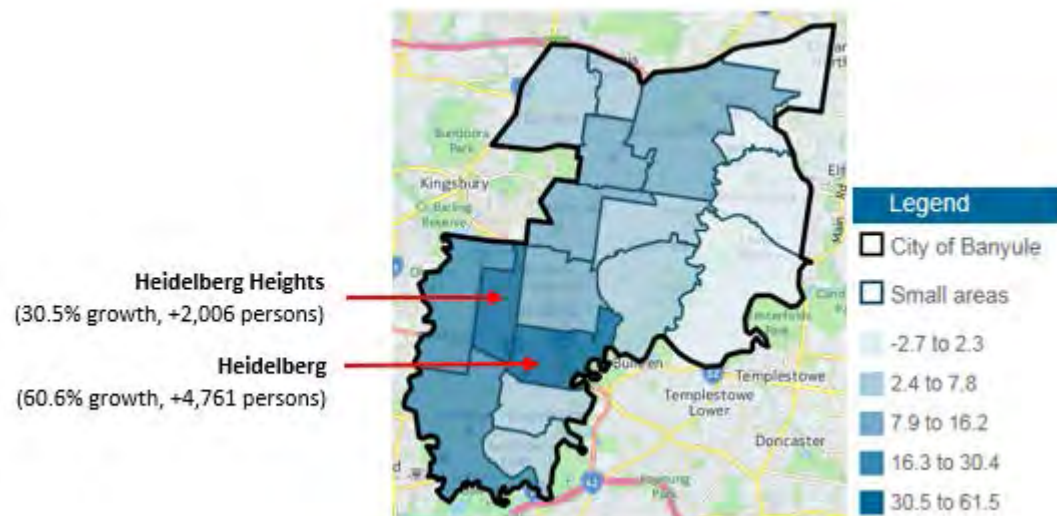
#### ***Forecast***

Banyule's population forecast for 2017 is 130,145. It is forecast to increase by 17,950 residents to 148,095 by 2036, at an average annual growth rate of 0.73%.



Almost half of the growth is expected in the suburbs of Heidelberg and Ivanhoe (48% or +8,538 persons). Overall, the suburb of Heidelberg is forecast to have the largest growth, with an average annual growth rate of 3.2% from 2017 to 2036. The population is forecast to increase across all suburbs, with the exception of Montmorency and Lower Plenty.

Population forecast map, 2017 to 2036 percent change



Source: Census of Population and Housing.  
Forecast data prepared by id, December 2015

### Cultural diversity

Banyule is a culturally and linguistically diverse municipality. Residents come from over 140 countries and speak around 120 different languages at home.

An increasing number of Banyule residents are born overseas (22.1% in 2011, up from 19.7% in 2006), a trend that mirrors the increasing diversity in Greater Melbourne.

The main overseas countries of birth for Banyule residents are: United Kingdom, Italy, China and India. The number of residents from European countries is slowly declining while the number from Asian countries is increasing. Of the 79 Local Government Areas in Victoria, Banyule has the largest population of residents born in Somalia (493 persons).

In the 2011 Census, 619 residents identified as Aboriginal and/or Torres Strait Islander. The Indigenous community is typically under-represented in Census data so the actual population may be higher.

Between 2006 and 2011, Banyule experienced a significant shift in cultural and linguistic diversity. There were (4,471) fewer residents with an Australian ancestral background. Residents of Indian ancestry almost doubled in number (from 1,148 in 2006 to 2,156 in 2011), and those with Somali ancestry increased significantly as a proportion of their total population size (from 564 in 2006 to 864 in 2011).

Banyule remains a predominantly Christian municipality with 60% of residents identifying as Christians. Between 2006 and 2011, the number of Christians decreased while the number of residents that nominated Buddhism, Islam or no religion increased.

Nearly 20% of residents speak a language other than English at home, up from 17% in 2006. The main non-English languages spoken are: Italian, Greek, Mandarin, Cantonese and Arabic. Between 2006 and 2011, languages that experienced the most growth were Mandarin, Somali, Hindi and Punjabi.

## **Housing**

There are 48,124 private dwellings in Banyule. The overwhelming majority are separate houses (80.1%), followed by medium density dwellings (18.7%). Between 2006 and 2011 the total number of private dwellings increased by 1,894.

The average household size is marginally smaller in Banyule than in Greater Melbourne (2.56 persons per household compared to 2.62).

Analysis of the housing tenure of Banyule households compared to Greater Melbourne shows:

- A higher proportion purchasing or fully owning their home (72% compared to 67%)
- A lower proportion renting privately (18.6% compared to 23.1%)
- A higher proportion in social housing (4.4% compared to 2.9%)

In 2011, the dominant household type in Banyule was couples with children. By 2026, couples without children and lone person households are forecast to increase.

## **Education**

The educational level attained by Banyule residents (aged 15+ years) is slightly higher than for residents in Greater Melbourne. Fifty six percent completed Year 12 or equivalent compared to 54.6%. Similarly, 36.3% completed a tertiary qualification compared to 32.4%.

## **Employment**

In the 2011 Census, the proportion of Banyule residents that were employed from a total labour force of 61,388 was (95.6%). Of these, 36.6% were employed part-time. In comparison, a lower proportion of residents in Greater Melbourne were employed part-time (34.2%).

The unemployment rate in Banyule remains lower compared to unemployment rates in Australia. In the 2016 December quarter, the unemployment rate in Banyule was 3.6%, down from 4.7% in the previous year and lower compared to Greater Melbourne (5.8%).

The largest employer in Banyule is the Health Care and Social Assistance industry (making up 29.4% of all employment in 2014/15), followed by Retail Trade (11.0%), Education and Training (10.0%) and Construction (9.1%). A considerable proportion of the people who work in Banyule also live in the area (38.4%).

## **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:

- Long term planning and provision is being set for two divergent factors that are occurring in Banyule's demographic make-up:
  1. Banyule's population cohort in the "baby boomer" 60+ years category is increasing overall and associated service will need to increase to provide for increases in social support services.
  2. Banyule has experienced a mini baby boom which will continue to put pressure on early years and recreational services.
- A State based and Council supported initiative around neighbourhood renewal continues within Heidelberg West. Council continues to see a significant shift in the population make-up of this area to emerging migrant groups and rapidly growing established ethnic communities. 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.

- The City is substantially developed and while it is experiencing a small increase in property numbers, these mainly arise from higher density developments. Council continues to support appropriate increases in development density around its activity centres which will have ongoing implications for many service areas and infrastructure provision. Council's structure planning processes for these precincts is well established. Council has implemented an open space contribution scheme and an infrastructure development contribution plan which are in their early development stage. Income from these schemes will not fully fund the significant infrastructure costs and rates funding is required to be allocated to these works.
- Over 17% of ratepayers are receiving the pensioner rebate. As pensioners are often asset rich but income poor, rate increases have 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. In addition, Council has long waiting lists for services to older people such as 'Home Help' and 'Delivered Meals' but not the income to service this demand.

*Note: Data sources:*

- Australian Bureau of Statistics (ABS), *Census of Population and Housing, 2011 and 2006*.
- Employment data: Australian Bureau of Statistics, *Small Area Labour Markets* and National Institute of Economic and Industry Research (NIEIR) compiled and presented in *economy.id*.

## **9.2 External Influences**

In December 2015 the Minister for Local Government, Natalie Hutchins announced the Fair Go Rates cap, to cap council rate rises to the Consumer Price Index (CPI) and this legislation has now been effective for 2 budget terms (since 2016/17). The cap has been set at two per cent for 2017/18, based on Melbourne CPI for the next financial year, as forecast by the Victorian Treasury.

- Consumer Price Index (CPI) increased on goods and services by 1.50% through the year to the December quarter 2016 (ABS release 25 January 2017).
- State-wide CPI is forecast to be 2.00% for the 2017/18 year (Victorian State Government Budget Papers 2016/17).

The Land Fill Levy payable to the State Government upon disposal of waste into landfill has increased 2.00% (or \$1.24 per tonne) resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to a projected \$63.27 per tonne in 2017/2018 and has added to Council's costs.

Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to November 2016 was 3.40% (ABS release 23 February 2017). The wages price index in Victoria is projected to be 2.50% per annum in 2017/2018 increasing to 3.00% and 3.50% in the subsequent two years (Victorian State Government Budget Papers 2016/2017). Council is in the process of renegotiating a new collective agreement for commencement on 1 July 2018.

Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Commonwealth Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of funding received by Council from the State Government does not reflect the real cost of providing the service to the community.

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30%



of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

Costs such as utilities (gas, water and electricity) continue to increase greater than CPI each year.

Domestic interest rates have been reducing over the past few years and are now at record low levels. As such Council has budgeted for a lower return from its direct investments for 2017/2018.

### **9.3 Internal Influences**

As well as external influences, there are also a number of internal influences, corporate risks and effectiveness controls that must also be considered. All of these have a significant impact on the consideration and preparation of the 2017/2018 Budget. Such matters arise from events occurring in the 2016/2017 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/2018 year.

Listed below is a series of the key internal influences considered through the budget process:

- Council must renegotiate a new Enterprise Agreement during the 2016/2017 year for commencement on 1 July 2017.
- Property development will continue to transpire within the municipality and council may also be involved in the sale and purchase of various properties not always foreseen.
- Council will continue to monitor our financial sustainability, including an enhanced focus on asset renewal and service delivery to meet demand.
- Council will continue to implement strategies and actions that address concerns of our community, organisation and management. Appropriate governance will be managed, effective control of Contract and Project management and continuous improvements in business processes.

### **9.4 Budget Principles**

Budget principles include:

- A long term commitment to a balance between ongoing financial sustainability and the commitment for delivery of key infrastructure projects to the community. To achieve this Council aims to maintain 'low risk' (green) VAGO financial sustainability ratios in all classifications; real savings in expenditure identified in 2016/2017 to be preserved, existing income fees and charges to be increased in line with CPI or market levels; and contract labour minimised.
- Manage funding allocations to reduce the infrastructure renewal gap for important existing community assets. Applying the funds from the asset renewal reserve to smooth long term high cost infrastructure renewal costs for major projects; considering the amount of initiatives and new programs against the renewal program and community feedback; ensuring the operating revenues and expenses arising from completed 2016/2017 capital projects are included.
- Focus on growth in alternate funding sources in-order to reduce the reliance on rates income for major capital projects and the ongoing support of quality services. Areas where funding increases can be enriched include Strategic Property purchases and sales, Developer Contribution Plan Income (once established); Planning, Infringements, parking meter income and commercial rentals.

- Improve the efficiency and effectiveness of existing resources in the delivery of services to the community through Council's ongoing service level review program and a continued emphasis on innovation.
- Loan Redemption Reserve funds will not be applied for other purposes but be used to accelerate the re-payment of existing debt redemption as the opportunities arise. In October 2017 a loan for \$12.75 million will mature and Council will repay the entire loan balance.

## **9.5 Long Term Strategies**

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017-2021 (section 14), Rating Information (section 15) and Summary of other long term strategies (section 16), including borrowings, infrastructure and service delivery considerations.

To remain financially operational council will continue to:

- monitor it's financial sustainability, including an enhanced focus on asset renewal and service delivery to meet demand.
- implement strategies and actions that address concerns of our community, organisation and management. Appropriate governance will be managed, effective control of Contract and Project management and continuous improvements in business processes.

## 10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/2018 year.

### 10.1 Budgeted income statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total income	10.2	148,203	146,296	(1,907)
Total expenses	10.3	(136,271)	(142,353)	(6,082)
<b>Surplus for the year</b>		<b>11,932</b>	<b>3,943</b>	<b>(7,989)</b>
Grants - non-recurrent capital	5.1.2	(485)	(2,050)	(1,565)
Capital contributions - other sources	10.2.4	(4,516)	(2,670)	1,846
<b>Adjusted underlying surplus</b>		<b>6,931</b>	<b>(777)</b>	<b>(7,708)</b>

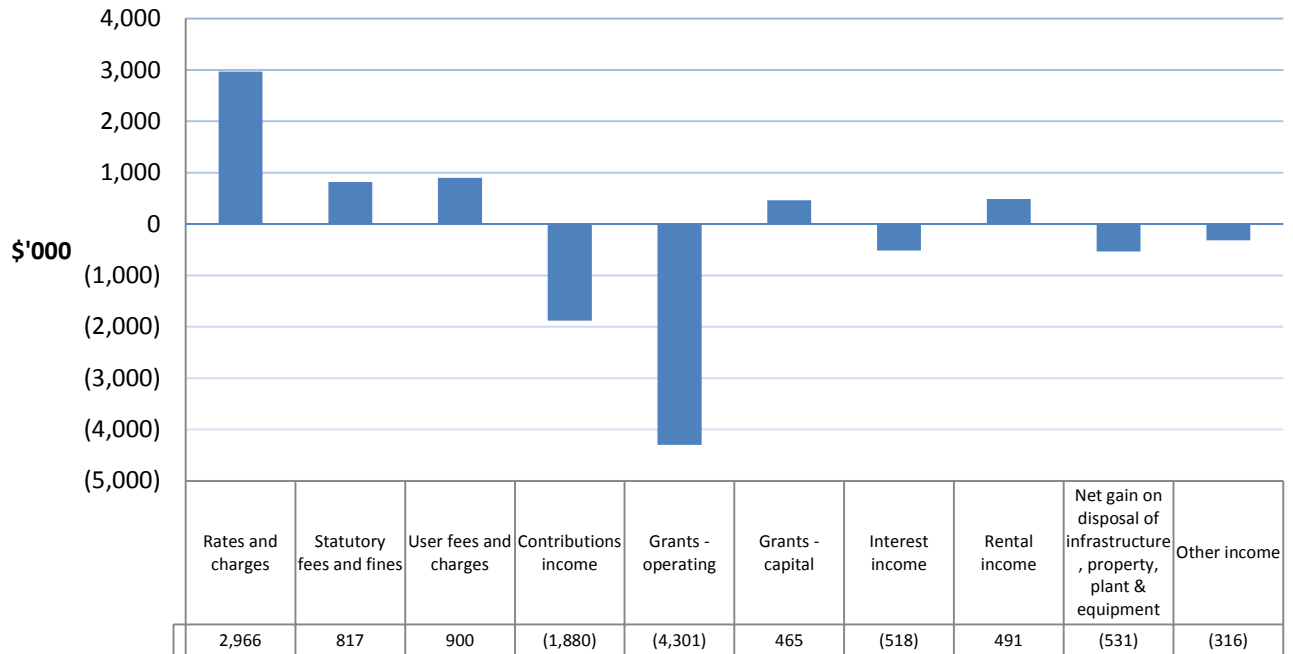
#### 10.1.1 Adjusted underlying surplus (\$7.71 million decrease)

The adjusted underlying result is the net surplus for the year adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2017/2018 year is a deficit of \$0.78 million which is a decrease of \$7.71 million from the 2016/2017 year. The most significant impact on these results is the early payment of the Victorian Grants Commission funding, which shifted \$2.16 million income from 2017/18 back into 2016/17 for a net change of \$4.32 million.

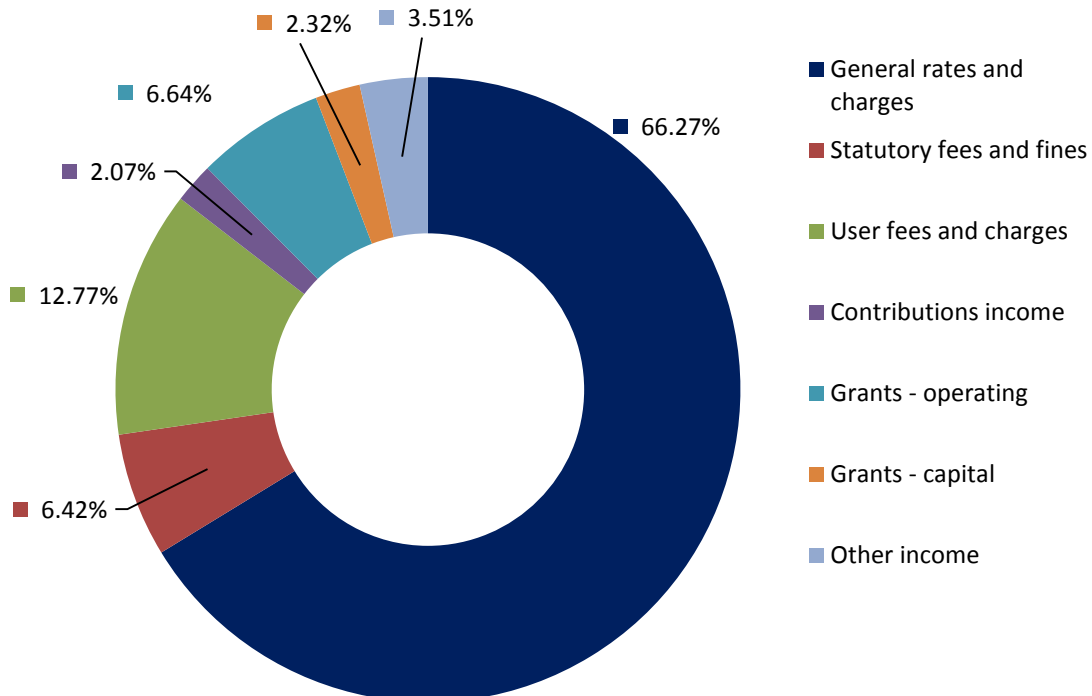
### 10.2 Income

Income Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rates and charges	10.2.1	93,986	96,952	2,966
Grants - operating	5.1.1	14,011	9,710	(4,301)
Grants - capital	5.1.2	2,928	3,393	465
Statutory fees and fines	10.2.2	8,576	9,393	817
User fees and charges	10.2.3	17,784	18,684	900
Contributions income	10.2.4	4,905	3,025	(1,880)
Interest income	10.2.5	3,116	2,598	(518)
Rental income	10.2.6	1,563	2,054	491
Net gain on disposal of infrastructure, property, plant & equipment	10.2.7	869	338	(531)
Other income	10.2.8	465	149	(316)
<b>Total income</b>		<b>148,203</b>	<b>146,296</b>	<b>(1,907)</b>

### Income Variances Budget 2017/2018 vs Forecast 2016/2017



### Budgeted Income 2017/18 Income types as a percentage of total income



**Note:** The above pie graph has combined 'Rental income', 'Interest income' and 'Net Gain on Disposal of infrastructure, property, plant & equipment' into 'Other income'

Source: Section 3.1

### **10.2.1 Rates and charges (\$2.97 million increase)**

The total rates and charges income that Council will raise is \$96.95 million for the year 2017/2018. This includes an increase in base average rates by 2.00%; and with the forecast of supplementary rates being \$0.76 million.

\$0.58 million is budgeted to be raised in 2017/2018 for Special Rates and Charges.

Section 7 Rates and Charges includes a more detailed analysis of the rates and charges to be levied for 2017/2018 and the rates and charges specifically required by the Regulations.

### **10.2.2 Statutory fees and fines (\$0.82 million increase)**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fee prices are made in accordance with legislative requirements.

Statutory fees are forecast to increase by 9.53% or \$0.82 million compared to 2016/2017. In 2017/2018 Council has budgeted to receive additional income from parking infringements and fines where the issuing and collection has been outsourced to an external service provider since January 2017. The planning permit fees have also increased from forecast as a result of legislative changes to the scheduled fees and as more planners are employed to meet increased demand. The Statutory fees paid by the State Revenue Office for Council's valuation figures will decrease by \$0.39 million due to property valuations occurring every second year.

A detailed listing of statutory fees and fines is included in Appendix A.

### **10.2.3 User fees and charges (\$0.90 million increase)**

User fees and charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as child day care, delivered meals and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed market levels and in the majority of instances CPI.

User charges are projected to increase by 5.06% or \$0.90 million over 2016/2017. The main area contributing to the increase are leisure centre fees and charges (\$0.46 million). Members attending Ivanhoe Aquatic Centre were effected in 2016/2017 due to storm damage at the centre, however the Council expects the business to return back to normal in 2017/2018. Parking meter income is anticipated to increase by \$0.17 million resulting from the increase usage of parking meters. There is also an additional \$0.16 million in rates income for recovery of legal costs which is offset by a similar increase in expenditure, as all Council's legal costs are recoverable.

A detailed listing of use fees and charges is included in Appendix A.

### **10.2.4 Contributions income (\$1.88 million decrease)**

Contributions relate to monies paid by property developers towards public open space, monies paid by local sporting clubs/organisations to contribute towards Capital Works Projects and profit-sharing income related to the operation of WaterMarc.

Contributions are projected to decrease by \$1.88 million or 38.33% compared to 2016/2017. This is mainly due to the completion of a number of major property developments within the municipality during the 2016/2017 year for which significant developer contributions were received. Council has budgeted to receive \$1.30 million less in public open space developer contributions in the 2017/2018 year. There is also a substantial reduction in contributions from Sporting Clubs as these projects are generally one-off and of an ad-hoc nature, so fluctuate yearly.

### 10.2.5 Interest Income (\$0.52 million decrease)

Interest income is predominantly made up of the interest received on Council's cash holdings in bank accounts and term deposits. Interest income is projected to decrease by \$0.52 million as Council spends a portion of its cash reserves on Capital Works and to accelerate the repayment of existing outstanding debt.

### 10.2.6 Rental Income (\$0.49 million increase)

Rental income is projected to increase by \$0.49 million or 31.41% from 2016/2017 to 2017/2018. This is attributable to the rent of commercial office space and multi deck carpark in Greensborough.

### 10.2.7 Net gain on disposal of infrastructure, property, plant and equipment (\$0.53 million decrease)

Proceeds from the disposal of Council assets is forecast to be \$0.34 million for 2017/18 due to a significant reduction in the value and number of properties being sold. In 2016/17 Council finalised the sale of the former Haig Street Primary School, the sale of the Rosanna Office and the sale of other smaller properties surplus to Council requirements. There are no similar sales expected in 2017/18.

### 10.2.8 Other income (\$0.32 million decrease)

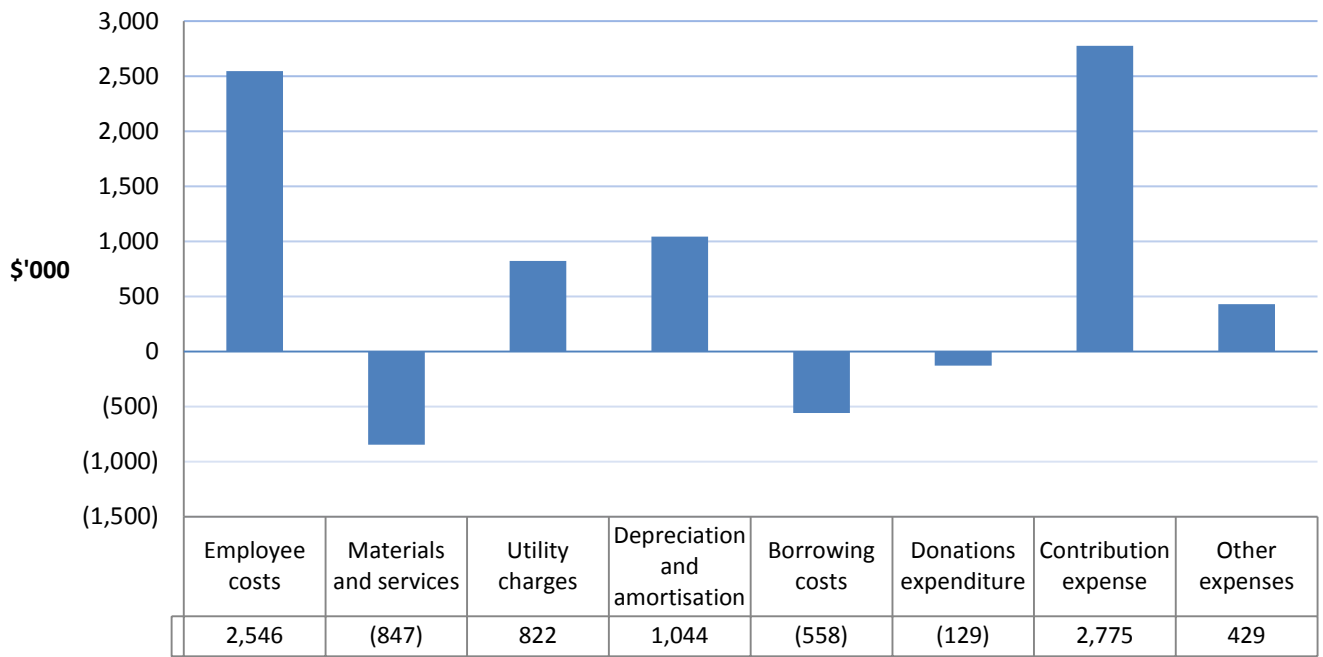
Other income relates to a range of items such as sale of right-of-ways and drainage reserves, insurance claims and other miscellaneous income items.

Other income is forecast to decrease by 67.96% or \$0.32 million compared to 2016/2017. Insurance payments of \$0.33 million were received in 2016/2017. There is no insurance income budgeted to be received in 2017/2018.

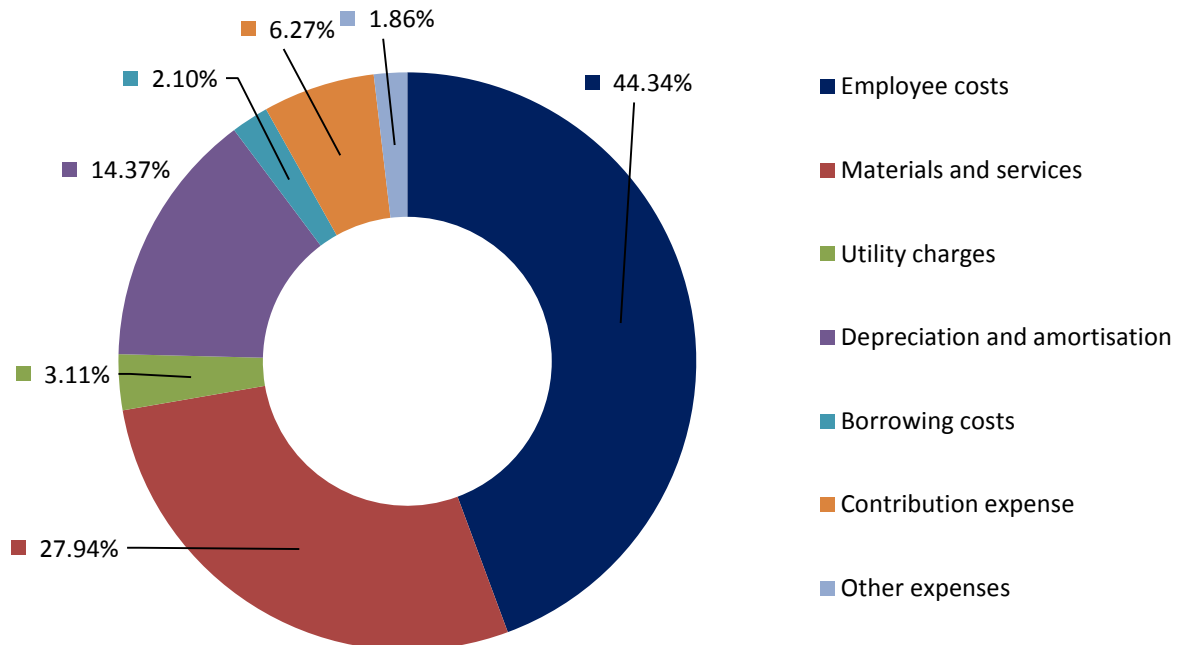
## 10.3 Expenses

Expense Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Employee costs	10.3.1	60,580	63,126	2,546
Materials and services	10.3.2	40,615	39,768	(847)
Utility charges	10.3.3	3,608	4,430	822
Depreciation and amortisation	10.3.4	19,419	20,463	1,044
Borrowing costs	10.3.5	3,549	2,991	(558)
Donations expenditure	10.3.6	498	369	(129)
Contribution expense	10.3.7	6,153	8,928	2,775
Other expenses	10.3.8	1,849	2,278	429
<b>Total expenses</b>		<b>136,271</b>	<b>142,353</b>	<b>6,082</b>

### Expense Variances Budget 2017/2018 vs Forecast 2016/2017



### Budgeted Expenses 2017/18 Expense types as a percentage of total expenses



**Note:** The above pie graph has combined 'Donations Expenditure' into 'Other expenses'.

Source: Section 3.1

### 10.3.1 Employee costs (\$2.55 million increase)

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

Employee costs are forecast to increase by 4.20% or \$2.55 million compared to 2016/2017. This increase relates to the renegotiation of Council's Enterprise Agreement (EA) which is estimated to be an increase to the current associated yearly pay increases. The full time equivalent (EFT) has increased to reflect the growing demand in revenue generating services and plans for less utilisation of labour agency staff.

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Assets & City Services	16,610	16,360	250
City Development	10,130	8,226	1,904
Community Programs	23,789	9,926	13,863
Core Corporate	1,765	1,529	236
Corporate Services	9,742	7,142	2,600
<b>Total permanent staff expenditure</b>	<b>62,036</b>	<b>43,183</b>	<b>18,853</b>
Casuals and other expenditure	1,540		
<b>Total operation staff expenditure</b>	<b>63,576</b>		
Capitalised labour costs	(450)		
<b>Total expenditure</b>	<b>63,126</b>		

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

Department	Budget 2017/18 EFT	Comprises	
		Permanent Full Time EFT	Permanent Part Time EFT
Assets & City Services	191.18	189.00	2.18
City Development	94.46	73.00	21.46
Community Programs	247.24	94.00	153.24
Core Corporate	7.48	5.00	2.48
Corporate Services	88.17	65.00	23.17
<b>Total</b>	<b>628.53</b>	<b>426.00</b>	<b>202.53</b>
Casuals and other	14.52		
<b>Total staff</b>	<b>643.05</b>		
Includes capitalised labour (estimated)	3.50		



The most significant increases in employee costs by service unit are summarised below:

Department	Service Unit	Forecast		
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Community Programs	Home & Community Care	7,516	8,200	(684)
	Early Childhood Services	4,256	4,503	(247)
	Major Facilities (New)	-	103	(103)
City Development	Development Planning	2,306	2,703	(397)
	Transport & Development	1,273	1,429	(156)
	Building Services (BPI)	1,453	1,580	(127)
Corporate Services	Financial Services	2,632	2,816	(184)
Assets & City Services	Parklands - Reserves	2,119	2,299	(180)
	Tree Care	686	832	(146)

### **10.3.2 Materials and services (\$0.85 million decrease)**

Materials and services include the purchases of consumables and payments to contractors for the provision of services. Materials and services are forecast to decrease by 2.09% or \$0.85 million compared to 2016/2017.

The cost for labour agency hired staff is expected to decrease by \$0.81 million as we expect more positions to be filled by Council staff. This is reflected in the employee costs increase at 10.3.1.

### **10.3.3 Utility Charges (\$0.82 million increase)**

Utility Charges are projected to increase by \$0.82 million or 22.78% compared to 2016/2017. The 2016/17 forecast is lower than budget due to the unusually wet weather during 2017/2018 and water, gas and electricity prices continue to increase greater than CPI.

### **10.3.4 Depreciation and amortisation (\$1.04 million increase)**

Depreciation is an accounting measure which attempts 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. The increase of \$1.04 million for 2017/2018 is due mainly to the completion of the 2017/2018 capital works program and the full year effect of depreciation on the 2016/2017 capital works program. Refer to Section 6. 'Capital Works Program' for a more detailed analysis of Council's capital works program for the 2017/2018 year.

### **10.3.5 Borrowing costs (\$0.56 million decrease)**

Borrowing costs relate to interest charged by financial institutions on borrowed funds. The planned reduction in borrowings is due to the repayment of principal in accordance with loan agreements and additional debt redemption repayment plan.

### **10.3.6 Donations Expenditure (\$0.13 million decrease)**

Donations expenditure is projected to decrease by \$0.13 million compared to 2016/2017. The largest reduction in this expenditure category relates to changes in the funding model for Banyule Support and Information Groups.

### **10.3.7 Contributions expense (\$2.78 million increase)**

Council's Contributions expenditure is projected to increase by \$2.78 million or 45.10% compared to 2016/2017. The significant majority of this increase relates to Council's contribution to support the costs of the La Trobe University High Ball stadium which is expected to increase to \$2.50 million in 2017/2018 from \$Nil in 2016/2017.

### **10.3.8 Other expenses (\$0.43 million increase)**

Other expenses relate to a range of low value unclassified items including bad and doubtful debts, operating leases, councillor allowances and other miscellaneous expenditure items. Other expenses are forecast to increase by 23.15% or \$0.43 million compared to 2016/2017. This is mainly due to a budgeted increase in debt collection costs (\$0.16 million) and bad and doubtful debts (\$0.14 million).

## 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/2018 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **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.

## 11.1 Budgeted cash flow statement

	Ref	Forecast		Variance
		Actual 2016/17 \$'000	Budget 2017/18 \$'000	
<b>Cash flows from operating activities</b>	<b>11.1.1</b>			
<b>Receipts</b>				
Rates and charges		93,854	<b>96,862</b>	3,008
Grants - operating		14,011	<b>9,710</b>	(4,301)
Grants - capital		2,928	<b>3,393</b>	465
Statutory fees and fines		7,618	<b>9,128</b>	1,510
User fees and charges		18,151	<b>18,612</b>	461
Contributions - monetary		4,915	<b>3,025</b>	(1,890)
Interest received		3,401	<b>2,660</b>	(741)
Rental income		1,547	<b>2,049</b>	502
Other receipts		465	<b>149</b>	(316)
<b>Payments</b>				
Employee costs		(60,751)	<b>(62,495)</b>	(1,744)
Materials and services		(39,094)	<b>(39,945)</b>	(851)
Utility charges		(3,608)	<b>(4,430)</b>	(822)
Other payments		(8,501)	<b>(11,575)</b>	(3,074)
<b>Net cash provided by operating activities</b>		<b>34,936</b>	<b>27,143</b>	(7,793)
<b>Cash flows from investing activities</b>	<b>11.1.2</b>			
Payments for property, infrastructure, plant and equipment		(48,953)	<b>(25,206)</b>	23,747
Payments for intangibles assets		-	<b>(500)</b>	(500)
Proceeds from sale of property, plant and equipment		19,930	<b>1,353</b>	(18,577)
Net redemption of financial assets		3,050	<b>12,329</b>	9,279
<b>Net cash (used in) investing activities</b>		<b>(25,973)</b>	<b>(12,024)</b>	13,949
<b>Cash flows from financing activities</b>	<b>11.1.3</b>			
Borrowing costs - interest		(3,562)	<b>(2,991)</b>	571
Repayment of borrowings		(2,823)	<b>(15,211)</b>	(12,388)
<b>Net cash (used in) financing activities</b>		<b>(6,385)</b>	<b>(18,202)</b>	(11,817)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>2,578</b>	<b>(3,083)</b>	(5,661)
Cash and cash equivalents at the beginning of the financial year		19,558	<b>22,136</b>	2,578
<b>Cash and cash equivalents at the end of the financial year</b>	<b>11.1.4</b>	<b>22,136</b>	<b>19,053</b>	(3,083)

#### 11.1.1 Operating activities (\$7.79 million decrease)

The net cash flow from operating activities shows a decrease of \$7.79 million when compared to 2016/2017 forecast. This decrease is mainly explained by \$2.16 million 2017/18 Victoria Grants Commission advance payment in 2016/2017 financial year and \$2.74 million increase in Contribution Expense, as disclosed in section 10.3.7 of this budget report. Other cash inflows/outflows variances from operating activities are partially offsetting each other.

The net cash flows from operating activities do 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 Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
<b>Surplus (deficit) for the year</b>	11,932	3,943	(7,989)
Depreciation	19,419	20,463	1,044
Loss/(gain) on disposal of property, infrastructure, plant and equipment	(869)	(338)	531
Borrowing costs	3,549	2,991	(558)
Net movement in current assets and liabilities	905	84	(821)
<b>Cash flows available from operating activities</b>	<b>34,936</b>	<b>27,143</b>	<b>(7,793)</b>

#### 11.1.2 Investing activities (\$13.95 million increase)

The net cash flow increase from investing activities of \$13.95 million is the result of a decrease in the capital works expenditure as disclosed in section 12 of this budget report and the redemption of other financial assets offset by less income from asset disposal to maintain a stable cash and cash equivalent balance.

#### 11.1.3 Financing activities (\$11.82 million decrease)

For 2017/2018 the total of principal repayments is \$15.21 million and finance charges is \$2.99 million. This has increased from 2016/2017 forecast as Council plans to make additional repayments during the year to fully repay an outstanding loan when it matures in October 2017.

#### 11.1.4 Cash and cash equivalents at end of the year (\$3.08 million decrease)

Although total cash and short term investments is forecast to decrease by \$3.08 million to \$19.05 million as at 30 June 2018, Council cash and cash equivalent balance remains stable.

#### 11.2 Restricted and unrestricted cash and cash equivalents and other financial assets

Cash and cash equivalents and other financial assets, investments with a maturity date longer than three months, held by Council are partially restricted and not fully available for Council's operations. The budgeted balance sheet indicates that Council is estimating a total of \$ 95.27 million at 30 June 2018 some of which is has been restricted as shown in the following table.

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Total cash and cash equivalents and other financial assets</b>		110,684	<b>95,272</b>	(15,412)
Restricted cash and investments				
- Statutory reserves	11.2.1	(7,322)	<b>(5,522)</b>	1,800
- Cash held to carry forward capital works	11.2.2	(2,130)	-	2,130
- Trust funds and deposits		(1,377)	<b>(1,377)</b>	-
<b>Unrestricted cash and cash equivalents and other financial assets</b>				
	11.2.3	99,855	<b>88,373</b>	(11,482)
- Discretionary reserves	11.2.4	(52,804)	<b>(51,211)</b>	1,595
- Long Service Leave (LSL)	11.2.5	(9,967)	<b>(10,059)</b>	(92)
<b>Unrestricted cash adjusted for discretionary reserves and LSL</b>	11.2.6	37,084	<b>27,105</b>	(9,979)

#### 11.2.1 Statutory reserves (\$5.52 million at 30 June 2018)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. The main Statutory Reserve is the Public Open Space Reserve with a balance of \$5.27million at 30 June 2018.

#### 11.2.2 Cash held to fund carry forward capital works (\$ nil at 30 June 2018)

There is no amount shown as cash held to fund carry forward works at 30 June 2018, as it is expected that the capital works budget in the 2017/2018 financial year will be fully completed. An amount of \$2.13 million is forecast to be held at 30 June 2017 to fund capital works budgeted but not completed in the 2016/2017 financial year.

#### 11.2.3 Unrestricted cash and cash equivalents and other financial assets (\$88.37 million at 30 June 2018)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

#### 11.2.4 Discretionary reserves (\$51.21 million at 30 June 2018)

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

#### **11.2.5 Long Service Leave (\$10.06 million at 30 June 2018)**

These funds represent the current value of money that is calculated to be needed to pay out staff's accrued Long Service Leave. It is expected that the value of outstanding Long Service Leave will rise by \$0.09 million due to the EBA driven pay rate increases and an expected increase in the number of leave entitlement hours that staff will have available.

#### **11.2.6 Unrestricted cash adjusted for discretionary reserves and LSL (\$27.11 million at 30 June 2018)**

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 contractor payments, 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.

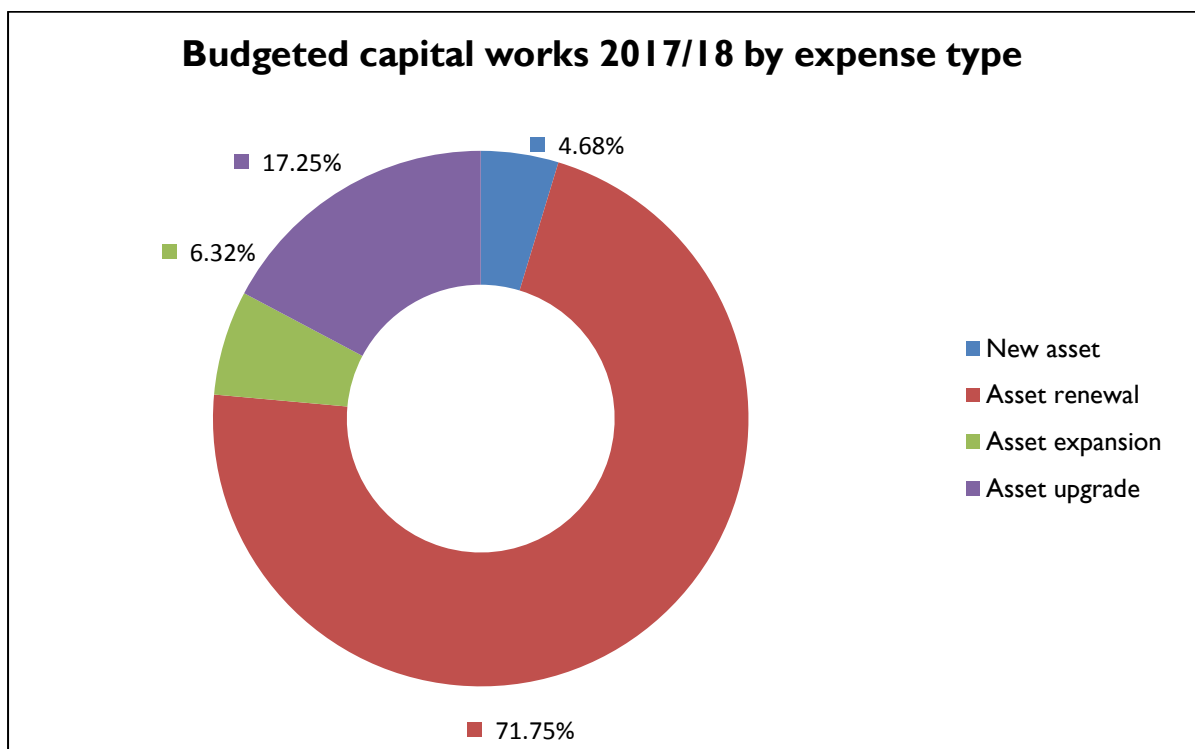
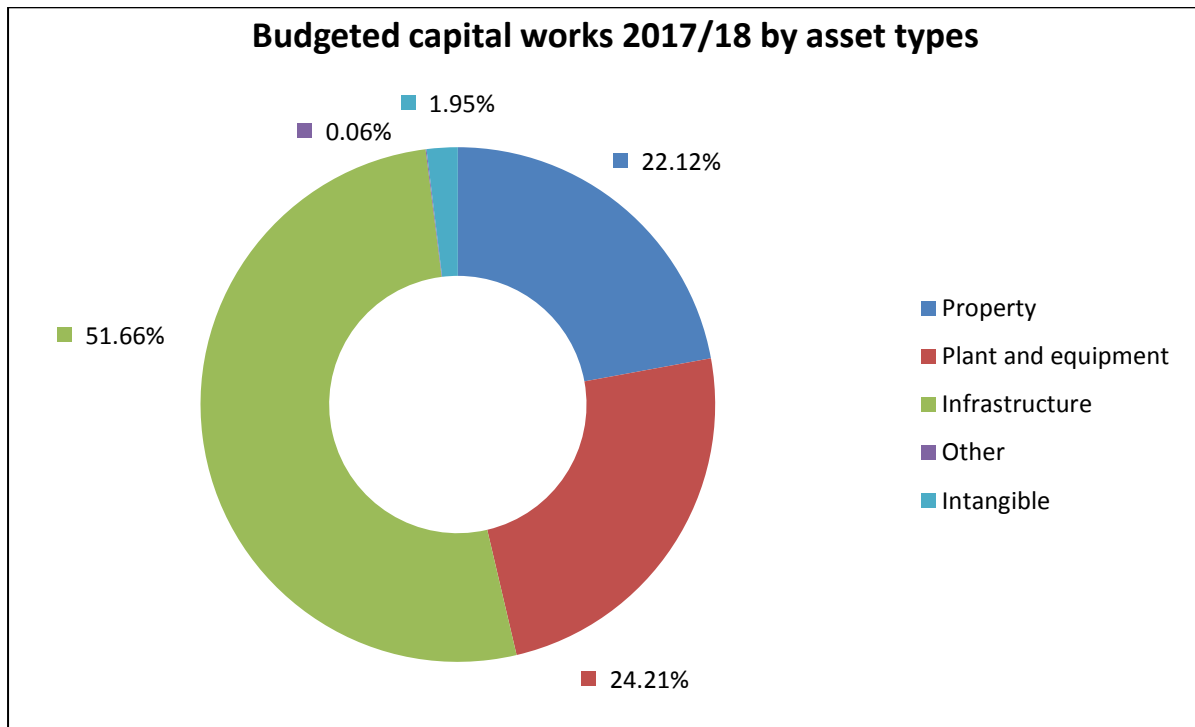
## 12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2017/2018 year and the sources of funding for the capital budget.

### 12.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Works carried forward</b>				
<b>Infrastructure</b>				
Roads, streets and bridges		403	801	398
Drainage		22	250	228
Parks and gardens		461	653	192
Playground		444	132	(312)
<b>Total infrastructure</b>		1,330	1,836	506
<b>Property</b>				
Freehold building		6,930	1,445	(5,485)
<b>Total property</b>		6,930	1,445	(5,485)
<b>Plant and equipment</b>				
Motor vehicle		3,029	1,298	(1,731)
Plant and equipment		430	-	(430)
<b>Total plant and equipment</b>		3,459	1,298	(2,161)
<b>Total works carried forward</b>	12.1.1	11,719	4,579	(7,140)
<b>New works</b>				
<b>Infrastructure</b>				
Roads, streets and bridges		6,150	6,055	(95)
Drainage		321	300	(21)
Parks and gardens		3,230	4,700	1,470
Playground		338	390	52
<b>Total infrastructure</b>	12.1.2	10,039	11,445	1,406
<b>Property</b>				
Freehold building		23,914	4,242	(19,672)
<b>Total property</b>	12.1.3	23,914	4,242	(19,672)
<b>Plant and equipment</b>				
Motor vehicle		2,634	3,995	1,361
Plant and equipment		292	595	303
Furniture and fittings		323	335	12
<b>Total plant and equipment</b>	12.1.4	3,249	4,925	1,676
<b>Intangible assets</b>				
Intangible assets		-	500	500
<b>Total intangible assets</b>		-	500	500
<b>Other</b>				
Art collection		32	15	(17)
<b>Total other</b>		32	15	(17)
<b>Total new works</b>		37,234	21,127	(16,107)
<b>Total capital works</b>	12.2	48,953	25,706	(23,247)
<b>Represented by:</b>				
New asset	12.1.5	1,812	1,205	(607)
Asset renewal	12.1.5	33,972	18,443	(15,529)
Asset expansion	12.1.5	7,593	1,625	(5,968)
Asset upgrade	12.1.5	5,576	4,433	(1,143)
<b>Total capital works</b>		48,953	25,706	(23,247)





Source: Section 3. A more detailed listing of capital works is included in Section 6.

### **12.1.1 Carried forward works (\$4.58 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/2017 year it is forecast that \$4.58 million of capital works will be incomplete and be carried forward into the 2017/2018 year. The more significant projects include the replacing Council vehicles (\$1.30 million), Ivanhoe Library and Learning Hub (\$0.50 million), Banyule Flats path update (\$0.29 million), and Wilfred Rd East Ivanhoe drain augmentation (\$0.25 million).

### **12.1.2 Infrastructure (\$11.45 million)**

Infrastructure includes roads, bridges, footpaths, kerb and channel, drainage, parks and gardens, open space and streetscapes, off street car parks and other structures.

For the 2017/2018 year, \$6.06 million will be expended on road projects. The more significant projects include footpath replacement (\$1.40 million), Local Road Resurfacing (\$1.38 million), Roads to Recovery projects (\$0.88 million), and Heidelberg Central Streetscape Burgundy St renewal works \$0.50 million.

\$0.30 million will be expended on drainage projects.

\$4.70 million will be expended on parks and garden, \$1.21 million on park pathways and pedestrian bridges, \$0.81 million on improving Council's drainage and irrigation system in parks including the stormwater management catchment program \$0.38 million, \$0.61 million on park lighting including \$0.50 million on sporting field lighting in Petrie parks and Burkitt Oval, and \$0.47 million on practice nets / cages and synthetic sports pitches. Council will also spend \$0.39 million on replacing and upgrade of seven playgrounds.

### **12.1.3 Property (\$4.24 million)**

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

For the 2017/2018 year, \$4.24 million will be expended on building and building improvement projects. The more significant projects include pavilion redevelopment - Loyola Reserve (\$0.80 million) and Gabonia Ave Reserve female change rooms (\$0.50 million), and replacement air conditioner at The Centre Ivanhoe, Streeton and Condor Room (\$0.61 million).

### **12.1.4 Plant and equipment (\$4.93 million)**

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

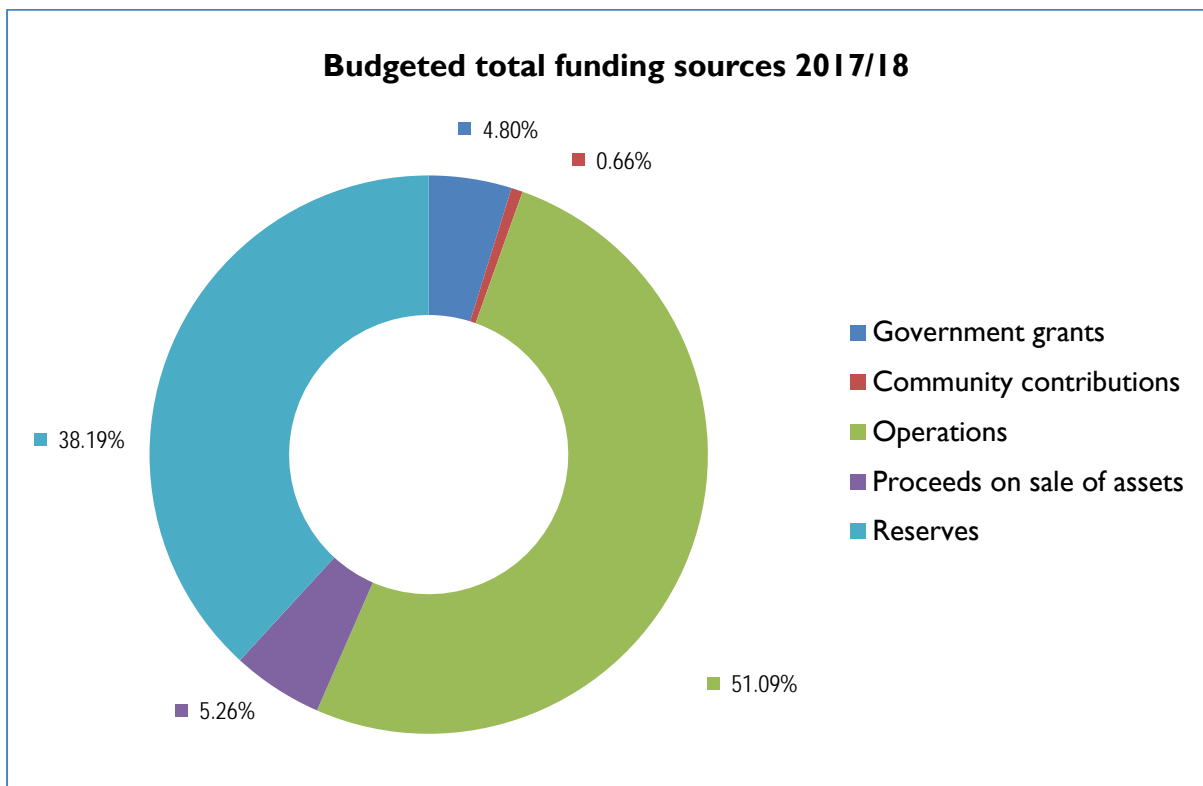
For the 2017/2018 year, \$4.93 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of light and heavy vehicle fleet (\$4.00 million), upgrade and replacement of information technology (\$0.48 million), and leisure centres fittings renewal (\$0.21 million).

### **12.1.5 Asset renewal (\$18.44 million), new assets (\$1.21 million), upgrade (\$4.43 million) and expansion (\$1.63 million)**

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.

## 12.2 Funding sources

Sources of funding	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Government grants		307	200	(107)
Community contributions		150	-	(150)
<b>Council cash</b>				
- revenue		1,514	2,130	616
- proceeds on sale of assets		-	204	204
- reserves		9,748	2,045	(7,703)
<b>Total works carried forward</b>	12.2.1	11,719	4,579	(7,140)
<b>New works</b>				
<b>Current year funding</b>				
Government grants	12.2.2	1,337	1,034	(303)
Community contributions		452	170	(282)
<b>Council cash</b>				
- revenue	12.2.3	10,955	11,003	48
- proceeds on sale of assets	12.2.4	-	1,149	1,149
- reserves	12.2.5	24,490	7,771	(16,719)
<b>Total new works</b>		37,234	21,127	(16,107)
<b>Total funding sources</b>		48,953	25,706	(23,247)



Source: Section 6

### **12.2.1 Carried forward works (\$4.58 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$4.58 million of capital works will be incomplete and will be carried forward into the 2017/2018 year. Significant funding includes \$1.10 million from Reserve and \$0.20 million from 2016/17 sale proceed to fund Council's motor vehicle replacement program. Revenue funding projects include Heidelberg Central Streetscape design \$0.51 million, Banyule Flats Path update \$0.29 million and Wilfred Rd East Ivanhoe drain augmentation \$0.25 million. 75% of \$0.50 million Ivanhoe Library and Learning Hub carry forwards is funded by Reserve and the remaining is from revenue. Council also expects to receive a postponed government grant of \$1.90 million for Sherbourne Road Early Learning Hub in the 2017/2018 financial year. Only \$0.20 million is included in the above funding resource table to match the expenditure requirement in the year, and \$1.70 million will be transferred to Reserve for funding the expenditure in the subsequent year.

### **12.2.2 Government Grants - Capital (\$1.03 million)**

Capital grants include all monies received from State and Commonwealth sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Roads to Recovery projects (\$0.88 million), and \$0.10 million to support Council's sport field lighting upgrades.

### **12.2.3 Council cash - revenue (\$11.00 million)**

Council generates cash from its operating activities (revenue), which is used as a funding source for the capital works program. It is forecast that \$11.00 million including \$0.65 million of labour capitalisation. The significant projects funded by this year's operating revenue including footpath replacement (\$1.40 million), Local Road Resurfacing (\$1.38 million), Information Technology equipment and system renewal and upgrade (\$0.98 million), air conditioner replacement at The Centre Ivanhoe, Streeton and Condor room (\$0.61 million).

### **12.2.4 Council cash - proceeds from sale of assets (\$1.15 million)**

Council expects to generate \$1.15 million proceeds from sale of motor vehicles to renew Council's fleet in accordance with Council's fleet renewal policy.

### **12.2.5 Council cash - reserves (\$7.77 million)**

Council has significant cash set aside to build up its cash reserves for specific purposes, which is currently used to fund its annual capital works program. For 2017/2018, \$4.00 million from Public Open Space Reserve to be used to fund pavilion redevelopment (\$0.80 million), parks master plan and implementation (\$0.70 million), park pathways (\$0.66 million), sporting fields and outdoor amenities replacement (\$0.41 million), playgrounds replacement (\$0.39 million), irrigation and drainage systems (\$0.37 million), park lighting (\$0.26 million), and \$0.40 million on retaining walls, fencing, park furniture and other. It is also forecast that \$2.94 million will be available to replace Council's fleet in 2017/2018, and \$0.84 million from asset renewal and infrastructure reserve to renew and upgrade Council's infrastructure assets.

### 13. Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2016/2017 and 2017/2018. It also considers a number of key financial performance indicators.

#### 13.1 Budgeted balance sheet

	Ref	Forecast		Variance
		Actual	Budget	
		2016/17 \$'000	2017/18 \$'000	
<b>Current assets</b>				
Cash and cash equivalents		22,136	19,053	(3,083)
Trade and other receivables		8,572	8,942	370
Other financial assets		88,548	76,219	(12,329)
Inventories		30	30	-
Other assets		1,777	1,777	-
<b>Total current assets</b>	13.1.1	121,063	106,021	(15,042)
<b>Non-current assets</b>				
Trade and other receivables		449	449	-
Investments in associates and joint ventures		3,252	3,252	-
Property, infrastructure, plant and equipment		1,360,841	1,439,799	78,958
Intangible Assets		1,415	1,691	276
Leasehold Improvement		489	483	(6)
<b>Total non-current assets</b>		1,366,446	1,445,674	79,228
<b>Total assets</b>	13.1.1	1,487,509	1,551,695	64,186
<b>Current liabilities</b>				
Trade and other payables		14,658	14,665	7
Trust funds and deposits		1,281	1,281	-
Provisions		14,235	14,682	447
Interest-bearing loans and borrowings		15,211	2,360	(12,851)
<b>Total current liabilities</b>	13.1.2	45,385	32,988	(12,397)
<b>Non-current liabilities</b>				
Provisions		492	492	-
Trust funds and deposits		96	96	-
Interest-bearing loans and borrowings		37,332	34,972	(2,360)
<b>Total non-current liabilities</b>		37,920	35,560	(2,360)
<b>Total liabilities</b>		83,305	68,548	(14,757)
<b>Net assets</b>	13.1.2	1,404,204	1,483,147	78,943
<b>Equity</b>	13.1.4			
Accumulated surplus		427,660	434,998	7,338
Reserves		976,544	1,048,149	71,605
<b>Total equity</b>		1,404,204	1,483,147	78,943

Source: Section 3

### **13.1.1 Current Assets (\$15.04 million decrease) and Non-Current Assets (\$79.23 million increase)**

Cash and cash equivalents include cash and short term investments such as cash held in the bank and in petty cash and the value of investments in term deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$3.08 million during the year due to Capital Works expenditure during 2017/2018 as well as Council's debt redemption.

Trade and other receivables are monies owed to Council by ratepayers and other debtors. The amounts are not expected to vary greatly during the year.

Financial assets are monies Council invests in term deposits which have a maturity date of more than three months. This balance is projected to decrease by \$12.33 million during the year. This is due to Council budgeting to repay loan principal of \$15.21 million over the year, including additional repayment of \$12.75 million in line with the Debt Strategy and the early receipt of half of the 2017/2018 Victoria Grants Commission payment. Financial Assets should be viewed in tandem with cash and cash equivalents.

Non-current assets classified as held for sale, represents assets (mainly property and buildings), held for sale at 30 June which are expected to be sold within the next twelve months. Council is not anticipating holding any assets for sale at 30 June 2018.

Non-current assets includes Infrastructure, Property and Plant and Equipment assets. The \$78.96 million increase in this balance is attributable to the net result of the capital works program (\$25.70 million of new assets) and the net asset revaluation reserve increase (\$75.00 million), less the depreciation of assets (\$20.46 million) and the written down value of motor vehicles sold that were held as a non-current asset.

### **13.1.2 Current Liabilities (\$12.40 million decrease) and Non-Current Liabilities (\$2.36 million decrease)**

Trade and other payables are those to whom Council owes money as at 30 June. The amounts owing are not expected to vary greatly during the year.

Provisions include accrued long service leave, annual leave and annual leave loading owed to employees. These employee entitlements are expected to increase by \$0.45 million due to a combination of increasing pay rates in line with the enterprise agreement and an expected increase in the number of leave entitlements that staff have not yet taken.

Interest-bearing loans and borrowings are borrowings by Council from major banks. The Council is budgeting to repay loan principal of \$15.21 million over the year, including additional repayments of \$12.75 million.

### 13.1.3 Working Capital (\$2.65 million decrease)

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

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast		
	Actual	Budget	Variance
	2016/17	2017/18	
	\$'000	\$'000	\$'000
<b>Current assets</b>	121,063	106,021	(15,042)
<b>Current liabilities</b>	45,385	32,988	(12,397)
<b>Working capital</b>	75,678	73,033	(2,645)
Restricted cash and investment current assets			
- Statutory reserves	(7,322)	(5,522)	1,800
- Cash used to fund carry forward capital works	(2,130)	-	2,130
- Trust funds and deposits	(1,377)	(1,377)	-
<b>Unrestricted working capital</b>	64,849	66,134	1,285

In addition to the restricted cash shown above, Council has also projected to hold \$51.21 million in discretionary reserves at 30 June 2018. 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.

### 13.1.4 Equity (\$78.94 million 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; and
- Accumulated Surplus which is the value of all net assets less Reserves that have accumulated over time.

During the 2017/2018 year an amount of \$3.39 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the net transfer of specific budgeted funds, to fund the capital works program and debt redemption. This is a transfer between equity balances only and does not impact on the total balance of equity.

### **I3.2 Key Assumptions**

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 97.5% of total rates and charges raised will be collected in the 2017/2018 year.
- The following classifications are expected to remain consistent with the 2016/2017 levels:
  - Current assets – Other assets.
  - Non-current assets – Trade and other receivables and Investments in associates and joint ventures
  - Non-current liabilities – Trust funds and deposits and Provisions.
- Employee entitlements (Provisions) to be increased by the Enterprise Agreement outcome and an expected increase in staff leave hours accrued but not yet taken.
- Repayment of loan principal to be \$15.21 million.
- Total capital expenditure to be \$25.70 million.
- A total of \$3.39 million to be transferred from reserves to accumulated surplus, representing the internal funding of the capital works program for the three years following 2017/2018.
- Council is not expecting to be subjected to any further unfunded superannuation liability calls.
- Majority of Council fee (income) increase are based on 2.00% CPI increase.



## **14. Strategic Resource Plan**

This section includes an extract of the adopted Strategic Resource Plan (SRP) to provide information on the long term financial projections of the Council.

### **14.1 Plan Development**

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2017-2021 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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:

- Maintain existing service levels;
- Achieve a positive operating result;
- Maintain a strong capital expenditure program per annum funded from operating surplus; and
- Achieve a balanced budget on a cash basis.

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

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

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

## 14.2 Financial Resources

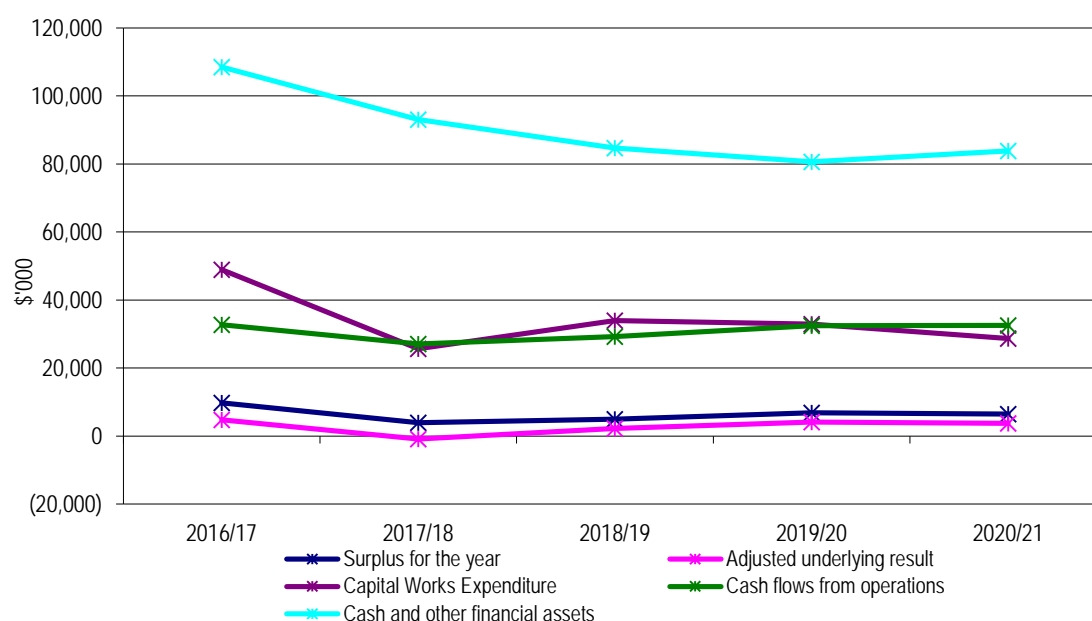
The following table summarises the key financial results for the next four years as set out in the Strategic Resource Plan for years 2017-2021. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period:

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus for the year	11,932	3,943	4,952	6,857	6,514	+
Adjusted underlying result	6,931	(777)	2,352	4,206	3,811	+
Cash and other financial assets	110,684	95,272	86,898	82,774	86,003	-
Cash flows from operations	34,936	27,143	29,235	32,430	32,537	+
Capital works expenditure	48,953	25,706	33,964	32,916	28,741	o

Key to Forecast Trend:

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

The following graph shows the general financial indicators over the four year period.



The key outcomes of the Plan are as follows:

- **Financial sustainability (above table)** - Cash and other financial assets are forecast to decrease over a three year period from \$110.68 million to \$86.00 million as Council's cash reserves are spent to fund Capital works. Also Council's cash reserves will be used to fund accelerated repayments, within the terms of the loans, of Council's past loan borrowings. In the fourth year the cash and other financial assets are budgeted to decrease to \$82.77 million.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.0%. This is the limit set by the rate capping legislation.

- **Service delivery strategy (section 16)** – Service levels have been maintained throughout the four year period. Service reviews are undertaken across Council each year and recommendations for improvements are implemented to ensure the best quality and cost of service delivery. Current review impacts are included in the Strategic Resource Plan.

Operating surpluses are forecast in the current 2016/2017 year and budgeted for the following four years. Excluding the effects of capital income items such as capital grants and capital contributions, the adjusted underlying result is a surplus for the current 2016/2017 year, a deficit for 2017/2018 and returning to surplus and the following three years. The underlying result is a measure of financial sustainability and is an important measure as one-off capital items, such as capital grants, can often mask the operating result.

- **Borrowing strategy (Section 16)** – Borrowings are forecast to reduce from \$52.54 million to \$31.07 million over the four year period. This includes no new borrowings and some extra repayments in addition to those scheduled, to accelerate Council's debt reduction.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$121.33 million at an average of \$30.33 million. This includes some large projects such as the Ivanhoe Community Learning Hub, the Ivanhoe Aquatic and Leisure Centre stage two construction, the Sherbourne Road Early Learning Hub and the Olympic Park Pavilion construction.

## 15. Rating Information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

### 15.1 Rating Context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 65% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income, rate capping and the planned expenditure on services and works to be undertaken for the Banyule community.

### 15.2 Future rate increases

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017, and the forecast rate increase used for financial planning purposes.

Year	General Rate Increase %	Municipal Charge Increase %	Total Rates Raised \$'000
2016/17	2.50	2.50	93,986
<b>2017/18</b>	<b>2.00</b>	<b>2.00</b>	<b>96,952</b>
2018/19	2.00	2.00	99,547
2019/20	2.00	2.00	102,089
2020/21	2.00	2.00	104,571

### 15.3 Rating structure

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, which form the central basis of rating under the *Local Government Act 1989*(the Act); and
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across rateable properties and residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, commercial, industrial or cultural and recreational purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those commercial and industrial properties derive from the local community.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating strategy every year.

The existing rating structure comprises six differential rates being: residential improved, residential vacant, commercial improved, commercial vacant, industrial improved and industrial vacant.

These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. In accordance with the *Cultural and Recreational Lands Act 1963*, provision is made for a Council to levy an amount in lieu of rates for recreational lands at "such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands".

Differential rates are calculated using the residential improved rate as the base. An additional percentage is applied to the other rating classifications. The residential vacant rate is increased by 35%, commercial and industrial improved by 25% and the commercial and industrial vacant rates are increased by 75%. The amount in lieu of rates for cultural and recreational land is a reduction of 16% on the residential improved rates. Council also levies a municipal charge as allowed under the Act.

The following table summarises the rates to be determined for the 2017/2018 year. A more detailed analysis of the rates to be raised is contained in Section 7 “Rates and Charges”.

Rate type	How applied	2016/17	2017/18	Change
Residential improved	Cents/\$ CIV	0.00215977	0.00220298	2.00%
Residential vacant	Cents/\$ CIV	0.00291569	0.00297402	2.00%
Commercial improved	Cents/\$ CIV	0.00269971	0.00275373	2.00%
Commercial vacant	Cents/\$ CIV	0.00377960	0.00385522	2.00%
Industrial improved	Cents/\$ CIV	0.00269971	0.00275373	2.00%
Industrial vacant	Cents/\$ CIV	0.00377960	0.00385522	2.00%
Cultural and recreational *	Cents/\$ CIV	0.00181421	0.00185050	2.00%
Municipal charge	\$/ property	\$133.25	\$135.90	2.00%

*\* Amounts in lieu of rates for cultural and recreational lands are declared for each applicable assessment in accordance with the Cultural and Recreational Lands Act 1963.*

Council has adopted a formal Rating Strategy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

## 16. Summary of Other Strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

### 16.1 Borrowings

Borrowings are recognised as a legitimate and responsible financial management tool when used for appropriate purposes and in appropriate circumstances. The funding structure of a Council should reflect its existing and planned cash requirements. Planned cash requirements should be based on an entity's strategic plans, existing financial position and budgeted and forecast cash flows.

The Council budget for 2017/2018 and related forecasts to 2020/2021 are contained in the Council's Council Plan. The Council Plan details Council's strategic initiatives for the forecast period being to 30 June 2021. Council has made decisions based on a number of changes in circumstances and opportunities that represent amendment or variations to some strategic initiatives.

Banyule City Council in 2013/2014 increased its debt level to \$60.28 million due to strategic property acquisitions and expanding capital expenditure. Borrowing was identified as an important funding source for major capital works programs. Council has borrowed to finance large infrastructure projects and has since been in a phase of debt reduction, which will continue.

Council intends to return to a long term average level of indebtedness of below the 40% level of the VAGO financial sustainability indicator, which compares indebtedness to own source revenue. Council is further committed to expedite debt reduction, as debt matures, by using the accumulated funds in the debt redemption reserve to accelerate loan principal repayment. The purchase of the strategic properties and subsequent sale of these properties has enabled Council to use these funds to fund its major infrastructure projects over the next four years.

Council has not budgeted any new borrowings for the next four years and therefore, after making loan principal repayments of \$21.48 million, will reduce its total borrowings to \$31.07 million as at 30 June 2021. This includes fully paying out one of Council's loans (\$12.75 million) when it is up for review in October 2017. The following table sets out Council's future borrowings position to 30 June 2021, based on the forecast financial position of Council as at 30 June 2017.

<b>Year</b>	<b>New Borrowings</b>	<b>Principal Paid</b>	<b>Interest Paid</b>	<b>Balance 30 June</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
2016/17	-	2,823	3,562	52,543
<b>2017/18</b>	<b>-</b>	<b>15,211</b>	<b>2,991</b>	<b>37,332</b>
2018/19	-	2,360	2,636	34,972
2019/20	-	2,233	2,486	32,739
2020/21	-	1,672	2,339	31,067

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

	<b>Forecast Actual 2016/17</b>	<b>Budget 2017/18</b>
	<b>\$</b>	<b>\$</b>
Total amount borrowed as at 30 June of the prior year	55,365,812	<b>52,542,842</b>
Total amount projected to be redeemed	(2,822,970)	<b>(15,211,118)</b>
Total amount of borrowings as at 30 June	52,542,842	<b>37,331,724</b>

## 16.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the Strategic Resource Plan (SRP). It predicts infrastructure consumption renewal requirements and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process 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;
- Methodology for allocating annual funding to classes of capital projects; and
- Business Case template for officers to document capital project submissions.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels to manage the renewal gap to an acceptable level. If sufficient funds are not allocated to asset renewal, then Council's investment in those assets will be reduced and therefore increasing Council's renewal gap, along with the capacity to deliver services to the community.

An extract of Council VAGO renewal ratio shows in the table below, the financial sustainability risk indicators are all green in the low category.

Year	Renewal Gap	Risk	Renewal Gap
2016/17	1.06	High	< 0.5
2017/18	1.14	Medium	0.5 - 1.0
2018/19	1.27	Low	> 1.0
2019/20	1.36		
2020/21	1.44		

Council is seen to be actively maintaining our assets renewal and upgrade into the future.

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

Year	Total Capital Program \$'000	Summary of funding sources		
		Grants \$'000	Contributions \$'000	Council Cash \$'000
2016/17	48,953	1,644	602	46,707
2017/18	25,706	1,234	170	24,302
2018/19	33,964	447	50	33,467
2019/20	32,916	447	50	32,419
2020/21	28,741	447	50	28,244

In addition to using cash generated from its annual operations, and external contributions such as government grants, Council has significant cash reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public reserves and recreation. Discretionary cash reserves relate to those cash and investment balances that have



been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

### 16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels and to continually achieve a surplus. The Rating Information (see Section 15) also refers to modest rate increases into the future.

The most significant factor affecting our bottom line is a move to provide better infrastructure and amenity outcomes for the community.

Factors affecting income:

- Rating increases capped at CPI;
- Fees and charges set at statutory levels or within commercially and socially accepted levels;
- Grants from state and Commonwealth government are assumed generally at historic levels; and
- Gradual increase in interest rates on investments.

Factors affecting expenditure:

- Discretionary expenditure principle established to reflect current efficiency initiatives and future expenditure trends;
- Additional resources have been proposed in limited circumstances to rebalance operational demands;
- Enterprise Agreement effective until 1 July 2017;
- Service review initiatives implemented across various business activities to deliver efficiencies;
- Debt management according to banking partnership arrangements; and
- Contribution to Regional Library Service running costs and community initiatives.

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2017/2018 year and the next revaluation will be undertaken as at 1 January 2018.

The service delivery outcomes measured in financial terms are shown in the following table:

<b>Year</b>	<b>Surplus for the year \$'000</b>	<b>Adjusted Underlying Surplus \$'000</b>	<b>Net Service (Cost) \$'000</b>
2016/17	11,932	6,931	(65,087)
<b>2017/18</b>	<b>3,943</b>	<b>(777)</b>	<b>(71,860)</b>
2018/19	4,952	2,352	(73,042)
2019/20	6,857	4,206	(75,431)
2020/21	6,514	3,811	(77,591)

Service levels have been maintained throughout the four year period with operating surpluses forecast in years 2017/2018 to 2020/2021 as the result of a continued increase across both Councils' income and expenditure. Excluding the effects of items such as capital contributions, the adjusted underlying result is a surplus over the four year period. The net cost of the services provided to the community increases from \$71.86 million to \$77.59 million over the four year period.

## **Appendix A**

### **Fees and charges schedule (Income)**

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to goods and services provided during the 2017/2018 year.

NOTE: Statutory fees are set under the relevant legislation and regulations. Statutory fees will be indexed and/or increased in accordance with applicable legislation and regulations.

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
<b>ASSETS &amp; CITY SERVICES</b>					
<b>OPERATIONS</b>					
<b>Weighbridge (public)</b>					
Up to 5 tonne	Taxable	C	tonne	16.00	16.00
5 tonne - 10 tonne	Taxable	C	tonne	17.00	17.00
10 tonne - 20 tonne	Taxable	C	tonne	28.00	29.00
Over 20 tonne	Taxable	C	tonne	38.00	39.00
<b>Recycling/Waste Station</b>					
Banyule residents (general waste)	Taxable	C	per m3	87.00	89.00
Other residents (general waste)	Taxable	C	per m3	92.00	94.00
Banyule residents (green waste)	Taxable	C	per m3	72.00	73.00
Other residents (green waste)	Taxable	C	per m3	77.00	78.00
Account customers (municipal)	Taxable	C	per tonne	179.00	182.50
Account customers (industrial)	Taxable	C	per tonne	179.00	182.50
Rubble	Taxable	C	per tonne	183.00	187.00
Green cone	Taxable	C	each	205.00	209.00
Graffiti cleaning	Taxable	C	each	Quote	Quote
Drainage cleaning systems	Taxable	C	each	Quote	Quote
<b>Kerbside Waste Services</b>					
Commercial waste service	Taxable	C	240 litre	450.00	463.00
Commercial waste service with residence	Taxable	C	80 litre	214.50	221.00
Commercial waste service with residence	Taxable	C	120 litre	322.00	331.00
Charge for larger residential bin	Exempt	C	120 litre	96.00	98.00
Charge for larger residential bin	Exempt	C	240 litre	432.00	441.00
Charge for larger green waste bin	Exempt	C	240 litre	85.00	86.70
Non rateable charge for residential bin	Exempt	C	80 litre	176.00	179.50
Non rateable charge for residential bin	Exempt	C	120 litre	300.00	306.00
Non rateable charge for residential bin	Exempt	C	240 litre	625.00	637.50
Non rateable charge for larger green waste bin	Exempt	C	240 litre	85.00	86.70
Non rateable waste only bin	Exempt	C	240 litre	360.00	367.20
<b>Kerbside Waste Services (with special consideration)</b>					
Commercial green waste service	Taxable	C	240 litre	190.00	194.00
Commercial recycle service	Taxable	C	240 litre	180.00	183.60

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Additional service for residential bin	Exempt	C	80 litre	220.00	224.50
Additional service for residential bin	Exempt	C	120 litre	310.00	316.20
Additional service for residential bin	Exempt	C	240 litre	615.00	627.30
Additional service for green waste bin	Exempt	C	240 litre	170.00	173.40
Additional service for recycle bin	Exempt	C	240 litre	180.00	183.60
Non rateable additional service for green waste bin	Exempt	C	240 litre	170.00	173.40
<b>PARKS &amp; GARDENS</b>					
Half cost fencing	Taxable	C	each	Quote	Quote
<b>ASSETS &amp; INFRASTRUCTURE</b>					
<b>Construction - Reinstatement</b>					
Asphalt reinstatement - local roads	Exempt	C	per m2	170.00	200.00
Asphalt reinstatement - main roads	Exempt	C	per m2	340.00	340.00
Footpath reinstatement	Exempt	C	per m2	120.00	190.00
Crossing reinstatement - Private	Exempt	C	per m2	210.00	226.00
Crossing reinstatement - Commercial	Exempt	C	per m2	210.00	280.00
Kerb & channel reinstatement - concrete	Exempt	C	per lin/metre	130.00	200.00
Kerb & channel reinstatement - dressed bluestone new materials	Exempt	C	per lin/metre	440.00	450.00
Kerb & channel reinstatement - dressed bluestone reuse materials	Exempt	C	per lin/metre	150.00	250.00
Spoon drain - concrete	Exempt	C	per lin/metre	125.00	200.00
Spoon drain - bluestone	Exempt	C	per lin/metre	125.00	250.00
Nature strip reinstatement	Exempt	C	per m2	40.00	200.00
<b>Permits/consents</b>					
Application Fee (For all Permits)	Exempt	C	each	-	80.00
NOTE: The value of a fee unit is issued by VicRoads for 2017/2018 is \$14.22					
<b>Works other than minor works (&gt; 8 m2)</b>					
<b>Works conducted on, or on any part of, the roadway, shoulder or pathway</b>					
Arterial road	Exempt	S	each	595.80	641.85
Municipal road on which speed limit is 50km or more	Exempt	S	each	595.80	641.85
Municipal road on which speed limit is less than 50km	Exempt	S	each	264.80	285.25
<b>Works NOT conducted on, or on any part of, the roadway, shoulder or pathway</b>					
Arterial road	Exempt	S	each	331.00	356.60

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Municipal road on which speed limit is 50km or more	Exempt	S	each	331.00	356.60
Municipal road on which speed limit is less than 50km	Exempt	S	each	66.20	71.30
<b>Minor works (less than 8 m2)</b>					
<b>Works conducted on, or on any part of, the roadway, shoulder or pathway</b>					
Arterial road	Exempt	S	each	152.30	164.05
Municipal road on which speed limit is 50km or more	Exempt	S	each	152.30	164.05
Municipal road on which speed limit is less than 50km	Exempt	S	each	152.30	164.05
<b>Works NOT conducted on, or on any part of, the roadway, shoulder or pathway</b>					
Arterial road	Exempt	S	each	132.40	142.65
Municipal road on which speed limit is 50km or more	Exempt	S	each	66.20	71.30
Municipal road on which speed limit is less than 50km	Exempt	S	each	66.20	71.30
Asset Inspection	Exempt	C	each	210.00	270.00
Drainage tapping pipe/pit inspection (each)	Exempt	C	each	230.00	270.00
Occupation road pavement/protruding materials/cranes - per week	Exempt	C	per m2	190.00	12.00
Private works	Taxable	C	each	Quote	Quote
<b>COMMUNITY PROGRAMS</b>					
<b>LEISURE, RECREATION &amp; CULTURAL SERVICES</b>					
<b>Community Bus Hire - Community use</b>					
Movies per month	Taxable	C	per month	5.00	5.00
Outings - vary between \$10 and \$25.00 (depending on activity)	Taxable	C	per activity	Various	Various
<b>Events</b>					
<b>Twilight Sounds</b>					
Commercial food stall	Taxable	C	per stall	175.00	180.00
Commercial coffee	Taxable	C	per stall	135.00	140.00
Commercial market stall	Taxable	C	per stall	85.00	88.00
Community food stall	Taxable	C	per stall	79.00	80.00
Community market stall	Taxable	C	per stall	56.40	57.80
Power fee for stall holders to be included in permit above	Taxable	C	per stall	85.00	87.00
Power fee including overnight to be included in permit above	Taxable	C	per stall	145.00	148.00
<b>Kids ArtyFarty Festival</b>					
Commercial food stall	Taxable	C	per stall	310.00	318.00

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Commercial coffee	Taxable	C	per stall	230.00	236.00
Community food stall with power	Taxable	C	per stall	102.60	105.00
Commercial market stall	Taxable	C	per stall	140.00	144.00
Community market stall	Taxable	C	per stall	60.90	62.40
Power fee for stall holders to be included in permit above	Taxable	C	per stall	85.00	87.00
Note: Stalls run at both Twilight Sounds and Kids ArtyFarty Festival receive a 10% discount.					
<b>Carols by Candlelight</b>					
Commercial food vendor	Taxable	C	per stall	145.00	148.50
Commercial coffee vendor	Taxable	C	per stall	97.00	99.50
Commercial market stall	Taxable	C	per stall	55.00	56.50
Community food vendor	Taxable	C	per stall	53.60	56.00
Community market stall	Taxable	C	per stall	42.30	43.00
Power fee for stall holders to be included in permit above	Taxable	C	per stall	84.60	86.50
<b>Malahang Festival</b>					
Community food vendor	Taxable	C	per stall	24.90	25.50
Community market stall	Taxable	C	per stall	24.90	25.50
Commercial food vendor	Taxable	C	per stall	155.00	159.00
Commercial stall	Taxable	C	per stall	75.00	77.00
Power fee for stall holders to be included in permit above	Taxable	C	per stall	85.00	87.00
Note: Marquee and set up hire for stall holders is additional - charged at hire company rates.					
<b>Works on Paper</b>					
Entry fee	Taxable	C	per entry	35.00	35.00
<b>The Centre Ivanhoe – Hall Hire Charges Monday - Thursday</b>					
<b>Friday, Saturday &amp; Sunday price on application on 9490 4300</b>					
<b>Great Hall</b>					
<b>Schools and community</b>					
Up to 8hr hire fee - theatre style seating	Taxable	C	per day	2,590.00	2,650.00
<b>Corporate</b>					
Up to 8hr hire fee - theatre style seating	Taxable	C	per day	3,230.00	3,310.00
Note: A \$350 per hour fee will be applied for every hour after 8 hours.					
Expo style tables not included (e.g. market)	Taxable	C	per day	3,230.00	3,310.00
Exhibitions (minimum hire 8 hours)	Taxable	C	per hour	480.00	495.00

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<b>Streeton room</b>					
Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,565.00	1,600.00
<b>McCubbin room</b>					
Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	1,015.00	1,035.00
<b>Conder room</b>					
Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	805.00	820.00
<b>Withers room</b>					
Rental 9.00am to 5.00pm or 5.00pm to 11.00pm	Taxable	C	per day	755.00	770.00
Note: A \$275 per hour fee will be applied for every hour after confirmed times.					
<b>Ivanhoe Golf Course</b>					
Adult 9 holes	Taxable	C	9 holes	23.00	24.00
Adult 9 holes weekends	Taxable	C	9 holes	24.00	25.00
Adult 18 holes	Taxable	C	18 holes	30.50	31.50
Adult 18 holes weekends	Taxable	C	18 holes	31.00	32.00
Junior 9 holes	Taxable	C	9 holes	12.50	13.00
Junior 18 holes	Taxable	C	18 holes	15.00	15.50
Pensioners & senior card holders - weekdays	Taxable	C	9 holes	19.50	20.00
Pensioners & senior card holders - weekdays	Taxable	C	18 holes	20.60	21.50
Students (under 21) weekdays	Taxable	C	18 holes	24.00	24.50
12 month 7 day membership	Taxable	C	18 holes	1,225.00	1,256.00
12 month 5 day membership	Taxable	C	18 holes	890.00	913.00
Senior/concession 12 months membership	Taxable	C	18 holes	685.00	703.00
Direct debit (per week)	Taxable	C	18 holes	26.40	27.10
<b>Seasonal Sporting Clubs</b>					
<b>Ground Charges</b>					
<b>A Grade</b>					
Summer (per team)	Taxable	C	per term	571.00	582.50
Winter (per team)	Taxable	C	per term	1,122.70	1,145.00
<b>B Grade</b>					
Summer (per team)	Taxable	C	per term	478.70	488.50
Winter (per team)	Taxable	C	per term	1,015.00	1,035.30
<b>C Grade</b>					
Summer (per team)	Taxable	C	per term	391.60	400.00

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Winter (per team)	Taxable	C	per term	938.00	961.00
<b>D Grade</b>					
Summer (per team)	Taxable	C	per term	307.50	313.50
Winter (per team)	Taxable	C	per term	856.00	873.00
Note: The above charges to be reduced by 50% for women's teams and 90% for junior teams.					
<b>Pavilion Charges</b>					
<b>Winter Full Use</b>					
A Grade	Taxable	C	per team	1,204.60	1,235.00
B Grade	Taxable	C	per team	932.80	956.00
C Grade	Taxable	C	per team	671.50	688.00
D Grade	Taxable	C	per team	430.60	441.00
<b>Summer Full Use</b>					
A Grade	Taxable	C	per team	1,204.50	1,235.00
B Grade	Taxable	C	per team	933.00	956.00
C Grade	Taxable	C	per team	671.50	688.00
D Grade	Taxable	C	per team	430.50	441.00
<b>Winter Shared Use</b>					
A Grade	Taxable	C	per team	604.80	620.00
B Grade	Taxable	C	per team	467.50	479.00
C Grade	Taxable	C	per team	338.40	347.00
D Grade	Taxable	C	per team	217.30	223.00
<b>Summer Shared Use</b>					
A Grade	Taxable	C	per team	604.80	620.00
B Grade	Taxable	C	per team	467.40	479.00
C Grade	Taxable	C	per team	338.30	347.00
D Grade	Taxable	C	per team	217.30	223.00
<b>Other</b>					
Turf wicket	Taxable	C	per ground	3,075.00	3,152.00
Commercial	Taxable	C	per ground	3,716.00	3,809.00
Casual hire charges – ovals	Taxable	C	per booking	225.50	231.00
<b>Ivanhoe Aquatic &amp; Fitness Centre</b>					
<b>Memberships</b>					
Joining Fee	Taxable	C	per membership	100.00	100.00
Extra Suspension Time (per week)	Taxable	C	per week	6.00	6.20
7 day membership	Taxable	C	per week	27.50	28.20



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<b>Swim/spa/sauna</b>					
12 months	Taxable	C	12 months	594.40	609.30
12 months concession (30% discount)	Taxable	C	12 months	416.10	426.50
<b>Complete package - single</b>					
12 months	Taxable	C	12 months	1,079.00	1,106.00
12 months concession (30% discount)	Taxable	C	12 months	755.30	774.20
<b>Complete package - older adults/teens/referrals</b>					
1 month	Taxable	C	1 month	62.40	64.00
3 months	Taxable	C	3 months	178.40	182.90
6 months	Taxable	C	6 months	339.90	348.40
12 months	Taxable	C	12 months	647.40	663.60
<b>Direct debit memberships</b>					
Full price - fortnightly direct debit	Taxable	C	12 months	41.50	42.50
Concession - fortnightly direct debit	Taxable	C	12 months	29.10	29.80
Aquatics - fortnightly direct debit	Taxable	C	12 months	22.90	23.50
Aquatics concession - fortnightly direct debit (30% discount)	Taxable	C	12 months	16.00	16.40
<b>Direct debit membership</b>					
Older adults/teens/referrals - Fortnightly direct debit	Taxable	C	per week	24.90	25.50
<b>Direct debit personal training Membership</b>					
Weekly direct debit - 30 minutes	Taxable	C	30 Mins	65.00	59.20
Weekly direct debit - 60 minutes	Taxable	C	60 Mins	85.00	85.00
* Price based on 25% off Membership Weekly Rate + Result Pack Session Price					
<b>Off Peak Membership</b>					
3 months	Taxable	C	3 months	-	149.40
6 months	Taxable	C	6 months	-	284.50
12 months	Taxable	C	12 months	-	541.90
Fortnightly Direct Debit	Taxable	C	per fortnight	-	21.25
<b>Casual rates</b>					
Family swim	Taxable	C	per visit	16.30	16.70
Swim/Spa/Sauna	Taxable	C	per visit	6.40	6.50
Swim/Spa/Sauna concession.	Taxable	C	per visit	4.50	4.60
Child swim >5yr old	Taxable	C	per visit	3.80	3.90
Group fitness adult	Taxable	C	per visit	16.60	17.00

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Group fitness concession (30% discount)	Taxable	C	per visit	11.70	12.00
Gym visit	Taxable	C	per visit	21.10	21.60
Gym concession (30% discount)	Taxable	C	per visit	14.80	15.10
Boomers casual	Taxable	C	per visit	6.70	6.90
<b>Personal training</b>					
Personal training introduction - 3 pack	Taxable	C	3 visits	105.00	108.00
Casual personal training - 30 minutes	Taxable	C	30 mins	46.80	48.00
Casual personal training - 60 minutes	Taxable	C	60 mins	72.80	76.80
30 minute results pack - single	Taxable	C	30 mins	416.00	432.00
30 minute results pack - non member	Taxable	C	30 mins	468.00	480.00
60 minute results pack - single	Taxable	C	60 mins	624.00	691.20
60 minute results pack - single (non-member)	Taxable	C	60 mins	728.00	768.00
<b>Direct Debit Learn to Swim (based on 26 payments)</b>					
Child learn to swim - fortnightly direct debit	GST free	C	per fortnight	24.65	25.30
Parent & baby - fortnightly direct debit	GST free	C	per fortnight	24.65	25.30
Child pre-school (non parent) - fortnightly direct debit	GST free	C	per fortnight	30.70	31.50
Adult learn to swim - fortnightly direct debit	GST free	C	per fortnight	24.65	25.30
<b>Term fee</b>					
Child learn to swim	GST free	C	per lesson	14.85	15.20
Child learn to swim - Concession (10%)	GST free	C	per lesson	13.40	13.70
Parent baby	GST free	C	per lesson	14.85	15.20
Parent baby - concession	GST free	C	per lesson	13.40	13.70
Child pre-school (non parent)	GST free	C	per lesson	18.45	18.90
Child pre-school (non parent) concession	GST free	C	per lesson	16.60	17.00
Adult learn to swim	GST free	C	per lesson	14.85	15.20
Adult learn to swim - concession	GST free	C	per lesson	13.40	13.70
Adult learn to swim - casual	GST free	C	per lesson	22.30	22.90
Adult learn to swim - casual - concession	GST free	C	per lesson	20.10	20.60

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Squad	Taxable	C	per lesson	14.85	15.20
Squad concession	Taxable	C	per lesson	13.40	13.70
Squad 2nd/3rd/4th session	Taxable	C	per lesson	7.45	7.60
Squad 2nd/3rd/4th session concession	Taxable	C	per lesson	6.70	6.90
Specialised swimming	GST free	C	per lesson	18.45	18.90
Private swim lessons (1 person)	GST free	C	per lesson	80.40	82.40
Bronze medallion	GST free	C	per lesson	14.85	15.20
Stroke correction - member	GST free	C	per lesson	8.70	8.90
Stroke correction - non member	GST free	C	per lesson	14.85	15.20
Swim carnival entry	GST free	C	per visit	11.65	11.90
Swim carnival - extra event	GST free	C	per visit	2.90	3.00
Pay as you go water babies	GST free	C	per lesson	14.85	15.20
Intensive swim lessons - 5 lessons	GST free	C	per 5 lessons	74.25	76.10
Intensive swim lessons - 5 lessons concession	GST free	C	per 5 lessons	66.85	68.50
VicSwim entry fee	Taxable	C	per visit	3.80	3.90
VicSwim entry fee weekly	Taxable	C	per week	19.00	19.50
School groups entry	GST free	C	per visit	3.80	3.90
School groups instructor	GST free	C	per 45 mins	37.65	38.60
Lane hire regular fee	Taxable	C	per lane	27.60	28.30
Lane hire casual fee	Taxable	C	per lane	37.40	38.30
Birthday parties	Taxable	C	per person	15.00	15.50
Birthday parties 20 plus kids	Taxable	C	per person	12.00	12.50
Inflatable	Taxable	C	per booking	125.00	130.00
Holiday program (Activity)	Taxable	C	per person	17.50	18.00
<b>Multi visit saver cards</b>					
20 pass complete package	Taxable	C	20 pass	380.00	388.80
20 pass complete package concession (30% discount)	Taxable	C	20 pass	266.50	271.80
20 pass Swim/Spa/Sauna	Taxable	C	20 pass	115.20	117.00
20 pass Swim/Spa/Sauna concession	Taxable	C	20 pass	81.00	82.80
10 pass Swim Child	Taxable	C	10 pass	34.20	35.10

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20 pass group fitness	Taxable	C	20 pass	298.80	306.00
20 pass group fitness concession	Taxable	C	20 pass	210.60	216.00
<b>Creche fees</b>					
1.5 hour - casual 1 child	Taxable	C	per hour	9.80	10.00
10 pass 1 child	Taxable	C	10 pass	88.20	90.00
20 pass 1 child	Taxable	C	20 pass	176.40	180.00
<b>Occasional care fees</b>					
1 child casual	Taxable	C	1 child	20.80	21.30
2 children casual	Taxable	C	2 children	26.00	26.70
10 pass 1 child	Taxable	C	10 pass	187.30	191.70
20 pass 1 child	Taxable	C	20 pass	374.55	383.40
Kiosk sales	Taxable	C	various	Various	Various
Merchandise sales	Taxable	C	various	Various	Various
Room hire	Taxable	C	various	Quote	Quote
Programmes (membership related)	Taxable	C	various	Various	Various
<b>Willinda Park athletics track</b>					
Banyule schools	Taxable	C	per booking	148.70	152.00
Non Banyule schools	Taxable	C	per booking	287.00	294.00
Combined primary sports	Taxable	C	per booking	287.00	294.00
Combined secondary sports	Taxable	C	per booking	584.30	600.00
Training sessions	Taxable	C	per hour	76.90	79.00
Bond - equivalent to hire fee	GST N/A	C	per booking	equivalent to the highest charge	equivalent to the highest charge
<b>Outdoor trainers fees</b>					
Seasonal fee	Taxable	C	6 months	520.00	533.00
Monthly fee	Taxable	C	per month	115.00	118.00
Weekly fee	Taxable	C	per week	40.00	41.00
<b>Hot air ballooning</b>					
Annual fee	Taxable	C	per year	575.00	589.38
<b>Halls for hire</b>					
<b>Grace Park, Greensborough Senior Citizens, Ivanhoe Senior Citizens, Macleod Community Hall, Warringal Senior Citizens, Watsonia Community Hall, Briar Hill Community Hall, Banyule Art Space, Old Shire Offices.</b>					
BCC non for profit - regular	Taxable	C	per hour	26.00	26.50
BCC non for profit - casual	Taxable	C	per hour	33.50	34.00
Other groups (including schools) - regular	Taxable	C	per hour	33.00	33.50

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Other groups (including schools) - casual	Taxable	C	per hour	41.50	42.00
Functions – bond on all above	GST N/A	C	per booking	300.00	300.00
<b>Macleod community hall &amp; Warringal senior citizens</b>					
Friday, Saturday & Sunday- private functions (7 hrs)	Taxable	C	5pm - 1am	475.00	485.00
Friday, Saturday & Sunday- private functions (4 hrs)	Taxable	C	4 hourly	295.00	300.00
Set up fee	Taxable	C	per hour	52.00	53.00
Functions – bond on all above	GST N/A	C	per booking	300.00	300.00
<b>Old Shire Office</b>					
Friday - Sunday - private functions (7hrs)	Taxable	C	5pm - 1am	515.00	525.00
Friday - Sunday - private functions (4hrs)	Taxable	C	4 hourly	303.00	310.00
Set up fee	Taxable	C	per hour	52.00	53.00
Functions – bond on all above	GST N/A	C	per booking	300.00	300.00
<b>Lower Plenty</b>					
Friday - Sunday - private functions (7hrs)	Taxable	C	5pm - 1am	475.00	485.00
Friday - Sunday - private functions (4hrs)	Taxable	C	4 hourly	293.00	300.00
Set up fee	Taxable	C	per hour	52.00	53.00
Functions – bond on all above	GST N/A	C	per booking	300.00	300.00
<b>Bundoora &amp; Petrie Park Community Hall</b>					
BCC non for profit - regular	Taxable	C	per hour	31.00	31.50
BCC non for profit - casual	Taxable	C	per hour	40.50	41.00
Other groups (including schools) - regular	Taxable	C	per hour	41.00	41.50
Other groups (including schools) - casual	Taxable	C	per hour	47.50	48.00
Functions – bond on all above	GST N/A	C	per booking	300.00	300.00
Friday - Saturday -Sunday private functions (7hrs)	Taxable	C	5pm - 1am	690.00	705.00
Friday - Saturday -Sunday private functions (4hrs)	Taxable	C	4 hourly	400.00	410.00
Set up fee	Taxable	C	per hour	52.00	53.00
Functions – bond on all above	GST N/A	C	per booking	300.00	300.00
Rotunda	Taxable	C	per 3 hours	180.00	185.00
Senior Citizens utilities charge	Taxable	C	per hour	3.00	3.50

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
<b>Olympic Leisure Centre</b>					
<b>Memberships</b>					
Joining Fee	Taxable	C	one off	75.00	75.00
Extra Suspension Time (per week)	Taxable	C	per week	6.00	6.20
<b>Complete package</b>					
3 months	Taxable	C	per person	222.60	222.60
6 months	Taxable	C	per person	424.00	424.00
12 months	Taxable	C	per person	807.70	807.70
<b>Complete package concession (30% discount)</b>					
3 months	Taxable	C	per person	148.50	148.50
6 months	Taxable	C	per person	296.90	296.90
12 months	Taxable	C	per person	565.40	565.40
<b>Complete package - Older adults &amp; Teens</b>					
1 month	Taxable	C	per person	42.90	42.90
3 months	Taxable	C	per person	122.50	122.50
6 months	Taxable	C	per person	233.20	233.20
12 months	Taxable	C	per person	444.20	444.20
<b>Direct debit memberships - fortnightly debit</b>					
Full price - fortnightly direct debit	Taxable	C	per fortnight	31.10	31.10
Concession - fortnightly direct debit (30% discount)	Taxable	C	per fortnight	21.80	21.80
Older adults / phit / access direct debit	Taxable	C	per fortnight	17.20	17.20
<b>Casual rates</b>					
Swim/Spa/Sauna	Taxable	C	per person	4.70	4.70
Swim/Spa/Sauna concession	Taxable	C	per person	3.30	3.30
Family swim	Taxable	C	per person	12.20	12.20
Child swim >5yr	Taxable	C	per person	2.80	2.80
Group fitness	Taxable	C	per person	10.60	10.60
Group fitness concession	Taxable	C	per person	7.40	7.40
Gym adult	Taxable	C	per person	15.40	15.40
Gym concession	Taxable	C	per person	10.80	10.80
Aqua achievers	Taxable	C	per person	6.60	6.60
Badminton	Taxable	C	per person	6.60	6.60
Indoor bowls	Taxable	C	per person	3.40	3.40
<b>Direct Debit Learn to Swim</b>					

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Child learn to swim - fortnightly direct debit	GST free	C	per fortnight	17.75	18.20
Parent & baby - fortnightly direct debit	GST free	C	per fortnight	17.75	18.20
Child pre-school (non parent) - fortnightly direct debit	GST free	C	per fortnight	22.15	22.70
Adult learn to swim - fortnightly direct debit	GST free	C	per fortnight	17.75	18.20
<b>Term fee</b>					
308I Child learn to swim	GST free	C	per lesson	8.90	9.10
Child learn to swim	GST free	C	per lesson	10.65	10.90
308I Child pre-school (non parent)	GST free	C	per lesson	11.05	11.30
Child pre-school (non parent)	GST free	C	per lesson	13.30	13.60
Child preschool (non parent) concession	GST free	C	per lesson	9.90	10.20
308I Parent baby	GST free	C	per lesson	9.00	9.20
Parent baby	GST free	C	per lesson	10.65	10.90
Parent baby concession	GST free	C	per lesson	9.60	9.80
Pay as you go water babies	GST free	C	per lesson	9.00	9.20
Adult learn to swim	GST free	C	per lesson	10.65	10.90
Adult learn to swim concession	GST free	C	per lesson	9.60	10.20
Adult learn to swim - casual	GST free	C	per lesson	15.45	15.80
Squad	Taxable	C	per lesson	9.00	9.20
Squad concession (10%)	Taxable	C	per lesson	8.10	8.30
Specialised swimming	GST free	C	per lesson	18.35	18.80
Private swim lesson 1 person	GST free	C	per lesson	80.35	82.40
Intensive swim lessons - 5 lessons	GST free	C	per 5 lessons	43.50	44.60
Intensive swim lessons - 5 lessons concession	GST free	C	per 5 lessons	39.15	40.10
School groups entry	GST free	C	per visit	2.80	2.90
School groups instructor - per instructor	GST free	C	per 45 mins	33.30	34.10
VicSwim entry fee	Taxable	C	per visit	2.80	2.90
VicSwim entry fee - 5 visit	Taxable	C	per week	14.00	14.40

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Lane hire regular fee	Taxable	C	per lane/hourly	16.80	17.20
Lane hire casual fee	Taxable	C	per lane/hourly	22.60	23.20
<b>Multi visit saver cards</b>					
10 pass badminton	Taxable	C	10 pass	59.10	59.40
20 pass aquatics	Taxable	C	20 pass	83.10	84.60
20 pass aquatics concession	Taxable	C	20 pass	59.10	59.40
20 pass complete package	Taxable	C	20 pass	276.80	277.20
20 pass complete package concession	Taxable	C	20 pass	195.60	194.40
10 pass active achievers	Taxable	C	10 pass	59.10	59.40
<b>Personal training</b>					
Personal Training - Induction 3 Pack	Taxable	C	30 Min	-	108.00
30 minute results pack - single	Taxable	C	30 Min	416.00	432.00
30 minute results pack - single (non-member)	Taxable	C	30 Min	468.00	480.00
60 minute results pack - single	Taxable	C	60 Min	624.00	691.20
60 minute results pack - single (non-member)	Taxable	C	60 Min	728.00	768.00
<b>Direct debit personal training (no min term)</b>					
Weekly direct debit - 30 minute	Taxable	C	30 Min	53.60	59.20
Weekly direct debit - 60 minute	Taxable	C	60 Min	74.90	85.00
<b>Room hire fees</b>					
Full centre hire	Taxable	C	per 3 hrs	597.00	611.90
<b>Court hire fees</b>					
Olympic indoor	Taxable	C	per court/hour	42.50	42.60
Olympic indoor off peak	Taxable	C	per court/hour	33.90	31.95
Badminton	Taxable	C	per court/hour	19.50	20.00
OVPS casual user	Taxable	C	per court/hour	55.40	56.80
OVPS regular user	Taxable	C	per court/hour	47.10	48.30
Room hire fees	Taxable	C	various	Various	Various
<b>Basketball</b>					
Merchandise	Taxable	C	various	Various	Various
Kiosk	Taxable	C	various	Various	Various
Programmes	Taxable	C	various	Various	Various
<b>Banyule Netball Stadium</b>					



<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
<b>Court hire fees</b>					
Casual user	Taxable	C	per court	55.40	56.80
Regular user	Taxable	C	per court	47.10	48.30
Regular user outdoor court	Taxable	C	per court	24.10	24.10
Casual use outdoor court	Taxable	C	per court	29.70	28.40
Off peak court hire (10am - 3pm week days)	Taxable	C	per court	38.00	39.80
Boomers	Taxable	C	per visit	10.50	10.80
<b>Room Hire</b>					
<b>Upper room</b>					
Community regular	Taxable	C	per hour	36.40	37.30
Community casual	Taxable	C	per hour	40.80	41.80
Private regular	Taxable	C	per hour	40.80	41.80
Private casual	Taxable	C	per hour	44.40	45.50
<b>Lower room</b>					
Community regular	Taxable	C	per hour	25.60	26.20
Community casual	Taxable	C	per hour	31.20	32.00
Private regular	Taxable	C	per hour	31.20	32.00
Private casual	Taxable	C	per hour	36.60	37.50
<b>Mezzanine floor</b>					
Community regular	Taxable	C	per hour	30.20	31.00
Community casual	Taxable	C	per hour	35.40	36.30
Private regular	Taxable	C	per hour	36.60	37.50
Private casual	Taxable	C	per hour	41.20	42.20
Programmes	Taxable	C	various	Various	Various
<b>WaterMarc memberships</b>					
Joining fee	Taxable	C	once	199.00	199.00
Full Access - 12 months paid in full	Taxable	C	12 months	1,235.00	1,270.00
Full Access - 12 months paid in full concession	Taxable	C	12 months	985.00	995.00
Full Access - 12 months weekly direct debit	Taxable	C	per week	25.65	26.50
Full Access - No commitment weekly direct debit	Taxable	C	per week	28.65	29.50
Full Access - 12 months weekly direct debit concession	Taxable	C	per week	20.70	21.00
Full Access - No commitment weekly direct debit concession	Taxable	C	per week	23.15	23.60
Aquatic Access - 12 months paid in full	Taxable	C	12 months	680.00	695.00

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Aquatic Access - 12 months paid in full concession	Taxable	C	12 months	595.00	556.00
Aquatic Access - 12 months weekly direct debit	Taxable	C	per week	13.50	14.00
Aquatic Access - No commitment weekly direct debit	Taxable	C	per week	14.65	15.50
Aquatic Access - 12 months weekly direct debit concession	Taxable	C	per week	11.85	11.20
Aquatic Access - No commitment weekly direct debit concession	Taxable	C	per week	12.95	12.40
Full Access - Senior - 12 month weekly direct debit	Taxable	C	per week	13.10	13.50
Full Access - Senior - No commitment weekly direct debit	Taxable	C	per week	13.50	15.00
Full Access - Senior - 12 months paid in full	Taxable	C	12 months	690.00	715.00
Full Access - Teen - 12 month weekly direct debit	Taxable	C	per week	13.10	13.50
Full Access - Teen - No commitment weekly direct debit	Taxable	C	per week	13.50	14.50
Full Access - Teen - 12 months paid in full	Taxable	C	12 months	690.00	715.00
Full Access - Partner Health 12 month weekly direct debit minimum (10 people)	Taxable	C	per week	20.70	22.00
Full Access - Partner Health No commitment weekly direct debit minimum (10 people)	Taxable	C	per week	23.30	25.00
Full Access - Partner Health 12 month weekly direct debit minimum (50 people)	Taxable	C	per week	-	18.50
Full Access - Partner Health No commitment weekly direct debit minimum (50 people)	Taxable	C	per week	-	21.50
<b>Family membership</b>					
Full Access - Family 12 month direct debit (minimum 2 people)	Taxable	C	per person per week	22.70	23.50
Full Access - Family 12 no commitment direct debit (minimum 2 people)	Taxable	C	per person per week	24.15	26.50
<b>Personal training</b>					
PT 1 on 1 - 30 minute session - weekly direct debit	Taxable	C	30 min	52.00	55.00
PT 1 on 1 - 60 minute session - weekly direct debit	Taxable	C	60 min	63.50	66.00
PT 2 on 1 - 30 minute session - weekly direct debit	Taxable	C	30 min	69.00	70.75
PT 2 on 1 - 60 minute session - weekly direct debit	Taxable	C	60 min	92.50	94.85
PT 3 on 1 - 30 minute session - weekly direct debit	Taxable	C	30 min	87.75	90.00

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PT 3 on 1 - 60 minute session - weekly direct debit	Taxable	C	60 min	116.00	118.90
PT 4 on 1 - 30 minute session - weekly direct debit	Taxable	C	30 min	-	94.00
PT 4 on 1 - 60 minute session - weekly direct debit	Taxable	C	60 min	-	127.00
<b>Aquatics: casual fees</b>					
<b>Standard without waterslide</b>					
Adult	Taxable	C	per visit	7.40	7.60
Concession	Taxable	C	per visit	5.90	6.00
Child	Taxable	C	per visit	5.70	5.80
Family	Taxable	C	per visit	22.90	23.50
Adult 20 visit pass	Taxable	C	per 20 pass	133.50	137.00
Concession 20 visit pass	Taxable	C	per 20 pass	107.50	110.00
Child 20 visit pass	Taxable	C	per 20 pass	102.60	105.00
Supervising adult	Taxable	C	per visit	3.00	3.00
<b>With waterslide</b>					
Adult	Taxable	C	per visit	16.90	17.50
Concession	Taxable	C	per visit	13.50	14.00
Child	Taxable	C	per visit	12.80	13.00
Family	Taxable	C	per visit	49.95	52.00
Swim or Member Upgrade to Waterslide - Adult	Taxable	C	per visit	9.60	9.90
Swim or Member Upgrade to Waterslide - Concession	Taxable	C	per visit	7.90	8.00
Swim or Member Upgrade to Waterslide - Child	Taxable	C	per visit	7.90	7.20
Single slide	Taxable	C	per visit	4.70	4.80
<b>Spa/Sauna/Steam</b>					
Adult	Taxable	C	per visit	12.80	13.10
Concession	Taxable	C	per visit	10.20	10.45
Adult 20 visit pass	Taxable	C	per 20 visit	229.00	235.00
Concession 20 visit pass	Taxable	C	per 20 visit	182.00	187.00
<b>Aquatic education: per lesson</b>					
Child learn to swim	Taxable	C	per lesson	17.00	17.50
Child preschool (non parent)	Taxable	C	per lesson	17.00	17.50
Adult learn to swim	Taxable	C	per lesson	18.75	19.50
Child learn to swim/preschool 3rd child	Taxable	C	per lesson	15.30	15.75

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School learn to swim - 1:6 ratio	Taxable	C	per child per lesson	10.95	11.30
School learn to swim - 1:8 ratio	Taxable	C	per child per lesson	8.90	9.20
School learn to swim - 1:10 ratio	Taxable	C	per child per lesson	7.90	8.10
School learn to swim - 1:12 ratio	Taxable	C	per child per lesson	7.20	7.40
<b>Pool hire</b>					
50m lane hire per hour (casual)	Taxable	C	per hour	104.00	108.00
25m lane hire per hour (casual)	Taxable	C	per hour	76.00	78.00
1/3 Warm Water Program Pool Hire - Commercial	Taxable	C	per hour	70.00	72.00
1/3 Warm Water Program Pool Hire - Community	Taxable	C	per hour	35.60	37.00
Full pool use - 50 metre - Community/Schools	Taxable	C	per hour	346.50	360.00
<b>Health &amp; fitness</b>					
Group fitness	Taxable	C	per class	16.80	17.00
Group fitness concession	Taxable	C	per class	13.40	13.60
Casual gym visit	Taxable	C	per visit	24.00	25.00
Casual gym visit concession	Taxable	C	per visit	19.00	20.00
Group fitness 20 visit pass	Taxable	C	per 20 pass	304.00	310.00
Group fitness concession 20 visit pass	Taxable	C	per 20 pass	242.25	250.00
<b>Room hire</b>					
Occasional care room	Taxable	C	per hire	77.50	80.00
Wellbeing Studio	Taxable	C	per hire	100.00	103.00
Party room	Taxable	C	per hire	52.00	53.50
Meeting Rooms	Taxable	C	per hire	35.50	36.50
2 Meeting Rooms	Taxable	C	per hire	69.00	71.00
3 Meeting Rooms	Taxable	C	per hire	102.00	105.00
Group Exercise Studio	Taxable	C	per hire	120.00	123.00
<b>Creche &amp; occasional care room</b>					
Childcare - 1 child 90 min - Casual	Taxable	C	90 mins	9.05	9.30
Childcare - 2 children 90 min - Casual	Taxable	C	90 mins	11.30	11.60
Occasional care - 1 child 90 min - Casual	Taxable	C	90 mins	20.60	21.10
Occasional care - 2 children 90 min - Casual	Taxable	C	90 mins	26.00	26.65
Childcare - 1 child per additional 30 min - Casual	Taxable	C	30 mins	3.00	3.10

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Childcare - 2 children per additional 30 min - Casual	Taxable	C	30 mins	3.75	3.85
Occasional care - 1 child per additional 30 min - Casual	Taxable	C	30 mins	6.85	7.00
Occasional care - 2 children per additional 30 min - Casual	Taxable	C	30 mins	8.65	8.90
Childcare - 1 child 90 min - Credit Pass	Taxable	C	90 mins	8.15	8.35
Childcare - 2 children 90 min - Credit Pass	Taxable	C	90 mins	10.15	10.40
Occasional care - 1 child 90 min - Credit Pass	Taxable	C	90 mins	18.50	18.95
Occasional care - 2 children 90 min - Credit Pass	Taxable	C	90 mins	23.00	23.55
Childcare - 1 child per additional 30 min - Credit Pass	Taxable	C	30 mins	2.70	2.80
Childcare - 2 children per additional 30 min - Credit Pass	Taxable	C	30 mins	3.35	3.45
Occasional care - 1 child per additional 30 min - Credit Pass	Taxable	C	30 mins	6.15	6.30
Occasional care - 2 children per additional 30 min - Credit Pass	Taxable	C	30 mins	7.65	7.85
<b>Programs</b>					
Locker hire	Taxable	C	per hire	4.00	4.00
Birthday parties per child - min. 12 children	Taxable	C	per child	28.00	28.70
<b>One Flintoff Room Hire</b>					
<b>Ibbott</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00
Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00
Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Hawdon</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00

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Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00
Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Olympia</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00
Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00
Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Bakewell</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00
Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00
Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Beale</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00
Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00

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Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Griffin</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00
Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00
Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Grimshaw</b>					
Internal user - room hire	Taxable	C	per hour	-	N/A
Internal user - set up/pack up	Taxable	C	per hire	-	40.00
Internal user - administration fee	Taxable	C	per hire	-	N/A
Community user - room hire	Taxable	C	per hour	-	25.00
Community user - set up/pack up	Taxable	C	per hire	-	40.00
Community user - administration fee	Taxable	C	per hire	-	50.00
Commercial user - room hire	Taxable	C	per hour	-	42.00
Commercial user - set up/pack up	Taxable	C	per hire	-	40.00
Commercial user - administration fee	Taxable	C	per hire	-	50.00
<b>Council meeting rooms Ivanhoe (meetings only, functions not permitted)</b>					
<b>Council Chambers</b>					
Community group	Taxable	C	per hour	60.00	60.00
Private	Taxable	C	per hour	80.00	80.00
<b>Nellie Ibbott room</b>					
Community group	Taxable	C	per hour	40.00	40.00
Private	Taxable	C	per hour	60.00	60.00
<b>Tom Roberts room</b>					
Community group	Taxable	C	per hour	40.00	40.00
Private	Taxable	C	per hour	60.00	60.00
<b>HEALTH &amp; AGED SERVICES</b>					

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
<b>Home Care</b>					
Home Care/Domestic Assistance - low fee range	GST free	C	per hour	6.05	8.00
Home Care/Domestic Assistance - medium fee range	GST free	C	per hour	15.10	16.00
Home Care/Domestic Assistance - high fee range	GST free	C	per hour	32.80	48.00
Respite Care/Flexible Respite - low fee range	GST free	C	per hour	3.00	8.00
Respite Care/Flexible Respite - medium fee range	GST free	C	per hour	4.55	16.00
Respite Care/Flexible Respite - high fee range	GST free	C	per hour	33.80	48.00
Personal Care - low fee range	GST free	C	per hour	4.45	4.00
Personal Care - medium fee range	GST free	C	per hour	8.85	16.00
Personal Care - high fee range	GST free	C	per hour	36.90	48.00
Delivered Meals - low fee range	GST free	C	per meal	8.60	8.00
Delivered Meals - medium fee range	GST free	C	per meal	9.00	16.00
Delivered Meals - high fee range	GST free	C	per meal	19.80	32.00
Property Maintenance/Home Maintenance - low fee range	GST free	C	per hour	12.10	16.00
Property Maintenance/Home Maintenance - medium fee range	GST free	C	per hour	18.25	24.00
Property Maintenance/Home Maintenance - high fee range	GST free	C	per hour	47.90	64.00
Social Support - low fee range	GST free	C	per session	16.70	18.00
Social Support - medium fee range	GST free	C	per session	16.70	24.00
Social Support - high fee range	GST free	C	per session	45.40	64.00
<b>Full cost recovery</b>					
Personal Care	Taxable	C	per hour	62.70	72.00
Respite Care/Flexible Respite	Taxable	C	per hour	62.70	72.00
Home Care/Domestic Assistance	Taxable	C	per hour	62.70	72.00
Property Maintenance/Home Maintenance	Taxable	C	per hour	86.60	120.00
Property maintenance - materials charge	Taxable	C	per item	Quote	Quote
Property maintenance - tip fee charge	Taxable	C	per tip	Quote	Quote
Delivered Meals	Taxable	C	per meal	20.10	32.00



<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Social Support (Planned Activity Group)	Taxable	C	per session	84.50	96.00
Social Support plus transport	Taxable	C	per session	114.00	120.00
*Special consideration fees may apply with individual assessment					
<b>Food premises (part6 div3)</b>					
<b>Commercial operator: Registration fees for 12 months</b>					
Class 1 premises - 3rd party audited	Exempt	C	per year	520.00	533.00
Class 2 premises - 3rd party audited	Exempt	C	per year	520.00	533.00
Class 2 premises - template fsp	Exempt	C	per year	735.00	754.00
Class 3 premises - limited processes.	Exempt	C	per year	490.00	505.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
Where more than 5 persons employed for each person each person in excess of 5	Exempt	C	per year	10% of the base (\$520) fee	10% of the base (\$533) fee
<b>Community group operator: Registration fees for 12 months</b>					
Class 1 premises - 3rd party audited	Exempt	C	per year	153.00	156.00
Class 2 premises - 3rd party audited	Exempt	C	per year	153.00	156.00
Class 2 premises - template fsp	Exempt	C	per year	223.00	230.00
Class 3 premises - limited processes.	Exempt	C	per year	195.00	200.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
Where the community group operated premises only operates for 6 calendar months of the year e.g. cricket/football clubs	Exempt	C	per year	50% of the classification fee	50% of the classification fee
Where a proprietor holds more than 1 registration at the same premises	Exempt	C	per year	50% of 2nd total fee	50% of 2nd total fee
Where a proprietor chooses to register their premises under Div4 of Part6 to include the 'portable' component and 'fixed premises' in the one registration this additional fee applies	Exempt	C	per year	186.00	188.00
Where a non-statutory inspection and report has been conducted (on an unregistered premises) and premises deemed compliant the applicable fee will be deducted from the initial registration fee.	Exempt	C	when required	N/A	N/A
<b>'Portable' food premises (Part 6 div 4) - state wide registration</b>					
<b>Temporary food premises:-</b>					
<b>Commercial operator: Registration fees for 12 months</b>					

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Class 1 premises	Exempt	C	per year	265.00	270.00
Class 2 premises	Exempt	C	per year	382.00	392.00
Class 3 premises	Exempt	C	per year	260.00	270.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
Where the commercial/community group operator requests the registration for a period of less than 1 year to operate on a short-term basis (e.g. only operates for 1 event like a community festival)	Exempt	C	per year	25% of the classification fee (portable)	25% of the classification fee (portable)
<b>Community group operator: Registration fees for 12 months</b>					
Class 1 premises	Exempt	C	per year	82.00	84.00
Class 2 premises	Exempt	C	per year	115.00	118.00
Class 3 premises	Exempt	C	per year	77.00	79.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
<b>Mobile food premises:-</b>					
<b>Commercial operator: Registration fees for 12 months</b>					
Class 1 premises - 3rd party audited	Exempt	C	per year	520.00	533.00
Class 2 premises - 3rd party audited	Exempt	C	per year	520.00	533.00
Class 2 premises - template fsp	Exempt	C	per year	735.00	754.00
Class 3 premises - limited processes.	Exempt	C	per year	490.00	505.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
<b>Community group operator: Registration fees for 12 months</b>					
Class 1 premises - 3rd party audited	Exempt	C	per year	153.00	156.00
Class 2 premises - 3rd party audited	Exempt	C	per year	153.00	156.00
Class 2 premises - template fsp	Exempt	C	per year	223.00	230.00
Class 3 premises - limited processes.	Exempt	C	per year	196.00	200.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
Where a proprietor has a number of components (e.g. more than one food van) for each additional component	Exempt	C	per year	105.00	107.00
<b>Vending machines:-</b>					
<b>Commercial Operator: Registration fees for 12 months</b>					
Class 2 premises	Exempt	C	per year	109.00	110.00
Class 3 premises	Exempt	C	per year	88.00	90.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
<b>Community group operator: Registration fees for 12 months</b>					

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Class 2 premises	Exempt	C	per year	44.00	45.00
Class 3 premises	Exempt	C	per year	33.00	34.00
Class 4 premises - notification only	Exempt	C	per year	N/A	N/A
Where a proprietor has a number of components (e.g. more than one food vending machine) for each additional component	Exempt	C	per year	50% of classification fee	50% of classification fee
<b>Other fees (food premises)</b>					
Transfer of food act registration (includes transfer inspection)	Exempt	C	when transferred	50% of that premises' annual registration fee (not applied during renewal periods)	50% of that premises' annual registration fee (not applied during renewal periods)
Plans submission for food act assessment & preregistration inspection	Exempt	C	when requested	216.00	225.00
Additional assessment fee (follow up of non-compliances)	Exempt	C	when required	155.00	160.00
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre purchase inspection) within 5 working days	Taxable	C	when requested	260.00	268.00
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre purchase inspection) within 10 working days	Taxable	C	when requested	170.00	175.00
Request/requirement for non-statutory inspection & report (unregistered premises)	Taxable	C	when requested	190.00	196.00
<b>Public health and wellbeing act premises</b>					
Hairdressing premises (New premises only)	Exempt	C	per year	198.00	205.00
Ear piercing premises	Exempt	C	per year	198.00	203.00
Beauty premises	Exempt	C	per year	198.00	203.00
Skin penetration (incl Tattooing, Body Piercing, Electrolysis etc. (excludes ear piercing))	Exempt	C	per year	285.00	293.00
Colonic irrigation premises	Exempt	C	per year	285.00	293.00
Prescribed accommodation premises (up to 20 beds) (excluding rooming houses)	Exempt	C	per year	285.00	293.00
Every additional bed thereafter	Exempt	C	per year	4.00	4.00
Prescribed accommodation premises (rooming house)	Exempt	C	per year	330.00	340.00
Where a proprietor conducts more than one activity at the same premises	Exempt	C	per year	The highest risk classification as base fee plus 50% of extra activity	The highest risk classification as base fee plus 50% of extra activity

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Where a public health and wellbeing act registered premises holds a food act registration	Exempt	C	per year	Food Act Registration fee will be 50%	Food Act Registration fee will be 50%
Where a non-statutory inspection and report has been conducted (unregistered premises) and premises deemed compliant the applicable fee will be deducted from the initial registration fee.	Exempt	C	when required	-	-
<b>Other fees &amp; additional services (Public Health and Wellbeing Act premises)</b>					
Transfer of public health and wellbeing act registration	Exempt	C	when transferred	50% of that premises' annual registration fee (not applied during renewal periods)	50% of that premises' annual registration fee (not applied during renewal periods)
Plans submission for public health and wellbeing assessment and pre-registration inspections (beauty and other treatment premises)	Exempt	C	when requested	175.00	180.00
Mandatory plans submission for public health and wellbeing assessment & preregistration inspections (prescribed accommodation)	Exempt	C	when required	305.00	312.00
Mandatory plans submission for public health and wellbeing assessment & preregistration inspections (rooming houses only)	Exempt	C	when required	375.00	385.00
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre purchase inspection) within 5 working days	Taxable	C	when requested	236.00	242.00
Request for an inspection of registered premises prior to purchase (e.g. solicitor/pre purchase inspection) within 10 working days	Taxable	C	when requested	154.00	158.00
Request/requirement for non-statutory inspection & report (unregistered premises)	Taxable	C	when requested	155.00	160.00
<b>Immunisation</b>					
Sale of vaccines - commercial	Taxable	C	per vaccine	Purchase Price + \$19.00 oncost (rounded)	Purchase Price + \$19.50 oncost (rounded)
Onsite visit for commercial vaccinations surcharge (where applicable)	Taxable	C	per visit	A surcharge of \$20 per person less than 20 clients total	A surcharge of \$25 per person less than 20 clients total
Sale of vaccines - public	Taxable	C	per vaccine	Purchase Price + \$19.00 oncost (rounded)	Purchase Price + \$19.50 oncost (rounded)
Sale of vaccines - school	Exempt	C	per vaccine	Purchase Price + \$19.00 oncost (rounded)	Purchase Price + \$19.50 oncost (rounded)

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
<b>Domestic waste water management (septics)</b>					
Permit to install a septic tank system	Exempt	C	when requested	360.00	370.00
Permit to alter an existing septic tank system	Exempt	C	when requested	310.00	320.00
<b>Administration</b>					
Record recovery/refund process and associated administrative tasks	Taxable	C	when required	31.00	32.00
<b>YOUTH &amp; FAMILY SERVICES</b>					
<b>Jets Studios</b>					
Studio Room Hire-Basic (PA system & 2 mics)	Taxable	C	4 hours	25.00	25.00
Studio Room Hire-with backline (Basic + amps, keyboard, CD.DJ)	Taxable	C	4 hours	40.00	40.00
Studio Room Hire-deluxe (Basic + backline + guitars, drumsticks)	Taxable	C	4 hours	50.00	50.00
Recording studio (per hour) - min 3.5hr session *1	Taxable	C	per hour	55.00	55.00
Earplugs	Taxable	C	each	1.00	1.00
CD's/DVD's (does not include studio time)	Taxable	C	each	5.00	5.00
Memory sticks	Taxable	C	each	10.00	10.00
Drum sticks	Taxable	C	pair	10.00	10.00
Batteries	Taxable	C	each 9V	5.00	5.00
Guitar pick	Taxable	C	each	1.00	1.00
Guitar strings	Taxable	C	1 set	10.00	10.00
PA hire small (1 staff + trainee) - community / equipagig (freeza)	Taxable	C	per hour	55.00	55.00
PA hire large (2 staff + trainee) - community / equipagig (freeza)	Taxable	C	per hour	110.00	110.00
PA hire small (1 staff + trainee) - commercial	Taxable	C	per hour	82.50	82.50
PA hire large (2 staff + trainee) - commercial	Taxable	C	per hour	155.00	155.00
Creative art supplies	Taxable	C	per session	Purchase price + 25%	Purchase price + 25%
Room Hire Facilitated-any room/gear + Jets staff member Includes: rehearsal room with your choice of gear, computer lab, recording studio, or PD training	Taxable	C	per hour	55.00	55.00
<b>Volunteers Awards &amp; Thank You function</b>					
Ticket to function - subsidised	Taxable	C	per ticket	15.00	15.00
<b>Pre schools</b>					
<b>Olympic Village</b>					

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Full fee paying	GST free	C	per term	455.00	466.50
<b>Audrey Brooks</b>					
Full fee paying	GST free	C	per term	455.00	466.50
3 year old kindergarten	GST free	C	per term	340.00	348.50
<b>Preschool enrolments</b>					
Enrolment fee	GST free	C	yearly	32.00	33.00
<b>Child care</b>					
<b>Joyce Avenue &amp; St Hellier Street</b>					
Full time per week	GST free	C	per week	475.00	487.00
Per day	GST free	C	per day	109.00	112.00
<b>Morobe Street</b>					
Full time per week	GST free	C	per week	422.00	432.50
Per day	GST free	C	per day	95.00	97.50
<b>Maternal &amp; Child Health</b>					
Baby sleep & settling program	GST free	C	per person	30.00	30.75
Baby sleep & settling program health care card	GST free	C	per person	12.00	12.30
Baby sleep & settling program from other municipalities	GST free	C	per person	40.00	41.00
Baby massage, 4 sessions	GST free	C	per 4 sessions	120.00	123.00
Parent programs	GST free	C	per person	35.00	35.80
<b>Outreach</b>					
Infant resuscitation program	GST free	C	per person	45.00	46.00
Infant resuscitation program for healthcare card holders and clients who are financially disadvantaged	GST free	C	per person	15.00	15.40
<b>Children's services community centres</b>					
Montmorency children's centre	Taxable	C	per weekday AM session	45.00	45.00
Montmorency children's centre	Taxable	C	per weekday PM session	40.00	40.00
Montmorency children's centre	Taxable	C	per hour weekday evenings	15.00	15.00
Montmorency children's centre	Taxable	C	per hour Saturday	18.00	18.45

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68 Macorna Street, Watsonia North	Taxable	C	per hour	25.00	25.60
56 Gabonia Avenue, Watsonia	Taxable	C	quarterly	2,720.00	2,788.00
7 Cameron Parade, Bundoora	Taxable	C	quarterly	1,375.00	1,400.00
<b>CITY DEVELOPMENT</b>					
<b>URBAN PLANNING &amp; BUILDING</b>					
<b>Planning Services</b>					
<b>Procedural applications</b>					
Amendments under Secondary Consent - minor applications	Exempt	C	per application	169.00	350.00
Amendments under Secondary Consent - major applications	Exempt	C	per application	169.00	600.00
Requests for extension of time on planning permits (first request)	Exempt	C	per application	250.00	350.00
Requests for extension of time on planning permits (second and subsequent requests)	Exempt	C	per application	300.00	425.00
Request for consent under Section 173 Agreement	Exempt	C	per application	250.00	425.00
<b>Advertising planning permit application</b>					
Fixed rate for installation of up to two signs on site and notices to up to 12 adjoining properties	Exempt	C	per application	412.00	422.50
Per property	Exempt	C	per property notified	14.40	14.75
Notification signage	Exempt	C	per first sign per application	175.00	180.00
Per additional notification sign	Exempt	C	per additional sign per application	22.00	22.50
Notice in local paper	Exempt	C	per application	-	Cost recovery + 10% administration fee
<b>Planning advice</b>					
Property Information Request	Exempt	C	per application	119.00	125.00
Pre-application advice for minor applications (by written correspondence)	Taxable	C	per application	119.00	125.00
Pre-application advice for major applications (by written correspondence)	Taxable	C	per application	119.00	250.00
(Optional) Pre-application meeting (in conjunction with written advice)	Taxable	C	per application	119.00	125.00

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(Optional) Subsequent pre-application advice (by written correspondence)	Taxable	C	per application	119.00	125.00
<b>Administrative fees</b>					
Copies of planning permits	Exempt	C	per application	57.00	125.00
Retrieval of file(s) from offsite storage (2015 and earlier)	Exempt	C	per application	57.00	58.50
Preparation of a Section 173 Agreement	Taxable	C	per request	845.00	845.00
Bond or guarantee administration fee	GST N/A	C	per application	500.00	512.50
Inspection fees (second and subsequent)	Exempt	C	per application	150.00	155.00
Condition plan approval fee (second and subsequent)	Taxable	C	per application	-	125.00
Plan folding fee (A3 and per 10 sheets)	Taxable	C	per A1 plan	1.55	3.50
Plan folding fee (per sheet and including anything other than A3 and A4)	Taxable	C	every 10 pages of A3 plans	1.55	3.50
Digitisation fee (A3 and A4 only)	Taxable	C	per submission	-	50.00
Digitisation fee (including anything other than A3 and A4)	Taxable	C	per submission	-	100.00
<b>Miscellaneous fees</b>					
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to the removal of vegetation	Exempt	S	per application	-	191.97
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to the pruning of vegetation	Exempt	S	per application	-	95.98
"In-principle" fee reduction for all planning permit and planning permit amendment applications that relate to sponsorship signage on Council land proposed by community clubs	Exempt	S	per application	-	191.97
<b>Planning fees effective 1 July 2017</b>					
<b>Fees for applications for permits under section 47 of the Planning and Environment Act 1987 (regulation 9)</b>					
(Class 1) Use only	Exempt	S	per application	-	1,265.58
(Class 2) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7	Exempt	S	per application	-	191.97



<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less					
(Class 3) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000	Exempt	S	per application	-	604.35
(Class 4) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000	Exempt	S	per application	-	1,237.14
(Class 5) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000	Exempt	S	per application	-	1,336.68
(Class 6) To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000	Exempt	S	per application	-	1,436.22

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(Class 7) VicSmart application if the estimated cost of development is \$10,000 or less	Exempt	S	per application	-	191.97
(Class 8) VicSmart application if the estimated cost of development is more than \$10,000	Exempt	S	per application	-	412.38
(Class 9) VicSmart application to subdivide or consolidate land	Exempt	S	per application	-	191.97
(Class 10) To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000	Exempt	S	per application	-	1,102.05
(Class 11) To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000	Exempt	S	per application	-	1,485.99
(Class 12) To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000	Exempt	S	per application	-	3,277.71
(Class 13) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000	Exempt	S	per application	-	8,354.25
(Class 14) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000	Exempt	S	per application	-	24,636.15
(Class 15) To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000 (For the first 12 months from commencement of the regulations, the fee for a class 15 permit application (for development over \$50 million) will be charged at 50% of the fee set out in regulations).	Exempt	S	per application	-	55,372.68
(Class 16) To subdivide an existing building (other than a class 9 permit)	Exempt	S	per application	-	1,265.58

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(Class 17) To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Exempt	S	per application	-	1,265.58
(Class 18) To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Exempt	S	per application	-	1,265.58
(Class 19) Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	Exempt	S	per 100 lots created	-	1,265.58
(Class 20) To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Exempt	S	per application	-	1,265.58
(Class 21) A permit not otherwise provided for in the regulation	Exempt	S	per application	-	1,265.58
<b>Fees for applications to amend permits under section 72 of the Planning and Environment Act 1987 (Regulation 11)</b>					
(Class 1) Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	Exempt	S	per application	-	1,265.58
(Class 2) Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	Exempt	S	per application	-	1,265.58
(Class 3) Amendment to a class 2 permit	Exempt	S	per application	-	191.97
(Class 4) Amendment to a class 3 permit	Exempt	S	per application	-	604.35
(Class 5) Amendment to a class 4 permit	Exempt	S	per application	-	1,237.14
(Class 6) Amendment to a class 5 or class 6 permit	Exempt	S	per application	-	1,336.68
(Class 7) Amendment to a class 7 permit	Exempt	S	per application	-	191.97
(Class 8) Amendment to a class 8 permit	Exempt	S	per application	-	412.38

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
(Class 9) Amendment to a class 9 permit	Exempt	S	per application	-	191.97
(Class 10) Amendment to a class 10 permit	Exempt	S	per application	-	1,102.05
(Class 11) Amendment to a class 11 permit	Exempt	S	per application	-	1,485.99
(Class 12) Amendment to a class 12, 13, 14 or 15 permit	Exempt	S	per application	-	3,277.71
(Class 13) Amendment to a class 16 permit	Exempt	S	per application	-	1,265.58
(Class 14) Amendment to a class 17 permit	Exempt	S	per application	-	1,265.58
(Class 15) Amendment to a class 18 permit	Exempt	S	per application	-	1,265.58
(Class 16) Amendment to a class 19 permit	Exempt	S	per 100 lots created	-	1,265.58
(Class 17) Amendment to a class 20 permit	Exempt	S	per application	-	1,265.58
(Class 18) Amendment to a class 21 permit	Exempt	S	per application	-	1,265.58
<b>Other fees prescribed within the Planning and Environment (Fees regulations) 2016</b>					
(Regulation 7) For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.	Exempt	S	per application	-	3,839.40
(Regulation 8) For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	Exempt	S	per application	-	924.30
(Regulation 10) For combined permit applications	Exempt	S	per application	-	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made
(Regulation 12) Amend an application for a permit or an application to amend a permit	Exempt	S	per application	-	a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the

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					Table at regulation 9 ... b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below ... c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit
(Regulation 13) For a combined application to amend permit	Exempt	S	per application	-	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made
(Regulation 14) For a combined permit and planning scheme amendment	Exempt	S	per application	-	Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of

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					each of the other fees which would have applied if separate applications were made
(Regulation 15) For a certificate of compliance	Exempt	S	per application	-	312.84
(Regulation 16) For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Exempt	S	per application	-	639.79
(Regulation 17) For a planning certificate for an application not made electronically	Exempt	S	per application	-	21.33
(Regulation 17) For a planning certificate for an application made electronically	Exempt	S	per application	-	7.00
(Regulation 18) Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Exempt	S	per application	-	312.84
<b>Fees under the Subdivision (Fees) Regulations 2016</b>					
(Regulation 6) For certification of a plan of subdivision	Exempt	S	per application	-	167.80
(Regulation 7) Alteration of plan under section 10(2) of the Act	Exempt	S	per application	-	106.65
(Regulation 8) Amendment of certified plan under section 11(1) of the Act	Exempt	S	per application	-	135.09
(Regulation 9) Checking of engineering plans	Exempt	S	per application	-	0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)
(Regulation 10) Engineering plans prepared by Council	Exempt	S	per application	-	3.5% of the cost of works proposed in the engineering plan (maximum fee)
(Regulation 11) Supervision of works	Exempt	S	per application	-	2.5% of the estimated cost of construction of the works (maximum fee)
<b>Building Services</b>					
<b>Permit levy (state government receives levy)</b>					
Report & consent	Exempt	S	per property	250.60	256.90

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Consent & report section 29a	Exempt	S	per property	62.55	64.10
Lodgement fees	Exempt	S	per permit	37.40	38.30
Building enquiry/information fees	Exempt	S	per property	49.90	51.20
Building inspection fees	Taxable	C	per permit	120.00	120.00
Dispensation advertising fee	Taxable	C	per permit	66.00	110.00
<b>Professional fees for building permits inspections and associated services (Including all required permits and certificates)</b>					
<b>Building administration fees services</b>					
Property enquiries form 10	Exempt	C	per property	49.90	51.20
Property enquiries - with building inspection dates	Exempt	C	per property	49.90	51.20
<b>Requests for information</b>					
Copy of plans/documentation (residential)	Exempt	C	per property	60.00	110.00
Copy of plans/documents (commercial)	Exempt	C	per property	125.00	225.00
Dispensation of Building Regulations 2006 for siting or miscellaneous buildings e.g. Veranda fence at intersections masts etc.	Exempt	S	per property	250.60	256.90
* NOTE: Maximum 5 sheets					
<b>Banyule building permits and inspections. Domestic works</b>					
<b>Building permit fees include inspection fees, final inspection certificate/ occupancy permit &amp; GST</b>					
<b>Minor works (up to \$10,000 value of works and within metro area only)</b>					
<b>Type of works (inclusive of GST)</b>					
Demolitions (maximum 1 inspection)	Taxable	C	per permit	575.00	575.00
Sheds, verandas, pergolas, carports, timber decks, (maximum 2 inspections)	Taxable	C	per permit	550.00	550.00
Swimming pools	Taxable	C	per permit	895.00	1,050.00
Swimming pool fencing advice (to be paid prior to booking inspection.)	Taxable	C	per permit	150.00	220.00
Bushfire assessment (to be paid prior to booking inspection.)	Taxable	C	per permit	285.00	330.00
Amendment fee	Taxable	C	per permit	230.00	230.00
<b>Dwelling additions / alterations (fee below, plus govt. levy)</b>					
<b>Value of works (\$) fee \$ (inclusive of GST)</b>					
Up to 19,999 owner builder	Taxable	C	per permit	645.00	780.00
Up to 19,999 builder	Taxable	C	per permit	545.00	650.00

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20,000 to 99,999 owner builder	Taxable	C	per permit	-	1,150.00
20,000 to 99,999 builder	Taxable	C	per permit	-	960.00
100,000 to 159,000 owner builder	Taxable	C	per permit	1,265.00	1,590.00
100,000 to 159,000 builder	Taxable	C	per permit	1,110.00	1,330.00
160,000 to 199,999 owner builder	Taxable	C	per permit	1,605.00	2,150.00
160,000 to 199,999 builder	Taxable	C	per permit	1,495.00	1,790.00
200,000 to 299,999 owner builder	Taxable	C	per permit	Quote by building surveyor	2,480.00
200,000 to 299,999 builder	Taxable	C	per permit	Quote by building surveyor	2,060.00
300,000 to 399,999 owner builder	Taxable	C	per permit	Quote by building surveyor	2,800.00
300,000 to 399,999 builder	Taxable	C	per permit	Quote by building surveyor	2,330.00
400,000 to 499,999 owner builder	Taxable	C	per permit	Quote by building surveyor	3,220.00
400,000 to 499,999 builder	Taxable	C	per permit	Quote by building surveyor	2,690.00
500,000 to 599,999 owner builder	Taxable	C	per permit	Quote by building surveyor	3,710.00
500,000 to 599,999 builder	Taxable	C	per permit	Quote by building surveyor	3,090.00
<b>Dwellings (fee below, plus govt. levy)</b>					
Up to 199,999 owner builder	Taxable	C	per permit	1,530.00	1,860.00
Up to 199,999 builder	Taxable	C	per permit	1,415.00	1,560.00
Up to 299,999 owner builder	Taxable	C	per permit	1,640.00	2,020.00
Up to 299,999 builder	Taxable	C	per permit	1,530.00	1,680.00
Up to 399,999 owner builder	Taxable	C	per permit	1,870.00	2,390.00
Up to 399,999 builder	Taxable	C	per permit	1,810.00	1,990.00
Up to 499,999 owner builder	Taxable	C	per permit	2,095.00	2,610.00
Up to 499,999 builder	Taxable	C	per permit	1,980.00	2,180.00
Up to 599,999 owner builder	Taxable	C	per permit	2,380.00	Quote by building surveyor
Up to 599,999 builder	Taxable	C	per permit	2,150.00	2,360.00
Up to 699,999 owner builder	Taxable	C	per permit	2,830.00	Quote by building surveyor
Up to 699,999 builder	Taxable	C	per permit	2,500.00	2,750.00
Up to 799,999 owner builder	Taxable	C	per permit	Quote by building surveyor	Quote by building surveyor
Up to 799,999 builder	Taxable	C	per permit	-	3,220.00
Up to 899,999 owner builder	Taxable	C	per permit	Quote by building surveyor	Quote by building surveyor
Up to 899,999 builder	Taxable	C	per permit	-	3,830.00



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Up to 999,999 owner builder	Taxable	C	per permit	Quote by building surveyor	Quote by building surveyor
Up to 999,999 builder	Taxable	C	per permit	-	4,380.00
Country areas must have a quote.					
Unit development	Taxable	C	per permit	Quote by building surveyor	Quote by building surveyor
* Permit/Inspection fees do not include the Government Levy charged at 0.00160 x calculated cost on the value of building works over \$10,000. Domestic works only.					
Commercial buildings	Taxable	C	per permit	Quote by building surveyor	Quote by building surveyor
* Permit/Inspection fees do not include the Government levy charged at 0.00128 X calculated cost on the value of building works over \$10,000. Commercial works only.					
Country areas must have a quote.					
<b>Notes:</b>					
Extra inspections will be charged at \$110.00 each.					
<b>Building permit extension fees</b>					
Amount of time required	Taxable	C	per permit	220.00	330.00
A letter must be supplied detailing the amount of works completed and the amount of time required to complete the remaining works.					
Applicant must be aware that no further extensions will be possible.					
**** Please refer clients to the building department for a quote on building permit fees.					
<b>Strategic Planning</b>					
LATM strategy	Exempt	C	per item	30.00	30.00
<b>Fee for hard copy, electronic format free of charge.</b>					
Neighbourhood character strategy (full set of brochures).	Exempt	C	per item	30.00	30.00
<b>Heritage places study</b>					
Colour	Exempt	C	per item	412.00	412.00
Black & white	Exempt	C	per item	124.00	124.00
Heidelberg structure plan (colour only)	Exempt	C	per item	62.00	62.00
Heidelberg precincts plan (colour only)	Exempt	C	per item	62.00	62.00
Summary brochure of Heidelberg structure plan (colour only)	Exempt	C	per item	36.00	36.00
Heidelberg structure plan directions report (colour only)	Exempt	C	per item	36.00	36.00
Heidelberg structure plan background reports (colour only)	Exempt	C	per item	36.00	36.00
Greensborough structure plan	Exempt	C	per item	36.00	36.00
Housing strategy	Exempt	C	per item	52.00	52.00
Housing background report	Exempt	C	per item	37.50	37.50
Housing issues paper	Exempt	C	per item	37.50	37.50

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Beaumont estate heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Beauview estate heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Glenard estate heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Ivanhoe views heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Marshall street estate heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Mount Eagle estate heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Warringal estate heritage guidelines (black & white only)	Exempt	C	per item	26.00	26.00
Banyule municipal information maps (colour, a3)	Exempt	C	per item	24.00	24.00
Ivanhoe project background reports	Exempt	C	per item	35.00	35.00
Bell street mall master plan	Exempt	C	per item	35.00	35.00
<b>Research Papers</b>					
Community & housing profile	Exempt	C	per item	6.80	6.80
Economic & transportation profile	Exempt	C	per item	6.80	6.80
<b>Regulation</b>					
<b>Fees for amendments to planning schemes</b>					
Regulation 6(1) to consider a request	Exempt	S	per request	798.00	2871.6
Regulation 6(2) to consider up to and including 10 submissions	Exempt	S	per defined number of submissions	798.00	14232.7
Regulation 6(2)(ii) to consider 11 to (and including) 20 submissions	Exempt	S	per defined number of submissions	-	28437.6
Regulation 6(2)(iii) to consider submissions that exceed 20	Exempt	S	per defined number of submissions	-	38014.4
Regulation 6(3) to adopt	Exempt	S	per request	524.00	453.1
Regulation 6(4) to request approval	Exempt	S	per request	798.00	453.1
Regulation 9 for a combined permit application and planning scheme amendment	Exempt	S	per application / request	Variable	Variable
<b>PROPERTY &amp; ECONOMIC DEVELOPMENT</b>					
<b>Property Services</b>					
Right of way (road) discontinuance application fee	Taxable	C	per application	123.00	123.00
Making title available at land registry	Taxable	C	per title	128.00	128.00
Discontinued road or reserves annual occupancy fees	Taxable	C	per address	Refer Notes *	Refer Notes *

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Note *minimum fees \$110 or 10% of market value whichever is the greater					
<b>Valuations</b>					
Sale of supplementary valuations SRO	Taxable	C	per assessment	8.04	8.68
Sale of supplementary valuations Yarra valley water	Taxable	C	per assessment	31.00	32.00
<b>TRANSPORT, SUSTAINABILITY &amp; MUNICIPAL LAWS</b>					
<b>Engineering Services</b>					
Application to construct over a drainage and sewerage easement	Exempt	S	per building commission	250.60	256.91
Stormwater Legal point of discharge applications	Exempt	S	per building commission	62.54	64.12
Determination of applicable flood level	Exempt	S	per building commission	250.60	259.91
Assessment of Engineering Plans as part of Planning Permits - Up to 2 units	Exempt	C	per application	120.80	175.00
Assessment of Engineering Plans as part of Planning Permits - 3 to 5 units	Exempt	C	per application	136.50	465.00
Assessment of Engineering Plans as part of Planning Permits - 6 to 10 units	Exempt	C	per application	199.50	645.00
Assessment of Engineering Plans as part of Planning Permits - 10 to 20 units	Taxable	C	per application	-	825.00
Assessment of Engineering Plans as part of Planning Permits - Over 20 units	Taxable	C	per application	-	1,000.00
Assessment of Engineering Plans as part of Planning Permits - All Industrial / Mixed Use & Commercial Developments	Taxable	C	per application	199.50	645.00
Assessment of Engineering Plans as part of Planning Permits - Subdivisions	Exempt	C	per application	0.75% of works	0.75% of works
Asset Plan Search	Exempt	C	per request	94.50	99.25
* If a land survey is required the above charge will be higher, based on the hourly rate for survey.					
<b>Assessment of engineering plans as part of planning permits</b>					
Plan check (engineering component of planning application)	Exempt	C	per application	Quote	Quote
Name blade directional signage request (per sign)	Exempt	C	per sign	126.00	130.00
Works zone sign (per sign)	Taxable	C	per sign	126.00	130.00
Works zone request - outside business or within mixed use zone - per space per day	Taxable	C	per space per day	10.00	12.00
Works zone request - within a residential zone - per space per day	Taxable	C	per space per day	5.00	7.00

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Works zone request - on paid parking areas	Taxable	C	per space per day	(Hours of restriction) * (Hourly fee)	(Hours of restriction) * (Hourly fee)
Assessment and approval of Traffic Management Plans	Taxable	C	per application	40.00	40.00
<b>Environment</b>					
Significant tree study	Taxable	C	per item	45.00	46.00
<b>Local law permits</b>					
Unless otherwise stated local law permits are	Exempt	C	per annum	165.00	170.00
Chairs and tables	Exempt	C	per annum	210.00	215.00
Signs and "A" boards	Exempt	C	per annum	190.00	195.00
Goods on footpaths	Exempt	C	per annum	260.00	265.00
Real estate advertising portable signs	Exempt	C	per annum	560.00	560.00
Busking permit	Exempt	C	per 30 days	165.00	40.00
Itinerant traders per day	Exempt	C	per day	1,460.00	1,460.00
Skips beyond size/time per site	Exempt	C	per week or part thereof	135.00	140.00
Shipping containers / pods	Exempt	C	per container	175.00	180.00
Approved charity bin site	Exempt	C	per annum	175.00	180.00
Storage of building materials	Exempt	C	per permit	Permit \$245 + (m2 x no. of weeks x \$75)	Permit \$250 + (m2 x no. of weeks x \$80)
Burning off per event	Exempt	C	per event	150.00	150.00
Camping/caravan permits per month (over 3 months)	Exempt	C	per month	180.00	180.00
* note:- local law permit / fees are non refundable.					
<b>Animals (Local Laws &amp; Domestic Animals Act 1994)</b>					
Keeping of animals (more than prescribed number)	Exempt	C	per year	50.00	50.00
Registration full fee dogs + state levy below	Exempt	S	per year	108.00	111.00
Registration reduced fee category dogs + state levy below	Exempt	S	per year	36.00	37.00
Registration fee puppy under 6 months microchipped + state levy below	Exempt	S	per year	36.00	37.00
Registration fee for dogs registered prior to 11 April 2013, microchipped or desexed + state levy below	Exempt	S	per year	36.00	37.00
Registration fee restricted, declared dangerous or menacing dogs + state levy below	Exempt	S	per year	108.00	111.00

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State government levy dogs	Exempt	S	per year	3.50	3.50
Registration full fee cats + state levy below	Exempt	S	per year	90.00	93.00
Registration reduced fee category cats + state levy below	Exempt	S	per year	30.00	31.00
Registration fee kitten under 6 months microchipped + state levy below	Exempt	S	per year	30.00	31.00
Registration fee for cats registered prior to 11 April 2013, microchipped or desexed + state levy below	Exempt	S	per year	30.00	31.00
State Government levy cats	Exempt	S	per year	2.00	2.00
<i>Pro-rata registration fees apply from 1 October based on whether animal is newly acquired, not applicable where registration should have been renewed. Pro-rata fee reduction does not apply to restricted, declared dangerous or menacing dogs.</i>					
<i>Eligible pensioners are charged 50% of the fee except for restricted, menacing or dangerous dogs.</i>					
<b>**Note:</b> The State Government Levy may increase as of 1 July 2017, this increase will be reflected in the State Levy charged for the 2018/2019 registration period.					
Replacement registration tag	Exempt	C	as required	6.00	6.00
Transfer of registration from another Municipality	Exempt	C	as required	6.00	6.00
Inspection of animal record	Exempt	S	per record	27.00	27.00
Animal business registration application	Exempt	S	per premises	190.00	195.00
<b>**Note:</b> Refunds are only applicable for annual fees and shall be calculated on a quarterly basis of unused portion, less an administrative charge of \$5.					
No refund less than \$10 shall be given.					
<b>Parking matters</b>					
Resident schemes/first permit	Exempt	C	per annum	0.00	0.00
Resident schemes/second permit	Exempt	C	per annum	25.00	30.00
First visitor permit	Exempt	C	per annum	40.00	45.00
First visitor permit (concession)	Exempt	C	per annum	10.00	10.00
Second visitor permit	Exempt	C	per annum	60.00	65.00
Disabled permits	Exempt	C	per annum	6.00	0.00
Replacement disabled motorist permit (subject to discretion)	Exempt	C	as required	10.00	10.00
Parking meter fees	Taxable	C	per day	up to \$15.00	up to \$15.00
Parking fees per hour	Taxable	C	per hour	up to \$4.00	up to \$4.00
<b>Release fees (Local Government Act)</b>					
Shopping trolleys	Exempt	C	each	46.00	46.00
Trolley fitted with kart saver	Exempt	C	each	36.00	36.00
Derelict vehicles & impoundment costs	Exempt	C	each	530.00	530.00

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Obstructions/a boards & impoundment costs	Exempt	C	each	190.00	190.00
Miscellaneous small items & impoundment costs	Exempt	C	each	170.00	170.00
Miscellaneous large items & impoundment costs	Exempt	C	each + cost	230.00	230.00
Dog pound release	Exempt	C	maximum (8 days)	112.00	112.00
<b>Filming fees</b>					
Filming permit application fee	Exempt	C	per day	160.00	160.00
<b>Income fees filming on Banyule property</b>					
Filming/Commercial Photography - full day	Taxable	C	per full day	750.00	750.00
Filming/Commercial Photography - full day subsequent days	Taxable	C	per full day	375.00	375.00
Filming/Commercial Photography - half day first day	Taxable	C	per half day	375.00	375.00
Filming/Commercial Photography - half day subsequent days	Taxable	C	per half day	187.50	187.50
Note: Extended filming on application - negotiable					
Students film	Taxable	C	per day	0.00	0.00
Essential Vehicles and Crew Parking Permits - first day (Cost per 8 bays)	Taxable	C	per 8 bays	150.00	150.00
Essential Vehicles and Crew Parking Permits - subsequent days (Cost per 8 bays)	Taxable	C	per 8 bays	80.00	80.00
Filming Inspection (Monday - Friday)	Taxable	C	per inspection	130.00	130.00
Filming Inspection (Weekends)	Taxable	C	per inspection	350.00	350.00
Unit Base Fee - per day (if applicable)	Taxable	C	per day	500.00	500.00
<b>Other (Local Law)</b>					
Occupation Permit application fee on Council Land (plant and Equipment)	Exempt	C	each	70.00	70.00
Works permit during business hours	Exempt	C	per day	70.00	70.00
Works permit out of hours	Exempt	C	per day	150.00	150.00
Occupation Permit Inspection fee during business hours	Exempt	C	per inspection	130.00	130.00
Occupation Permit Inspection fee out of hours	Exempt	C	per inspection	350.00	350.00
Occupation Permit application fee on Council Land (hoarding)	Exempt	C	each	70.00	70.00
Occupation rates	Exempt	C	sq. meters per week	5.50	5.50

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Occupation Permit Inspection fee during business hours	Exempt	C	per inspection	130.00	130.00
Occupation Permit Inspection fee out of hours	Exempt	C	per inspection	350.00	350.00
Miscellaneous permits & costs per event	Exempt	C	per event	150.00	150.00
Where a fee is greater than \$60, the first \$50 of each fee is considered the application fee. Permits may require certain conditions and the normal public liability insurance cover required is \$10 million.					
<b>Traffic infringement notices. Set by Victorian State regulation</b>					
(Road rules Victoria)	Exempt	S	per infringement	\$72.00 and \$144.00 until 1st of July and will be increased by State Government	\$81.00 and \$158.00 until 1st of July and will be increased by State Government
<b>Set by Council under Road Safety Act 1986</b>					
(Discretionary fines) up to 0.5 penalty units	Exempt	S	per infringement	\$144.00 until 1st of July and will be increased by State Government	\$158.00 until 1st of July and will be increased by State Government
Infringement debt collection fees	Exempt	C	per infringement	25.00	25.00
<b>CORPORATE SERVICES</b>					
<b>GOVERNANCE &amp; COMMUNICATIONS</b>					
<b>Freedom of information. Pursuant to section 22 of the act</b>					
(Provision of prescribed accounts and records as listed in Part 10 Local Government Regulations 1990)					
Application fee (set by government)	Exempt	S	per application	\$27.20 until 30th June and will be increased by State Government	\$27.20 until 30th June and will be increased by State Government
<b>Charges for access to documents</b>					
Per hour	Exempt	S	per hour	In Accordance with the Freedom of Information Act	In Accordance with the Freedom of Information Act
Per 1/4 hour or part thereof	Exempt	S	per 1/4 hour	In Accordance with the Freedom of Information Act	In Accordance with the Freedom of Information Act
Per page (A4) or part thereof non colour photocopying	Exempt	S	per page	In Accordance with the Freedom of Information Act	In Accordance with the Freedom of Information Act
<b>ORGANISATIONAL SYSTEMS</b>					
<b>Corporate charges photocopying &amp; file access</b>					
File retrieval - commercial offsite storage	Exempt	C	per request	84.00	84.00
File retrieval - Council offsite storage	Exempt	C	per request	52.50	52.50
<b>Photocopies</b>					
Black & white A4	Exempt	C & S	per page	0.25	0.25

<b>BANYULE CITY COUNCIL FEES &amp; CHARGES INCOME 2017/2018 (Directorate)</b>	<b>GST</b>	<b>Council/ Statutory</b>	<b>Frequency/ Weight/ Size</b>	<b>Fees &amp; Charges 2016/2017 \$</b>	<b>Fees &amp; Charges 2017/2018 \$</b>
Colour A4	Exempt	C & S	per page	1.10	1.10
A3	Exempt	C	per page	1.30	1.30
A2	Exempt	C	per page	2.50	2.50
A1	Exempt	C	per page	4.00	4.00
A0	Exempt	C	per page	5.00	5.00
*A Council may fix reasonable fees for the inspection and copying of documents containing prescribed matters.					
As per s223 of the Local Government Act 1989.					
<b>FINANCE &amp; PROCUREMENT</b>					
<b>Certificate fees</b>					
Land information certificate	Exempt	S	per certificate	24.80	25.90
Urgent land information certificate processing fee	Exempt	C	per certificate	30.00	31.00
<b>Rates</b>					
Rate Notice Reproduction fee	Taxable	C	per issue	-	15.00
Requestor Correspondence fee	Taxable	C	per issue	-	25.00
Dishonoured payment administration fee	Exempt	C	per dishonour	-	15.00
Collection administration fee	Exempt	C	per assessment	-	50.00
Legal collection fee	Exempt	C	per assessment	As per Magistrates Court scale of costs	As per Magistrates Court scale of costs
<b>Special Rates &amp; Charges</b>					
Dishonoured payment administration fee	Exempt	C	per dishonour	-	15.00
Legal collection fee	Exempt	C	per assessment	As per Magistrates Court scale of costs	As per Magistrates Court scale of costs
<b>Accounts Receivable</b>					
Dishonoured payment administration fee	Exempt	C	per dishonour	-	15.00
Collection administration fee	Exempt	C	per account	-	15.00
Legal collection fee	Exempt	C	per account	As per Magistrates Court scale of costs	As per Magistrates Court scale of costs



## **Appendix B**

### **Budget Processes**

This section lists the budget processes undertaken in order to present the budget for adoption 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 Regulations which support the Act. More importantly, Banyule Council strives to fully inform its community as to the important decisions that are being made on the community's behalf, about its financial and other resources.

This budget is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. It includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2018 and are consistent with the annual financial statements that are prepared in accordance with relevant 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 to deliver our services and other financial information Council uses to make informed decisions for its financial future.

In advance of preparing the budget, Officers first review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis for consideration.

The preparation of the budget, within this broader context, begins with the preparing of the operating and capital components of the annual budget during with the first consideration beginning in November and continuing through to January. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during February and March. This iterative process allows Councillors to consider changes in areas of the budget and include changes based on ongoing and extensive information received from the community and other contextual drivers.

A budget is prepared in accordance with the Act and is submitted to Council in April for 'In principle' approval. 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 budget and make the budget available for inspection at its offices and on its website. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before the final adoption of the budget by Council.

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

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

Banyule tries to alert its community as to the development of both the Budget and the Council Plan through multiple forms of communication. This engagement helps guide the strategic intent of the budget as early as practicable in the process so our community can have an active say in what is being developed. It also tests the current strategy with our community as to its voracity and fit.

Specifically, in order to assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process through our web application Shaping Banyule portal and hold Community forums.

The final step is for Council to adopt the budget after receiving and considering any formal submissions to the process from interested parties. Banyule endeavours to have its Budget adopted by the 30 June each year in order to have all our financial resources in place for our ensuing year of work for the community.

The table below outlines the process that is undertaken to reach the adoption of the budget:

Budget process	Timing
Officers commence long term financial projections (10 year)	November / December
Minister of Local Government announces maximum rate increase	19 December 2016
Officers finalise long term financial projections (10 year)	31 January 2017
Officers advise ESC if it intends to make a rate variation submission	31 January 2017
Community forums held to gather feedback on the Council Plan	22, 25, 28 and 31 March 2017
Proposed budget submitted to Council for approval to advertise	24 April 2017
Public notice advising intention to adopt proposed budget and it's availability for public inspection and comment	27 April 2017
Public submission process undertaken	Minimum of 28 days
Submissions period closes	25 May 2017
Submissions formally heard and considered by Council	5 June 2017
Proposed budget presented to Council for adoption	26 June 2017
Copy of adopted budget submitted to the Minister	30 June 2017