



ADOPTED 2017/18 BUDGET

Council Meeting 5 June 2017

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Mayor's introduction

The Councillors and I are pleased to release the 2017/18 Budget to the Community for comment and public submissions. This budget builds on our Council Plan 2017-2021 vision, which focuses on the following four key areas and Strategic Resource Plan:

- Community
- Environment
- Liveability
- Economy.

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

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

As Councillors, it is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016, we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council continues to identify a focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community and increased value for money to ratepayers.

The budget includes a rate increase of 2.0 per cent to the average general rate to determine the maximum amount of revenue that can be levied from general rates. This is in line with the *Fair Go Rates System (FGRS)* which has capped rate increases by Victorian councils to the forecast movement of 2.0 per cent in the Consumer Price Index (CPI). While Council has not elected to apply to the Essential Services Commission (ESC) for a variation, it has increased user fee income by 1.6 per cent to ensure users help pay for Council services and enable Council to provide continued delivery of high quality services, funding for new community and organisational initiatives in line with the Council Plan, capital works and infrastructure maintenance.

Together with operational savings and efficiencies of \$2.04 million, compared to the previous Strategic Resource Plan, Council will maintain service levels as the rate cap reduces from 2.5 per cent to 2.0 per cent in 2017/18. To ease the impact to ratepayers, we are increasing the unit garbage waste minimum service charge by 0.8 per cent.

The 2017/18 Budget and Strategic Resource Plan maintain cash reserves to fund Council's restricted assets of statutory reserves comprising the open space reserve, trust funds and deposits. An annual contribution of \$1.0 million to the Future Fund Reserve over the period of the Strategic Resource Plan will give Council continued financial capacity to respond to strategic property acquisition and development opportunities from its own cash reserves as much as possible.

Council has also identified a number of significant and unexpected cost and revenue impacts during the budget process which it has had to fund. These include:

- the lasting long term impact of withdrawal of indexation from the Commonwealth Government's financial assistance grants program to local government over the last three years (\$0.23 million).

The Federal Minister for Local Government has indicated that indexation to financial assistance grants will resume from 2017/18.

- an anticipated increase of 2.0 per cent in the State Government landfill levy (\$0.04 million).
- higher parking infringement court lodgement fees (\$0.08 million) which are linked to the current service level and increase in statutory fees.

Some of these items exceed the 2.0 per cent increase in our base costs for delivering core services and projects allowed by the FGRS.

In this budget we have allocated funding of \$42.62 million for asset renewals, upgrades and expansions. The budget also funds \$43.07 million for new assets. Highlights of the capital program (excluding intangibles) include:

- Open space \$5.0 million - including strategic land purchase and new park developments across the municipality.
- Cato Street redevelopment project \$34.51 million - including redevelopment of Council owned high value land with opportunities to incorporate public plaza/park/carpark in an urban setting, that aligns with the Public Realm Strategy 2010, Strategies for Creating Open Space 2013, Chapel ReVision Structure Plan and the Chapel Street Master Plan.
- Road, footpath and bridges \$8.92 million - including reconstructions, Chapel Street Streetscape Masterplan implementation \$2.0 million and Cato Street road refurbishment \$1.11 million.
- Drainage improvements \$2.24 million - including road drainage replacement works.
- Buildings \$16.37 million - Prahran Town Hall Masterplan \$2.28 million, Dunlop Pavilion redevelopment \$4.40 million, Library air-conditioning replacement \$1.08 million, Malvern Valley Golf Course Hub redevelopment \$0.96 million, various sites air-conditioning plant replacement \$0.37 million, Energy efficiency upgrades to Council buildings \$0.50 million, Percy Treyvaud Pavilion Refurbishment \$0.23 million, Healey Pavilion change room upgrade \$0.30 million, recreational facilities and buildings upgrades \$0.26 million, Harold Holt Swim Centre Masterplan \$0.89 million, Prahran Aquatic Centre feasibility and redevelopment \$0.24 million, Harold Holt Swim Centre Tower Refurbishment \$0.46 million, Harold Holt pool water treatment system upgrade \$0.22 million and Prahran Market works \$0.42 million.
- Recreation, leisure and community facilities \$6.94 million - including Gardiner Park redevelopment \$4.52 million, sportsground facility upgrades \$0.34 million, floodlighting upgrade program \$0.74 million, tennis facility renewal \$0.25 million, sportsground improvement program \$0.51 million.
- Parks, open space and streetscape (excluding Cato Street redevelopment) \$4.07 million - Yarra River Biodiversity project \$0.99 million, Forrest Hill Masterplan implementation \$0.75 million, Windsor Siding Masterplan implementation \$0.25 million, implementation of landscape plans for parks improvements \$0.30 million, shopping centre precinct upgrades \$0.14 million, parks furniture upgrades \$0.10 million, development of Caroline Gardens \$0.31 million, playgrounds upgrades \$0.25 million and parks renewal \$0.20 million.
- Bicycle strategy, path improvement and outdoor extras \$2.30 million.
- Plant and equipment \$4.69 million - including information technology \$0.54 million, scheduled replacement of Council's fleet and equipment \$2.14 million, furniture upgrades \$0.40 million, library materials \$0.95 million, and art and sculpture acquisition program \$0.62 million."

We have also allocated funding to deliver tangible progress on other key priorities and initiatives including:

- increase to the Community Grants program to \$3.63 million.
- continuance of parks horticulture services \$4.79 million.
- continuance of Council provided street cleansing service \$3.64 million.
- continuance of the Glow Festival event \$0.40 million.
- continuance of Council closed circuit television system installation, upgrade and maintenance \$0.21 million.
- energy efficiency initiatives \$0.80 million, including energy efficient street lighting installation \$0.20 million.

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

- increasing investment in the maintenance of ongoing community infrastructure assets.
- maintaining the character and amenity of our neighbourhoods under pressure for higher density residential development, through heritage planning and advocate for appropriate development outcomes.
- improving and increasing open space across the City and continuing to implement the Recreation Strategy to deliver sustainable sportsground and recreation opportunities.
- implementing sustainability initiatives to reduce energy and water consumption; ensuring sustainable design principles and practices across all projects; enhancing greening and providing opportunities for community education and participation.

- securing State and Commonwealth Governments contribution funding for services and programs such as the Prahran Child and Youth Community Wellbeing Hub (formerly known as the Prahran Adventure Playground) and recurrent funding for programs such as Maternal and Child Health, which does not keep pace with the increasing costs and for which the State Government does not meet its commitment to fund 50% of the costs of the services.
- defining Council's future role in Aged Services after the Commonwealth Government assumed funding and administrative responsibility for Aged Services from 1 July 2016. Although funding levels and targets have been guaranteed to 30 June 2019, the future impacts are uncertain.

Council is supportive of the use of borrowings to fund major long term community infrastructure. The community strongly supports the maintenance of existing service levels and for these to be funded through a mix of rates revenue and user charges. Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels and value for money. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that we engage with you on any planned changes.

The budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our Council Plan 2017-2021.

Cr Jami Klisaris

Mayor

Executive Summary

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

This Budget projects a surplus of \$36.43 million for 2017/18, however, it should be noted that the adjusted underlying result is a surplus of \$26.09 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

1. Key things we are funding

- 1) Ongoing delivery of services to the City of Stonnington community funded by a budget of \$181.41 million. These services are summarised in Section 2.1.
- 2) Continued investment in infrastructure assets of \$59.64 million, primarily for new and renewal works. This includes: roads \$5.69 million; bridges \$0.29 million; footpaths and bicycle paths \$2.94 million; drainage \$2.24 million; recreational, leisure and community facilities \$6.94 million; and parks, open space and streetscapes \$38.57 million.

Capital works deferrals to 2017/18 include: Cato Street redevelopment project of \$19.0 million, due to revision of concept development; Prahran Town Hall of \$2.28 million, due to concept development; Gardiner park redevelopment of \$1.76 million, due to project plan finalisation; Dunlop Pavilion redevelopment of \$4.40 million, due to design consultation progress and club contribution negotiations; and Harold Holt Swim Centre masterplan implementation of \$0.89 million, due to heritage restrictions.

The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: Community

- 3) Complete a feasibility study and preliminary concept plans for the proposed redevelopment of the Prahran Aquatic Centre. (\$0.24 million net cost).
- 4) Develop a masterplan for the future development of the outdoor areas of the Harold Holt Swim Centre. (\$0.89 million net cost).
- 5) Respond to the growing demand for netball and other indoor sports. (\$0.06 million net cost).
- 6) Upgrade Council's Children's Services facilities in accordance with the Early Years Infrastructure Improvements Plan. (\$0.17 million net cost).

Strategic Objective 2: Environment

- 7) Reduce corporate energy use and associated greenhouse gas emissions in buildings and facilities and street lighting through energy efficiency measures and installation of renewable energy generation systems. (\$0.80 million net cost).
- 8) Enhance biodiversity values at key sites throughout the city through targeted weed management, native vegetation planting and habitat creation programs. (\$0.99 million net cost).
- 9) Implement the Stonnington Cycling Strategy. (\$1.02 million net cost).

Strategic Objective 3: Liveability

- 10) Delivery of identified public realm improvements in accordance with adopted masterplans and Landscape Improvement Plans. (\$0.60 million net cost).
- 11) Develop design and tender documentation and engage the community on the redevelopment of the Cato Street car park. (\$34.51 million net cost).
- 12) Review the Stonnington Planning Scheme. (\$2.0 million net cost).
- 13) Implement infrastructure and public realm improvement works in accordance with the Forrest Hill Precinct Masterplan (\$0.75 million).

Strategic Objective 4: Economy

- 14) Prepare Structure Plans for Activity Centres. (\$0.06 million net cost).
- 15) Implement infrastructure and public realm improvements works in accordance with the Chapel Street Masterplan. (\$2.0 million net cost).

Strategic Objective 5: Strategic Resource Plan

- 16) Continue the upgrade of Prahran Market with the Market Board (\$0.42 million net cost).

2. The Rate Rise

- a. The average general rate will rise by 2.0 per cent in line with the order by the Minister for Local Government on 19 December 2016 under the *Fair Go Rates System*.
- b. Key drivers
 - i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with growth in the population of Victorian residents (2.2 percent in the last year)
 - iv. To cope with cost shifting from the State Government.
- c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. The unit garbage service charge minimum and garden waste 120 litre bin service charge will increase by 0.8 per cent and 1.1 per cent respectively per rateable property.
- e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.
- f. Refer Section 7 for further Rates and Charges details.

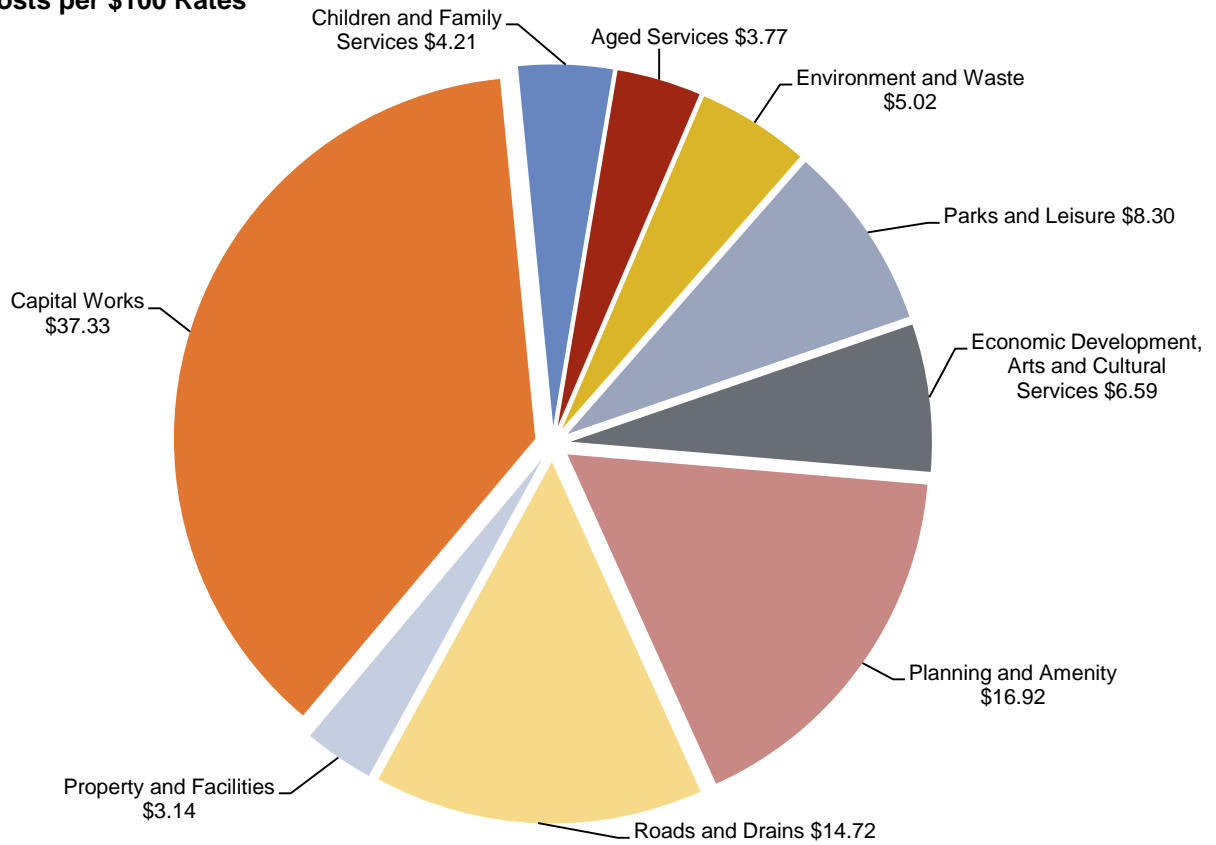
3. Key Statistics

- Total Revenue: \$181.41 million (2016/17 = \$179.71 million)
- Total Expenditure: \$144.98 million (2016/17 = \$139.4 million)
- Accounting Result: \$36.43 million Surplus (2016/17 = \$40.31 million Surplus)
(Refer Income Statement in Section 3)
- Underlying operating result: \$26.09 million Surplus (2016/17 = \$26.65 million Surplus)
(Refer Analysis of operating Budget in Section 10.1)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Cash result: \$13.54 million Deficit (2016/17 = \$1.15 million Deficit)
(Refer Statement of Cash Flows in Section 3)

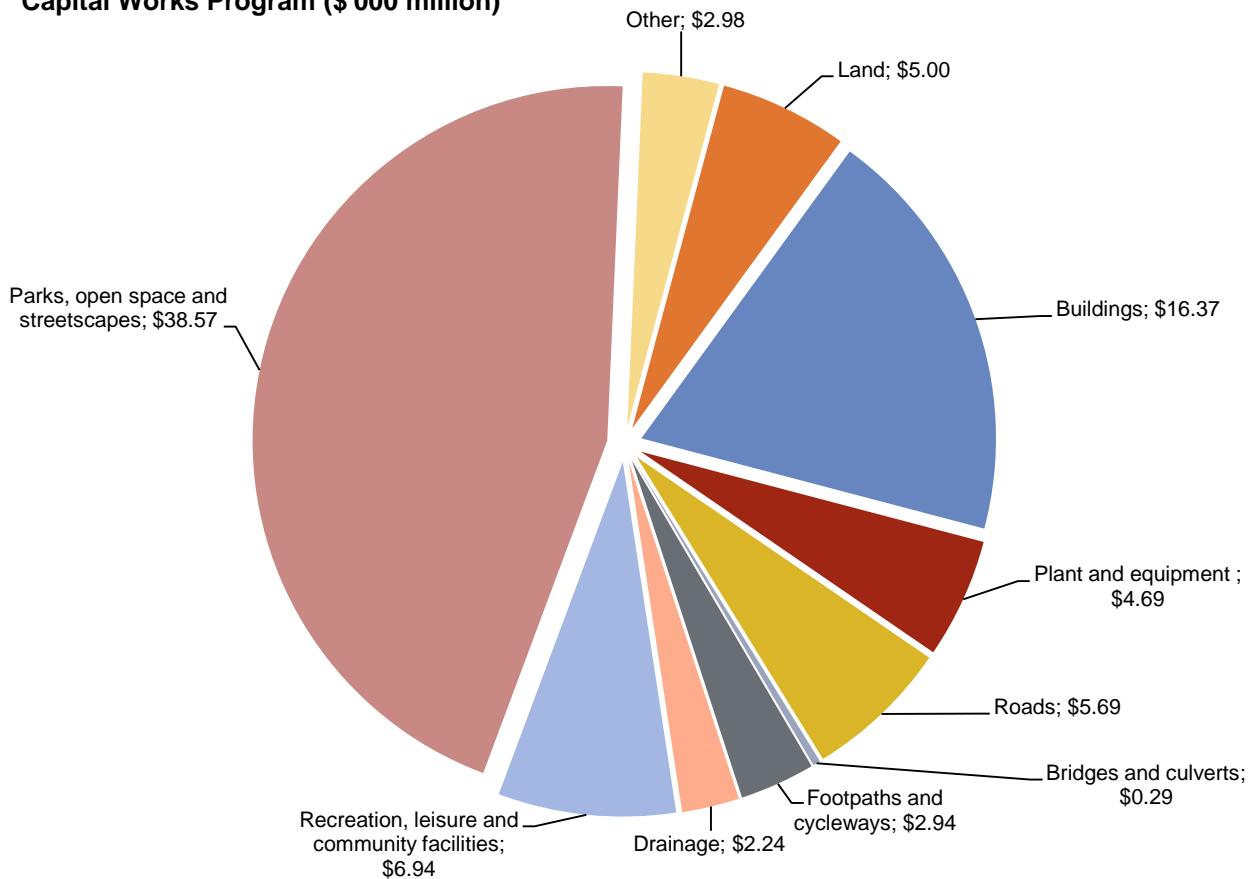
This is the net funding result after considering the funding requirements to meet loan principal repayments and reserve transfers.

- Total Capital Works Program of \$85.7 million
 - \$30.17 million from Council operations
 - \$20.0 million from borrowings
 - \$0.41 million from asset sales
 - \$0.45 million from external grants
 - \$0.11 million from contributions
 - \$34.55 million from cash and reserves

Net Costs per \$100 Rates



Capital Works Program (\$'000 million)



4. Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0% (2016/17 - 2.5%).
- CPI for Victoria is forecast to be 2.0% for the 2017/18 year (Victorian Department of Treasury & Finance, 2016/17 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/2018 (Victorian Department of Treasury & Finance, 2016/17 Budget Update).
- Council must renegotiate a new Collective Agreement during the 2017/18 year for commencement on 1 October 2017.
- Receipt of capital works grant funding of \$0.45 million including for the redevelopment of Dunlop Pavilion and the completion of Roads to Recovery projects.
- Net reduction of \$0.05 million in total operating grants funding from Commonwealth and State Government compared to the prior year.
- Anticipated increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.04 million. The levy has increased from \$9 per tonne in 2008 to a forecast \$63.27 per tonne in 2017 (603% increase in 9 years) and has added \$1.96 million to Council's costs.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. More information and examples are shown in paragraph 6 further ahead.
- Councils across Australia raise approximately 3.5 per cent of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30 per cent of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- 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*.

Internal Influences

As well as external influences, there are a number of internal influences expected to significantly impact the preparation of the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

- Decrease in Open space contribution from 2016/17 forecast of \$2.50 million.
- Increase in borrowing costs from 2016/17 forecast of \$0.70 million due to the new borrowings in 2017/18 to part fund the capital works program.
- Depreciation is expected to increase by \$0.67 million due to the completion of the 2017/18 capital works program and the full year effect of depreciation on the 2016/17 capital works program.
- Allowance of \$2.0 million operating expenses in 2017/18 for a possible future Defined Superannuation Scheme Shortfall call.

5. State Budget Advocacy

Council will continue to advocate the State Government for the following.

- a) Implementation of the Metropolitan Open Space Strategy through re-use of State Government land:
 - i. Ensuring the use of railway corridors as open space is formalised and considered part of the open space network.
 - ii. Conversion of under-utilised State and other authority owned land for public open space.
 - iii. Expanding and improving linkages across the open space network and within the off-road and shared path network.
- b) Public transport:
 - i. Fast tracking the development of an interchange at South Yarra Station and upgrading the existing South Yarra Station as part of the Melbourne Metro Rail Project.
 - ii. Improved public transport service connections to deliver a safe, accessible and efficient transport system to connect people to places, especially connections to Chadstone.
 - iii. Upgrade stations to improve the ease and convenience of public transport for the local community (in particular, providing shelter, toilets, secure bicycle facilities, improve design at some stations and increased staffing at busy stations).
 - iv. Increasing service frequency and span of train and tram services (particularly nights, weekends and off-peak).
- c) Public Housing:
 - i. Increased public housing provision as part of the urban renewal and revitalisation for the Prahran Housing Precinct.
- d) Planning for growth in response to Plan Melbourne 2017-2050, its Implementation Plan and associated planning scheme changes:
 - i. Coordination and implementation of key infrastructure as a whole of Government delivery to support growth in the City of Stonnington.
 - ii. City of Stonnington to continue to have a pivotal role in setting well designed policy response that addresses growth pressures, including changes to local character, provision of services and open space, traffic and transport access including improved pedestrian and cycling opportunities and impact of residential parking associated with growth.

6. Cost Shifting

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Type 1: Cost Shifting for Specific Services

Examples:

1. Home and Community Care (HACC) - \$2.26 million from 2011/12 to 2016/17
2. Aged care services - \$0.53 million from 2011/12 to 2015/16
3. Child care and immunisation services - \$0.13 million from 2011/12 to 2016/17
4. Maternal and Child Health - \$0.28 million from 2011/12 to 2015/16
5. Community safety transport services - \$0.42 million from 2011/12 to 2016/17
6. Recreation access disability services - \$0.44 million from 2011/12 to 2016/17
7. Library services - \$0.15 million from 2011/12 to 2016/17.

Type 2: Loss of funding in General

Examples:

8. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014/15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014/15, 2015/16, 2016/17). The cumulative impact on City of Stonnington Council for the three years totals \$0.23 million. Although the freeze has now been removed this is a permanent loss of revenue.

Type 3: Levies

Examples:

9. State Government landfill levy

The levy has increased from \$9 per tonne in 2008/09 to a forecast of \$63.27 per tonne in 2017/18.

The increase from 2016/17 to 2017/18 is approximately 2 per cent.

10. Total increase in landfill levy for City Of Stonnington is \$1.96 million for the 9 years 2008/09 to 2017/18.

11. Animal registration levy - \$0.18 million from 2011/12 to 2017/18.

Type 4: Statutory requirements lead to increased costs

Examples:

12. New national policy of 15 hours kinder for four-year olds - \$0.47 million of capital works over the past 4 years.

7. Population Growth

Council's population is forecast to grow from 98,853 in 2011 to 124,420 by 2021 and to 145,333 by 2036.

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 13 of this report.

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

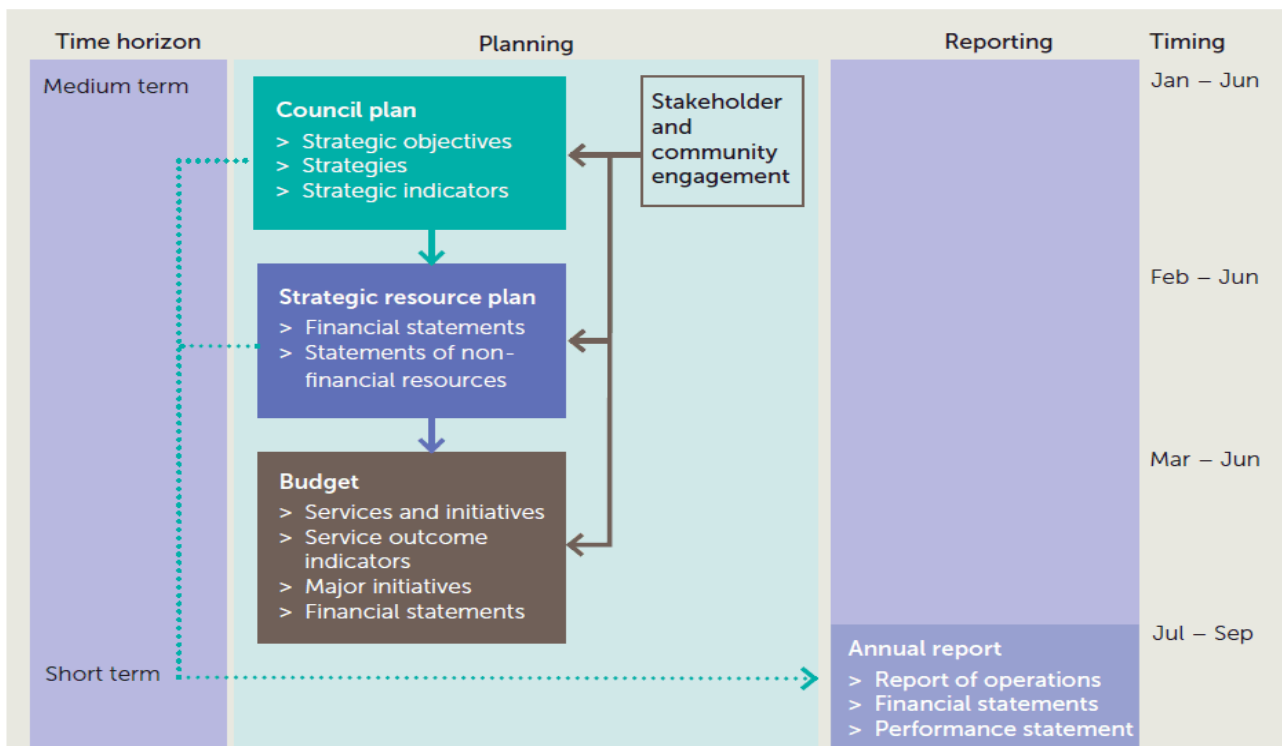
- 1 Link to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. Link to the Council Plan

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

1.1 Planning and accountability framework

The Strategic Resource Plan (SRP), part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The Council Plan is the City Of Stonnington's four year vision that articulates its mission, values and plan to achieve the vision. The Council Plan was developed through a collaborative process involving the elected Councillors, the organisation and the community.

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

1.2 Our purpose

Our vision - “Stonnington will be an inclusive, healthy, creative, sustainable and smart community”

Council's Commitment

The primary purpose of the City of Stonnington is the wellbeing of the community. Council endeavours to achieve the best outcomes for the community having regard to the long-term and cumulative effects of its decisions.

In seeking to achieve its primary purpose, Council will facilitate the following:

- A) Promote the social, economic and environmental viability and sustainability of the City.
- B) Ensure the resources are used efficiently and effectively and that services are provided in accordance with the best value principles to best meet the needs of the community.
- C) Improve the overall quality of people's lives in the community.
- D) Promote appropriate business and employment opportunities.
- E) Ensure that services and facilities provided by Council are accessible and equitable.
- F) Ensure the equitable imposition of rates and charges.
- G) Ensure transparency and accountability in decision-making.

The purpose of local government is specified in the *Local Government Act 1989*.

Our Values

City of Stonnington has a clear strength in the bond and affinity between its Councillors, the community and staff. Staff support the community leadership and governance role of Councillors, and work together to achieve the commitments of the Council Plan. Having all City of Stonnington staff practise the following organisational values enhance the quality of this partnership:

- **Cooperation** - we know that working together means we get better results. We are a team and together we achieve great things for our community. Our citizens, community and service users are the focus of all our actions.
- **Change and New ideas** - Finding better ways to do things and sometimes doing things that haven't been done before keeps us challenged, inspired and relevant.
- **Learning** - We encourage learning and create opportunities for people to grow and succeed for the benefit of our community.
- **Achievement** - We work hard to achieve great outcomes and we like how it feels when people stop to say, great job! So we strive for excellence and celebrate our success.
- **Communication** - We communicate in a respectful, transparent and inclusive manner. Being open and honest in our communications allows us to make better decisions.
- **Accountability** - We do things the right way for the right reasons. We are responsible and accountable for the work we do and the way we do it.

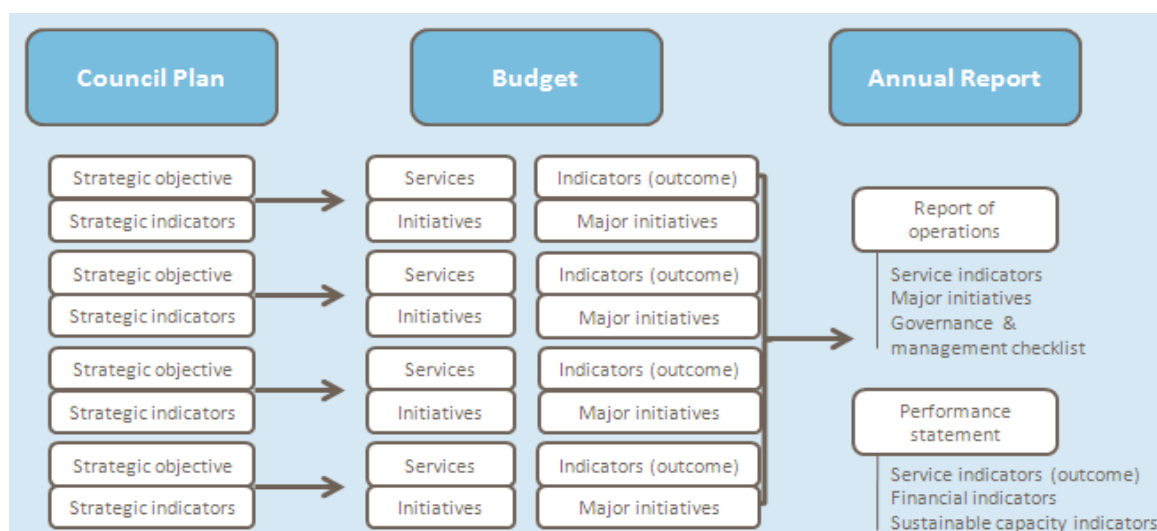
1.3 Strategic Objectives

Council delivers activities and initiatives under a broad range of major service categories. Each contributes to the achievement of one of the four Strategic Objectives and Strategic Resource Plan (SRP) as set out in the Council Plan for the years 2017-21. The following table lists the Strategic Objectives and SRP as described in the Council Plan.

Strategic Objective	Description
1. Community	An inclusive city that enhances the health and wellbeing of all residents, where people can feel safe, socially connected and engaged.
2. Environment	A cleaner, safer and better environment for future generations to enjoy.
3. Liveability	The most desirable place to live, work and visit.
4. Economy	A city that will grow its premier status as a vibrant, innovative and creative business community.
5. Strategic Resource Management	Council will strive for excellence, ensuring that it has the capacity to deliver timely and efficient services to meet community needs and to continually improve standards of service delivery. The City's capacity to deliver the objectives of the Council Plan is based on our service culture, people, good governance, business systems and technology, asset and risk management and responsible financial planning.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in the Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1: Community

An inclusive city that enhances the health and wellbeing of all residents, where people can feel safe, socially connected and engaged. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service Area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Aged, Diversity and Disability Services	This service provides a range of services for the aged and culturally diverse including home delivered meals, personal care, transport, home maintenance, housing support and senior citizen clubs.	8,711 <u>(5,418)</u> 3,293
Animal Management Services	This service provides a dog and cat collection service, a lost and found notification service, a pound service and a registration and administration service.	726 <u>(614)</u> 112
Aquatic Services	This service provides a range of recreational facilities including indoor and outdoor swimming pools, a fully equipped gymnasium, aqua aerobics, aerobics, pump, circuit, and yoga.	5,736 <u>(4,925)</u> 811
Children and Family Services	This service provides family oriented support services including child care, pre-schools, toy library, maternal and child health, pre-school dental, counselling and support, youth services, immunisation, family day care, holiday programs and health and safety.	8,803 <u>(6,005)</u> 2,798
Chapel Off Chapel	This service provides theatre services including technical staging advice and performance operations, facilities for presentations including events for children, families and older people and exhibitions of works by local artists, function and catering services including seminars, meetings and conferences.	1,302 <u>(747)</u> 555

Service Area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Customer and Civic Services	This service provides a range of governance, statutory and corporate support services and acts as the main customer interface with the community. Services include the coordination of council and committee meetings, records and information management and office support services at the Civic Centre. The customer support service is delivered from three customer service centres.	1,813 (0) 1,813
Communications and Community Planning	This service is responsible for the management and provision of advice on external communication, in consultation with relevant stakeholders, on behalf of Council.	2,772 (0) 2,772
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	998 (995) 3
Library and Local History Services	This service provides public library services at four locations and local history services that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	4,376 (882) 3,494
Malvern Valley Golf Course	This service provides public open space, an 18 hole public golf course and pristine environmental areas.	681 (882) (201)
Recreation Services	This service is responsible for the management and use of sporting grounds and pavilions and community centres with meeting, function and activity space. The service provides advice to Council on local leisure needs and assists community groups with funding applications, event management and promotion and issues relating to license agreements with Council.	1,388 (937) 451

Major Initiatives

- 1) Complete a feasibility study and preliminary concept plans for the proposed redevelopment of the Prahran Aquatic Centre. (\$0.24 million net cost).
- 2) Develop a masterplan for the future development of the outdoor areas of the Harold Holt Swim Centre. (\$0.89 million net cost).
- 3) Respond to the growing demand for netball and other indoor sports. (\$0.06 million net cost).
- 4) Upgrade Council's Children's Services facilities in accordance with the Early Years Infrastructure Improvements Plan. (\$0.17 million net cost).

Initiatives

- 5) Work with allied health services and Council's maternal child health service to provide improved access to family support services for new parents. (\$1.26 million net cost).
- 6) Prepare and implement Municipal Public Health and Wellbeing Plan 2017-2021. (\$0.06 million net cost).
- 7) Prepare and coordinate research, policy positions and advocacy briefing papers related to regional forums, government, industry and peak bodies. (\$0.03 million net cost).
- 8) Provide and/or facilitate a range of services, programs and events for families, children and young people. (\$0.60 million net cost).
- 9) Develop new Access and Inclusion Plan for 2017/20 and implement the Victorian Government Metro Access Program in partnership with community agencies and organisations.
- 10) Conduct road safety behavioural change programs to encourage responsible driving. (\$0.04 million net cost).
- 11) Enhance customer service through the use of technology to improve business process (planning and delivery of e-services, including e-payments, e-forms and e-bookings and interactive Geographic Information System mapping). (\$0.02 million net cost).
- 12) Implement the Active Living Program. (\$0.06 million net cost).

- 13) Upgrade Council's buildings in accordance with the recommendations of Council's Access and Inclusion Plan. (\$0.31 million net cost).
- 14) Deliver a comprehensive community grants program. (\$1.2 million net cost).

Service Performance Outcome Indicators

Services	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service) Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100 [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service) Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.2 Strategic Objective 2: Environment

A cleaner, safer and better environment for future generations to enjoy. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Environmental Planning	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance. Reducing greenhouse gas emissions within Council operations and the community are a key priority of Council.	663 <u>(0)</u> 663
Public Spaces Design and Development	This service prepares policies and strategies relating to open space and urban design issues and prepares and implements an annual capital works program. The service also provides landscape and urban design advice and is actively involved in setting service standards for parks maintenance activities.	328 <u>(150)</u> 178
Parks and Environment	This service includes arboriculture and horticulture services such as tree pruning, planting, removal, planning and street tree strategies, parks and sports ground mowing and maintenance.	8,100 <u>(30)</u> 8,070
Waste collection and management	This service provides kerbside rubbish collections of garbage, hard waste, recycling and green waste from all households and commercial properties in Stonnington.	14,586 <u>(770)</u> 13,816

Major Initiatives

- 15) Reduce corporate energy use and associated greenhouse gas emissions in buildings and facilities and street lighting through energy efficiency measures and installation of renewable energy generation systems. (\$0.80 million net cost).
- 16) Enhance biodiversity values at key sites throughout the city through targeted weed management, native vegetation planting and habitat creation programs. (\$0.99 million net cost).
- 17) Implement the Stonnington Cycling Strategy. (\$1.02 million net cost).

Initiatives

- 18) Reduce the energy consumed by Council's buildings through energy saving building development and alterations, replacement of inefficient plant and equipment, and elimination of inefficient operating practices.
- 19) Maximise efficiency of potable water use in Council buildings, facilities and public open spaces. (\$0.85 million net cost).
- 20) Implement the Urban Forest Strategy to protect, maintain and grow the city's tree population. (\$2.73 million net cost).
- 21) Encourage recycling practices in public places at community and Council events. (\$0.20 million net cost).
- 22) Deliver environmental education, sustainability outreach, programs and events. (\$0.13 million net cost).
- 23) Review and update the Sustainable Environment Strategy
- 24) Increase opportunities for open space and landscaping.
- 25) Advocate for improvements to public transport, cycling and walking facilities. (\$0.010 million net cost).

Service Performance Outcome Indicators

Services	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

2.3 Strategic Objective 3: Liveability

The most desirable place to live, work and visit. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Building Control and Amenity Services	This service provides statutory building services to the Council community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. An afterhours service and an emergency service. It also provides education, regulation and enforcement of the General Local Law and relevant State legislation.	3,265 <u>(2,798)</u> 467
Facilities Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	2,619 <u>(0)</u> 2,619
Infrastructure Planning, Design and Management	This service conducts capital works planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. Undertakes design, tendering, contract management and supervision of various works within Council including roads, laneways, car parks, foot/bike paths, drains and bridges.	2,302 <u>(642)</u> 1,660
Major Projects and Property Improvements	This service conducts capital works planning for Council's properties to renew and improve the condition, performance and value of Council's existing buildings, develop new facilities, and ensure that all are safe, compliant, sustainable and fit for delivering services that meet the needs of the community.	487 <u>(113)</u> 374
Streets, Roads and Drains Cleaning and Maintenance	This service provides street cleaning, leaf collection, weed removal, drainage pit cleaning and street litter bins throughout Council.	4,006 <u>(197)</u> 3,809
Urban Development	This service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the City. It also prepares and processes amendments to the Council Planning Scheme.	7,026 <u>(13,197)</u> (6,171)
Venue Facilities	This service provides venues and service at Malvern Town Hall, Functions On Chapel and Armadale meeting rooms. The venues support Council's civic functions and activities and are available for commercial hire and community use.	2,042 <u>(634)</u> 1,408

Major initiatives

- 26) Delivery of identified public realm improvements in accordance with adopted masterplans and Landscape Improvement Plans. (\$0.60 million net cost).
- 27) Develop design and tender documentation and engage the community on the redevelopment of the Cato Street car park. (\$34.51 million net cost).
- 28) Review the Stonnington Planning Scheme. (\$2.0 million net cost).

Initiatives

- 29) Adopt and implement Activity Centres Strategy. (\$0.38 million net cost).
- 30) Continue to develop and improve identified Council facilities in accordance with the Council budget.
- 31) Implement the Heritage Strategy Action Plan. (\$0.27 million net cost).
- 32) Implement the Neighbourhood Character Strategy. (\$0.03 million net cost).
- 33) Promote and encourage sympathetic development in heritage areas and seek to preserve the municipality's heritage building stock. (\$0.10 million net cost).
- 34) Monitor and review the application of the residential zones. (\$0.03 million net cost).
- 35) Undertake Urban Design Framework Plans for identified neighbourhood centres. (\$0.08 million net cost).
- 36) Advocate to the State Government to improve public housing quality and amenity.
- 37) Implement the Integrated Transport Plan. (\$0.05 million net cost).

Service Performance Outcome Indicators

Services	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

2.4 Strategic Objective 4: Economy

A city that will grow its premier status as a vibrant, innovative and creative business community. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Arts and Cultural Planning	This service provides a varied ongoing program of arts and cultural events and activities, plans and develops arts and cultural facilities and infrastructure and develops policies and strategies to facilitate art practice.	2,928 (232) 2,696
Economic Development	This service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	3,081 (101) 2,980
Traffic and Parking Services	This service provides strategic planning, policy development and day to day management of traffic and transport related issues in Council. It includes the management of Council's various car parks within activity centres.	13,179 (21,873) (8,694)

Major initiatives

- 38) Prepare Structure Plans for Activity Centres. (\$0.06 million net cost).
- 39) Implement infrastructure and public realm improvements works in accordance with the Chapel Street Masterplan. (\$2.0 million net cost).

Initiatives

- 40) Implement the Chapel Street Activity Centre. (\$0.09 million net cost).
- 41) Undertake works to improve the identity and amenity of shopping centres. (\$0.01 million net cost).
- 42) Develop and implement an integration plan for the Arts and Cultural Strategy and Economic Development strategy.
- 43) Assess and administer the Special Rate Levy to market and promote Stonnington's major shopping precincts.
- 44) Implement the Economic Development Strategy 2017-2021. (\$0.07 million net cost).
- 45) Coordinate the delivery of a comprehensive program of business events, seminars, workshops and networking events to support the developmental needs of Stonnington businesses. (\$0.05 million net cost).
- 46) Actively participate in the Inner Melbourne Action Plan (IMAP) Tourism Working Group to benefit Stonnington from a regional approach with a special focus on Urban Manufacturing.
- 47) Increase visitor attendance to all Stonnington ticketed events offering a diverse program to support broad participation and engagement.
- 48) Promote key Council community events to raise the profile of Stonnington as a cultural destination. (\$0.40 million net cost).

Service Performance Outcome Indicators

Services	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100

2.5 Strategic Resource Management

To achieve our objective of Strategic Resource Management, we will continue to plan, deliver and improve high quality,

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	11,330 <u>(5,060)</u> 6,270
Financial Services	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	6,460 <u>(4,489)</u> 1,971

Service Area	Description of services provided	Expenditure
		(Revenue) Net Cost
		\$'000
Fleet Services	This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs and to maximise the performance and minimise operational cost of the fleet.	778 <u>(0)</u> 778
Geographical Information System	To provide a Geographic Information System and associated services that support strategic and operational decision-making across the organisation.	323 <u>(0)</u> 323
Information Services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.	1,938 <u>(5)</u> 1,933
Risk Management	This service ensures that risk is managed to minimise and prevent injury and loss in the community and in Council's internal operations, to ensure a safe and healthy environment for all staff, contractors and the public and to ensure all contracts are prepared, evaluated, awarded and managed in accordance with the Local Government Act 1989 and Council's Procurement Policy.	1,719 <u>(45)</u> 1,674
Organisation Development	This service provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resources and industrial relations services. The service also assists managers to determine and progress toward future structures, capability and cultures in their service units.	1,760 <u>(0)</u> 1,760

Major initiatives

49) Continue the upgrade of Prahran Market with the Market Board (\$0.42 million net cost).

Initiatives

50) Provide a suite of digital communications (eg. website, new media and social media) to enable better access to Council information and services. (\$0.39 million net cost).

51) Implement Road Asset Management System to advise Council on appropriate road expenditures. (\$0.08 million net cost).

52) Work with all Departments to integrate the Geographic information system (GIS) and e-services with other Council systems to enable better accessibility to Council information and services. (\$0.02 million net cost).

53) Maintain certification for all of Council's Divisions under Australian Standard AS/NZS 4801. (\$0.01 million net cost).

54) Investigate and implement business system improvement projects to assist in improving service delivery across Council (\$0.17 million net cost).

55) Implement the Corporate Information Technology Strategy. (\$0.46 million net cost).

2.6 Performance Statement

The service performance 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 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 4) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Reconciliation with budgeted operating result

	Net Cost (Revenue)	Expenditure \$'000	Revenue \$'000
Community	15,901	37,306	21,405
Environment	22,727	23,677	950
Liveability	4,166	21,747	17,581
Economy	(3,018)	19,188	22,206
Strategic Resource Management	14,709	24,308	9,599
Total Services & Initiatives	54,485	126,226	71,741
Other non-attributable	18,752		
Deficit before funding sources	73,237		
Funding sources:			
Rates and charges	109,218		
Capital grants	452		
Total funding sources	109,670		
Surplus for the year	36,433		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2018/19 to 2020/21 has been extracted from the Strategic Resource Plan.

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

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

Four the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		2018/19	2019/20	2020/21
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	104,213	109,218	113,321	117,539	121,875
Statutory fees and fines	21,078	22,041	22,482	22,932	23,391
User fees	19,923	20,237	20,845	21,469	22,113
Grants - Operating	9,229	9,138	9,212	9,285	9,359
Grants - Capital	1,008	452	-	6,000	4,150
Contributions - monetary	13,321	10,283	10,286	10,339	10,393
Fair value adjustments for investment property	-	-	-	-	-
Share of net profit/(loss) of joint operation accounted for using the equity method	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	11	(39)	(47)	(56)	(67)
Other income	10,925	10,081	10,178	10,526	11,034
Total income	179,708	181,411	186,277	198,034	202,248
Expenses					
Employee costs	60,589	64,855	67,122	69,490	71,962
Materials and services	51,146	51,567	52,857	54,186	55,545
Bad and doubtful debts	20	20	20	21	21
Depreciation and amortisation	18,082	18,752	19,471	20,218	20,995
Borrowing costs	333	1,037	1,695	1,666	1,781
Other expenses	9,232	8,747	8,927	9,034	9,145
Total expenses	139,402	144,978	150,092	154,615	159,449
Surplus/(deficit) for the year	40,306	36,433	36,185	43,419	42,799
Total comprehensive result	40,306	36,433	36,185	43,419	42,799

3.2 Balance Sheet

Four the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	98,442	84,902	75,417	79,586	89,217
Trade and other receivables	10,162	10,462	10,770	11,087	11,414
Other financial assets	-	-	-	-	-
Other assets	1,725	1,767	1,809	1,856	1,903
Advance to subsidiary	-	1,000	778	667	556
Total current assets	110,329	98,131	88,774	93,196	103,090
Non-current assets					
Other financial assets	245	245	253	261	269
Investments in joint operations and subsidiaries	3,286	3,286	3,286	3,286	3,286
Property, infrastructure, plant and equipment	2,385,364	2,472,764	2,550,542	2,610,820	2,665,032
Investment property	6,471	6,471	6,471	6,471	6,471
Intangible assets	2,450	2,061	2,544	2,959	3,384
Total non-current assets	2,397,816	2,484,827	2,563,096	2,623,797	2,678,442
Total assets	2,508,145	2,582,958	2,651,870	2,716,993	2,781,532
Liabilities					
Current liabilities					
Trade and other payables	18,326	18,276	18,135	18,500	18,870
Trust funds and deposits	4,898	4,840	2,789	2,809	2,831
Provisions	14,340	14,886	15,450	16,036	16,646
Interest-bearing loans and borrowings	1,500	3,500	5,200	5,700	6,200
Total current liabilities	39,064	41,502	41,574	43,045	44,547
Non-current liabilities					
Provisions	2,239	2,314	2,390	2,467	2,548
Interest-bearing loans and borrowings	7,500	24,000	36,127	35,332	34,037
Other liabilities	1,553	920	871	822	774
Total non-current liabilities	11,292	27,234	39,388	38,621	37,359
Total liabilities	50,356	68,736	80,962	81,666	81,906
Net assets	2,457,789	2,514,222	2,570,908	2,635,327	2,699,626
Equity					
Accumulated surplus	1,022,155	1,062,871	1,095,389	1,130,986	1,165,692
Reserves	1,435,634	1,451,351	1,475,519	1,504,341	1,533,934
Total equity	2,457,789	2,514,222	2,570,908	2,635,327	2,699,626

3.3 Statement of Changes in Equity

Four the four years ending 30 June 2021

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2018				
Balance at beginning of the financial year	2,457,789	1,022,155	1,377,686	57,948
Surplus/(deficit) for the year	36,433	36,433	-	-
Net asset revaluation increment/(decrement)	20,000	-	20,000	-
Transfer to other reserves	-	(12,785)	-	12,785
Transfer from other reserves	-	17,068	-	(17,068)
Balance at end of the financial year	2,514,222	1,062,871	1,397,686	53,665
2019				
Balance at beginning of the financial year	2,514,222	1,062,871	1,397,686	53,665
Surplus/(deficit) for the year	36,185	36,185	-	-
Net asset revaluation increment/(decrement)	20,500	-	20,500	-
Transfer to other reserves	-	(12,667)	-	12,667
Transfer from other reserves	-	9,000	-	(9,000)
Balance at end of the financial year	2,570,908	1,095,389	1,418,186	57,333
2020				
Balance at beginning of the financial year	2,570,908	1,095,389	1,418,186	57,333
Surplus/(deficit) for the year	43,419	43,419	-	-
Net asset revaluation increment/(decrement)	21,000	-	21,000	-
Transfer to other reserves	-	(12,822)	-	12,822
Transfer from other reserves	-	5,000	-	(5,000)
Balance at end of the financial year	2,635,327	1,130,986	1,439,186	65,155
2021				
Balance at beginning of the financial year	2,635,327	1,130,986	1,439,186	65,155
Surplus/(deficit) for the year	42,799	42,799	-	-
Net asset revaluation increment/(decrement)	21,500	-	21,500	-
Transfer to other reserves	-	(13,093)	-	13,093
Transfer from other reserves	-	5,000	-	(5,000)
Balance at end of the financial year	2,699,626	1,165,692	1,460,686	73,248

3.4 Statement of Cash Flows

Four the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	104,146	109,150	113,251	117,467	121,801
Statutory fees and fines	20,857	21,873	22,356	22,802	23,258
User fees	20,082	20,476	21,092	21,341	22,482
Grants - Operating	9,485	9,372	9,436	9,661	9,690
Grants - Capital	1,008	452	-	6,000	4,150
Contributions - monetary	14,653	11,311	11,315	11,373	11,432
Reimbursements	1,698	757	772	788	803
Interest received	2,762	2,409	2,286	2,408	2,684
Trust funds and deposits taken/(repaid)	(106)	(81)	(2,075)	(5)	(4)
Other receipts	7,499	7,660	7,877	8,108	8,347
Net GST refund/(payment)	7,402	10,636	9,813	7,934	7,455
Employee costs	(59,957)	(64,183)	(66,432)	(68,775)	(71,220)
Materials and services	(63,369)	(68,397)	(68,546)	(67,374)	(68,803)
Other payments	(6,237)	(5,677)	(5,746)	(5,783)	(5,821)
Net cash provided by/(used in) operating activities	59,923	55,758	55,399	65,945	66,254
Cash flows from investing activities					
Payments for property, plant and equipment	(59,009)	(86,208)	(77,685)	(60,373)	(54,605)
Proceeds from sale of property, plant and equipment	447	447	447	447	447
Payments for investments	-	-	-	-	-
Net cash provided by/(used in) investing activities	(58,562)	(85,761)	(77,238)	(59,926)	(54,158)
Cash flows from financing activities					
Finance costs	(333)	(1,037)	(1,695)	(1,666)	(1,781)
Advance to Subsidiary	-	(1,000)	222	111	111
Proceeds from borrowings	-	20,000	17,000	5,000	5,000
Repayment of borrowings	(2,176)	(1,500)	(3,173)	(5,295)	(5,795)
Net cash provided by/(used) in financing activities	(2,509)	16,463	12,354	(1,850)	(2,465)
Net increase/(decrease) in cash and cash equivalents	(1,148)	(13,540)	(9,485)	4,169	9,631
Cash and cash equivalents at beginning of the financial year	99,590	98,442	84,902	75,417	79,586
Cash and cash equivalents at end of the financial year	98,442	84,902	75,417	79,586	89,217

3.5 Statement of Capital Works

Four the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	18,220	5,000	5,085	5,187	5,316
Total land	18,220	5,000	5,085	5,187	5,316
Heritage buildings	711	4,746	15,224	10,799	1,744
Buildings	9,822	11,619	5,734	17,325	20,969
Total buildings	10,533	16,365	20,958	28,124	22,713
Total property	28,753	21,365	26,043	33,311	28,029
Plant and equipment					
Heritage plant and equipment	57	620	264	270	276
Plant, machinery and equipment	2,605	2,141	2,358	2,510	2,589
Fixtures, fittings and furniture	645	443	339	337	359
Computers and telecommunications	513	535	519	529	542
Library books	923	950	972	1,101	1,022
Total plant and equipment	4,743	4,689	4,452	4,747	4,788
Infrastructure					
Roads	5,800	5,685	5,365	5,807	5,609
Bridges and culverts	290	290	295	301	308
Footpaths and cycleways	3,023	2,941	3,066	3,015	3,206
Drainage	2,100	2,243	2,222	2,045	2,324
Recreation, leisure and community facilities	3,541	6,936	3,191	2,572	2,520
Street trees	480	680	692	705	723
Parks, open space and streetscapes	8,031	38,571	29,529	5,067	4,141
Other infrastructure	1,631	2,296	2,347	2,388	2,532
Total infrastructure	24,896	59,642	46,707	21,900	21,363
Total capital works expenditure	58,392	85,696	77,202	59,958	54,180
Represented by:					
New asset expenditure	8,886	43,073	36,619	22,048	23,749
Asset renewal expenditure	24,697	23,552	21,339	21,130	20,964
Asset expansion expenditure	7,319	7,823	7,880	6,879	3,946
Asset upgrade expenditure	17,490	11,248	11,364	9,901	5,521
Total capital works expenditure	58,392	85,696	77,202	59,958	54,180

3.6 Statement of Human Resources

Four the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	58,903	63,364	65,585	67,905	70,327
Employee costs - capital	1,686	1,491	1,537	1,585	1,635
Total staff expenditure	60,589	64,855	67,122	69,490	71,962
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	627.1	646.9	644.9	642.9	642.9
Total staff numbers	627.1	646.9	644.9	642.9	642.9

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

Divisions	Comprises		
	Budget	Permanent	Permanent
	2017/18	Full time	Part Time
	\$'000	\$'000	\$'000
CEO Division	1,261	1,261	-
Corporate Services	7,987	7,151	836
Assets and Services	16,241	15,799	442
Community and Culture	25,951	14,979	10,972
Planning and Amenity	8,894	8,115	779
Total permanent staff expenditure	60,334		
Casuals and other expenditure	6,012		
Capitalised labour cost	(1,491)		
Total expenditure	64,855		

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

Divisions	Comprises		
	Budget FTE	Permanent	Permanent
		Full Time	Part Time
CEO Division	8.0	8.0	-
Corporate Services	72.6	65.0	7.6
Assets and Services	165.5	161.0	4.5
Community and Culture	287.6	166.0	121.6
Planning and Amenity	82.2	75.0	7.2
Total	615.9	475.0	140.9
Casuals and other	31.0		
Total staff	646.9		

4. Financial performance indicators

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

Indicator	Notes	Actual	Forecast	Budget	Strategic Resource Plan			Trend	
		2015/16	2016/17	2017/18	Projections			+o/-	
					2018/19	2019/20	2020/21		
Operating Position									
Adjusted Underlying Results	Adjusted underlying result / Adjusted underlying revenue	1	14.0%	16.0%	15.3%	14.7%	14.9%	15.1%	0
Liquidity									
Working Capital	Current assets / current liabilities	2	291%	282%	236%	214%	217%	231%	-
Unrestricted cash	Unrestricted cash / current liabilities		96%	130%	104%	81%	73%	78%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	11.5%	8.8%	25.6%	37.1%	35.5%	33.5%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.9%	2.2%	2.3%	4.6%	5.9%	6.2%	-
Indebtedness	Non-current liabilities / own source revenue		8.5%	7.2%	16.9%	23.6%	22.4%	20.9%	-
Asset renewal	Asset renewal expenditure / depreciation	4	149.5%	145.9%	133.2%	116.1%	110.5%	105.4%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	61.6%	61.7%	62.8%	63.4%	63.7%	63.9%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.1%	0.1%	0.2%	0.2%	0.2%	0
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$2,311	\$2,290	\$2,325	\$2,381	\$2,425	\$2,474	-

Indicator	Notes	Actual	Forecast	Budget	Strategic Resource Plan			Trend
		2015/16	2016/17	2017/18	Projections			+/-
					2018/19	2019/20	2020/21	
Revenue level	Residential rate revenue / No. of residential property assessments	1,608	1,841	1,722	\$1,752	\$1,782	\$1,812	-
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	11.9%	15.3%	15.1%	15.1%	15.1%	15.1%	0

Key to Forecast Trend:

- + Forecast improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast 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. Financial performance is expected to marginally improve from 2015/16 to 2020/21 through modest user fee income increases, operational efficiencies and cost control measures and assumed rate cap stability. However, cost pressures during 2017/18 to 2019/20 from increased borrowing costs and increasing utilities, merchant fees, security and depreciation expenses above inflation, will increase Council's reliance on its cash reserves to maintain services during that period. Financial performance will be at risk should future reductions in the rate cap occur.

2 Working Capital - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease from 2015/16 levels due to continued use of cash reserves to fund the extensive capital program. It is forecast to start recovering from 2020/21 as the capital program returns closer to historically lower levels.

3 Debt compared to rates - Trend indicates Council's increasing reliance on debt against its annual rate revenue through new long term debt to part fund major capital works over the next four years.

4 Asset renewal - This percentage indicates the extent of Council's 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 capital expenditure will be required to renew assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council is increasingly more reliant on rate revenue compared to all other revenue sources.

5. Other budget information

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 \$0.09 million decrease

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by 0.98% or \$0.09 million compared to 2016/17. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant	Forecast	Budget	Variance
	Actual 2016/17	2017/18	
	\$'000	\$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	2,584	2,602	18
Aged care	2,405	2,348	(57)
Veteran Affairs - Home Care	161	164	3
Recurrent - State Government			
Aged care	1,607	1,611	4
School crossing supervisors	180	173	(7)
Libraries	675	689	14
Maternal and child health	635	615	(20)
Community Partnership and Youth Programs	622	617	(5)
Veteran Affairs - Home Care	39	38	(1)
Child care and immunisation	291	281	(10)
Municipal Emergency Response	0	0	-
Total recurrent grants	9,199	9,138	(61)
Non-recurrent - Commonwealth Government	-	-	-
Non-recurrent - State Government			
Community Safety	30	-	(30)
Total non-recurrent grants	30	-	(30)
Total operating grants	9,229	9,138	(91)

5.1.2 Grants capital \$0.56 million decrease

Capital grants include all monies received from State and Federal Governments and other sources for the purposes of funding the capital work program. Overall, the level of capital grants will decrease by \$0.56 million compared to 2016/17 forecast.

This is mainly due to the drop in Sports and Recreation Victoria's grant for Dunlop Pavilion redevelopment of \$0.23 million, Transport Association Victoria grant for Chapel Street Precinct Masterplan Implementation \$0.05 million and Roads to Recovery funding \$0.26 million.

Section 12. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant	Forecast	Budget	Variance
	Actual 2016/17	2017/18	
Recurrent - Commonwealth Government			
Roads to recovery	650	394	(256)
Recurrent - State Government			
Plant and equipment	20	0	(20)
Total recurrent grants	670	394	(276)
Non-recurrent - Commonwealth Government			
Non-recurrent - State Government			
Infrastructure	48	-	(48)
Buildings	290	58	(232)
Total non-recurrent grants	338	58	(280)
Total capital grants	1,008	452	(556)

5.1.3 Statement of Borrowings

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

	Forecast Actual 2016/17	Budget 2017/18
Total amount borrowed as at 30 June of the prior year	10,897,294	9,000,000
Total amount proposed to be borrowed	-	20,000,000
Total amount projected to be redeemed	(1,897,294)	(1,500,000)
Total amount of borrowings as at 30 June	9,000,000	27,500,000

6. Capital works program

For the Year Ended 30 June 2018

This appendix presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

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

- New works for 2017/18
- Works carried forward from the 2016/17 Year

6.1 New Works

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
Land	5,000	5,000	-	-	-	-	-	5,000	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	6,134	137	4,724	764	509	58	113	5,963	-
Heritage buildings	402	-	132	162	108	-	-	402	-
TOTAL PROPERTY	11,536	5,137	4,856	926	617	58	113	11,365	-
PLANT AND EQUIPMENT									
Heritage Plant and Equipment	260	260	-	-	-	-	-	260	-
Plant, Machinery and Equipment	2,141	120	2,021	-	-	-	-	2,141	-
Fixtures, Fittings and Furniture	443	90	145	125	83	-	-	443	-
Computers and Telecommunications	535	50	345	84	56	-	-	535	-
Library Books	950	-	925	25	-	-	-	950	-
TOTAL PLANT AND EQUIPMENT	4,329	520	3,436	234	139	-	-	4,329	-
INFRASTRUCTURE									
Roads	5,685	510	3,531	986	658	394	-	5,291	-
Bridges and culverts	290	-	290	-	-	-	-	290	-
Footpaths and Cycleways	2,941	303	1,800	503	335	-	-	2,941	-
Drainage	2,243	199	1,302	445	297	-	-	2,243	-
Recreation, Leisure and Community Facilities	4,648	210	1,365	1,844	1,229	-	-	4,648	-
Waste Management	-	-	-	-	-	-	-	-	-
Street Trees	680	-	200	288	192	-	-	680	-
Parks, Open Space and Streetscapes	19,565	15,322	2,580	792	871	-	-	13,565	6,000
Other Infrastructure	2,296	1,378	492	256	170	-	-	2,296	-
TOTAL INFRASTRUCTURE	38,348	17,922	11,560	5,114	3,752	394	-	31,954	6,000
TOTAL NEW CAPITAL WORKS 2017/18	54,213	23,579	19,852	6,274	4,508	452	113	47,648	6,000

6.2 Works carried forward from the 2016/17 year

Capital work area	Project Cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	5,485	-	1,872	2,168	1,445	-	-	5,485	-
Heritage buildings	4,344	-	1,828	1,510	1,006	-	-	4,344	-
TOTAL PROPERTY	9,829	-	3,700	3,678	2,451	-	-	9,829	-
PLANT AND EQUIPMENT									
Heritage Plant and Equipment	360	360	-	-	-	-	-	360	-
Plant, Machinery and Equipment	-	-	-	-	-	-	-	-	-
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-
Computers and Telecommunications	-	-	-	-	-	-	-	-	-
Library Books	-	-	-	-	-	-	-	-	-
TOTAL PLANT AND EQUIPMENT	360	360	-	-	-	-	-	360	-
INFRASTRUCTURE									
Roads	-	-	-	-	-	-	-	-	-
Bridges and culverts	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-
Recreation, Leisure and Community Facilities	2,288	128	-	1,296	864	-	-	2,288	-
Waste Management	-	-	-	-	-	-	-	-	-
Street Trees	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	19,006	19,006	-	-	-	-	-	5,006	14,000
Other Infrastructure	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	21,294	19,134	-	1,296	864	-	-	7,294	14,000
TOTAL CARRIED FORWARD WORK 2016/17	31,483	19,494	3,700	4,974	3,315	-	-	17,483	14,000

6.3 Summary

Capital work area	Project Cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY	21,365	5,137	8,556	4,604	3,068	58	113	21,194	-
PLANT AND EQUIPMENT	4,689	880	3,436	234	139	-	-	4,689	-
INFRASTRUCTURE	59,642	37,056	11,560	6,410	4,616	394	-	39,248	20,000
INTANGIBLES	512	70	152	174	116	-	-	512	-
TOTAL CAPITAL WORKS	85,696	43,073	23,552	11,248	7,823	452	113	65,131	20,000

Note: There will be new borrowings of \$20.0 million in 2017/18.

7. Rates and charges

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 59.0% (excluding special rates) 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 2017/18 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Stonnington community.

The \$30.17 million contribution from cash from operations towards capital investment for the 2017/18 year requires supplementation from new borrowings of \$20.0 million. Unless this contribution can be increased, further long term debt may be required to achieve the four year capital works program.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.0% in line with the rate cap, while the unit garbage service charge minimum and garden waste 120 litre bin service charge will increase by 0.8 per cent and 1.1 per cent respectively per rateable property.

This will raise total rate and charges (excluding special rates) for 2017/18 of \$107.45 million, including \$1.49 million generated from supplementary rates.

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 rateable residential properties	0.001077	0.001098	2.0%
General rate for rateable commercial properties	0.001077	0.001098	2.0%
Rate concession for rateable cultural and recreational properties	0.000808	0.000824	2.0%

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
Residential	71,220,702	73,735,127	3.5%
Commercial	10,541,662	12,632,584	19.8%
Cultural and Recreational	108,798	110,880	1.9%
Total amount to be raised by general rates	81,871,162	86,478,592	5.6%

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 Number	2017/18 Number	Change
Residential	54,547	55,927	2.5%
Commercial	6,321	6,412	1.4%
Cultural and Recreational	10	10	0.0%
Total number of assessments	60,878	62,349	2.4%

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 \$	2017/18 \$	Change
Residential	66,184,318,000	67,167,460,000	1.5%
Commercial	9,784,548,022	11,505,086,000	17.6%
Cultural and Recreational	134,645,000	134,645,000	0.0%
Total value of land	76,103,511,022	78,807,191,000	3.6%

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	0	0	0.0%

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	0	0	0.0%

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

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Garbage Charge Minimum Residential	240.00	242.00	0.8%
Additional Bins - residential 120L bin	240.00	242.00	0.8%
Shared Bin (\$6 Discount) - residential	234.00	236.00	0.9%
Shared Bin (50% Discount) - residential	120.00	121.00	0.8%
Garbage Charge - residential 240L bin	436.00	439.00	0.7%
Additional Bins - residential 240L bin	436.00	439.00	0.7%
Garbage Charge Minimum Commercial	240.00	242.00	0.8%
Additional Bins - commercial 120L bin	240.00	242.00	0.8%
Shared Bin (\$6 Discount) - commercial 120L bin	234.00	236.00	0.9%
Garbage Charge - commercial 240L bin	436.00	439.00	0.7%
Additional Bins - commercial 240L bin	436.00	439.00	0.7%
Garden Waste Charge - residential 120L bin	94.00	95.00	1.1%
Garden Waste Charge - residential 240L bin	128.00	129.00	0.8%
Garden Waste Charge - commercial 120L bin	94.00	95.00	1.1%
Garden Waste Charge - commercial 240L bin	128.00	129.00	0.8%

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

Type of Charge	2016/17 \$	2017/18 \$	Change
Garbage Charge Minimum Residential	8,012,880	8,351,662	4.2%
Additional Bins - residential 120L bin	37,200	48,400	30.1%
Shared Bin (\$6 Discount) - residential	2,563,704	2,644,852	3.2%
Shared Bin (50% Discount) - residential	14,880	15,004	0.8%
Garbage Charge - residential 240L bin	4,659,532	4,706,519	1.0%
Additional Bins - residential 240L bin	160,448	153,650	-4.2%
Garbage Charge Minimum Commercial	685,440	690,668	0.8%
Additional Bins - commercial 120L bin	40,800	48,400	18.6%
Shared Bin (\$6 Discount) - commercial 120L bin	468	472	100.0%
Garbage Charge - commercial 240L bin	860,228	933,314	8.5%
Additional Bins - commercial 240L bin	468,264	482,900	3.1%
Garden Waste Charge - residential 120L bin	326,368	336,775	3.2%
Garden Waste Charge - residential 240L bin	1,018,240	1,052,382	3.4%
Garden Waste Charge - commercial 120L bin	1,410	1,520	7.8%
Garden Waste Charge - commercial 240L bin	9,216	9,417	2.2%
Total	18,859,078	19,475,935	3.3%

7.10 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
Rates and charges	81,871,162	86,478,592	5.6%
Service rates and charges	18,859,078	19,475,935	3.3%
Supplementary rates	1,205,903	1,489,972	23.6%
Total	101,936,143	107,444,499	5.4%

7.11 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 (2017/18 estimated \$1,489,972; 2016/17 \$1,205,903);
- The variation of returned levels of value (eg: valuation appeals);
- Changes in use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes in use of land such that residential land becomes commercial land and vice versa.

7.12 Differential rates

City of Stonnington has elected not to make a declaration of differential rates.

Budget Analysis

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

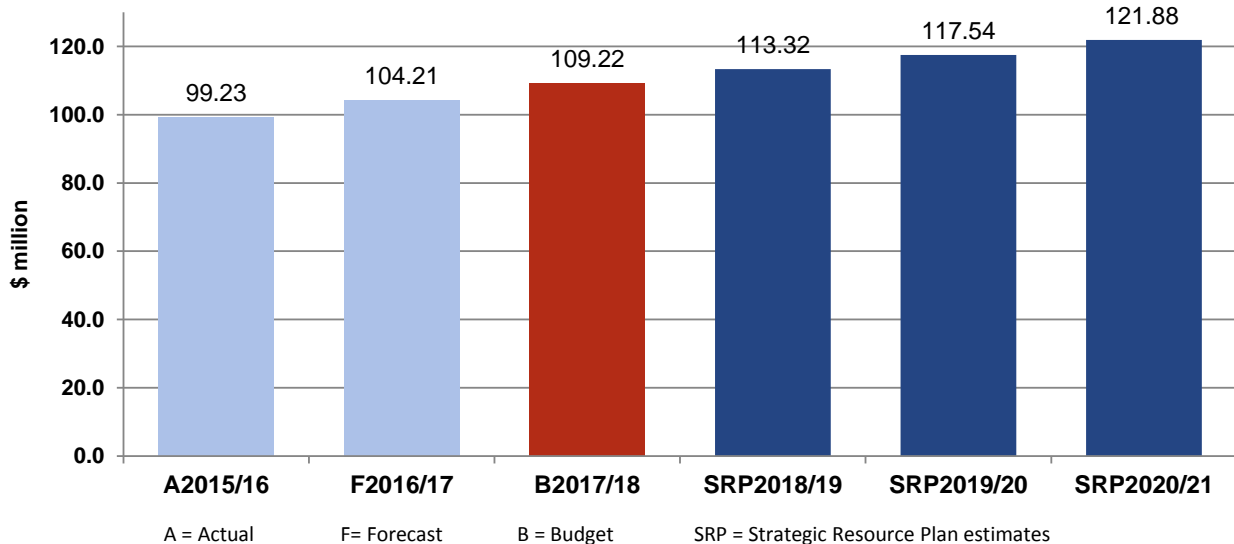
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position

8. Summary of financial position

Council has prepared a Budget for the 2017/18 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 rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability, strategic objectives, debt obligation and Council's expenditure allocations.

8.1. Total rates and charges



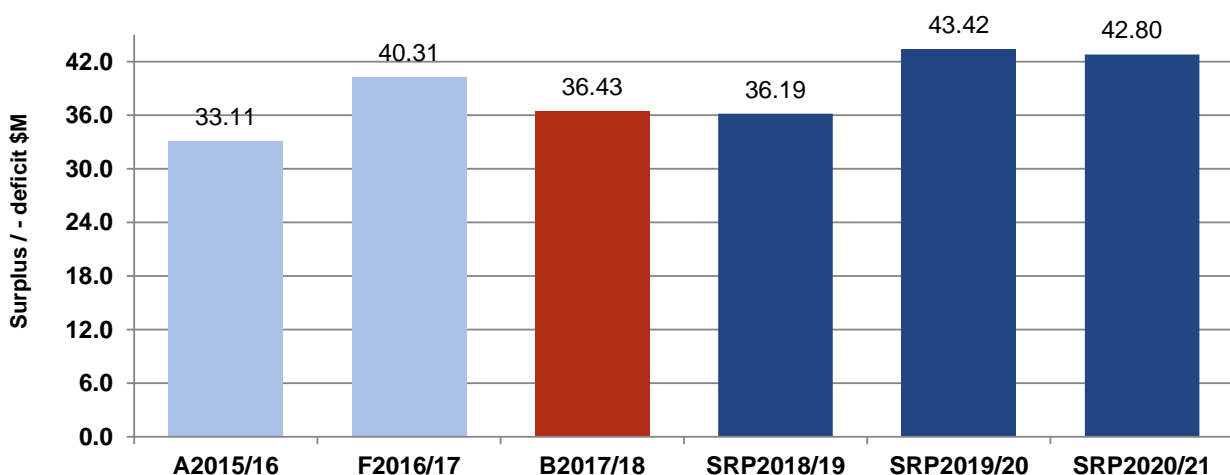
It is proposed that the average general rate increase by 2.0% for the 2017/18 year, raising total rates of \$109.22 million, including \$1.49 million generated from supplementary rates and \$1.77 million from special rates.

Of the 2.0% increase, 0.43% will go towards maintaining service levels and meeting the cost of a number of external influences affecting the operating budget including the Environmental Landfill Levy.

The remaining 1.57 % increase will go towards capital works to address the asset renewal needs of the City. This rate increase is in line with the rate cap set by the Minister for Local Government. (The general rate in the dollar increase for the 2016/17 year was 2.5%).

Refer Sections 7 and 10 for more information.

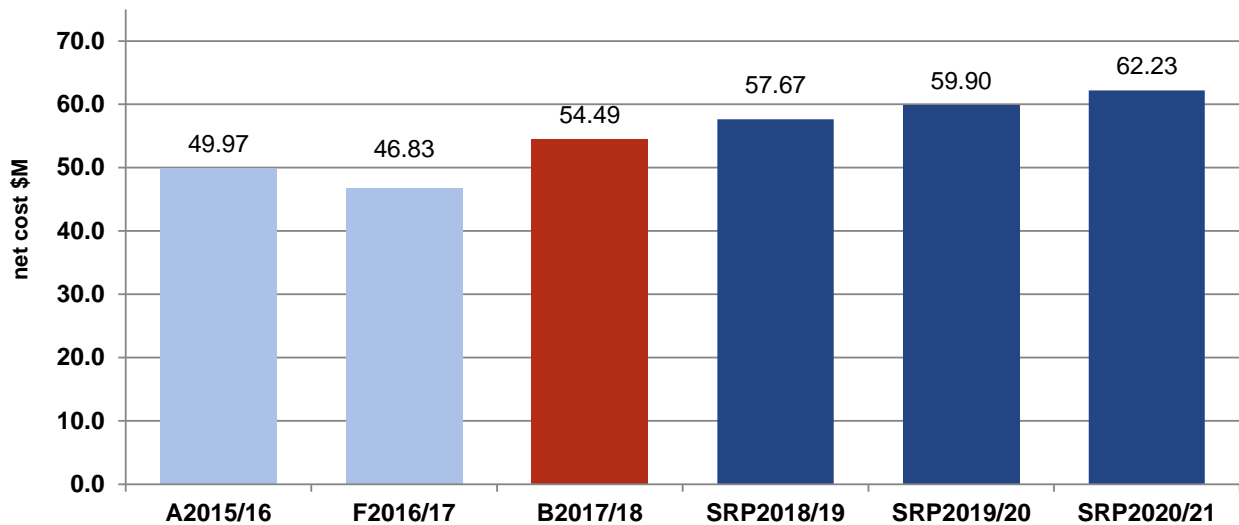
8.2 Operating result



The expected operating surplus for the 2017/18 year of \$36.43 million is a decrease of \$3.87 million from the 2016/17 forecast, which is mainly due to an expected \$3.04 million reduction in external contributions for capital works. The adjusted underlying result, which excludes items such as non-recurrent capital grants and capital works contributions, is a surplus of \$26.09 million, which is a decrease of \$0.56 million from 2016/17 - refer to Section 10 of this summary for further information.

(The forecast operating result for the 2016/17 year is a surplus of \$40.31 million).

8.3 Services



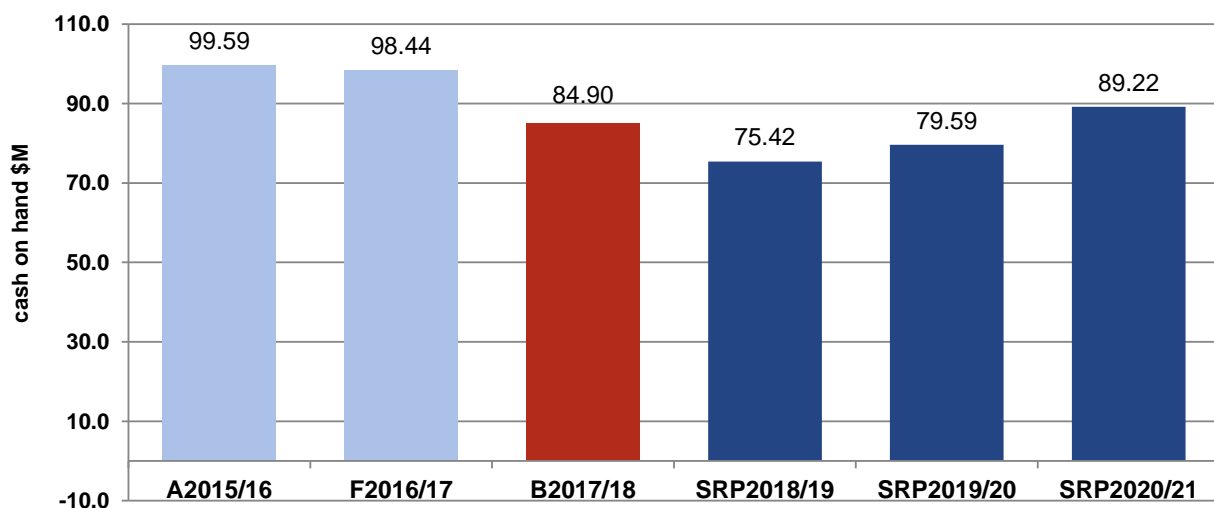
The net cost of services delivered to the community for the 2017/18 year is expected to be \$54.49 million which is an increase of \$7.65 million from 2016/17 forecast.

A key influencing factor in the development of the 2017/18 budget has been the results of the latest community satisfaction survey conducted by Council. The survey results show that while there is a relatively high level of satisfaction with most services provided by Council, there are some areas where there is a clear message that ratepayers want improved service levels.

For the 2017/18 year, service levels have been maintained and improved, with a number of new initiatives proposed. (The forecast net cost for the 2016/17 year is \$46.83 million).

Refer Section 2 for a list of services.

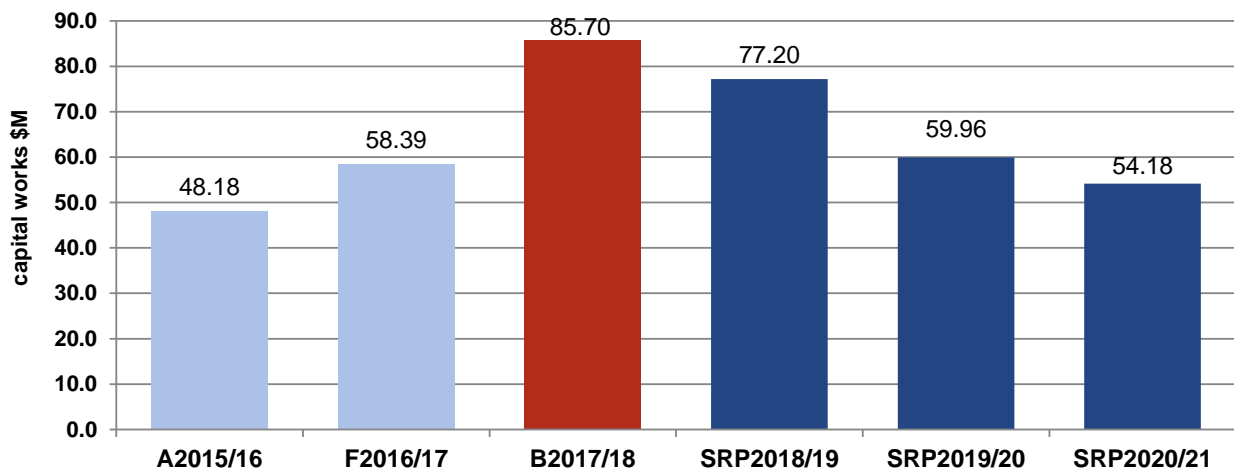
8.4 Cash and investments



Cash and investments are expected to decrease by \$13.54 million during the year to \$84.90 million as at 30 June 2018. This is mainly due to the carried forward component of the 2016/17 capital works program and a number of major building projects capital expenditure in 2017/18.

The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$98.44 million as at 30 June 2017).

8.5 Capital works



Capital expenditure for 2017/18 is expected to be \$85.70 million, of which \$31.48 million relates to projects in progress that will be carried forward or projects not yet commenced that are deferred from 2016/17. The carried forward component is fully funded from the 2016/17 budget.

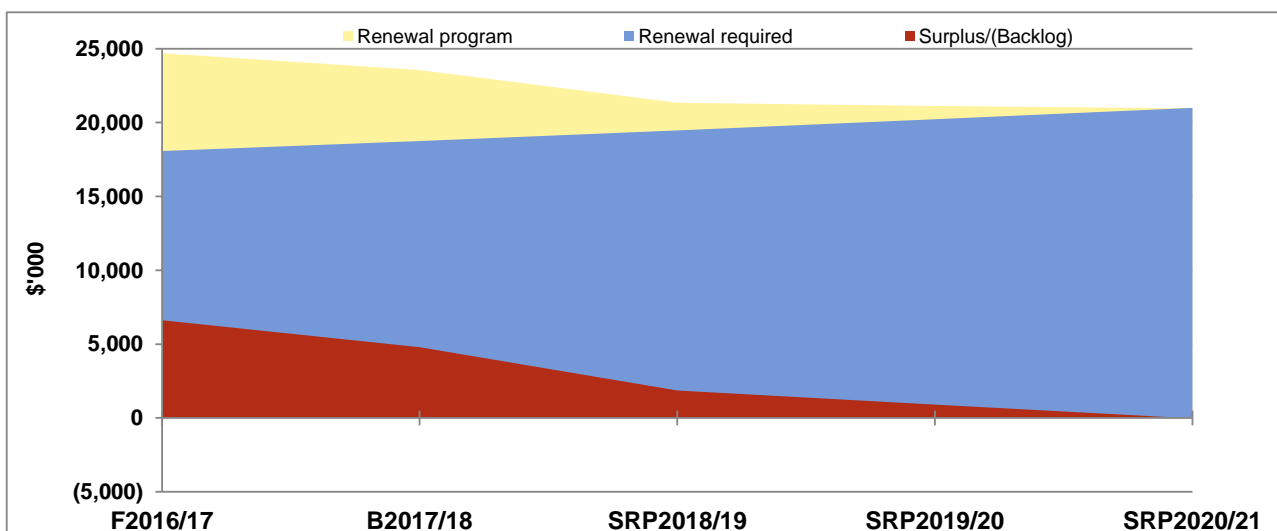
Of the \$85.70 million of capital funding required, \$0.45 million will come from external grants, \$0.11 million from external capital contributions and \$20.0 million from new borrowings, with the balance of \$65.13 million from Council cash.

The Council cash amount comprises assets sales (\$0.41 million), cash held at the start of the year (\$17.48 million), reserve cash set aside (\$17.07 million) and cash generated through operations in the 2017/18 financial year (\$30.17 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. The 2017/18 program includes a number of major projects including Cato Street redevelopment (\$34.51 million), Yarra River Biodiversity project (\$0.99 million), Dunlop Pavilion redevelopment (\$4.40 million), Chapel Street Streetscape Masterplan implementation (\$2.0 million), Open space acquisitions (\$5.0 million), Prahran Market works (\$0.44 million), Gardiner Park redevelopment (\$2.76 million), Energy efficiency program on street lighting conversions (\$0.20 million), Energy efficient program on council facilities (\$0.60 million), Bicycle paths and strategy works (\$0.99 million), Light and specialised vehicle replacement Program (\$1.83 million) and expenditure on the City's critical infrastructure and properties.

Capital works is forecast to be \$58.39 million for the 2016/17 year.

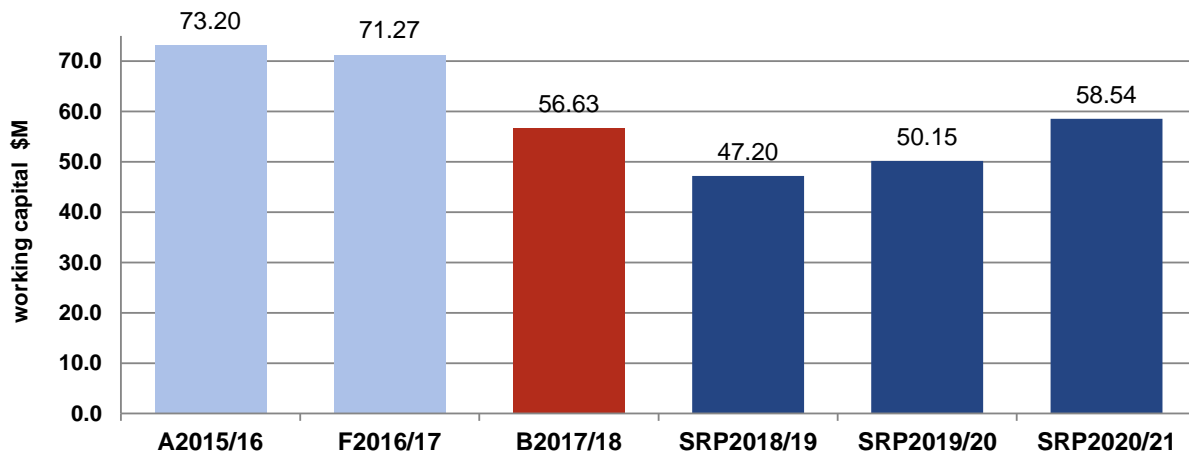
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal surplus/(backlog). It indicates Council is covering the asset renewal requirements for the period of the SRP.



The asset renewal program has been reduced to \$23.55 million in the 2017/18 year, which will reduce the surplus for 2017/18 to \$4.80 million, as funds are directed toward new assets projects. The surplus over renewal required is expected to further reduce over the rest of the four year period.

Refer also Section 3 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

8.6 Financial position

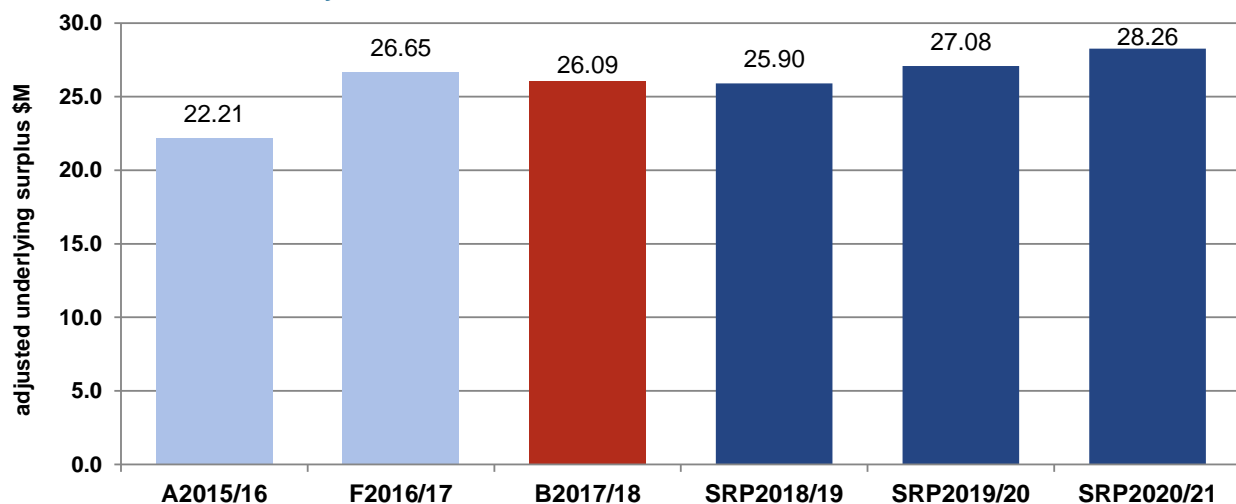


The financial position is expected to weaken with net current assets (working capital) to decrease by \$14.64 million to \$56.63 million, although net assets (net worth) will increase by \$0.06 million to \$2.51 billion as at 30 June 2018.

This is mainly due to the use of cash reserves to fund the significant capital works program. (Net assets is forecast to be \$2.46 billion as at 30 June 2017).

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

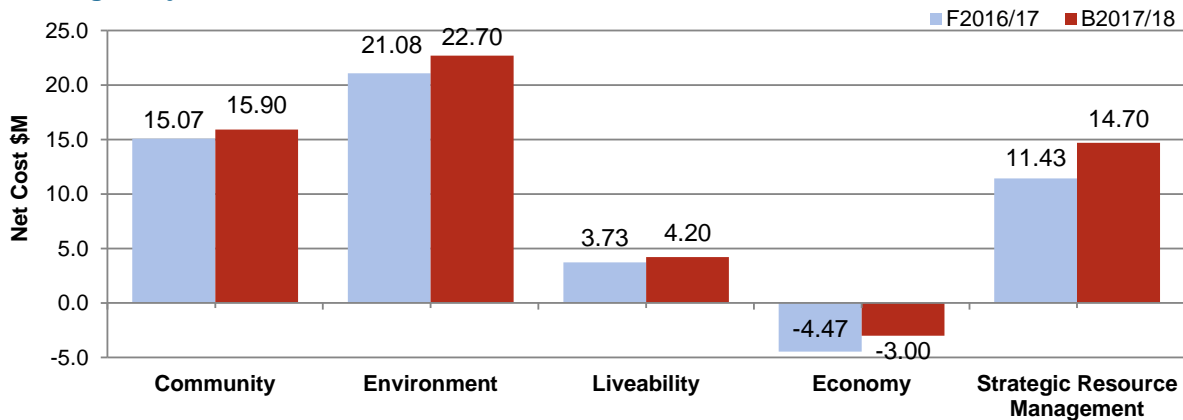
8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2017/18 to 2020/21 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 strategic objectives as specified in the Council Plan. The Plan projects Council's adjusted underlying result, which is a measure of financial sustainability, to be an increasing surplus over the four year period.

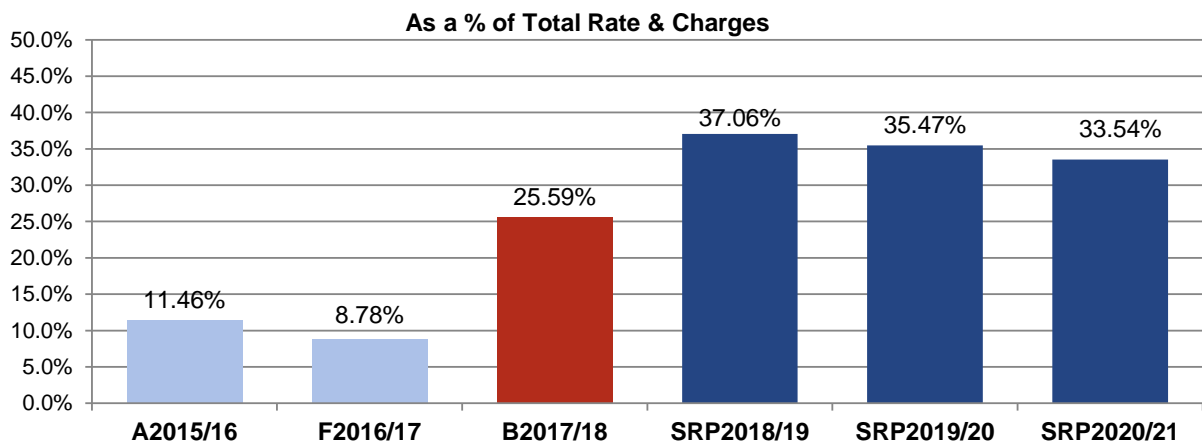
Refer Section 14 for more information on the Strategic Resource Plan.

8.8 Strategic objectives



The Annual Budget includes a range of services and initiatives 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 for the 2017/18 year.

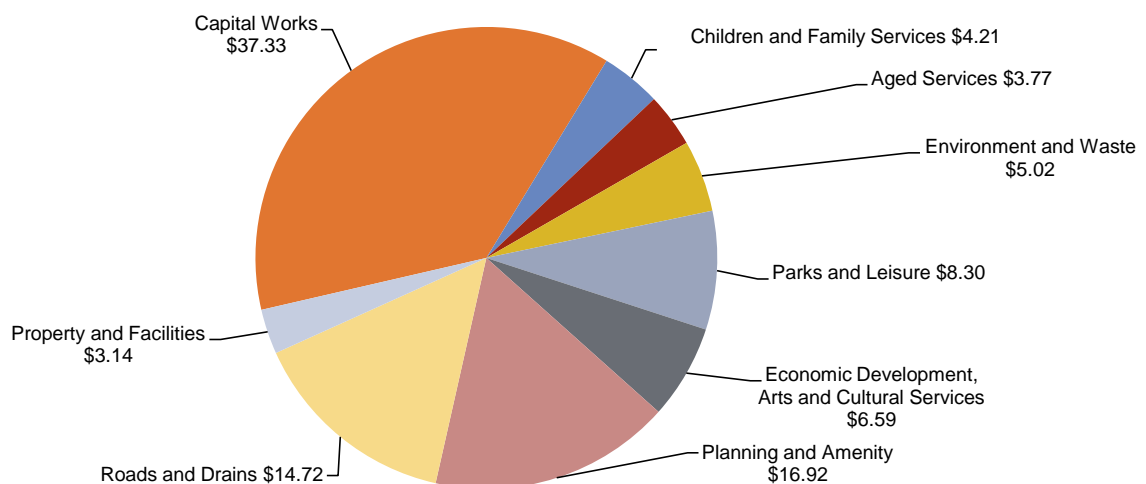
8.9 Debt Obligations



Based on the Long term financial plan, Council proposes to supplement operational cash with new loan borrowings to fund the capital works program of \$85.7 million in 2017/18.

The outstanding debt (interest bearing loans and borrowings liability) to total rate and charges revenue ratio (excluding special rates) increases from 25.59% in 2017/18 to 37.06% in 2018/19, after taking out new loans totalling \$47.0 million over four years, before decreasing to 33.54% in 2020/21.

8.10 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.

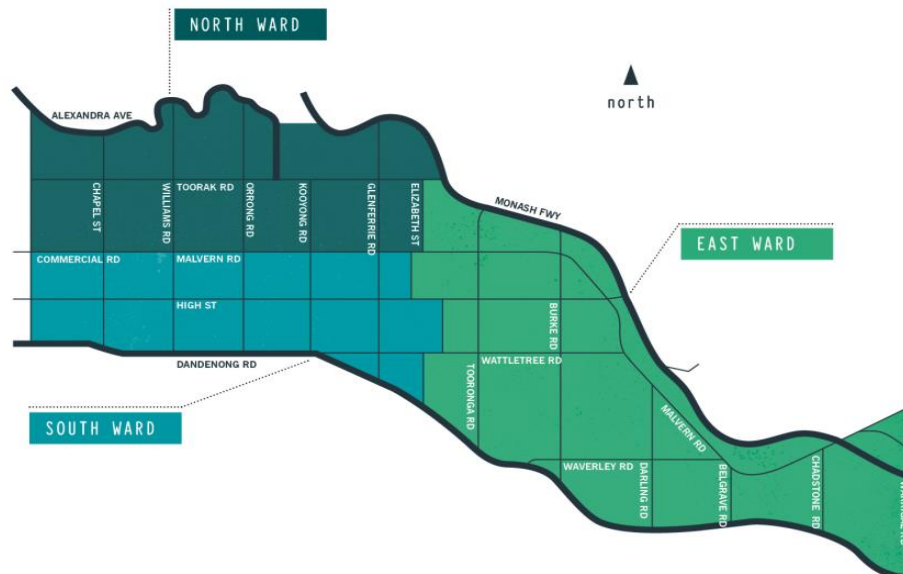
9. Budget influences

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

9.1 Snapshot of the City of Stonnington

The City of Stonnington (the City) was formed in June 1994 through the amalgamation of the Cities of Malvern and Prahran. It is located in Melbourne's inner south-eastern suburbs, less than 5 kilometres from the centre of Melbourne and alongside the Yarra River on the traditional land of the Boon Wurrung and Wurundjeri people.

Stonnington covers an area of 25.62 square kilometres. The City takes in the suburbs of Prahran, Windsor (part), South Yarra (part), Toorak, Armadale, Malvern, Malvern East, Kooyong and Glen Iris (part).



The City is predominantly residential, although there are significant commercial centres along Chapel Street (South Yarra, Prahran and Windsor), High Street and Glenferrie Road, Malvern and at the Chadstone Shopping Centre (Malvern East). Stonnington is well known for its shopping and lifestyle precincts, parks and gardens, leafy streets and historical architecture

Population

In 2017, the estimated resident population of the City is 114,991 and is forecast to increase to 124,420 persons by 2021. It is expected that most growth will occur over the next five years. By 2036, our population is forecast to increase by 46,480 persons (at an average annual change of 1.55 per cent). However, population growth will differ significantly across the municipality. Growth will mostly occur in South Yarra, Malvern East and Prahran, and to a lesser extent Glen Iris, Armadale, Toorak, Malvern, Windsor and Kooyong.

Ageing population

Stonnington has a relatively young population, with a median age of 35 and with 31 per cent of the population aged 20 to 34 years. The largest age group are 25-29 year olds (12.3 per cent compared to 7.9 per cent for Greater Melbourne). In the City, 21 per cent are couple families with children, 24 per cent couple families without children and 5.6 per cent one parent families. Of all households, 31.3 per cent are single person households and 9.2 per cent are group households.

Analysis of age groups within the City of Stonnington in 2011 compared to Greater Melbourne shows there was a lower proportion of younger people (under 15) and a marginally higher proportion of older people (65+). Overall, 13.1% of the population was aged 0-15 years, and 14.5% were aged 65 years and over.

The major differences between the age structure of the City of Stonnington and Greater Melbourne were:

- A larger percentage of persons aged 25 to 29 (12.3% compared to 7.9%)
- A larger percentage of persons aged 30 to 34 (9.6% compared to 7.5%)
- A smaller percentage of persons aged 10 to 14 (4.0% compared to 5.9%)
- A smaller percentage of persons aged 0 to 4 (4.7% compared to 6.5%)

Births

In 2015-2016, 1052 births were recorded in the City of Stonnington and the birth rate has been consistent since 2012-13.

Cultural Diversity

Stonnington has a culturally diverse population. Twenty nine percent of the community was born overseas and the top five nations of origin are the United Kingdom, India, China, New Zealand and Greece.

In 2011, there were 27,411 overseas born people living in the City of Stonnington. Between 2006 and 2011, the number of people born overseas increased by 3,030 (12.5%) and the number of people from a non-English speaking background increased by 1,912 (11.3%). In the City of Stonnington, 21% of people spoke a language other than English at home in 2011. The top five non-English languages are Greek, Mandarin, Cantonese and Italian.

Housing

The housing stock in the City of Stonnington is diverse.

In 2011, there were 16,577 (35.3%) separate houses, 15,816 (33.6%) medium density dwellings and 14,405 (30.6%) high density dwellings. The number of dwellings increased significantly (2,069 dwellings) between 2006 and 2011, with over 90 per cent attributed to high density residential development. In the City of Stonnington, 64.3% of the dwellings are medium or high density, compared to 28% in Greater Melbourne. The number of dwellings in the City of Stonnington is forecast to grow from 47,406 in 2011 to 60,070 in 2021.

In 2011, the dominant household type was 'lone person households' and this trend is expected to continue into the future. In 2011, 50% of households were purchasing or fully owned their home, 37.5% were renting privately, and 3.1% were in social housing. In 2011, there were 8,787 people in low income households living in the City of Stonnington, with largest age group being 20 to 24 year olds.

Education and occupation

Stonnington has a higher proportion (60.5%) of residents holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), compared to Greater Melbourne (47.3%). The number of residents with formal qualifications rose between 2006 and 2011 by 6,729, and the number without qualifications decreased by 1,085.

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:

- The City is substantially developed and while it is experiencing an increase in property numbers, these mainly arise from higher density developments. The budget implications arise from Council having to cope with replacement of infrastructure such as drains to cope with the higher density. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.
- As the City is spread over a small area, with centralised services, most residents are able to reach Council facilities without extensive travel.
- As the population ages, greater demand may be placed on Council's community care services such as home care and delivered meals. The high proportion of single person households in Stonnington may exacerbate this trend.
- There is a lack of public open space, particularly green space in Stonnington. This is particularly important in areas of high density, where there is little private open space and an active resident population.

9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.5% through the year to the December 2016 quarter (ABS release 25 January 2017). State-wide CPI is forecast to be 2.0% for the 2017/8 year (Victorian Budget Papers 2016/17).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to November 2016 was 3.4% (ABS release 23 February 2017). The wages price index in Victoria is projected to be 2.5% per annum in 2017/18 increasing to 3.0% and 3.5% in the subsequent two years (Victorian Budget Papers 2016/17). Council must renegotiate a new Collective Agreement during the 2017/18 year for commencement on 1 October 2017.
- The Fire Services Property Levy introduced in 2013/14 under the *Fire Services Property Levy Act 2012* will continue to be collected by council on behalf of the State Government.
- A decrease in Operating Government Grants of \$0.09 million to be received by Council in 2017/18.
- Anticipated increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.04 million. The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/2018 (603% increase in 9 years) and has added \$1.96 million to Council's costs.
- Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- 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.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2017/18 Budget. These matters and their financial impact in 2017/18 are as follows:

- Decrease in Open space contributions from 2016/17 forecast of \$2.5 million.
- Depreciation is expected to increase by \$0.67 million from 2016/17 due to increased capital base from works completed in 2017/18.
- Annual allowance of \$2.0 million operating expenses for a possible future Defined Superannuation Scheme Shortfall call.

9.4 Budget principles

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

- Prudently manage financial risks relating to debt, assets and liabilities.
- Frame the operating and capital budgets consistent with the Council Plan 2017-2021 and State Government imposed rate cap.
- Existing fees and charges increases to be manageable and sustainable.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Contract labour to be minimised.
- New initiatives or employee proposals that are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in the prior year to be preserved.
- Operating revenues and expenses arising from completed capital projects in the prior year to be included.
- Use the depreciation allowance towards the funding of asset renewal requirements.
- Maintain annual transfers from accumulated surplus to the Future Fund of \$1.0 million towards strategic property purchases and \$2.0 million for possible future Defined Benefits Superannuation Scheme shortfall funding.

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 and financial performance indicators for 2017/18 to 2020/21 (Section 14), Rating information (Section 15) and Other Long Term Strategies (Section 16), including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of Council for the 2017/18 year.

10.1 Budgeted income statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total income	10.2	179,708	181,411	1,703
Total expenses	10.3	(139,402)	(144,978)	(5,576)
Surplus (deficit) for the year		40,306	36,433	(3,873)
Grants – capital non-recurrent	5.1.2	(338)	(58)	280
Contributions - non-monetary assets		-	-	-
Capital contributions - other sources	10.2.4	(13,321)	(10,283)	3,038
Adjusted underlying surplus (deficit)	10.1.1	26,647	26,092	(555)

10.1.1 Adjusted underlying surplus (deficit) \$0.56 million decrease

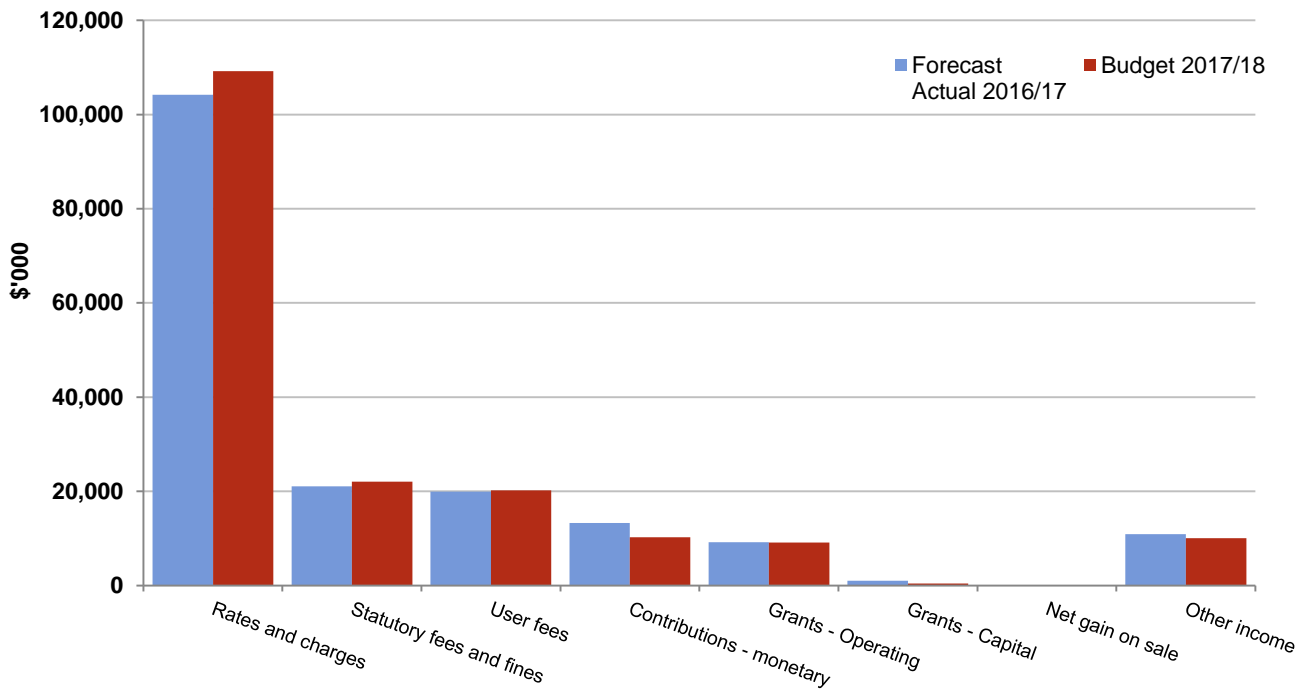
The adjusted underlying result is the net surplus/(deficit) for the year adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.

The adjusted underlying result for the 2017/18 year is a surplus of \$26.09 million, which is a decrease of \$0.56 million from the 2016/17 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of activity each year.

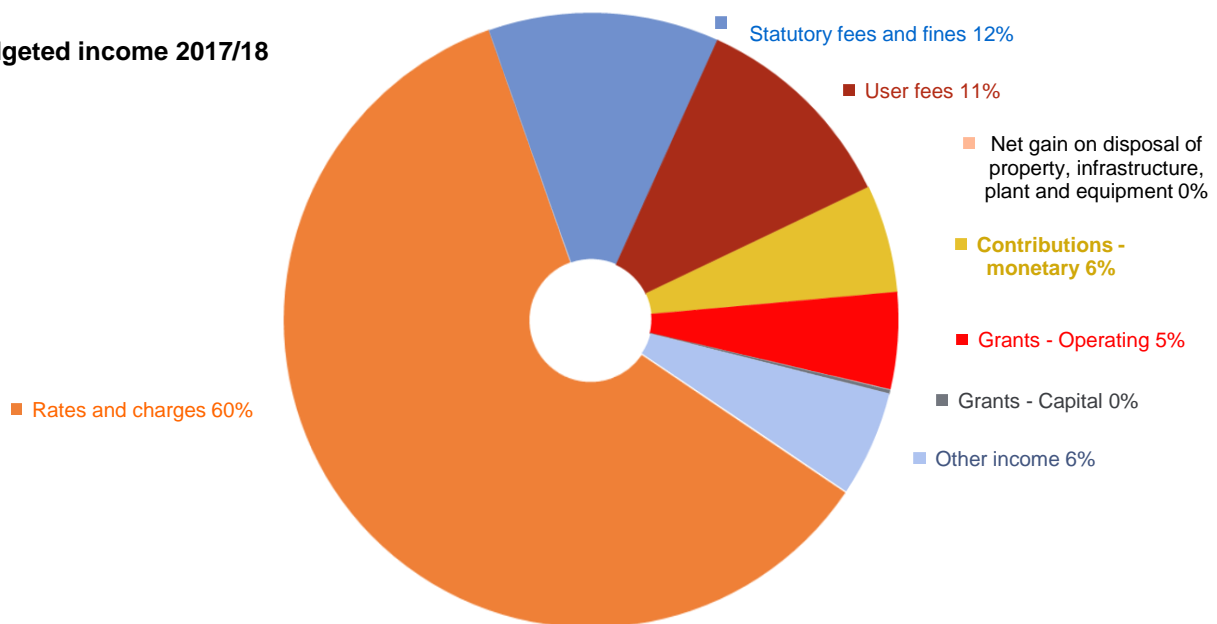
10.2 Income

Income Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rates and charges	10.2.1	104,213	109,218	5,005
Statutory fees and fines	10.2.2	21,078	22,041	963
User fees	10.2.3	19,923	20,237	314
Contributions - monetary	10.2.4	13,321	10,283	(3,038)
Grants - Operating	5.1.1	9,229	9,138	(91)
Grants - Capital	5.1.2	1,008	452	(556)
Net gain on disposal of property, infrastructure, plant and equipment		11	(39)	(50)
Other income	10.2.5	10,925	10,081	(844)
Total income		179,708	181,411	1,703

Income Types



Budgeted income 2017/18



Source: Section 3

10.2.1 Rates and charges \$5.01 million increase

Income raised by all rates and charges will increase by 4.8% or \$5.01 million over 2016/17 forecast actual to \$109.22 million. This includes increases in: general rates income of 5.6% (average general rate increase of 2.0% in line with the rate cap); garbage and garden waste service charge income of 3.3% (average service rate increase of 0.8%); and supplementary rates to increase by \$0.28 million over 2016/17 forecast actual to \$1.49 million. Special rates charges mainly to be used by Traders Associations are budgeted at \$1.77 million.

Section 7. 'Rates and charges' - includes a more detailed analysis of the rates and charges to be levied for 2017/18 and the rates and charges information specifically required by the Regulations.

10.2.2 Statutory fees and fines \$0.96 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 traffic enforcement fees. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees and fines are budgeted to increase by an average 4.6% or \$0.96 million compared to 2016/17.

This includes: increases in Statutory Planning fees (\$1.00 million) and Building Compliance and Municipal Building Surveyor's Office related fees (\$0.04 million) due to expected levels of building planning and applications; an increase in Environmental Health statutory fees (\$0.01 million) due to an increased number of premises; a decrease in Land Information Certificates fees (\$0.05 million); and an estimated decrease in parking infringement activities resulting from Cato Street redevelopment (\$0.02 million).

A detailed listing of statutory fees is included in Appendix B.

10.2.3 User fees \$0.31 million increase

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services.

In setting the budget, the key principle for determining the level of user charges has been to ensure that unit increases are an average 3% or in line with market levels. There will be an overall minimal increase in income generated from these fees in 2017/18.

A detailed listing of user fees is included in Appendix B.

10.2.4 Contributions - monetary \$3.04 million decrease

Contributions relate to monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development. Contributions are projected to decrease from the 2016/17 forecast due to expected lower level of development activities.

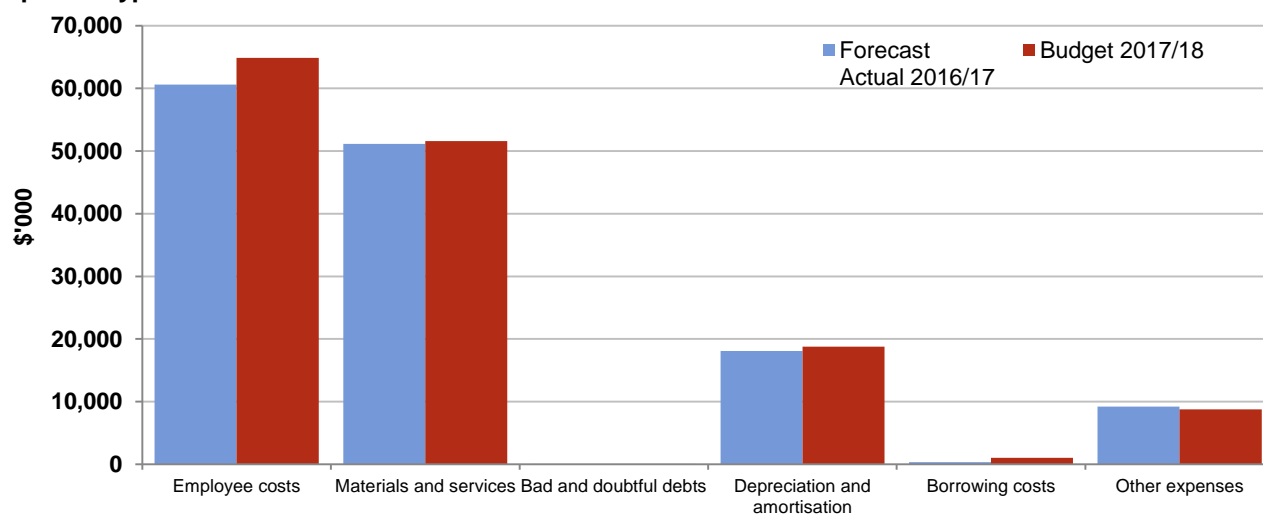
10.2.5 Other income \$0.84 million decrease

Other revenue relates to a range of items mainly income from miscellaneous income items.

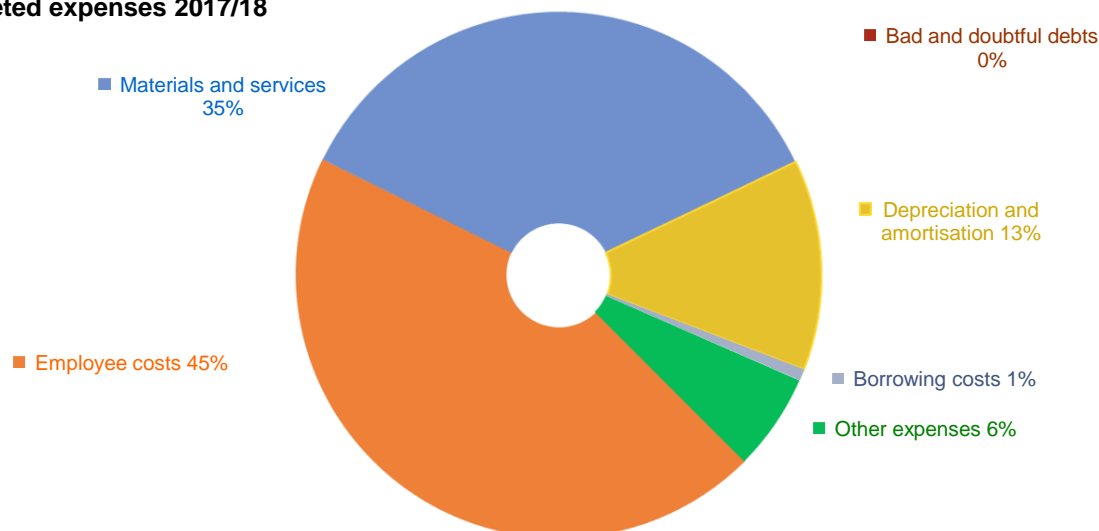
10.3 Expenses

Expense Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Employee costs	10.3.1	60,589	64,855	4,266
Materials and services	10.3.2	51,146	51,567	421
Bad and doubtful debts	10.3.3	20	20	0
Depreciation and amortisation	10.3.4	18,082	18,752	670
Borrowing costs	10.3.5	333	1,037	704
Other expenses	10.3.6	9,232	8,747	(485)
Total expenses		139,402	144,978	5,576

Expense Types



Budgeted expenses 2017/18



Source: Section 3

10.3.1 Employee costs \$4.27 million increase

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

Employee costs are budgeted to increase by 7.04% or \$4.27 million over 2017/18. This increase relates to the following key factors:

- Renegotiation of Council's Enterprise Agreement (EA) is estimated to increase wages by 2.0% in 2017/18.
- A number of current position vacancies will be filled and a number of salary banding/step increments are estimated. New positions or extensions also budgeted include: 9.0 FTE Records Management function brought in-house from December 2017 upon termination of external contract service (resulting in net cost savings); 1.0 FTE Occupational Health Safety Officer temporary for 7 months; 1.0 FTE Landscape Architect temporary contract extension; 4.0 FTE Senior Strategy & Urban Planner (funded from increased statutory fees); 1.0 FTE Senior Communication and Stakeholder Advisor position temporary for two years; 1.0 FTE Road Assets Bond Administration Officer (funded from operational material cost savings).
- Allowance of \$2.0 million in 2017/18 for a possible future Defined Benefits Superannuation Scheme Shortfall call.

Below is a summary of human resources expenditure categorised according to Council's organisational structure.

Divisions	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$' 000
CEO Division	1,261	1,261	-
Corporate Services	7,987	7,151	836
Assets and Services	16,241	15,799	442
Community and Culture	25,951	14,979	10,972
Planning and Amenity	8,894	8,115	779
Total permanent staff expenditure	60,334		
Casuals and other expenditure	6,012		
Capitalised labour cost	(1,491)		
Total expenditure	64,855		

Below is a summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure.

Divisions	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO Division	8.0	8.0	-
Corporate Services	72.6	65.0	7.6
Assets and Services	165.5	161.0	4.5
Community and Culture	287.6	166.0	121.6
Planning and Amenity	82.2	75.0	7.2
Total permanent staff	615.9	475.0	140.9
Casuals and other	31.0		
Total staff	646.9		

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

Divisions	Service Unit	Forecast Actual 2016/17 \$' 000	Budget 2017/18 \$'000	Variance \$' 000
Corporate Services	Records Management	16	406	390
	Risk Management	688	847	159
Assets and Services	Urban and Infrastructure Projects	1,845	1,909	64
	Parks and Environment	1,898	1,972	74
	Roads and Drains	1,526	1,666	140
	Waste Management	4,061	4,222	161
Community and Culture	In Home Services	3,316	3,578	262
	Child Care Services	3,669	3,859	190
	Festivals and Events	431	551	120
Planning and Amenity	Communications	679	787	108
	Statutory Planning	2,707	3,379	672

10.3.2 Materials and services \$0.42 million increase

Materials and services include the purchases of consumables, insurances, repairs and maintenance, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 0.82% or \$0.42 million compared to 2016/17.

10.3.3 Bad and doubtful debts \$0 million decrease

Minor bad debts expense is budgeted for in 2017/18.

10.3.4 Depreciation and amortisation \$0.67 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 \$0.67 million for 2017/18 is due mainly to the completion of the 2017/18 capital works program and the full year effect of depreciation on the 2016/17 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/18 year.

10.3.5 Borrowing costs \$0.70 million increase

Borrowing costs relate to interest charged by financial institutions on funds borrowed and finance leases Council has entered into. The increase in borrowing costs results from the new \$20.0 million loan planned to part fund the Cato Street redevelopment project expenditure in 2017/18.

10.3.6 Other expenses \$0.49 million decrease

Other expenses relate to a range of unclassified items including catering for civic functions, non-recurrent operating initiatives included in the Capital/Works Program and other miscellaneous expenditure items.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 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/from 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 Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Cash flows from operating activities				
Receipts				
Rates and Charges		104,146	109,150	5,004
Statutory fees and fines		20,857	21,873	1,016
User Fees		20,082	20,476	394
Grants - Operating		9,485	9,372	(113)
Grants - Capital		1,008	452	(556)
Contributions - monetary		14,653	11,311	(3,342)
Reimbursements		1,698	757	(941)
Interest received		2,762	2,409	(353)
Other receipts		7,499	7,660	161
Net GST refund/(payment)		7,402	10,636	3,234
Payments				
Employee costs		(59,957)	(64,183)	(4,226)
Materials and services		(63,369)	(68,397)	(5,028)
Trust funds and deposits taken/(repaid)		(106)	(81)	25
Other payments		(6,237)	(5,677)	560
Net cash provided by operating activities	11.1.1	59,923	55,758	(4,165)
Cash flows from investing activities				
Payments for property, infrastructure, plant & equipment		(59,009)	(86,208)	(27,199)
Proceeds from sale of property, infrastructure, plant & equipment		447	447	-
Payments for investments		-	-	-
Net cash used in investing activities	11.1.2	(58,562)	(85,761)	(27,199)
Cash flows from financing activities				
Finance costs		(333)	(1,037)	(704)
Advance to Subsidiary		-	(1,000)	(1,000)
Proceeds from borrowings		-	20,000	20,000
Repayment of borrowings		(2,176)	(1,500)	676
Net cash provided by/(used in) financing activities	11.1.3	(2,509)	16,463	18,972
Net increase/(decrease) in cash and cash equivalents		(1,148)	(13,540)	(12,392)
Cash and cash equivalents at the beginning of the financial year		99,590	98,442	(1,148)
Cash and cash equivalents at end of the financial year	11.1.4	98,442	84,902	(13,540)

Source: Section 3

11.1.1 Operating activities \$4.17 million decrease

The decrease in cash inflows from operating activities is due mainly to: \$3.34 million reduction in contributions; \$4.23 million increase in employee costs; and \$5.03 million increase in materials and services.

Partially offsetting these cash flow reductions is \$3.23 million increase in the net GST refund and \$5.0 million increase in rates and charges, which is in line with the increase of 2.0% on average rates and charges.

The net cash flows from operating activities does not equal the operating result 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 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Surplus (deficit) for the year	40,306	36,433	(3,873)
Depreciation	18,082	18,752	670
Loss/(gain) on disposal of property, infrastructure, plant and equipment	(11)	39	50
Net movement in current assets and liabilities	1,546	534	(1,012)
Cash flows available from operating activities	59,923	55,758	(4,165)

11.1.2 Investing activities \$27.2 million decrease

The increase in payments for investing activities represents the planned large increase in capital works expenditure disclosed in Section 12 of this budget report.

11.1.3 Financing activities \$18.97 million increase

For 2017/18, the total of interest bearing loans and borrowings principal repayments is \$1.50 million and finance charges is \$1.04 million.

New loan borrowings of \$20.0 million will supplement operational cash to fund capital works.

11.1.4 Cash and cash equivalents at end of the financial year \$13.54 million decrease

Total cash and investments is forecast to decrease by \$13.54 million to \$84.90 million as at 30 June 2018, reflecting Council's strategy of using excess cash and investments to enhance and create new infrastructure.

This is consistent with Council's Strategic Resource Plan (see Section 14), which forecasts a significant increase in the capital works program from 2017/18 onwards.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash and investments of \$84.90 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash and investments		98,442	84,902	(13,540)
Restricted cash and investments				
- Statutory reserves	11.2.1	(42,853)	(36,985)	5,868
- Trust funds and deposits		(4,898)	(4,840)	58
Unrestricted cash and investments	11.2.2	50,691	43,077	(7,614)
- Cash held to fund carry forward capital works	11.2.3	(31,482)	-	31,482
- Discretionary reserves	11.2.4	(26,134)	(28,069)	(1,935)
Unrestricted cash adjusted for discretionary reserves	11.2.5	(6,925)	15,008	21,933

11.2.1 Statutory reserves \$36.99 million

These funds must be applied for specified statutory purposes in accordance with various legislative requirements and includes contributions to car parking, public resort and recreation paid to Council by property developers. While these funds earn interest revenues for Council, the funds are not available for other purposes.

11.2.2 Unrestricted cash and investments \$43.08 Million

The amount shown is in accordance with the definition of unrestricted cash included in Section 3 of the Regulations. These funds are free of statutory reserve funds to be used to fund capital works expenditure from the previous financial year.

11.2.3 Cash held to fund carry forward capital works \$0 million

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 2017/18 financial year will be fully completed.

An amount of \$31.48 million is forecast to be held at 30 June 2017 to fund capital works budgeted but not completed in the 2016/17 financial year. Section 6.2 contains further details on capital works funding.

11.2.4 Discretionary reserves \$28.07 Million

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

These reserves comprise funds to cover employee long service leave entitlements and the Future Fund. The Future Fund reserve relates to a reserve established by Council in the 2006/07 financial year for use by Council when strategic property acquisition and development opportunities arise. The intention is that Council will provide for allocations to the reserve through the annual budget process and that the reserve will progressively accumulate to a level whereby Council will have the financial capacity to respond to strategic property acquisition and development opportunities without the need to source funds from external sources, for example borrowings. Council has determined that an annual contribution of \$1.0 million is made to the fund.

11.2.5 Unrestricted cash adjusted for discretionary reserves \$15.01 Million

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds. A modest level of unrestricted cash and investments is required as approximately 55.5% of Council's rate revenue is not received until February each year.

12. Analysis of capital budget

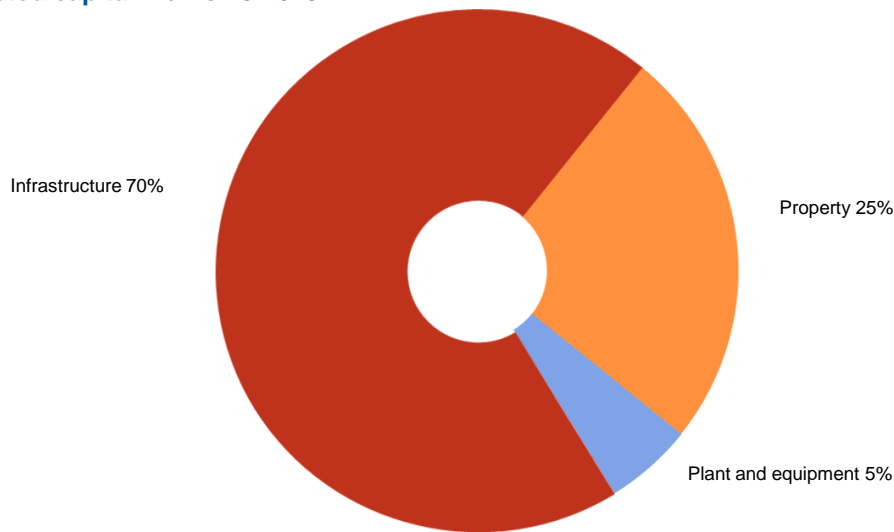
This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget.

12.1 Capital works expenditure

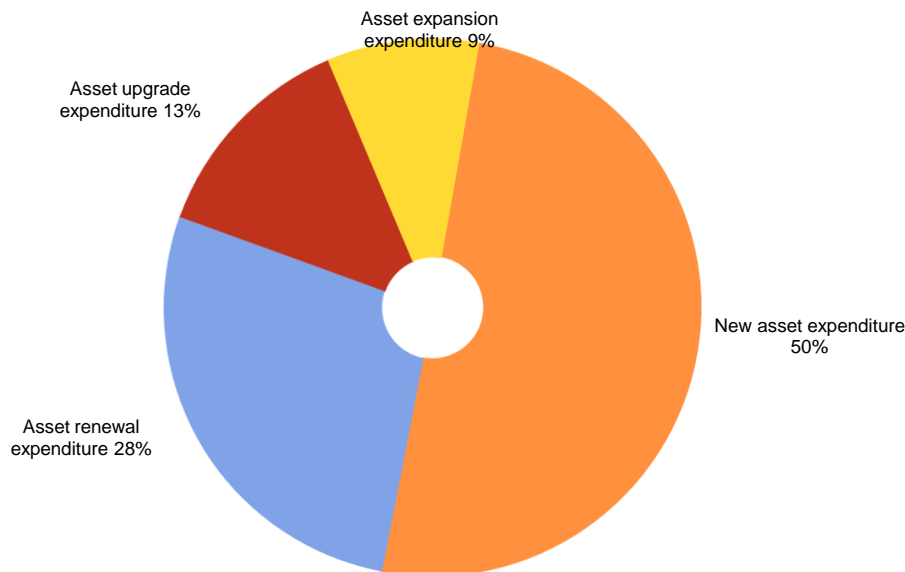
Capital Works Areas	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward	12.1.1			
Property				
Land		-	-	-
Total Land		-	-	-
Heritage buildings		-	4,344	4,344
Buildings		5,550	5,484	(66)
Total Buildings		5,550	9,828	4,278
Total Property		5,550	9,828	4,278
Plant and equipment				
Heritage plant and equipment		-	360	360
Plant, machinery and equipment		-	-	-
Fixtures, fittings and furniture		-	-	-
Computers and telecommunications		-	-	-
Library books		-	-	-
Total plant and equipment		-	360	360
Infrastructure				
Roads		162	-	(162)
Bridges and culverts		-	-	-
Footpaths and cycleways		-	-	-
Drainage		-	-	-
Recreation, leisure and community facilities		687	2,288	1,601
Street trees		-	-	-
Parks, open space and streetscapes		2,606	19,006	16,400
Other infrastructure		-	-	-
Total infrastructure		3,455	21,294	17,839
Total works carried forward		9,005	31,482	22,477
New works				
Property	12.1.2			
Land		18,220	5,000	(13,220)
Total Land		18,220	5,000	(13,220)
Heritage buildings		711	402	(309)
Buildings		4,272	6,135	1,863
Total Buildings		4,983	6,537	1,554
Total Property		23,203	11,537	(11,666)
Plant and equipment	12.1.3			
Heritage plant and equipment		57	260	203
Plant, machinery and equipment		2,605	2,141	(464)
Fixtures, fittings and furniture		645	443	(202)
Computers and telecommunications		513	535	22
Library books		923	950	27
Total plant and equipment		4,743	4,329	(414)

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	\$'000
Infrastructure	12.1.4			
Roads		5,638	5,685	47
Bridges and culverts		290	290	-
Footpaths and cycleways		3,023	2,941	(82)
Drainage		2,100	2,243	143
Recreation, leisure and community facilities		2,854	4,648	1,794
Street trees		480	680	200
Parks, open space and streetscapes		5,425	19,565	14,140
Other infrastructure		1,631	2,296	665
Total infrastructure		21,441	38,348	16,907
Total new works		49,387	54,214	4,827
Total capital works expenditure		58,392	85,696	27,304
Represented by:				
New asset expenditure	12.1.5	8,886	43,073	34,187
Asset renewal expenditure	12.1.5	24,697	23,552	(1,145)
Asset upgrade expenditure	12.1.5	17,490	11,248	(6,242)
Asset expansion expenditure	12.1.5	7,319	7,823	504
Total capital works expenditure		58,392	85,696	27,304

Budgeted capital works 2017/18



Budgeted capital works 2017/18 represented by:



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

12.1.1 Works carried forward (\$31.48 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays and extended consultation. For the 2016/17 year, the forecasted \$31.48 million of capital works incomplete will be carried forward into the 2017/18 year.

The more significant projects include the Cato St Project (\$19.0 million), Malvern Valley Golf Course risk mitigation (\$0.60 million), Prahran Town Hall Masterplan development (\$2.28 million), Dunlop Pavilion redevelopment (\$4.40 million), floodlight upgrade program (\$0.40 million), Gardiner Park redevelopment (\$1.76 million), Harold Holt Swim Centre masterplan implementation (\$0.89 million), Harold Holt Swim Centre water treatment system upgrade (\$0.22 million) and Harold Holt Swim Centre Diving Tower refurbishment (\$0.46 million).

12.1.2 Total Property (\$11.54 million)

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

For the year 2017/18, \$11.54 million will be expended on new projects. The more significant projects include Strategic Land purchase for open space (\$5.0 million), Children and Family Services buildings conditions works (\$0.17 million), Brookville Kindergarten Playground Upgrade (\$0.10 million), Air-conditioning plant replacement (\$0.37 million), Harold Holt Swim Centre pool tiling (\$0.60 million), Harold Holt Swim Centre Tower Refurbishment (\$0.46 million), Harold Holt pool water treatment system upgrade (\$0.22 million), Energy efficiency upgrades to Council buildings (\$0.50 million), Prahran Aquatic Centre feasibility and redevelopment (\$0.24 million), Prahran Town Hall Masterplan (\$2.28 million), Percy Treyvaud Pavilion Refurbishment (\$0.20 million), recreational facilities and buildings upgrades (\$0.22 million), Healey Pavilion change room upgrade (\$0.30 million), Malvern Valley Golf Course hub redevelopment (\$0.36 million) and Prahran Market works (\$0.42 million).

12.1.3 Plant and equipment (\$4.33 million)

Plant and equipment includes: heritage plant and equipment; plant, machinery and equipment; fixtures, fittings and furniture; computers and telecommunications; and library books.

For the 2017/18 year, \$4.33 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.92 million), information technology (\$0.54 million), furniture upgrades (\$0.44 million), library materials (\$0.95 million), and art and sculpture acquisition program (\$0.26 million).

12.1.4 Infrastructure (\$38.35 million)

Infrastructure includes roads, bridges, footpaths, cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscape improvements and other infrastructure.

In 2017/18, \$8.92 million will be spent on road projects incorporating bridges, culverts, footpaths and cycleways, including, local road resurfacing (\$2.20 million); chapel street masterplan (\$2.0 million); Roads to recovery program (\$0.39 million); Hilton Lane right of way refurbishment (\$0.30 million); Mount Pleasant Grove (\$0.41 million); Llanest Street refurbishment (\$0.58 million); Grattan Street refurbishment (\$0.60 million); Trinian Street refurbishment (\$0.44 million); bridges renewal (\$0.29 million); footpath road safety works (\$0.40 million).

\$2.24 million will be spend on drainage projects, including various drainage improvements and upgrade works from street refurbishments and upgrade works.

\$19.57 million will be expended on parks, open space and streetscapes, including: Cato St redevelopment project (\$15.50 million); Yarra River Biodiversity (\$0.99 million); Forrest Hill Masterplan (\$0.75 million); development of Caroline Gardens (\$0.31 million); and Windsor Siding Masterplan (\$0.25 million).

\$4.65 million will be spent on Recreational, Leisure and Community facilities, with \$2.76 million on Gardiner Park redevelopment, \$0.51 million towards sportsground improvement program, \$0.34 million on the floodlighting upgrade program, \$0.25 million on tennis facility renewals, and \$0.21 million on sportsground facility upgrades.

\$0.68 million will be spent on street trees.

Other new infrastructure expenditure of \$2.30 million includes: \$0.99 million on Bicycle Strategy; \$0.43 million on Road Safety Works; \$0.26 million on signage; \$0.43 million on other infrastructure.

12.1.5 Asset renewal (\$23.55 million), new assets (\$43.07 million), upgrade (\$11.25 million) and expansion (\$7.82 million)

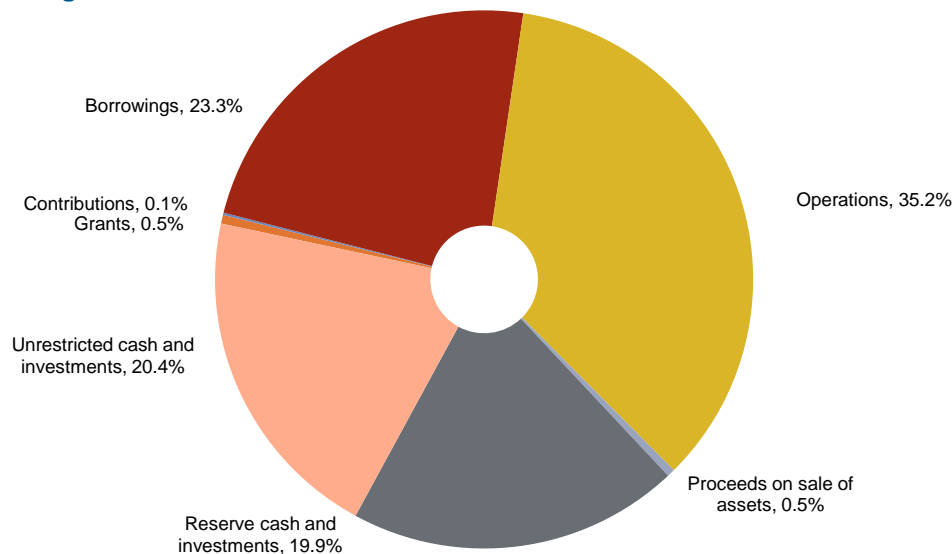
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have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

The major projects included in the above categories, which constitute expenditure on new assets, are the Cato Street Development (\$34.51 million), Strategic Land Purchase (\$5.0 million), Library stocks (\$0.95 million), Furniture and fittings (\$0.40 million), Sculptures and Artworks (\$0.26 million), Information Technology (\$0.51 million). The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

12.2 Funding sources

Sources of funding	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		-	-	-
Contributions		-	-	-
Borrowings		-	14,000	14,000
Council cash				
- Operations		-	-	-
- Proceeds on sale of assets		-	-	-
- Reserve cash and investments		-	-	-
- Unrestricted cash and investments		9,005	17,483	8,478
Total works carried forward	12.2.1	9,005	31,483	22,478
New works				
Current year funding				
Grants	12.2.2	1,008	452	(556)
Contributions	12.2.3	675	113	(563)
Borrowings	12.2.4	-	6,000	6,000
Council cash				
- Operations	12.2.5	42,098	30,174	(11,924)
- Proceeds on sale of assets	12.2.6	406	406	(0)
- Reserve cash and investments	12.2.7	5,200	17,068	11,868
- Unrestricted cash and investments		-	-	-
Total new works		49,387	54,213	4,826
Total funding sources		58,392	85,696	27,304

Capital Works Budget funding sources 2017/18



12.2.1 Total works carried forward (\$31.48 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 \$31.48 million of capital works will be incomplete and be carried forward into the 2017/18 year.

Significant funding includes reserve cash and investments for Cato St redevelopment (\$19.0 million), Harold Holt Swim Centre masterplan implementation stage 1 (\$0.89 million), Malvern Valley Golf Course risk mitigation (\$0.60 million), Gardiner Park redevelopment (\$1.6 million), Prahran Town Hall Masterplan development (\$2.28 million), Dunlop Pavilion redevelopment (\$4.40 million) and Harold Holt Swim Centre Diving Tower refurbishment (\$0.46 million).

12.2.2 Grants (\$0.45 Million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Council is expecting capital grant for Roads to Recovery Program (\$0.65 million), Dunlop Pavilion (\$0.29 million), TH King Reserve Pathway Linkages (\$0.11 million) and Department of Human Services minor capital grant (\$0.02 million).

12.2.3 Contributions (\$0.11 Million)

Capital works contributions toward funding of the Dunlop Pavilion redevelopment (\$0.11 million), Gardiner Park redevelopment (\$0.25 million) and tennis facilities lighting renewal (\$0.10 million).

12.2.4 Borrowings (\$6.0 Million)

Borrowings of \$6.0 million will be utilised to fund Cato Street redevelopment which is a three year project which commenced in 2015/16, including redevelopment of Council owned high-value land with opportunities to incorporate public plaza/park in an urban setting.

12.2.5 Council cash - Operations (\$30.17 Million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$30.17 million will be generated from operations to fund the 2017/18 capital works program.

This amount mainly includes the cash generated from operating activities of \$55.76 million as set out in Section 11 - Analysis of Budgeted Cash Position, adjusted for capital grants of \$0.45 million, capital contributions of \$0.11 million, borrowing costs of \$1.04 million and capital funded from reserves of \$17.07 million.

12.2.6 Council cash - Proceeds from sale of assets (\$0.41 Million)

Proceeds from sale of assets mainly include motor vehicle sales in accordance with Council's fleet renewal policy of \$0.41 million.

12.2.7 Council cash - Reserves and cash investments (\$17.07 Million)

Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as strategic land purchase. For 2017/18 \$17.07 million will be used to fund part of the new capital works program.

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	13.1.1			
Cash and cash equivalents		98,442	84,902	(13,540)
Trade and other receivables		10,162	10,462	300
Other financial assets		-	-	-
Other assets		1,725	1,767	42
Advance to subsidiary		-	1,000	1,000
Total current assets		110,329	98,131	(12,198)
Non-current assets	13.1.2			
Other financial assets		245	245	-
Investments in joint operations and subsidiaries		3,286	3,286	-
Property, infrastructure, plant and equipment		2,385,364	2,472,764	87,400
Investment property		6,471	6,471	-
Intangible assets		2,450	2,061	(389)
Total non-current assets		2,397,816	2,484,827	87,011
Total assets		2,508,145	2,582,958	74,813
Current liabilities	13.1.3			
Trade and other payables		18,326	18,276	50
Trust funds and deposits		4,898	4,840	58
Provisions		14,340	14,886	(546)
Interest-bearing loans and borrowings		1,500	3,500	(2,000)
Total current liabilities		39,064	41,502	(2,438)
Non-current liabilities	13.1.4			
Provisions		2,239	2,314	(75)
Interest-bearing loans and borrowings		7,500	24,000	(16,500)
Other liabilities		1,553	920	633
Total non-current liabilities		11,292	27,234	(15,942)
Total liabilities		50,356	68,736	(18,380)
Net assets		2,457,789	2,514,222	56,433
Equity	13.1.6			
Accumulated surplus		1,022,155	1,062,871	40,716
Asset revaluation reserve		1,377,686	1,397,686	20,000
Other reserves		57,948	53,665	(4,283)
Total equity		2,457,789	2,514,222	56,433

13.1.1 Current assets \$12.2 million decrease

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. The decrease is due to the funding of an increased capital work program in 2017/18.

Trade and other receivables are monies owed to Council by ratepayers and others for rates, parking fines and service provision fees. These receivables are cyclical in nature and are actively managed.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

An advance to a subsidiary of \$1.0 million is provided for in 2017/18 to part finance its capital works.

13.1.2 Non-current assets \$87.01 million increase

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by the Council over many years.

The increase in this balance is attributable to the net result of the capital works program (\$85.7 million of gross capital expenditure), depreciation of assets (\$18.75 million), and the sale of property, plant and equipment (\$0.41 million).

13.1.3 Current liabilities \$2.44 million increase

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to be slightly below 2016/17 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements.

Interest-bearing loans are borrowings by Council repayable in the next twelve months. Council is budgeting to repay loan principal including finance leases of \$1.5 million during 2017/18.

13.1.4 Non-current liabilities \$15.94 million increase

Provisions include accrued long service leave and other leave owing to employees. These employee entitlements are only expected to increase marginally.

Interest-bearing loans and borrowings are borrowings by Council repayable in a period greater than twelve months. The increase in liability reflects the additional loan borrowings in 2017/18 for the Cato Street redevelopment project.

13.1.5 Working Capital \$14.64 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.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	110,329	98,131	(12,198)
Current liabilities	39,064	41,502	(2,438)
Working capital	71,265	56,629	(14,636)
Restricted cash and investment current assets			
- Statutory reserves	(42,853)	(36,985)	5,868
- Trust funds and deposits	(4,898)	(4,840)	58
Unrestricted working capital	23,514	14,804	(8,710)

In addition to the restricted cash shown above, Council is also projected to hold \$28.07 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.

13.1.6 Equity \$56.43 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. An increase of \$20.0 million is projected for this reserve.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. During the year an amount of \$4.28 million (net) is budgeted to be transferred from retained earnings to Council's reserves. This reflects the transfer of open space and developer contributions to reserves and the subsequent usage of investment cash reserves to partly fund the capital works program and the transfer to the Future Fund. This is a transfer between equity balances only and does not impact on the total balance of equity.

13.2 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 98.5% of total rates raised will be collected in the 2017/18 (forecast for 2016/17 is 98.3%).
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2016/17 levels.
- Employee entitlements for 2017/18 year to be impacted by the level of unutilised leave and Enterprise Agreement wage increment.
- Internally fund new capital investment of \$54.21 million (excluding deferrals) in 2017/18, with supplementation from new borrowings of \$20.0 million.
- Repayment of loan principal \$1.5 million in 2017/18.
- An advance to a subsidiary of \$1.0 million is provided for in 2017/18 to part finance its capital works.

Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

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 2017/18 to 2020/21 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 in 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 that underpin the SRP are:

- Maintain and improve existing service levels with reduced resources and an emphasis on innovation and efficiency.
- Achieve and maintain underlying operating surpluses.
- Maintain a significant capital works program averaging an annual spend of approximately \$69.26 million during the period of the SRP. Serviceable borrowings will supplement internal funding of capital works where necessary.
- Maintain cash reserves (including term deposits with maturity greater than 90 days) to cover Council's restricted assets of statutory reserves and intended allocations.

In preparing the SRP, the 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.
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Council service providers and is focused on the achievement of the key financial objectives.

14.2 Financial resources

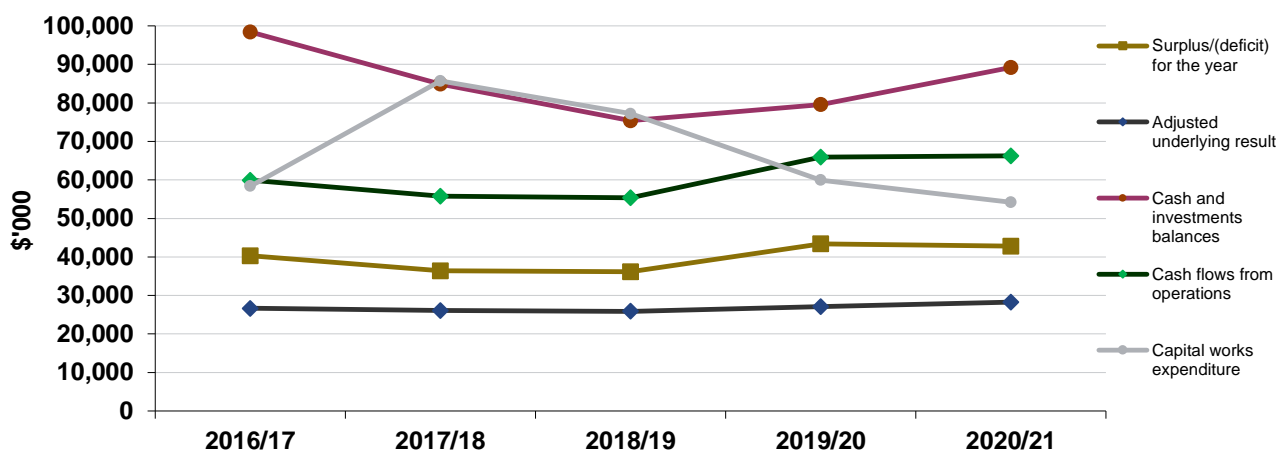
The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

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/(deficit) for the year	40,306	36,433	36,185	43,419	42,799	+
Adjusted underlying result	26,647	26,092	25,899	27,080	28,256	+
Cash and investments balances	98,442	84,902	75,417	79,586	89,217	+
Cash flows from operations	59,923	55,758	55,399	65,945	66,254	+
Capital works expenditure	58,392	85,696	77,202	59,958	54,180	-

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** – Cash and investments will decrease by \$13.31 million in 2017/18 compared to 2016/17 forecast mainly to fund the carried forward component of the 2016/17 capital works program. A major portion of cash reserves and cash from operations in 2018/19 will fund the continued significant capital expenditure in that year. Loan borrowings during 2016/17 - 2018/19 will assist funding of the capital works program, with cash and investments projected to be \$89.22 million by 2020/21.

Capital expenditure (excluding Operating Initiatives and intangibles) will reduce from a high of \$85.70 million in 2017/18 to \$54.18 million by 2020/21. Council's cash and investment position will continue to be strong and cover restricted assets of statutory reserves, trust and deposits during the four year period.

- **Rating strategy (Section 15)** – The average general rate increase is 2.0% in 2017/18 as capped by the Minister of Local Government. The average unit cost increase for the garbage waste minimum service charge is 0.8% in 2017/18 and 2.0% per annum for 2018/19 to 2020/21.
- **Service delivery strategy (Section 16)** – Service levels have been maintained and improved throughout the four year period. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus increasing over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy (Section 16)** – Interest bearing loans and borrowings, including finance leases, are forecast to increase from \$9.0 million at the end of 2016/17 to \$41.33 million in 2018/19, before reducing to \$40.24 million by end of year 2020/21. New loan borrowings of \$47.0 million contribute funding towards \$83.38 million strategic capital expenditure over 2017/18 to 2020/21.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the SRP four year period will total \$277.04 million at an average of \$69.26 million. Excluding the strategic capital expenditure developments of \$83.38 million, the average is \$69.24 million.

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.

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 approximately 59% (excluding special rates) of total revenue received by Council annually over the last five financial years. 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 and the planned expenditure on services and works to be undertaken for the Victorian community.

15.2 Future Rates and Charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised (excluding special rates), based on the forecast financial position of Council as at 30 June 2017, and proposed rate caps set by the State Government.

Year	Rate increase %	Garbage charge increase %	Total Rates Raised \$'000
F2016/17	2.50%	2.50%	\$102,482
B2017/18	2.00%	0.80%	\$107,445
SRP2018/19	2.00%	2.00%	\$111,512
SRP2019/20	2.00%	2.00%	\$115,694
SRP2020/21	2.00%	2.00%	\$119,993

Council's rating strategy is to ensure the operating surplus, when added to depreciation, provides for an acceptable level of capital works without the need for excessive borrowing. In the 2017/18 financial year, the increase in the average general rate is 2.0% in line with the rate cap, the average unit garbage waste minimum service charge increase is 0.8%, and the supplementary rates revenue increases to \$1.49 million. Future annual average unit garbage and garden waste service charge increases of 2.0% will cover waste management costs and EPA Environmental landfill levy costs. This will provide the continuation of high quality services to residents and average capital works of around \$69.26 million per annum over the next four years.

Council has a policy of actively reviewing fees and charges each year to minimise pressure on rates and to ensure users are paying a fair price for services received. To this end Council also employs an active strategy of soliciting grants and subsidies.

15.3 Rating structure

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

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council

Striking a proper balance between these elements provides equity in the distribution of the rate burden across 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 or commercial 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 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.

Council uses the Capital Improved Value (CIV) as its basis for calculating general rates. CIV is the value of the land plus buildings and other improvements. The valuation is shown on the front of the Rate Notice. All valuations are based on the sales of similar properties. For example, all (specific type) homes are compared to recent sales of other (specific type) homes in the same area, not properties that are different in built form. In most cases properties may be valued higher if significant improvements, such as renovations, have been recently completed. Business property valuations are based on how much rent a property can be let for, based on similar properties in the precinct.

The following table summarises the rates to be made for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Section 7 - Statutory Disclosures.

Rate type	How applied	2016/17	2017/18	Change
Residential rates	Per \$ CIV	0.001077	0.001098	2.0%
Commercial rates	Per \$ CIV	0.001077	0.001098	2.0%
Recreational rates	Per \$ CIV	0.000808	0.000824	2.0%
Garbage Charge Minimum Residential	Minimum	\$240.00	\$242.00	0.8%
Garbage Charge residential	\$/ 240L bin	\$436.00	\$439.00	0.7%
Garbage Charge Minimum Commercial	Minimum	\$240.00	\$242.00	0.8%
Garbage Charge commercial	\$/ 240L bin	\$436.00	\$439.00	0.7%
Garden Waste Charge residential	\$/ 120L bin	\$94.00	\$95.00	1.1%
Garden Waste Charge residential	\$/ 240L bin	\$128.00	\$129.00	0.8%
Garden Waste Charge commercial	\$/ 120L bin	\$94.00	\$95.00	1.1%
Garden Waste Charge commercial	\$/ 240L bin	\$128.00	\$129.00	0.8%

16. Summary of other strategies

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

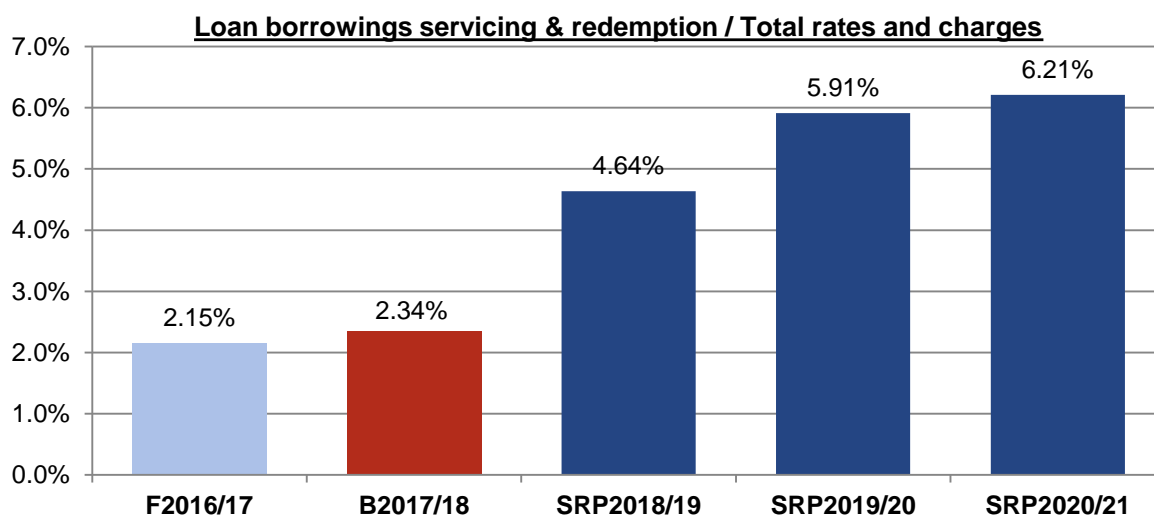
16.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowing was identified as an important funding source for capital works programs. Historically, Council has generated sufficient operating surplus and sold redundant assets to fund major new and upgraded works from cash and investment reserves. Debt funding is used where necessary to manage cash flow and is an option available to Council due to its existing relatively low debt levels.

Loan borrowings servicing and redemption costs as a percentage of total Council rates is budgeted at 2.34% in 2017/18, increasing each year to 6.21% by 2020/21. This is due to new loan borrowings that will contribute funding towards \$83.38 million strategic capital works, including Cato Street redevelopment and Prahran Town Hall development.

The following table sets out Council's future proposed loan liability, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
A2015/16	-	720	428	10,897
F2016/17	-	1,897	311	9,000
B2017/18	20,000	1,500	1,015	27,500
SRP2018/19	17,000	3,500	1,669	41,000
SRP2019/20	5,000	5,200	1,640	40,800
SRP2020/21	5,000	5,700	1,755	40,100



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

	Actual 2016/17 \$'000	Budget 2017/18 \$'000
Total amount borrowed as at 30 June of the prior year	10,897	9,000
Total amount to be borrowed	-	20,000
Total amount projected to be redeemed	(1,897)	(1,500)
Total amount proposed to be borrowed as at 30 June	9,000	27,500

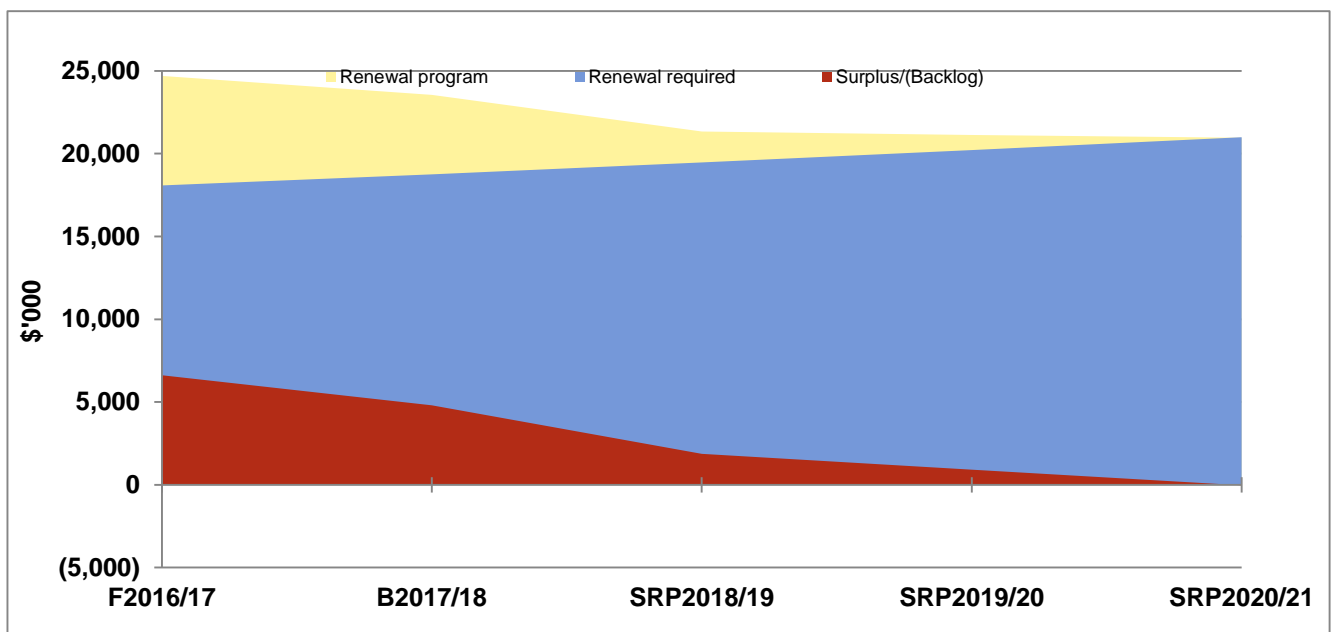
16.2 Infrastructure

The Council has developed an Asset Management 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 SRP. It predicts infrastructure consumption, renewal needs 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 that are informed by community consultation and are consistent with local government reporting frameworks.
- Prioritisation and programming of capital projects within classes on the basis of evaluation criteria and Council's Asset Management Improvement Program, which is an outcome of the National Asset Management Framework.
- Methodology for allocating annual funding to classes of capital projects.
- Business Case template for officers to document capital project submissions.

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

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal surplus/(backlog).



Council is presently able to fully fund asset renewal requirements identified in the Asset Management Strategy, with a sufficient level of annual funding to meet ongoing renewal needs based on renewal modelling undertaken. However, the above graph indicates a declining asset surplus over renewal required in later years, with the predicted renewal and maintenance funding requirement growing particularly for the ageing drainage assets network. Further modelling will be undertaken over the next 12 months to provide more accurate capital renewal forecasts for this asset class ahead of formulation of the 2018/19 budget.

The State of the Assets Report is updated annually to provide an updated snap shot of the fundamental infrastructure asset portfolio condition.

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	Borrowings \$'000
F2016/17	58,392	1,008	675	56,709	-
B2017/18	85,696	452	113	65,131	20,000
SRP2018/19	77,202	-	114	60,088	17,000
SRP2019/20	59,958	6,000	115	48,843	5,000
SRP2020/21	54,180	4,150	117	44,913	5,000

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory', 'other externally restricted' or 'discretionary' cash reserves. Statutory and other externally restricted 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 and public open space, trust funds and deposits. Discretionary cash reserves (or intended allocations), 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 operating surplus. The Rating Information (see Section 15) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	Budget	Strategic Resource Plan		
	2017/18 %	2018/19 %	2019/20 %	2020/21 %
Consumer Price Index	2.0	2.3	2.5	2.5
Victorian Wage Price Index	2.5	3.0	3.5	3.5
Engineering Construction Index	0.5	2.0	2.0	2.0
Non-residential Building Index	0.2	2.0	2.0	2.0
Rate increases	2.0	2.0	2.0	2.0
Property growth	2.1	2.0	2.0	2.0
Wages growth	2.0	2.0	2.0	2.0
Operating Government grant funding	-1.0	0.8	0.8	0.8
Statutory fees	2.0	2.0	2.0	2.0
Investment return	2.8	2.8	3.0	3.0

Note: The above indices are rounded up to the nearest decimal point.

Government grant funding for 2017/18 is based on confirmed funding levels.

As well as the general influences, there are also a number specific influences which relate directly to service areas or activities. The most significant changes in these areas are summarised below.

Transfer Station

Waste tipping fees for inert waste are expected to rise further as the State Government has increased the levy payable upon disposal of waste at landfill. Following increases of \$53 per tonne since 2009/10, the fee is estimated to rise a further \$1.24 per tonne (2.0%) in 2017/18. The financial impact will be to increase tipping fee costs at the Transfer Station from \$2.38 million in 2016/2017 to \$2.51 million in 2017/2018.

Residential Garbage Collection

Waste tipping charges associated with the disposal of residential garbage and also growth in the number of tenements (986 pa over the five year period) are expected to result in an increase of \$0.03 million per annum excluding CPI. The increased landfill levy will also increase the cost of residential garbage disposal by \$0.44 million in the 2017/18 financial year.

Aged & Disability Services

Government funding for aged and disability services is expected to increase by approximately \$0.10 million from 2016/17. This includes General Home Care, Personal Care, Respite Care and Meals.

Valuation Services

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 2017/18 year and the next revaluation will be undertaken as at 1 January 2018. A budget of \$0.11 million has been made yearly commencing in 2017/18 to meet the additional cost of resources to complete the revaluation process.

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

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
F2016/17	40,306	26,647	46,833
B2017/18	36,433	26,092	54,485
SRP2018/19	36,185	25,899	57,665
SRP2019/20	43,419	27,080	59,902
SRP2020/21	42,799	28,256	62,231

Service levels have been maintained throughout the four year period with operating surpluses forecast throughout 2017/18 to 2020/21. The net cost of services provided to the community increases from \$54.49 million to \$62.23 million over the four year period.

Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 16 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budget processes	74
B	Fees and charges schedule	75
C	Four year capital works program	94

Appendix A Budget process

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

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

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted 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 ended 30 June 2018 in accordance with the Act and Regulations, and are consistent with the annual financial statements which are prepared in accordance with the Australian Accounting Standards. The budget includes Council's interest in the Regional Landfill Clayton South joint venture which is presented in the financial accounts as an associate investment.

The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	Dec/Jan
3. Officers prepare operating and capital budgets	Jan/Feb
4. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
5. Councillors consider draft budgets at informal briefings	Feb/April
6. Council submits formal rate variation submission to ESC (if appropriate)	Mar
7. Proposed budget submitted to Council for approval	Apr
8. Public notice advising intention to adopt budget	Apr
9. Budget available for public inspection and comment	Apr/May
10. Public submission process undertaken	May
11. Submissions period closes (28 days)	May
12. Submissions considered by Council	May
13. Budget and submissions presented to Council for adoption	Jun
14. Copy of adopted budget submitted to the Minister	Jun
15. Revised budget where a material change has arisen	Jul-Sep

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Garbage Charges					
Garbage Charges - Residential					
Waste Management Charge – minimum	Non Statutory	Per Bin	240.00	242.00	0.8%
Extra 120 Litre Bin	Non Statutory	Per Bin	240.00	242.00	0.8%
240 Litre Bin	Non Statutory	Per Bin	436.00	439.00	0.7%
Extra 240 Litre Bin	Non Statutory	Per Bin	436.00	439.00	0.7%
Shared Bin Discount - 120 Litre (\$6.00)	Non Statutory	Per Bin	234.00	236.00	0.9%
Shared Bin Discount - 120 Litre (50% discount)	Non Statutory	Per Bin	120.00	121.00	0.8%
Garbage Charges - Commercial					
120 Litre Bin - Waste Management Charge – minimum	Non Statutory	Per Bin	240.00	242.00	0.8%
Extra 120 Litre Bin	Non Statutory	Per Bin	240.00	242.00	0.8%
240 Litre Bin	Non Statutory	Per Bin	436.00	439.00	0.7%
Extra 240 Litre Bin	Non Statutory	Per Bin	436.00	439.00	0.7%
Shared Bin Discount - 120 Litre (\$6.00)	Non Statutory	Per Bin	234.00	236.00	0.9%
Shared Bin Discount - 120 Litre (50% discount)	Non Statutory	Per Bin	120.00	121.00	0.8%
Garden Waste Charges - Residential					
120 Litre Bin - Waste Management Charge – minimum	Non Statutory	Per Bin	94.00	95.00	1.1%
240 Litre Bin	Non Statutory	Per Bin	128.00	129.00	0.8%
Garden Waste Charges - Commercial					
120 Litre Bin	Non Statutory	Per Bin	94.00	95.00	1.1%
240 Litre Bin	Non Statutory	Per Bin	128.00	129.00	0.8%
Other rate charges					
Land information and valuation certificates	Statutory	Per Request	25.40	25.90	2.0%
Land information and valuation certificates urgent fee (required within 24 hours)	Non Statutory	Per Request	50.00	50.00	0.0%
Fees for access to or provision of regulatory information. Adverse possession supporting information fee	Non Statutory	Per Request	155.00	155.00	0.0%
Dishonoured cheque administration fee	Non Statutory	Per Dishonour	26.00	26.00	0.0%
Declined credit card and debit card fee	Non Statutory	Per Decline	26.00	26.00	0.0%
Ownership, rating and property information historical search	Non Statutory	Per Request	155.00	155.00	0.0%
Governance & Corporate Support					
Freedom of Information Request	Statutory	Per Request	27.90	28.40	1.8%
Aged Care Services					
Specific Home Care					
Low Income Range	Statutory	Per Hour	5.40	5.50	1.9%
Medium Income Range	Statutory	Per Hour	7.40	7.60	2.7%
High Income Range	Statutory	Per Hour	15.70	16.10	2.5%
Care Services (Including Respite and Personal Care)					
Single Pension	Statutory	Per Hour	5.40	5.50	1.9%
Couple Pension	Statutory	Per Hour	7.05	7.25	2.8%
Medium Rate	Statutory	Per Hour	17.05	17.50	2.6%
High Rate	Statutory	Per Hour	36.75	37.85	3.0%
TAC/ Workcover	Statutory	Per Hour	84.55	87.05	3.0%
Packaged Care	Statutory	Per Hour	84.55	87.05	3.0%
Linkages - Core	Statutory	Per Hour	5.40	5.50	1.9%
Linkages - Other	Statutory	Per Hour	84.55	87.05	3.0%
Home Maintenance					
Low Income Range	Non Statutory	Per Hour	11.40	11.75	3.1%
Medium Income Range	Non Statutory	Per Hour	18.60	19.10	2.7%
High Income Range	Non Statutory	Per Hour	45.50	46.90	3.1%
Full Cost Recovery	Non Statutory	Per Hour	84.80	87.40	3.1%
Transport Service					

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Clients	Non Statutory	Per Trip	2.90	3.00	3.4%
Chris Gahan Centre					
Community Group Hire	Non Statutory	Per hour	50.00	51.50	3.0%
ADASS (Includes a meal)					
Average Income applicants	Non Statutory	Per Session	8.28	8.50	2.7%
High Income applicants	Non Statutory	Per Session	30.02	31.00	3.3%
Full Cost Recovery	Non Statutory	Per Session	90.05	93.20	3.5%
Venue Hire					
Will Samson Centre Hire	Non Statutory	Per hour	50.00	51.50	3.0%
Food Services					
Delivered Meals	Non Statutory	Per Meal	9.00	9.30	3.3%
Centre Based Meals	Non Statutory	Per Meal	8.80	8.90	1.1%
Full Cost Recovery	Non Statutory	Per Meal	21.50	22.20	3.3%
Child Care Services					
Princes Close Child Care Centre:					
Under Three (3) Years Old (Jul - Dec):					
Long Day Care (Princes Close) 1st July	Non Statutory	Day Rate	112.00	116.50	4.0%
Long Day Care (Princes Close) 1st July	Non Statutory	Week	560.00	582.50	4.0%
Other Fees (Jul - Dec):					
Registration Charge	Non Statutory	Initial Start	17.50	18.00	2.9%
Casual Day Surcharge - Long Day Care	Non Statutory	Per booking	5.00	5.50	10.0%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.00	4.3%
Under Three (3) Years Old (Jan - Jun):					
Long Day Care (Princes Close) 1st Jan	Non Statutory	Day Rate	112.00	118.50	5.8%
Long Day Care (Princes Close) 1st Jan	Non Statutory	Week	560.00	591.50	5.6%
Other Fees (Jan - Jun):					
Registration Charge	Non Statutory	Initial Start	17.50	18.50	5.7%
Casual Day Surcharge - Long Day Care	Non Statutory	Per booking	5.00	6.00	20.0%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.50	6.5%
Grosvenor St Child Care Centre:					
Under Three (3) Years Old (Jul - Dec):					
Long Day Care (Grosvenor)	Non Statutory	Day Rate	110.00	114.50	4.1%
Over Three (3) Years Old (Jul - Dec):					
Long Day Care (Grosvenor)	Non Statutory	Day Rate	108.00	112.50	4.2%
Other Fees (Jul - Dec):					
Registration Charge	Non Statutory	Initial Start	17.50	18.00	2.9%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.00	4.3%
Under Three (3) Years Old (Jan - Jun):					
Long Day Care (Grosvenor)	Non Statutory	Day Rate	110.00	116.50	5.9%
Over Three (3) Years Old (Jan - Jun):					
Long Day Care (Grosvenor)	Non Statutory	Day Rate	108.00	114.50	6.0%
Other Fees (Jan - Jun):					
Registration Charge	Non Statutory	Initial Start	17.50	18.50	5.7%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.50	6.5%
Winter St Child Care Centre:					
Under Three (3) Years Old (Jul - Dec):					
Occasional Care	Non Statutory	Hour	14.50	15.00	3.4%
Occasional Care	Non Statutory	Day Rate	99.00	103.00	4.0%
Over Three (3) Years Old (Jul - Dec):					
Occasional Care	Non Statutory	Hour	14.50	15.00	3.4%
Occasional Care	Non Statutory	Day Rate	99.00	103.00	4.0%
Other Fees (Jul - Dec):					
Registration Charge	Non Statutory	Initial Start	17.50	18.00	2.9%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.00	4.3%
Cancellation Fee					
50% of Day Rate	Non Statutory	Per Cancellation	49.50	51.50	4.0%
Afternoon Session (Jul - Dec)	Non Statutory	Per Session	45.50	47.00	3.3%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Under Three (3) Years Old (Jan - Jun):					
Occasional Care	Non Statutory	Hour	14.50	15.00	3.4%
Occasional Care	Non Statutory	Day Rate	99.00	103.00	4.0%
Over Three (3) Years Old (Jan - Jun):					
Occasional Care	Non Statutory	Hour	14.50	15.00	3.4%
Occasional Care	Non Statutory	Day Rate	99.00	103.00	4.0%
Other Fees (Jan - Jun):					
Registration Charge	Non Statutory	Initial Start	17.50	18.50	5.7%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.50	6.5%
Cancellation Fee					
50% of Day Rate	Non Statutory	Per Cancellation	49.50	51.50	4.0%
Afternoon Session (Jan - Jun)	Non Statutory	Per Session	45.50	47.00	3.3%
Hornbrook Child Care Centre:					
Over Three (3) Years Old (Jul - Dec):					
Long Day Care (Hornbrook)	Non Statutory	Day Rate	110.00	114.50	4.1%
Long Day Care (Hornbrook)	Non Statutory	Week	526.00	572.50	8.8%
Other Fees (Jul - Dec):					
Registration Charge	Non Statutory	Initial Start	17.50	18.00	2.9%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.00	4.3%
Casual Day Surcharge - Long Day Care	Non Statutory	Per booking	5.00	5.50	10.0%
Over Three (3) Years Old (Jan - Jun):					
Long Day Care (Hornbrook)	Non Statutory	Day Rate	110.00	116.50	5.9%
Long Day Care (Hornbrook)	Non Statutory	Week	526.00	581.00	10.5%
Other Fees (Jan - Jun):					
Registration Charge	Non Statutory	Initial Start	17.50	18.50	5.7%
Late Collection Fee - All Services	Non Statutory	10 minutes	23.00	24.50	6.5%
Casual Day Surcharge - Long Day Care	Non Statutory	Per booking	5.00	6.00	20.0%
Maternal & Child Health Services					
Parent information sessions	Non Statutory	Per Session	28.00	28.50	1.8%
Birthday Parties	Non statutory	Per party	80.00	85.00	6.3%
Psychodrama Group	Non statutory	Per Series	335.00	420.00	25.4%
CPR parent sessions	Non Statutory	Per session	420.00	300.00	(28.6%)
Immunisation					
Twinrix Adult (Hep-A & Hep-B) - (3 doses)	Non Statutory	Per Vaccination	279.50	289.30	3.5%
Twinrix Junior (Hep-A & Hep-B) - (increased from 1 to 3 doses)	Non Statutory	Per Vaccination	201.80	208.80	3.5%
Adult Hepatitis -A (2 doses)	Non Statutory	Per Vaccination	184.00	190.80	3.7%
Infant Hepatitis - A (2 doses)	Non Statutory	Per Vaccination	181.00	187.30	3.5%
Adult hepatitis -B (3 doses)	Non Statutory	Per Vaccination	124.00	128.30	3.5%
Paediatric varicella	Non Statutory	Per Vaccination	98.00	101.40	3.5%
Adult varicella (2 doses)	Non Statutory	Per Vaccination	167.00	173.00	3.6%
Meningococcal (type c)	Non Statutory	Per Vaccination	104.50	108.00	3.3%
Human papillomavirus	Non Statutory	Per Vaccination	168.00	174.00	3.6%
Adult Boosterix	Non Statutory	Per Vaccination	60.00	62.00	3.3%
Sporting Ground and Pavilion Charges					
Club Allocations - Summer Season	Non Statutory	40% of total maintenance cost	44%	40%	(9.1%)
Club Allocations - Winter Season	Non Statutory	40% of total maintenance cost	44%	40%	(9.1%)
Summer and Winter Season User Bonds:					
Bond Per Key	Non Statutory	Per Key	200.00	200.00	0.0%
Sporting Ground Charges					
School Allocations	Non Statutory	Per Year	10,000.00	10,400.00	4.0%
Sporting Ground Charges - Casual Use					
Bond	Non Statutory	Bond	500.00	500.00	0.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Stonnington Based Community Clubs/Org	Non Statutory	Half Day	330.00	330.00	0.0%
Stonnington Based Community Clubs/Org	Non Statutory	Full Day	500.00	500.00	0.0%
Non Stonnington Based Community	Non Statutory	Half Day	660.00	660.00	0.0%
Non Stonnington Based Community	Non Statutory	Full Day	1,000.00	1,000.00	0.0%
Private / Commercial	Non Statutory	Half Day	1,000.00	1,320.00	32.0%
Private / Commercial	Non Statutory	Full Day	2,000.00	2,000.00	0.0%
Bond - Sports Pavilion	Non Statutory	Bond	500.00	500.00	0.0%
Community Organisations	Non Statutory	Per Hour	20.00	20.00	0.0%
Private / Commercial	Non Statutory	Per Hour	85.00	85.00	0.0%
Malvern Valley Primary School Outdoor Sports Courts - Casual Use					
Bond - Events	Non Statutory	Bond	200.00	200.00	0.0%
Sporting Clubs and Community Groups	Non Statutory	Per Hour	18.00	20.00	11.1%
Sporting Clubs and Community Groups	Non Statutory	Half Day	70.00	60.00	(14.3%)
Sporting Clubs and Community Groups	Non Statutory	Full Day	120.00	90.00	(25.0%)
Private / Commercial	Non Statutory	Per Hour	30.00	80.00	166.7%
Private / Commercial	Non Statutory	Half Day	120.00	240.00	100.0%
Private / Commercial	Non Statutory	Full Day	284.00	360.00	26.8%
Skate Parks - Casual Use					
Skate Ramp	Non Statutory	Per Day	500.00	300.00	(40.0%)
Skate Park	Non Statutory	Per Day	500.00	300.00	(40.0%)
Skate Park	Non Statutory	Per Half Day	375.00	200.00	(46.7%)
Skate Ramp	Non Statutory	Per Half Day	375.00	200.00	(46.7%)
Bond	Non Statutory	Bond	500.00	500.00	0.0%
Functions In Parks					
Functions In Parks - Bond	Non Statutory	Bond	200.00	200.00	0.0%
Community Activity	Non Statutory	Per Day	125.00	130.00	4.0%
Private Activities/Individuals	Non Statutory	Per Day	125.00	130.00	4.0%
Private Activities/Corporation	Non Statutory	Per Day	500.00	515.00	3.0%
Wedding Ceremony	Non Statutory	Per Day	335.00	345.00	3.0%
Commercial Activity	Non Statutory	Per Day	1,400.00	1,400.00	0.0%
Phoenix Park					
First Floor Dining Room/Gallery					
Not for Profit	Non Statutory	Per Hour	45.00	45.00	0.0%
Private / Commercial	Non Statutory	Per Hour	60.00	60.00	0.0%
Kitchen Birthday Parties (4 Hours)	Non Statutory	4 hours	210.00	180.00	(14.3%)
Bond	Non Statutory	Bond	200.00	200.00	0.0%
First Floor Commercial Kitchen					
Not for Profit - 1st Hour	Non Statutory	Per Hour	36.00	75.00	108.3%
Additional Hour(s)	Non Statutory	Per Hour	0.00	25.00	100.0%
Private / Commercial - 1st Hour	Non Statutory	Per Hour	48.00	75.00	56.3%
Bond	Non Statutory	Bond	1,000.00	1,000.00	0.0%
Community Hall					
Not for Profit	Non Statutory	Per Hour	45.00	45.00	0.0%
Private / Commercial	Non Statutory	Per Hour	60.00	60.00	0.0%
Bond - Off-Peak	Non Statutory	Bond	200.00	200.00	0.0%
Bond - Peak	Non Statutory	Bond	500.00	500.00	0.0%
Community Hall - Peak Time (including Dining Room)					
Not for Profit	Non Statutory	Per Hour	105.00	110.00	4.8%
Private / Commercial	Non Statutory	Per Hour	140.00	146.00	4.3%
Bond - Peak	Non Statutory	Bond	2,000.00	2,000.00	0.0%
Conference Room					
Not for Profit	Non Statutory	Per Hour	45.00	45.00	0.0%
Private / Commercial	Non Statutory	Per Hour	60.00	60.00	0.0%
Kitchen Birthday Parties (4 Hours)	Non Statutory	4 Hours	210.00	180.00	(14.3%)
Bond	Non Statutory	Bond	200.00	200.00	0.0%
Multi-purpose Room					
Not for Profit	Non Statutory	Per Hour	45.00	45.00	0.0%
Private / Commercial	Non Statutory	Per Hour	60.00	60.00	0.0%
Kitchen Birthday Parties (4 Hours)	Non Statutory	4 Hours	210.00	210.00	0.0%
Bond	Non Statutory	Bond	200.00	200.00	0.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Conference Room & Multi-purpose Room					
Not for Profit - Peak	Non Statutory	Per Hour	108.00	110.00	1.9%
Private / Commercial - Peak	Non Statutory	Per Hour	144.00	146.00	1.4%
Not for Profit - Off-Peak	Non Statutory	Per Hour	72.00	75.00	4.2%
Private / Commercial - Off-Peak	Non Statutory	Per Hour	96.00	100.00	4.2%
Bond - Off-Peak	Non Statutory	Bond	200.00	200.00	0.0%
Bond - Peak	Non Statutory	Bond	1,000.00	2,000.00	100.0%
Meeting Room					
Not for Profit	Non Statutory	Per Hour	30.00	30.00	0.0%
Private / Commercial	Non Statutory	Per Hour	40.00	40.00	0.0%
Bond	Non Statutory	Bond	200.00	200.00	0.0%
Ground Floor Kitchen					
Not for Profit	Non Statutory	Per Hour	30.00	45.00	50.0%
Private / Commercial	Non Statutory	Per Hour	40.00	60.00	50.0%
Kitchen Birthday Parties (4 Hours)	Non Statutory	4 Hours	200.00	200.00	0.0%
Bond	Non Statutory	Bond	200.00	200.00	0.0%
RSL Building					
Hall Hire - Off Peak - Private / Commercial	Non Statutory	Per Hr	40.00	50.00	25.0%
Hall Hire - Off Peak - Not for Profit	Non Statutory	Per Hr	20.00	30.00	50.0%
Hall Hire - Peak - Private / Commercial	Non Statutory	Per Hr	52.00	90.00	73.1%
Hall Hire - Peak - Not for Profit	Non Statutory	Per Hr	26.00	50.00	92.3%
Bond - Hall - Off Peak	Non Statutory	Bond	200.00	200.00	0.0%
Commercial Kitchen - First Hour	Non Statutory	Per Hr	75.00	75.00	0.0%
Commercial Kitchen - Additional Hour(s)	Non Statutory	Per Hr	25.00	25.00	0.0%
Bond - Hall - Peak	Non Statutory	Bond	1,000.00	1,000.00	0.0%
Bond - Activities Room	Non Statutory	Bond	200.00	200.00	0.0%
Activities Room - Private / Commercial	Non Statutory	Per Hr	40.00	40.00	0.0%
Activities Room - Not for Profit	Non Statutory	Per Hr	20.00	24.00	20.0%
Bond - Commercial Kitchen	Non Statutory	Bond	200.00	200.00	0.0%
Orrong Romanis Recreation Centre					
Court Hire - Not for Profit	Non Statutory	Per Hour	40.00	40.00	0.0%
Court Hire - Private / Commercial	Non Statutory	Per Hour	50.00	52.00	4.0%
Theatre Room - Not for Profit	Non Statutory	Per Hour	26.00	26.00	0.0%
Theatre Room - Private / Commercial	Non Statutory	Per Hour	35.00	35.00	0.0%
Bond - Regular User	Non Statutory	Bond	200.00	200.00	0.0%
Bond - New User	Non Statutory	Bond	500.00	500.00	0.0%
Bond - Per Key	Non Statutory	Per Key	200.00	200.00	0.0%
Food and Health Act Registrations					
Food Act Premises					
Class 1 Premises	Statutory	Per Application	615.00	630.00	2.4%
Class 2 Premises	Statutory	Per Application	595.00	610.00	2.5%
Class 3 Premises	Statutory	Per Application	545.00	558.00	2.4%
Additional employees over 5	Statutory	per employee >5	27.00	28.00	3.7%
Up to Maximum fee	Statutory	Various	3,017.00	3,092.00	2.5%
Plans Assessment Fee	Non Statutory	Per Application	121.00	124.00	2.5%
Transfer fee (Class 1)	Statutory	Per Application	369.00	315.00	(14.6%)
Transfer fee (Class 2)	Statutory	Per Application	357.00	305.00	(14.6%)
Transfer fee (Class 3)	Statutory	Per Application	325.00	279.00	(14.2%)
Temporary Food Premises Registration - Commercial Class 2	Statutory	Per Application	595.00	595.00	0.0%
Temporary Food Premises Class 2 - Registration for 2 days maximum	Statutory	Per Application	0.00	80.00	100.0%
Temporary Food Premises Registration - Commercial Class 3	Statutory	Per Application	545.00	545.00	0.0%
Temporary Food Premises Class 3 - Registration for 2 days maximum	Statutory	Per Application	0.00	60.00	100.0%
Community Clubs	Statutory	Per Application	77.00	79.00	2.6%
Class 2 - Home Occupation	Statutory	Per Application	0.00	425.00	100.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Class 3 - Home Occupation	Statutory	Per Application	0.00	400.00	100.0%
Public Health and Wellbeing Act Premises					
Prescribed accommodation	Statutory	per application	347.00	356.00	2.6%
Each extra apartment	Statutory	per application	45.00	46.00	2.2%
Maximum fee	Statutory	per application	2,496.00	2,559.00	2.5%
Property Enquiry/Inspection Fee (Food Act & PHWA)	Non Statutory	Per Application	205.00	210.00	2.4%
Infringements - per Penalty Unit	Statutory	Penalty Unit	147.61	155.46	5.3%
Hairdresser/beauty parlour/skin pen					
Hair and Beauty Category 2 (Health and Beauty)	Statutory	Per Application	240.00	300.00	25.0%
Hair and Beauty Category 1 (Skin Penetration/Colonic Irrigation)	Statutory	Per Application	363.00	372.00	2.5%
Hair and Beauty Category 3 ongoing fee	Statutory	Per Application	0.00	300.00	100.0%
Transfer fee (BT Low Risk)	Statutory	Per Application	144.00	125.00	(13.2%)
Transfer fee (BT High Risk)	Statutory	Per Application	217.00	186.00	(14.3%)
Plans Assessment fee	Non Statutory	Per Application	62.00	65.00	4.8%
Septic Tank (grey water retention) Application & Approval	Statutory	Per Application	179.00	179.00	0.0%
Animal Management					
Application for Registration of Dog or Cat					
Trained Dog	Statutory	Per Animal	57.50	59.50	3.5%
Working Dog	Statutory	Per Animal	57.50	59.50	3.5%
Dog - over ten years of age	Statutory	Per Animal	57.50	59.50	3.5%
Cat - over ten years old	Statutory	Per Animal	57.50	59.05	2.7%
Domestic Animal Business or Applicable Organisation	Statutory	Per Application	230.00	250.00	8.7%
Unsterilised Dog	Statutory	Per Animal	174.50	180.00	3.2%
Sterilised Dog	Statutory	Per Animal	57.50	59.50	3.5%
Unsterilised Cat	Statutory	Per Animal	114.00	119.00	4.4%
Sterilised Cat	Statutory	Per Animal	36.00	37.50	4.2%
Pensioner					
Unsterilised Dog	Statutory	Per Animal	86.50	90.00	4.0%
Sterilised Dog	Statutory	Per Animal	28.50	29.50	3.5%
Unsterilised Cat	Statutory	Per Animal	57.50	59.50	3.5%
Sterilised Cat	Statutory	Per Animal	18.00	18.50	2.8%
Pound release fees					
Pound Release Fee Dogs	Statutory	Per Animal	120.00	125.00	4.2%
Pound Release fee Cats	Statutory	Per Animal	120.00	125.00	4.2%
Library Services					
Reproduction Service					
Black and White A4	Non Statutory	Per Copy	0.20	0.20	0.0%
Black and White A3	Non Statutory	Per Copy	0.40	0.40	0.0%
Colour Photocopies A4	Non Statutory	Per Copy	1.00	1.00	0.0%
Colour Photocopies A3	Non Statutory	Per Copy	2.00	2.00	0.0%
Overdue Charges					
Adult Items	Non Statutory	Per Day	0.25	0.25	0.0%
Young Adult / Junior Items	Non Statutory	Per Day	0.10	0.10	0.0%
Processing costs for all items					
Books	Non Statutory	Per Item	11.40	11.70	2.6%
Audio Visual items	Non Statutory	Per Item	11.40	11.70	2.6%
Magazines	Non Statutory	Per Item	3.30	3.40	3.0%
Replacement for audio visual with no recorded cost					
Audio Book Tape	Non Statutory	Per Item	16.80	17.30	3.0%
Audio Book CD	Non Statutory	Per Item	16.80	17.30	3.0%
Miscellaneous Charges					
Audio book / Language case	Non Statutory	Per Item	8.50	8.75	2.9%
Barcode	Non Statutory	Per Item	3.80	3.90	2.6%
CD Case	Non Statutory	Per Item	3.80	3.90	2.6%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Membership Card	Non Statutory	Per Item	3.80	3.90	2.6%
Book Strap	Non Statutory	Per Item	3.80	3.90	2.6%
Printing - CD Rom / Internet	Non Statutory	Per Sheet	0.20	0.20	0.0%
Second Hand Book Sales	Non Statutory	Various	0.50	0.50	0.0%
Activities	Non Statutory	per event	10.00	10.00	0.0%
Meeting Room Hire					
Toorak South Yarra (standard)	Non Statutory	Per Hour	32.50	33.50	3.1%
Malvern, Prahran and Phoenix Park (standard)	Non Statutory	Per Hour	32.50	33.50	3.1%
Community Groups	Non Statutory	Per Hour	16.00	16.50	3.1%
Inter-Library loan charge					
Public Library	Non Statutory	Per Month	0.00	5.00	100.0%
Institutions	Non Statutory	Per Month	0.00	16.50	100.0%
Local History Service					
Special Projects - Research rates, after the first half hour	Non-Statutory	Per Hour	60.50	62.50	3.3%
Digital Image					
Hi Resolution	Non Statutory	Per Copy	33.60	34.60	3.0%
Photographic Reproduction Prints					
(Black and White) 8 X 10	Non Statutory	Per Copy	45.54	46.90	3.0%
Commercial Applications, copyright fee	Non Statutory	Per Copy	62.00	63.80	2.9%
House Dating					
House dating service, after first half hour	Non Statutory	Per Request	270.00	280.00	3.7%
Aquatic Services					
Harold Holt Swim Centre					
Adult	Non Statutory	Per Admission	6.90	7.20	4.3%
Child	Non Statutory	Per Admission	5.30	5.50	3.8%
Adult Concession (inc Student, pensioner, seniors)	Non Statutory	Per Admission	5.50	5.70	3.6%
Family	Non Statutory	Per Admission	17.50	18.00	2.9%
Non Swimming supervisor	Non Statutory	Per Admission	2.50	2.50	0.0%
Swim, Spa, Sauna	Non Statutory	Per Admission	12.00	12.30	2.5%
Concession - Swim, Spa, Sauna	Non Statutory	Per Admission	9.60	9.80	2.1%
Locker	Non Statutory	Per Locker	2.00	2.00	0.0%
10 Visit Pass Adult Swim	Non Statutory	Per Pass	62.10	64.80	4.3%
10 Visit Pass Child Swim	Non Statutory	Per Pass	47.70	49.50	3.8%
10 Visit Pass Concession Swim	Non Statutory	Per Pass	49.50	51.30	3.6%
Aquatic 10 Visit pass	Non Statutory	Per Pass	108.00	110.70	2.5%
Aquatic 10 Visit pass concession	Non Statutory	Per Pass	86.40	88.20	2.1%
Fitness classes	Non Statutory	Per Class	17.00	17.50	2.9%
Fitness classes - concession	Non Statutory	Per Class	13.60	14.00	2.9%
Fitness classes - 10 visit pass	Non Statutory	Per Pass	153.00	157.50	2.9%
Fitness classes - 10 visit pass concession	Non Statutory	Per Pass	122.40	126.00	2.9%
Older Adults Aqua/Dry	Non Statutory	Per Admission	11.00	11.00	0.0%
Older Adults Aqua/Dry 10 visit pass	Non Statutory	Per Admission	99.00	99.00	0.0%
Birthday parties (per child)	Non Statutory	Per Child	27.00	27.00	0.0%
25m pool lane hire	Non Statutory	Per Lane/Hr	44.00	44.00	0.0%
50m Pool lane hire	Non Statutory	Per Lane/Hr	52.00	52.00	0.0%
Program room hire	Non Statutory	Per Room/Hr	48.00	48.00	0.0%
Learners pool hire	Non Statutory	Per Lane/Hr	24.00	24.00	0.0%
Hydro pool hire	Non Statutory	Per Lane/Hr	48.00	48.00	0.0%
Membership Fees (all transferrable across both sites)					
Aquatic Membership Direct Debit Membership joining fee	Non Statutory	Per m'ship	40.00	40.00	0.0%
Aquatic membership Direct Debit	Non Statutory	Per Fortnight	31.00	31.00	0.0%
Aquatic membership Direct Debit Level 1 Concession	Non Statutory	Per Fortnight	24.80	24.80	0.0%
Aquatic membership Direct Debit Level 2 Concession	Non Statutory	Per Membership	0.00	18.60	100.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Aquatic membership Term - 3 months	Non Statutory	Per Membership	226.00	226.00	0.0%
Aquatic membership Term - 3 months Level 1 Concession	Non Statutory	Per Membership	180.80	180.80	0.0%
Aquatic membership Term - 6 months	Non Statutory	Per Membership	415.00	415.00	0.0%
Aquatic membership Term - 6 months Level 1 concession	Non Statutory	Per Membership	332.00	332.00	0.0%
Aquatic membership Term - 12 months	Non Statutory	Per Membership	760.00	760.00	0.0%
Aquatic membership Term - 12 months Level 1 concession	Non Statutory	Per Membership	587.00	587.00	0.0%
Aquatic plus 1 Direct Debit Membership joining fee	Non Statutory	Per Membership	0.00	40.00	100.0%
Aquatic plus 1 Direct Debit Membership	Non Statutory	Per Fortnight	0.00	36.00	100.0%
Aquatic plus 1 Direct Debit Level 1 concession	Non Statutory	Per Membership	0.00	28.80	100.0%
Aquatic plus 1 Direct Debit Level 2 concession	Non Statutory	Per Membership	0.00	21.60	100.0%
Swim membership Direct Debit joining fee	Non Statutory	Per m'ship	20.00	20.00	0.0%
Swim membership Direct Debit	Non Statutory	Per fortnight	25.00	25.00	0.0%
Swim membership Direct Debit - Level 1 concession	Non Statutory	Per fortnight	20.00	20.00	0.0%
Swim membership Direct Debit - Level 2 concession	Non Statutory	Per Membership	0.00	15.00	100.0%
Swim Membership Term 3 months	Non Statutory	Per Membership	173.50	173.50	0.0%
Swim Membership Term 3 months - Level 1 concession	Non Statutory	Per Membership	138.50	138.50	0.0%
Swim Membership Term 6 months	Non Statutory	Per Membership	318.00	318.00	0.0%
Swim Membership Term 6 months - Level 1 concession	Non Statutory	Per Membership	254.00	254.00	0.0%
Swim Membership Term 12 months	Non Statutory	Per Membership	608.00	608.00	0.0%
Swim Membership Term 12 months - Level 1 concession	Non Statutory	Per Membership	487.00	487.00	0.0%
Prahran Aquatic Centre					
Adult	Non Statutory	Per Admission	6.20	6.40	3.2%
Child	Non Statutory	Per Admission	3.50	3.60	2.9%
Adult Concession (inc Student, pensioner, seniors)	Non Statutory	Per Admission	4.00	4.10	2.5%
Family	Non Statutory	Per Admission	16.00	16.50	3.1%
Non Swimming supervisor	Non Statutory	Per Admission	2.50	2.50	0.0%
Locker hire	Non Statutory	Per Locker	2.00	2.00	0.0%
Swim, Spa, Sauna, Steam	Non Statutory	Per Admission	12.00	12.30	2.5%
Concession - Swim, Spa, Sauna, Steam	Non Statutory	Per Admission	9.60	9.80	2.1%
Fitness classes	Non Statutory	Per Class	16.60	17.50	5.4%
Fitness classes - concession	Non Statutory	Per Class	13.80	14.00	1.4%
10 Swim Pass - Adult	Non Statutory	Per Pass	55.80	57.60	3.2%
10 Swim Pass - Concession / Student	Non Statutory	Per Pass	36.00	36.90	2.5%
10 Swim Pass - Child	Non Statutory	Per Pass	31.50	32.40	2.9%
10 Aquatic Pass (Swim, Spa, Sauna)	Non Statutory	Per Pass	108.00	110.70	2.5%
10 Aquatic Pass (Swim, Spa, Sauna) - Concession	Non Statutory	Per Pass	86.40	88.20	2.1%
50M Pool lane hire	Non Statutory	Per lane/per hour	52.00	53.40	2.7%
Harold Holt Swim Centre (Learn to Swim)					
Learn to Swim (per lesson term fee)	Non Statutory	Per Lesson	19.60	20.20	3.1%
Learn to Swim Direct debit - 30min lessons	Non Statutory	Per Fortnight	33.00	34.00	3.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Learn to Swim Direct debit joining fee	Non Statutory	Per Membership	20.00	20.00	0.0%
Learn to Swim Direct debit - 45min lessons	Non Statutory	Per Fortnight	36.10	37.20	3.0%
Learn to Swim Direct debit - 60min lessons	Non Statutory	Per Fortnight	39.50	40.70	3.0%
Learn to Swim Schools 1:6 ratio	Non Statutory	Per Lesson	8.50	8.80	3.5%
Learn to Swim Schools 1:8 ratio	Non Statutory	Per Lesson	7.40	7.70	4.1%
Harold Holt Gym					
Teen Gym Direct Debit Membership joining fee (13 - 16 year old)	Non Statutory	Per m'ship	40.00	40.00	0.0%
Teen Gym Direct Debit Membership (13 - 16 year old)	Non Statutory	Per fortnight	27.20	27.20	0.0%
Teen Gym Term Membership - 3 months	Non Statutory	Per Membership	292.00	292.00	0.0%
Teen Gym Term Membership - 6 months	Non Statutory	Per Membership	418.00	418.00	0.0%
Complete Fitness Direct Debit Joining Fee	Non Statutory	Per Membership	80.00	40.00	(50.0%)
Complete Fitness Direct Debit Membership	Non Statutory	Per fortnight	40.90	41.00	0.2%
Complete Fitness Direct Debit Membership Concession	Non Statutory	Per fortnight	32.70	32.80	0.3%
Complete Fitness Term 12 months	Non Statutory	Per Membership	975.00	980.00	0.5%
Complete Fitness Term 6 months	Non Statutory	Per Membership	629.00	635.00	1.0%
Complete Fitness Term 6 months Concession	Non Statutory	Per Membership	503.00	510.00	1.4%
Complete Fitness Term 3 months Concession	Non Statutory	Per Membership	351.00	363.00	3.4%
Complete Fitness Term 3 months	Non Statutory	Per Membership	440.00	450.00	2.3%
Complete Fitness Term 12 months Concession	Non Statutory	Per Membership	780.00	790.00	1.3%
Casual Health Club Entry Concession	Non Statutory	Per entry	14.40	14.40	0.0%
Casual Health Club Entry	Non Statutory	Per entry	18.00	18.00	0.0%
Personal Training 4 person 60 minutes	Non Statutory	Per session	124.00	128.00	3.2%
Personal Training 3 person 60 minutes	Non Statutory	Per session	105.80	109.00	3.0%
Personal Training 2 person 60 minutes	Non Statutory	Per session	86.50	89.00	2.9%
Personal Training 1 person 60 minutes	Non Statutory	Per session	68.30	70.30	2.9%
Personal Training 2 person 30 minutes	Non Statutory	Per session	62.00	64.00	3.2%
Personal Training 1 person 30 minutes	Non Statutory	Per session	49.50	51.00	3.0%
Malvern Valley Golf Course					
Week days					
Adult	Non Statutory	Nine Holes	17.50	17.50	0.0%
Concession	Non Statutory	Nine Holes	15.00	15.00	0.0%
Adult	Non Statutory	Eighteen holes	26.00	26.00	0.0%
Concession	Non Statutory	Eighteen holes	20.00	20.00	0.0%
Weekends/Public Holidays					
Adult	Non Statutory	Nine Holes	20.00	20.00	0.0%
Adult	Non Statutory	Eighteen holes	28.00	28.00	0.0%
Adult Annual Green Fee Price	Non Statutory	Per Year	895.00	895.00	0.0%
Transfer Station Fees					
Resident					
Boot load rubbish	Non Statutory	Cubic Metre	20.00	25.00	25.0%
Boot load green	Non Statutory	Cubic Metre	10.00	10.00	0.0%
S/Wagon rubbish	Non Statutory	Cubic Metre	40.00	45.00	12.5%
S/Wagon green	Non Statutory	Cubic Metre	16.00	16.00	0.0%
Single Axle rubbish	Non Statutory	Cubic Metre	62.00	65.00	4.8%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Single Axle green	Non Statutory	Cubic Metre	26.00	26.00	0.0%
Tandem Trailer rubbish	Non Statutory	Cubic Metre	125.00	135.00	8.0%
Tandem Trailer green	Non Statutory	Cubic Metre	50.00	50.00	0.0%
Cubic Metre rubbish	Non Statutory	Cubic Metre	80.00	85.00	6.3%
Cubic Metre green	Non Statutory	Cubic Metre	30.00	30.00	0.0%
Dirt, bricks, concrete, etc. per/tonne	Non Statutory	Cubic Metre	205.00	215.00	4.9%
Mattress	Non Statutory	Item	25.00	35.00	40.0%
Commercial garbage per/tonne	Non Statutory	Cubic Metre	205.00	215.00	4.9%
Non Resident					
Boot load rubbish	Non Statutory	Cubic Metre	25.00	30.00	20.0%
Boot load green	Non Statutory	Cubic Metre	15.00	15.00	0.0%
S/Wagon rubbish	Non Statutory	Cubic Metre	50.00	55.00	10.0%
S/Wagon green	Non Statutory	Cubic Metre	30.00	30.00	0.0%
Single Axle rubbish	Non Statutory	Cubic Metre	85.00	90.00	5.9%
Single Axle green	Non Statutory	Cubic Metre	40.00	40.00	0.0%
Tandem Trailer rubbish	Non Statutory	Cubic Metre	150.00	160.00	6.7%
Tandem Trailer green	Non Statutory	Cubic Metre	65.00	65.00	0.0%
Cubic Metre rubbish	Non Statutory	Cubic Metre	100.00	105.00	5.0%
Cubic Metre green	Non Statutory	Cubic Metre	40.00	40.00	0.0%
Dirt, bricks, concrete, etc. per/tonne	Non Statutory	Cubic Metre	205.00	215.00	4.9%
Mattress	Non Statutory	Item	38.00	40.00	5.3%
Commercial garbage per/tonne	Non Statutory	Cubic Metre	205.00	215.00	4.9%
Metal	Non Statutory	Cubic Metre	20.00	20.00	0.0%
Infrastructure Services					
Signage Charges					
Writing Fee (Design & Fabrication)	Non Statutory	Per Sign	230.00	240.00	4.3%
Initial Permit Fee - 0-6 months	Non Statutory	Per Sign	115.00	120.00	4.3%
Initial Permit Fee - 6-9 months	Non Statutory	Per Sign	173.00	180.00	4.0%
Initial Permit Fee - 9-12 months	Non Statutory	Per Sign	230.00	240.00	4.3%
Annual Renewal Fee	Non Statutory	Per Sign	230.00	240.00	4.3%
Installation Fee	Non Statutory	Per Sign	230.00	240.00	4.3%
Replacement Fee	Non Statutory	Per Sign	230.00	240.00	4.3%
Development Supervision Fees					
For works <\$16000	Non Statutory	Per application	485.00	510.00	5.2%
For works \$16000 to \$40000	Non Statutory	Per application	850.00	890.00	4.7%
For works >\$40000	Non Statutory	Per application	1,210.00	1,270.00	5.0%
Road Management Fees					
For works not on roadway shoulder or pathway	Statutory	Per application	70.00	75.00	7.1%
For works <8.5 sq.m	Statutory	Per application	160.00	170.00	6.3%
For works >8.5sq.m	Statutory	Per application	280.00	295.00	5.4%
For works on main roads	Statutory	Per application	625.00	655.00	4.8%
Open Tenders - Tender Documents	Statutory	Per tender	115.00	120.00	4.3%
Roads and Drains Services					
Roads:					
A) Deep lift asphalt	Non Statutory	Per Square Metre	195.00	200.00	2.6%
B) Asphalt on concrete base	Non Statutory	Per Square Metre	195.00	200.00	2.6%
C) Full depth concrete	Non Statutory	Per Square Metre	195.00	200.00	2.6%
D) Industrial/Commercial vehicle crossings	Non Statutory	Per Square Metre	195.00	200.00	2.6%
E) Asphalt on crushed rock base	Non Statutory	Per Square Metre	195.00	200.00	2.6%
F) Asphalt on macadam	Non Statutory	Per Square Metre	195.00	200.00	2.6%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
G) Asphalt over pitchers	Non Statutory	Per Square Metre	195.00	200.00	2.6%
H) Bluestone Right of Way	Non Statutory	Per Square Metre	195.00	200.00	2.6%
Footpaths:					
A) Asphalt	Non Statutory	Per Square Metre	134.00	138.00	3.0%
B) 75mm to 125mm concrete	Non Statutory	Per Square Metre	195.00	200.00	2.6%
C) Granite Pavers, Toorak Road/ Chapel street	Non Statutory	Per Square Metre	470.00	485.00	3.2%
D) Concrete Pavers	Non Statutory	Per Square Metre	155.00	160.00	3.2%
E) Brick or Bluestone Pavers	Non Statutory	Per Square Metre	155.00	200.00	29.0%
Kerb & Channel:					
Concrete, bluestone pitchers, dish gutters and spoon drains, concrete kerb	Non Statutory	Per Metre	144.00	150.00	4.2%
Dressed Bluestone Kerb & Channel					
A) Replacement with new sawn bluestone	Non Statutory	Per Metre	420.00	435.00	3.6%
B) Replace with Existing sawn/dressed Bluestone	Non Statutory	Per Metre	175.00	180.00	2.9%
Roads and Drains					
Nature Strip	Non Statutory	Per Square Metre	26.00	27.00	3.8%
Residential Vehicle Crossing	Non Statutory	Per Square Metre	144.00	150.00	4.2%
Unpaved	Non Statutory	Per Square Metre	52.00	54.00	3.8%
Perambulator Crossing	Non Statutory	Whole	545.00	560.00	2.8%
Transport and Parking Services					
Parking Permits for each residential area:					
Resident Permits - Area A					
Variable residential parking permit (transferable between vehicles) - 3rd permit	Non Statutory	Per Vehicle	85.00	90.00	5.9%
Resident Permits - Area B					
Variable residential parking permit (transferable between vehicles) - 3rd permit	Non Statutory	Per Vehicle	85.00	90.00	5.9%
Variable residential parking permit (transferable between vehicles) - 4th permit	Non Statutory	Per Vehicle	95.00	100.00	5.3%
Resident Permits - Area C					
Variable residential parking permit (transferable between vehicles) - 1	Non Statutory	Per Vehicle	85.00	90.00	5.9%
Variable residential parking permit (transferable between vehicles) - 1	Non Statutory	Per Vehicle	95.00	100.00	5.3%
Variable residential parking permit (transferable between vehicles) - 1	Non Statutory	Per Vehicle	120.00	130.00	8.3%
Resident Permits					
Replace lost variable permits	Non Statutory	Per Permit	85.00	90.00	5.9%
A resident may apply for a Temporary Permit for a specific period of up to one week for use by a visitor who is staying	Non Statutory	Per Vehicle	20.00	25.00	25.0%
A resident may apply for a Guest Permit for a specific period of up to one day for use gatherings and functions	Non Statutory	Per Vehicle	4.00	5.00	25.0%
Other Permits					
Permits for Trade Persons	Non Statutory	Per Vehicle	20.00	30.00	50.0%
Extension of Trades person Permits - Application Fee	Non Statutory	Per Vehicle	40.00	40.00	0.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Serviced Apartments	Non Statutory	Per Vehicle	120.00	130.00	8.3%
Special Permits for Medical Practitioners	Non Statutory	Per Vehicle	85.00	90.00	5.9%
Parking Bay Permits					
Chapel Street Car Park off St. Matthew's Way	Non Statutory	Per Month	125.00	140.00	12.0%
Parking Infringements (Set at Statutory Maximum)					
Infringements Court Fines	Statutory	Per Infringement	68.60	68.60	0.0%
Clause 2 & 3 Infringements	Statutory	Per Infringement	78.00	80.00	2.6%
Clause 4 Infringements	Statutory	Per Infringement	93.00	95.00	2.2%
Clause 6 Infringements	Statutory	Per Infringement	155.00	159.00	2.6%
Tow Away fee	Non Statutory	Per Vehicle	444.00	444.00	0.0%
Private Car Parking Agreements					
Private Car Parking agreement fees - 1 to 6 bays	Non Statutory	Per agreement	240.35	240.35	0.0%
Private Car Parking agreement fees - 7 bays onwards	Non Statutory	Per agreement	350.00	350.00	0.0%
PRN Fees	Statutory	Per	22.60	23.00	1.8%
Car Parks					
Elizabeth St Car Park - Operator Managed					
Elizabeth St Car Park - Operator Managed	Non Statutory	0-0.5 hrs	1.20	1.30	8.3%
Elizabeth St Car Park - Operator Managed	Non Statutory	0.5-1hrs	2.70	2.80	3.7%
Elizabeth St Car Park - Operator Managed	Non Statutory	1-2 hrs	3.70	3.80	2.7%
Elizabeth St Car Park - Operator Managed	Non Statutory	2-3hrs	5.90	6.10	3.4%
Elizabeth St Car Park - Operator Managed	Non Statutory	3-4hrs	8.00	8.20	2.5%
Elizabeth St Car Park - Operator Managed	Non Statutory	4-5hrs	10.50	10.80	2.9%
Elizabeth St Car Park - Operator Managed	Non Statutory	5-6hrs	12.50	12.90	3.2%
Elizabeth St Car Park - Operator Managed	Non Statutory	6-7hrs	16.80	17.30	3.0%
Elizabeth St Car Park - Operator Managed	Non Statutory	7+hrs	16.80	17.30	3.0%
Elizabeth St Car Park - Operator Managed	Non Statutory	Early Bird <10am	10.20	10.50	2.9%
Elizabeth St Car Park - Operator Managed	Non Statutory	Evening >5pm	8.00	8.20	2.5%
Elizabeth St Car Park - Operator Managed	Non Statutory	Non Market M+W	6.50	6.70	3.1%
Elizabeth St Car Park - Operator Managed	Non Statutory	Per Month	150.00	155.00	3.3%
Little Chapel St Car Park - Operator Managed					
Little Chapel St Car Park - Operator Managed	Non Statutory	0-1hrs	2.70	2.80	3.7%
Little Chapel St Car Park - Operator Managed	Non Statutory	1-2hrs	5.40	5.60	3.7%
Little Chapel St Car Park - Operator Managed	Non Statutory	2-3hrs	7.50	7.70	2.7%
Little Chapel St Car Park - Operator Managed	Non Statutory	3-4hrs	9.80	10.00	2.0%
Little Chapel St Car Park - Operator Managed	Non Statutory	4+hrs	11.80	12.10	2.5%
Little Chapel St Car Park - Student Parking	Non Statutory	Per Day	6.70	6.90	3.0%
Little Chapel St Car Park - Reserved	Non Statutory	Per Month	210.00	315.00	50.0%
Little Chapel St Car Park - Unreserved	Non Statutory	Per Month	155.00	300.00	93.5%
MacFarlan St Car Park - Operator Managed					
MacFarlan St Car Park - Operator Managed	Non Statutory	0-1 hrs	2.70	2.80	3.7%
MacFarlan St Car Park - Operator Managed	Non Statutory	1-2hrs	5.00	5.20	4.0%
MacFarlan St Car Park - Operator Managed	Non Statutory	2-3hrs	7.00	7.20	2.9%
MacFarlan St Car Park - Operator Managed	Non Statutory	3-4hrs	8.00	8.20	2.5%
MacFarlan St Car Park - Operator Managed	Non Statutory	4+ hrs	9.00	9.30	3.3%
MacFarlan St Car Park - Operator Managed	Non Statutory	Early Bird	8.00	8.20	2.5%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
MacFarlan St Car Park - Operator Managed	Non Statutory	Evening >4pm	5.00	5.20	4.0%
MacFarlan St Car Park - Operator Managed	Non Statutory	Weekend	5.00	5.20	4.0%
MacFarlan St Car Park - Operator Managed	Non Statutory	Per Month	200.00	210.00	5.0%
Windsor Car Park - Ticket Machines					
Windsor Car Park - 1st 2 Hours	Non Statutory	Per Hour	1.60	1.70	6.2%
Windsor Car Park - 3+ Hours	Non Statutory	Per Hour	2.40	2.50	4.2%
Windsor Car park	Non Statutory	All Day	6.90	7.10	2.9%
Cato St Car park - Ticket Machine					
Cato St Car Park - 1st 2 Hours	Non Statutory	Per Hour	1.60	1.70	6.2%
Cato St Car Park - 3+ Hours	Non Statutory	Per Hour	2.40	2.50	4.2%
Other Ticket Machine Car Parks					
Darling Street, Murphy Street, Powell St & Caroline Street Car parks - 1st 2 Hours	Non Statutory	Per Hour	1.60	1.70	6.2%
Darling Street, Murphy Street, Powell St & Caroline Street Car parks - 3+ Hours	Non Statutory	Per Hour	2.40	2.50	4.2%
Safeway CarPark, Prahran	Non Statutory	Per Hour	1.30	1.30	0.0%
Town Planning					
Reg 9 - Type of Permit Application:					
Class 1: Use only	Statutory	Per Application	496.30	1,240.70	150.0%
SINGLE DWELLINGS – 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 cost of development is:					
Class 2: Less than \$10,000	Statutory	Per Application	75.30	188.20	149.9%
Class 3: \$10,001 - \$100,000	Statutory	Per Application	237.00	592.50	150.0%
Class 4: \$100,001 - \$500,000	Statutory	Per Application	485.10	1,212.80	150.0%
Class 5: \$500,001 - \$1,000,000	Statutory	Per Application	524.20	1,310.40	150.0%
Class 6: \$1,000,001 - \$2,000,000	Statutory	Per Application	563.20	1,407.90	150.0%
Class 12: \$2,000,001 - \$5,000,000	Statutory	Per Application	1,285.30	3,213.20	150.0%
VICSMART - application which meet the VicSmart criteria if the cost of development is:					
Class 7: Less than \$10,000	Statutory	Per Application	75.30	188.20	149.9%
Class 8: More than \$10,000	Statutory	Per Application	161.70	404.30	150.0%
Class 9: Subdivide of consolidate land	Statutory	Per Application	75.30	188.20	149.9%
OTHER DEVELOPMENT - to develop land (other than for a single dwelling per lot or to subdivide land) if the estimated cost of development is:					
Class 10: Less than \$100,000	Statutory	Per Application	432.20	1,080.40	150.0%
Class 11: \$100,001 - \$1,000,000	Statutory	Per Application	582.70	1,456.70	150.0%
Class 12: \$1,000,001 - \$5,000,000	Statutory	Per Application	1,285.30	3,213.20	150.0%
Class 13: \$5,000,001 - \$15,000,000	Statutory	Per Application	3,275.90	8,189.80	150.0%
Class 14: \$15,000,001 - \$50,000,000	Statutory	Per Application	9,660.40	24,151.10	150.0%
Class 15: More than \$50,000,000 Note: this fee will increase to \$54,282.40 on 13 October 2017	Statutory	Per Application	10,856.50	27,141.20	150.0%
SUBDIVISION					
Class 16: To subdivide an existing building (other than a class 9 permit)	Statutory	Per Application	496.30	1,240.70	150.0%
Class 17: To subdivide land into two lots (other than a class 9 or class 16 permit)	Statutory	Per Application	496.30	1,240.70	150.0%
Class 18: To effect a realignment of a common boundary between lots or to consolidate two or more lots (other than a class 9 permit)	Statutory	Per Application	496.30	1,240.70	150.0%
Class 19: To subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots created	Statutory	Per Application	496.30	1,240.70	150.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
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.	Statutory	Per Application	496.30	1,240.70	150.0%
Class 21: A permit not otherwise provided for in the regulation	Statutory	Per Application	496.30	1,240.70	150.0%
Reg 6 - Certification of a plan of subdivision	Statutory	Application	164.50	164.50	0.0%
Reg 7 - Certification of plan alteration:					
Alteration of a plan under section 10 (2) of the Act (Any instance where Council requires a change to the plan to make it suitable for certification whether it be conditioned on the permit or prior)	Statutory	Per Lot	104.60	104.60	0.0%
Reg 11 - Type of Amendment Application:					
Class 1: Amendment to a permit to change the use of the land allowed by the permit or allow a new use of the land	Statutory	Per Application	496.30	1,240.70	150.0%
Class 2: Application to amend a permit (other than a permit to develop land for a single dwelling per lot, use & 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: To change the statement of what the permit allows or To change any or all of the conditions	Statutory	Per Application	496.30	1,240.70	150.0%
SINGLE DWELLINGS					
Class 3: Amendment to a class 2 permit	Statutory	Per Application	75.30	188.20	149.9%
Class 4: Amendment to a class 3 permit	Statutory	Per Application	237.00	592.50	150.0%
Class 5: Amendment to a class 4 permit	Statutory	Per Application	485.10	1,212.80	150.0%
Class 6: Amendment to a class 5 or class 6 permit	Statutory	Per Application	524.20	1,310.40	150.0%
Class 12: Amendment to a class 12, 13, 14 or 15 permit	Statutory	Per Application	1,285.30	3,213.20	150.0%
VICSMART - amendments to applications which meet the VicSmart criteria:					
Class 7: Amendment to a class 7 permit	Statutory	Per Application	75.30	188.20	149.9%
Class 8: Amendment to a class 8 permit	Statutory	Per Application	161.70	404.30	150.0%
Class 9: Amendment to a class 9 permit	Statutory	Per Application	75.30	188.20	149.9%
OTHER DEVELOPMENT					
Class 10: Amendment to a class 10 permit	Statutory	Per Application	432.20	1,080.40	150.0%
Class 11: Amendment to a class 11 permit	Statutory	Per Application	582.70	1,456.70	150.0%
Class 12: Amendment to a class 12, 13, 14 or 15 permit	Statutory	Per Application	1,285.30	3,213.20	150.0%
SUBDIVISION					
Class 13: Amendment to a class 16 permit	Statutory	Per Application	496.30	1,240.70	150.0%
Class 14: Amendment to a class 17 permit	Statutory	Per Application	496.30	1,240.70	150.0%
Class 15: Amendment to a class 18 permit	Statutory	Per Application	496.30	1,240.70	150.0%
Class 16: Amendment to a class 19 permit \$1240.70 per 100 lots created	Statutory	Per Application	496.30	1,240.70	150.0%
Class 17: Amendment to a class 20 permit	Statutory	Per Application	496.30	1,240.70	150.0%
Class 18: Amendment to a class 21 permit	Statutory	Per Application	496.30	1,240.70	150.0%
Reg 8 - Recertification of a plan of subdivision:					

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Recertification of a plan of subdivision	Statutory	Per Application	132.40	132.40	0.0%
Reg 12 - Revised Plans - amend application after notice given:					
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 Table at regulation 9	Statutory	40% of the application fee		40%	
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	Statutory	40% of the application fee		40%	
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	Statutory	40% of amend fee		40%	
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	Statutory	40% of amend fee		40%	
OTHER APPLICABLE FEES					
Reg 15 - Certificates of Compliance (under S97N)	Statutory	Per Application	306.70	306.70	0.0%
Reg 16 - For an agreement to a proposal to amend or end an agreement under S173 of the Act	Statutory	Per Application	620.30	620.30	0.0%
Reg 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 Including lodging plans to comply if the first submission to Council was unsatisfactory	Statutory	Per Application	306.70	306.70	0.0%
General Enquiry fee					
Fees for access to or provision of regulatory information or local law licence and permit fee	Non Statutory	Per Application	75.00	75.00	0.0%
Advertising Fees					
General Admin Charge	Non Statutory	Per Application	90.75	90.75	0.0%
Sign on Site	Non Statutory	Per Application	30.25	30.25	0.0%
Extra Letters	Non Statutory	Per Application	5.50	5.50	0.0%
Other Fees					
Extension of Time	Non Statutory	Per Application	385.00	385.00	0.0%
Subdivision Certification Fee					
plus \$20 per lot	Statutory	Per Lot	20.00	20.00	0.0%
Building and Local Law Services					
Footpath Trading Permit					
Real Estate Agents pointer boards	Non Statutory	Per 10 Signs	587.00	613.00	4.4%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Advertising Business sign	Non Statutory	Per sign	260.00	272.00	4.6%
Table and Chairs (Busy Areas)	Non Statutory	Per Square Metre	230.00	240.00	4.3%
Table and Chairs (Other Areas)	Non Statutory	Per Square Metre	115.00	120.00	4.3%
Busking	Non Statutory	Per Busker	46.00	48.00	4.3%
Goods on footpath (Busy Areas)	Non Statutory	Per Square Metre	230.00	240.00	4.3%
Goods on footpath (Other Areas)	Non Statutory	Per Square Metre	115.00	120.00	4.3%
Sale of Local Law Booklet	Non Statutory	Booklet	18.00	18.00	0.0%
Enforcement action/fines	Non Statutory	Per fine average	244.00	265.00	8.6%
Footpath Trading Application fee	Non Statutory	Per Application	60.00	60.00	0.0%
Footpath Trading meterage	Non statutory	Average	2,000.00	2,000.00	0.0%
Street Sampling Application and Permit	Non Statutory	Per Application	25.00	25.00	0.0%
Building Compliance					
Application Fees					
Skip Bins 3 days	Non Statutory	Per Application	56.00	58.00	3.6%
Skip Bins 4-7 days	Non Statutory	Per Application	0.00	73.00	100.0%
Skip Bin 8-30 days	Non Statutory	Per Application	0.00	172.00	100.0%
Crane or Lifting Device	Non Statutory	Per Application	210.00	220.00	4.8%
Works Zone Commercial	Non Statutory	Per Application	4,180.00	4,368.00	4.5%
Out of Hours	Non Statutory	Per Application	175.00	183.00	4.6%
Vehicle Crossing	Statutory	Per Application	274.00	129.60	(52.7%)
Road Opening	Statutory	Per Application	73.00	129.60	77.5%
Road Occupation	Non Statutory	Per Application	140.00	153.00	9.3%
Workzone Dual occupancy	Non Statutory	Per application	2,000.00	2,090.00	4.5%
Work Zone Single dwelling	Non Statutory	Per application	700.00	731.00	4.4%
Hoardings	Non Statutory	Per Application	162.00	169.00	4.3%
Hoarding plus Area Fee	Non Statutory	Per Application	523.00	547.00	4.6%
Temporary Vehicle Crossings	Statutory	Per Application	69.00	129.60	87.8%
Road Asset Protection Bond Inspection Fees (RAP)	Non Statutory	Per Application	209.00	218.00	4.3%
Night club queues	Non Statutory	Per Application	200.00	209.00	4.5%
Municipal Building Surveyor's Office					
Application Fees					
Building over an easement vested in Council	Non Statutory	Per Item	343.00	358.00	4.4%
Projections beyond street alignment	Statutory	Per Item	256.90	262.04	2.0%
Building above or below certain public facilities	Statutory	Per Item	256.90	262.04	2.0%
Mast, pole, aerial, antenna, chimney flue or other service pipe	Statutory	Per Item	256.90	262.04	2.0%
A fence within 9 M of an intersection	Statutory	Per Item	256.90	262.04	2.0%
Appurtenant Class 10 buildings	Statutory	Per Item	256.90	262.04	2.0%
Consent Single Dwelling and outbuilding	Statutory	Per Item	256.90	262.04	2.0%
Consent Fence design	Statutory	Per Item	256.90	262.04	2.0%
Precautions over a street	Statutory	Per Item	256.90	262.04	2.0%
Precautions over a street (Concessional rate re: fence construction)	Statutory	Per Item	131.00	134.00	2.3%
Point of discharge of storm water	Statutory	Per Item	64.10	65.38	2.0%
Construction of buildings on land liable to flooding	Statutory	Per Item	256.90	262.04	2.0%
Building on designated land	Statutory	Per Item	256.90	262.04	2.0%
Building Information Regulation 326	Statutory	Per Application	51.20	52.22	2.0%
Building Information Regulation 326 - Priority	Non Statutory	Per Application	123.00	128.00	4.1%
Final inspection fee on lapsed building permit	Non Statutory	Per Inspection	418.00	437.00	4.5%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Plan Search House	Non Statutory	Per Item	143.00	149.00	4.2%
Plan Search Commercial	Non Statutory	Per Item	200.00	209.00	4.5%
Hoarding Overhead Protection	Non Statutory	Per Application	162.00	169.00	4.3%
Building Permit					
Lodgement Fee	Statutory	Per Application	38.30	39.00	1.8%
Fences					
Minimum fee	Non Statutory	Per Application	740.00	773.00	4.5%
Carpports					
Minimum fee	Non Statutory	Per Application	775.00	810.00	4.5%
Demolitions					
Minimum fee	Non Statutory	Per Application	1,430.00	1,494.00	4.5%
Additional Storey - for buildings over 2 storeys	Non Statutory	Per Storey	775.00	810.00	4.5%
Dwelling Additions					
Minimum fee (cost of works up to \$50,000)	Non Statutory	Per Application	1,455.00	1,520.00	4.5%
Minimum fee (cost of works over \$50,000)	Non Statutory	Per Application	1,670.00	1,745.00	4.5%
New Dwelling					
Minimum fee	Non Statutory	Per Application	2,814.00	2,940.00	4.5%
Commercial Work					
Minimum fee (cost of works up to \$50,000)	Non Statutory	Per Application	2,780.00	2,905.00	4.5%
Minimum fee (cost of works over to \$50,000)	Non Statutory	Per Application	3,160.00	3,302.00	4.5%
Occupancy Permits					
Class 1	Non Statutory	Per Permit	440.00	460.00	4.5%
Other Classes excl. Division 2	Non Statutory	Per Permit	690.00	721.00	4.5%
Places of Public Entertain (minimum) incl. Division 2	Non Statutory	Per Application	1,253.00	1,309.00	4.5%
Subdivision report					
Subdivision of Existing Buildings Report (minimum)	Non Statutory	Per Application	1,608.00	1,680.00	4.5%
Stallholder Fees					
Non-Stonnington Resident / Business					
Stallholder Fees - 3m x 3m Marquee	Non Statutory	Fee	0.00	203.00	100.0%
Stallholder Fees - 6m x 3m Marquee	Non Statutory	Fee	0.00	407.00	100.0%
Event/Festival Site Fees					
Food/Beverage Trader	Non Statutory	Fee	0.00	203.00	100.0%
Site fee for trading at Council events and festivals	Non Statutory	Fee	0.00	407.00	100.0%
Filming Permits					
Film Crew Permit - Car	Non Statutory	Per Car	26.00	30.00	15.4%
Film Crew Permit - Truck	Non Statutory	Per Truck	65.00	70.00	7.7%
Filming - Daily	Non Statutory	Per Day	1,030.00	1,045.00	1.5%
Filming - Up to 4 Hours	Non Statutory	Up to 4 hours	465.00	485.00	4.3%
Filming/photographs - Unit Base	Non Statutory	Per Day	480.00	490.00	2.1%
Still Photography - Daily	Non Statutory	Per Day	370.00	390.00	5.4%
Still Photography - Up to 4 Hours	Non Statutory	Up to 4 hours	200.00	220.00	10.0%
On Street - Car Parking Permits - Car - Community Rate	Non Statutory	Per Day	25.00	30.00	20.0%
On Street - Car Parking Permits - Truck - Community Rate	Non Statutory	Per Day	65.00	70.00	7.7%
On Street - Car Parking Permits - Car - Commercial Rate	Non Statutory	Per Day	50.00	55.00	10.0%
On Street - Car Parking Permits - Truck - Commercial Rate	Non Statutory	Per Day	130.00	140.00	7.7%
Event Application Administration Fee	Non Statutory	Per Application	55.00	60.00	9.1%
Hall Hire					
Malvern Town Hall (Incl. Kitchen)					

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Monday - Thursday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	2,000.00	2,090.00	4.5%
Community Rate / Grant	Non Statutory	Additional Hour	100.00	110.00	10.0%
Community Rate / Grant	Non Statutory	Per Hour	0.00	180.00	100.0%
Commercial / Private	Non Statutory	Per Booking	2,200.00	2,300.00	4.5%
Commercial / Private	Non Statutory	Additional Hour	122.00	130.00	6.6%
Commercial / Private	Non Statutory	Per Hour	0.00	230.00	100.0%
Friday - Sunday Full Day / Evening					
Community Rate / Grant & Commercial	Non Statutory	Per booking	2,900.00	3,140.00	8.3%
Community Rate / Grant & Commercial	Non Statutory	Additional Hour	170.00	180.00	5.9%
Community Rate / Grant & Commercial	Non Statutory	Per Hour	0.00	350.00	100.0%
Malvern Banquet Hall & Main Hall - (Incl. Kitchen)					
Monday - Thursday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	2,230.00	2,340.00	4.9%
Community Rate / Grant	Non Statutory	Additional Hour	225.00	240.00	6.7%
Commercial / Private	Non Statutory	Per Booking	3,000.00	3,140.00	4.7%
Commercial / Private	Non Statutory	Additional Hour	225.00	240.00	6.7%
Friday - Sunday Full Day / Evening					
Community Rate / Grant & Commercial	Non Statutory	Per Booking	3,640.00	3,810.00	4.7%
Community Rate / Grant & Commercial	Non Statutory	Additional Hour	280.00	300.00	7.1%
Malvern Banquet Hall (Incl. Kitchen)					
Monday - Thursday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	557.00	590.00	5.9%
Community Rate / Grant	Non Statutory	Additional Hour	56.00	60.00	7.1%
Community Rate / Grant	Non Statutory	Per Hour	100.00	110.00	10.0%
Commercial / Private	Non Statutory	Per Booking	780.00	820.00	5.1%
Commercial / Private	Non Statutory	Per Hour	133.00	140.00	5.3%
Commercial / Private	Non Statutory	Additional Hour	75.00	80.00	6.7%
Friday - Sunday Full Day / Evening					
Community Rate / Grant & Commercial	Non Statutory	Additional Hour	106.00	120.00	13.2%
Community Rate / Grant & Commercial	Non Statutory	Per Hour	170.00	180.00	5.9%
Community Rate / Grant & Commercial	Non Statutory	Per Booking	1,380.00	1,450.00	5.1%
Malvern Town Hall First Floor Foyer, Outdoor Balcony and Mayoral Kitchen					
Monday - Thursday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	835.00	870.00	4.2%
Community Rate / Grant	Non Statutory	Per Hour	0.00	90.00	100.0%
Community Rate / Grant	Non Statutory	Additional Hour	58.00	70.00	20.7%
Commercial / Private	Non Statutory	Per Booking	1,115.00	1,160.00	4.0%
Commercial / Private	Non Statutory	Per Hour	0.00	230.00	100.0%
Commercial / Private	Non Statutory	Additional Hour	85.00	90.00	5.9%
Friday - Sunday Full Day / Evening					
Community Rate / Grant & Commercial	Non Statutory	Per Booking	1,670.00	1,730.00	3.6%
Community Rate / Grant & Commercial	Non Statutory	Additional Hour	112.00	120.00	7.1%
Community Rate / Grant & Commercial	Non Statutory	Per Hour	0.00	230.00	100.0%
Prahran Function Centre					
Monday - Thursday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	1,230.00	1,290.00	4.9%
Community Rate / Grant	Non Statutory	Additional Hour	130.00	140.00	7.7%
Community Rate / Grant	Non Statutory	Per Hour	0.00	0.00	100.0%
Commercial / Private	Non Statutory	Per Booking	1,660.00	1,740.00	4.8%
Commercial / Private	Non Statutory	Additional Hour	138.00	138.00	0.0%
Commercial / Private	Non Statutory	Per Hour	0.00	0.00	100.0%
Friday - Sunday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	1,460.00	1,530.00	4.8%
Community Rate / Grant	Non Statutory	Additional Hour	145.00	145.00	0.0%
Community Rate / Grant	Non Statutory	Per Hour	0.00	0.00	100.0%
Commercial / Private	Non Statutory	Per Booking	2,200.00	2,300.00	4.5%
Commercial / Private	Non Statutory	Per Booking	1,950.00	2,040.00	4.6%
Commercial / Private	Non Statutory	Additional Hour	155.00	170.00	9.7%
Prahran Town Hall Council Chamber					
Community Rate / Grant	Non Statutory	Per Booking	0.00	500.00	100.0%

2017/18 Fees and Charges Schedule

Fee Description	Fee Classification	Unit of Measure	2016-17 (Inc GST) \$	2017-18 (Inc GST) \$	% Change
Commercial / Private	Non Statutory	Per Booking	0.00	1,000.00	100.0%
Town Hall Kitchens only					
Bond	Non Statutory	Per Booking	0.00	500.00	100.0%
Monday - Thursday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	111.00	150.00	35.1%
Commercial / Private	Non Statutory	Per Booking	225.00	500.00	122.2%
Friday - Sunday Full Day / Evening					
Community Rate / Grant	Non Statutory	Per Booking	0.00	300.00	100.0%
Commercial / Private	Non Statutory	Per Booking	445.00	700.00	57.3%
Town Halls Bond					
Community Rate / Grant	Non Statutory	Per Booking	0.00	1,000.00	100.0%
Commercial / Private	Non Statutory	Per Booking	0.00	1,000.00	100.0%
High Risk Bond - 18th and 21st Birthday Parties and high risk activities	Non Statutory	Per Booking	0.00	3,000.00	100.0%
Malvern Community Arts Centre					
Monday - Sunday					
Community Rate / Grant	Non Statutory	Per Hour	28.00	30.00	7.1%
Bond	Non Statutory	Per Booking	0.00	200.00	100.0%
Commercial / Private	Non Statutory	Per Hour	35.00	40.00	14.3%
Armadale meeting Room					
Monday - Sunday	Non Statutory	Per Hour	22.00	30.00	36.4%
Bond	Non Statutory	Bond	22.00	200.00	809.1%

Bid Number	Bid Name	Scope of Bid	2016/17	2017/18			2018/19	2019/20	2020/21
			Deferrals / Carry forward	Gross Budget	External Funding	Net Cost to Council	Gross Cost to Council	Gross Cost to Council	Gross Cost to Council
			\$'000	\$'000	\$'000	\$'000	Present Values \$'000		
Land									
GMC003	Strategic Land Purchase for open space	Part of council strategy to acquire land for open space around the municipality	0	5,000	0	5,000	5,000	5,000	5,000
Total Land			0	5,000	0	5,000	5,000	5,000	5,000
Parks, open space and streetscapes									
PSD004	Forrest Hill Masterplan	Infrastructure services to complement rollout of Masterplan. Works to include review of Masterplan, development of street lighting design and streetscape works in Claremont St.	0	750	150	600	700	750	750
UPS010	Yarra River Biodiversity Project	Ongoing implementation of the Yarra River Biodiversity Linkages Master plan, including riparian revegetation, Water Sensitive Urban Design installation and bicycle path upgrades.	0	990	0	990	990	990	0
PSD008	Cato St Redevelopment project	Project design and development including constructability as a result of the feasibility in line with Chapel Street Master Plan	19,006	15,500	0	15,500	25,400	1,000	0
UPS024	Parks - Signage improvement	Renew, replace and establish new signage in parks, gardens and sports grounds to enhance way finding and amenity and promote open space assets.	0	80	0	80	80	80	80
PSD001	Pocket park upgrades - Detailed design and Masterplan implementation	Variable and will depend on acquisitions and master plan implementation	0	100	0	100	100	100	100
PSD006	Malvern Town Hall Precinct - Public Realm Spatial Improvements	Continuation of Town Hall Precinct Improvements to Entrance of Banquet Hall and improved pedestrian access.	0	0	0	0	0	0	400
UPS027	Surrey Road Water Ground Management	GES Monitoring EPA Requirement	0	100	0	100	100	100	100
PSD002	Windsor Siding Masterplan	Delivery of key components of Master plan	0	250	0	250	500	500	500
PSD003	Preparation and implementation of Landscape Plans/Master plans for park improvements	Investigation and implementation of Landscape Plans for Winifred Reserve, Robert Menzies Reserve and Caroline Gardens South park improvements	0	300	0	300	0	0	0
PSD010	Princes Gardens Master Plan	Princes Gardens Master plan - implementation of first stage of the Masterplan as per findings.	0	0	0	0	0	200	800
UPS008	Parks - Irrigation system upgrades	Rolling program to install and upgrade irrigation systems throughout Stonnington parks and reserves. Focus on garden bed dripper irrigation and targeted lawn irrigation.	0	25	0	25	25	25	25
UPS014	Parks - Structures replacement and renewal	Annual program to replace and renew park structures throughout Stonnington parks and reserves in accordance with asset condition audit	0	50	0	50	50	50	50
UPS003	Parks - Fencing replacement and renewal	Rolling program to replace and renew park fencing throughout Stonnington parks and reserves	0	60	0	60	60	60	60
UPS017	Parks - Path replacement and renewal	Rolling program to replace and renew park paths throughout Stonnington parks and reserves	0	90	0	90	90	90	90
UPS006	Parks - Park furniture replacement and renewal	Rolling program to replace and renew park furniture throughout Stonnington parks and reserves	0	100	0	100	100	100	100
UPS012	Parks - Playground safety compliance	Annual program to maintain playground safety in response to safety audit.	0	100	0	100	100	100	100
UPS013	Parks - Playground upgrades and replacements	Rolling program to upgrade and replace playgrounds in parks throughout the city in accordance with audit priorities.	0	100	0	100	100	100	100
UPS026	Sports Grounds - Irrigation system upgrades	Rolling program to upgrade and maintain irrigation systems across Council's 23 sports grounds and other open spaces in accordance with audit findings.	0	100	0	100	100	100	100
PSD005	Minor Shopping Centre Precinct Upgrades	Undertake streetscape improvements to minor shopping precincts in line with strategic program	0	140	0	140	140	140	140
UPS025	Parks - Renewal and upgrade	Rolling program to implement major park renewal and upgrade projects.	0	200	0	200	200	200	200
PSD014	Parks - Playground shade sail implementation and maintenance	Annual program to extend the installation of shade sails over major playgrounds.	0	50	0	50	50	50	50
UPS031	Environment - Water Sensitive Urban Design	Installation and upgrade of Water Sensitive Urban Design assets to improve water quality, reduce flooding and improve urban forest outcomes.	0	150	0	150	150	150	150
PSD016	Development of Caroline Gardens	Development of Caroline Gardens	0	310	0	310	0	0	0
UPS034	Victoria Gardens upgrade	Victoria Gardens upgrade	0	20	0	20	0	0	0
Total Parks, open space and streetscapes			19,006	19,565	150	19,415	29,035	4,885	3,895
Recreational, leisure and community facilities									
REC014	Toorak Park Masterplan Implementation	Implementation of the revised Toorak Park Masterplan	0	200	0	200	1,000	200	200

Bid Number	Bid Name	Scope of Bid	2016/17	2017/18			2018/19	2019/20	2020/21
			Deferrals / Carry forward	Gross Budget	External Funding	Net Cost to Council	Gross Cost to Council	Gross Cost to Council	Gross Cost to Council
			\$'000	\$'000	\$'000	\$'000	Present Values \$'000		
UPS009	Malvern Valley Golf Course - Maintenance and course upgrades	Annual program to invest in key upgrades to the course and supporting infrastructure - irrigation, drainage, tees, green and fairways.	0	100	0	100	100	100	100
UPS022	Sports Grounds - Drainage improvements	Annual program to renew and upgrade spoon & perimeter drains on various ovals	0	120	0	120	120	120	120
REC005	Rec Strategy Implementation	Ongoing Implementation of Actions from Recreation Strategy	0	100	0	100	100	100	110
UPS004	Sports Grounds - Wicket upgrade & drainage	Rolling program to upgrade and manage cricket wickets across Stonnington sports grounds	0	35	0	35	35	35	35
UPS018	Sports Grounds - Oval renovations	Rolling program to implement Spring and Autumn oval renovations across Stonnington sports grounds	0	80	0	80	80	80	80
UPS033	Sports Grounds - Como Oval Redevelopment	Undertake major redevelopment of Como Oval in accordance with sports grounds condition audit findings. Includes slit drainage, irrigation, regrading, resurfacing, turf and wicket	0	0	0	0	0	0	500
REC001	Floodlight Maintenance and Renewal Program	5 year program of renewal and maintenance of floodlights including a comprehensive audit in Year 4 to inform next 5 year plan	0	80	0	80	80	80	80
UPS020	Sports Grounds - Surface improvement program	Rolling program to upgrade and replace turf playing surfaces across Stonnington sports grounds	0	120	0	120	120	120	120
UPS015	Sports Grounds - Improvement Program	Rolling program to upgrade and improve sports grounds throughout the city to deliver high quality and safe playing environments	0	150	0	150	150	150	150
REC002	SRV Funding Partnerships	Matching Funding for State Government Community Sports Infrastructure Funding - Minor Facilities (\$100k), Cricket Facilities (\$100k), Female Friendly Facilities (\$100k)	0	0	0	0	200	200	200
REC003	Sportsground Facility Upgrades	New, Upgrade and Renewal of Sportsground Infrastructure - New synthetic pitch cricket practice facilities in Malvern	128	210	0	210	180	180	190
REC007	Floodlighting Upgrade Program	Floodlight Upgrade - Como Park	400	343	0	343	323	240	235
UPS028	Malvern Valley Golf Course - Golf ball risk mitigation	Investigation and implementation of options to mitigate risks associated with stray golf balls entering the Monash Freeway.	0	100	0	100	400	0	0
REC006	Gardiner Park Redevelopment	Redevelopment of Gardiner Park to include construction of a new synthetic sportsground and associated lighting, new pavilion, drainage and playground improvements and revegetation	1,760	2,760	0	2,760	0	0	0
REC004	Tennis Facility Renewal	Improvements to existing tennis facilities - Reconstruct courts at Malvern Tennis Centre and install new floodlights	0	250	0	250	250	875	250
Total Recreational, leisure and community facilities			2,288	4,648	0	4,648	3,138	2,480	2,370
Buildings									
AGH004	Pound Functional Upgrades	General Maintenance as required. Continue to repair, replace and upgrade dog pens and water bowels.	0	30	0	30	30	30	30
MPR002	Council Buildings Roof Safety Access Improvements	Continue program of safe roof access installations at Council buildings, including installation of roof ladders, walkways and anchor points	0	50	0	50	50	60	60
MPR045	Armadale Early Learning Centre Refurbishment	Refurbishment of the interior of the Centre	0	0	0	0	30	330	0
MPR005	Soil Remediation - Various Child Care Centres & Other Sites	Review & update Soil Mgt Plans for Council sites with contaminated soil & implement soil remediation improvements as required	0	83	0	83	83	90	90
MPR022	Council Buildings Accessibility Improvements	Assess Council's buildings for accessibility compliance & implement improvements where required	0	100	0	100	100	110	110
PMG005	Urgent renewal of drainage around Council buildings	Replacement of faulty drains	0	50	0	50	50	60	60
PMG004	Provision for HVAC maintenance and improvements	Rolling program of HVAC improvements	0	150	0	150	150	165	165
MPR006	Properties Refurbishment Building Condition Audit	Assess & report on the condition of 33% of Council buildings every 3 years	0	46	0	46	46	50	50
MPR044	Victoria Gardens P&G Works Depot Upgrade	Upgrade of the Parks and Gardens Works Depot at Victoria Gardens	0	0	0	0	0	0	345
AGH005	Aged Facilities Functional Upgrades	Support functional upgrade for aged facilities	0	20	0	20	20	10	10
MPR003	Essential Services Council Buildings	Renew & upgrade fire services, exit and emergency lights, automatic doors and other Essential Services at Council buildings	0	70	0	70	70	80	80
MPR009	Council Properties - Switchboard Upgrades	Upgrade switchboards at Council properties to provide RCD protection and comply with AS 3000	0	83	0	83	83	90	90
MPR007	Air Conditioning Plant Replacement	Replacement of old, inefficient a/c plant at various sites, as required, and as scheduled	0	370	0	370	385	385	385
MPR019	Chapel off Chapel Condition Audit work	Various projects scheduled in the Building Condition Audit work	0	44	0	44	44	50	50

Bid Number	Bid Name	Scope of Bid	2016/17	2017/18			2018/19	2019/20	2020/21
			Deferrals / Carry forward	Gross Budget	External Funding	Net Cost to Council	Gross Cost to Council	Gross Cost to Council	Gross Cost to Council
			\$'000	\$'000	\$'000	\$'000	Present Values \$'000		
FAM001	DET regulatory compliance -childcare and kindergartens	Complete work to maintain regulatory compliance	0	10	0	10	10	10	10
FAM002	Preschool functional upgrades	Upgrades to children's services; Replace the floor coverings at Central Park CC, Safety improvements in the babies yard at Wattleree ELC, upgrading the safety of the path McArthur	0	75	0	75	75	90	90
MPR011	Central Park CCC & MCH Roof Tile Replacement	Replacement of the terracotta roof tiles	0	0	0	0	130	0	0
CCS003	Child Care Centres Functional Improvements	Upgrade childcare facilities to improve safety, hygiene and sustainability. Development Grosvenor St Playground Improvement Stage 2	0	83	0	83	83	100	100
MPR008	Children & Family Services Buildings Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	165	0	165	165	200	200
MPR043	Brookville Kindergarten Playground Upgrade (Green Room)	Reconstruction of the playground serving the Green Room	0	100	0	100	0	0	0
MPR023	George Gahan Ctr Entry, Office & Toilet Upgrade	George Gahan Ctr Entry, Office & Toilet Upgrade	0	0	0	0	220	0	0
MPR014	Civic and Commercial Buildings Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	110	0	110	110	120	120
MPR046	Glenferrie Road (290) Demolition & Redevelopment	Demolition of the building and redevelopment of the site	0	30	0	30	70	0	0
HAL002	MCAC Functional Upgrades	MCAC Functional Upgrades	0	10	0	10	10	10	10
MPR018	Cultural Services Centres Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	44	0	44	44	50	50
PSD011	Hawksburn village toilet	Selection of toilet and preferred site within Hawksburn Village - eastern side of Williams Rd	0	0	0	0	230	0	0
UPS007	Energy Efficiency - Council energy use reduction program	Annual program to investigate and implement initiatives to improve Council's energy use across its buildings (i.e. lighting improvements).	0	100	0	100	100	110	110
MPR017	Aged Care Building Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	50	0	50	50	60	60
REC010	Pavilion minor functional upgrades	Replacement of fixtures and fittings and minor internal refurbishments of sports pavilions	0	15	0	15	15	20	20
HAL008	Functions on Chapel - Painting	Functions on Chapel - Painting	0	0	0	0	0	0	40
LIB005	Library and History Centre functional Upgrades	Upgrades to library branches and History Centre including new carpet for SHC, public kitchen upgrade for TSY Library and more study spaces with power and data across all libraries.	0	50	0	50	50	60	60
MPR010	Leisure & Library Buildings Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	220	0	220	220	250	250
MPR042	Valetta Street (1 & 3) Refurbishment	Refurbishment of the interior of 1 & 3 Valetta Street Malvern	0	570	0	570	0	0	0
MPR028	Toorak/South Yarra Library Toilet Upgrade	Refurbishment of the lower level toilets	0	180	0	180	0	0	0
MPR036	Toorak/South Yarra Library Air Con Plant Replacement	Replacement and upgrade of all of the old, inefficient air conditioning plant	360	716	0	716	0	0	0
LIB007	Redesign and upgrade of Toorak / South Yarra Library garden	Continue work on outdoor seating, to encourage use (and use of WiFi) and to make the garden are more useful and accessible.	0	0	0	0	30	0	0
MPR025	Pavilion Redevelopment - Dunlop Pavilion	Redevelopment of Dunlop Pavilion	4,400	0	171	-171	0	0	0
MPR035	Malvern Valley Golf Course Hub Redevelopment	Redevelopment of MVGC Hub	600	355	0	355	0	0	0
MPR034	Chapel Off Chapel Theatre Roof Replacement, Internal Courtyard and EWIS Installation	Replacement of the slate roof over the Chapel Theatre and reconstruction of its drainage system	0	150	0	150	0	450	0
MPR038	Powerhouse Rowing - Electrical compliance works	Powerhouse Rowing - Electrical compliance works	0	0	0	0	150	0	0
MPR039	Northbrook Refurbishment and Upgrade	Refurbishment and upgrade of Northbrook	0	100	0	100	0	100	1,000
MPR030	Chris Gahan Centre Toilet Upgrade	Refurbishment of the toilets	0	0	0	0	20	130	0
GMC001	Prahran Market Annual Contribution as per Agreement	30% of the rental paid to Council by Market back to Prahran Market for Capital Works	0	436	0	436	448	461	461
MPR024	Princess Close Child Care Centre Redevelopment	Upgrade and expansion of Princes Close Child Care Centre to accommodate MCH & Toy Library	0	0	0	0	0	150	1,400
UPS023	Energy efficiency - Council facilities	Annual program to investigate and implement initiatives to improve Council's energy use across Council buildings and operations.	0	500	0	500	500	500	500
REC013	Stonnington Indoor Sports Stadium	Construction of 4 indoor courts	0	58	0	58	1,000	11,300	12,500

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MPR013	Multi-storey Car park Condition Audit Works	Lighting & electrical services upgrade at Drysdale Street Carpark & MacFarlan Street Carpark	0	88	0	88	88	100	100
AQC013	Pool concourse and chemical delivery area replacement - PAC	Upgrade and make safe pool chemical delivery area at the Prahran Aquatic Centre	64	0	0	0	0	0	0
MPR012	Parks and Gardens Building Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	44	0	44	44	50	50
UPS021	Parks - Public toilet refurbishment	Annual program to refurbish one of Council's Exeloo public toilets in parks across the city	0	20	0	20	20	30	30
MPR031	Orrong Romanis Recreation Centre Wall Insulation Replacement	Replacement of the deteriorated wall foil insulation at ORRC with acoustic board insulation	0	0	0	0	120	0	0
MPR033	Percy Treyvaud Pavilion Refurbishment	Refurbishment of Percy Treyvaud Pavilion	27	200	0	200	0	0	0
MPR027	Healey Pavilion Change Room Upgrade	Upgrade of change rooms at Healey Pavilion	0	300	0	300	0	0	0
AQC011	Aquatics facilities functional upgrades	Install new lockers at both Centres	0	50	0	50	50	60	60
REC009	Recreation Facility Functional Upgrades	Implementation of accessibility and wayfinding improvements at Phoenix Park	0	100	0	100	100	110	110
MPR015	Recreational Buildings Condition Audit Works	Various projects scheduled in the Building Condition Audit	0	110	0	110	110	120	120
MPR020	Princes Close Child Care Centre Refurbishment Stage 2 - Bathrooms & Joinery	Refurbishment of areas within the Centre not included in its future redevelopment	0	0	0	0	75	75	0
MPR053	Will Sampson Centre Carpet Replacement	Replacement of worn carpet	33	0	0	0	0	0	0
MPR050	Building improvements provisions to fund SRP	Building improvements provisions to fund SRP	0	0	0	0	160	475	745
Total Buildings			5,484	6,134	171	5,965	5,638	16,701	19,721
Heritage Buildings									
AQC014	HHSC - Concourse and grandstand repairs	Repair concrete spooling on outdoor concourse and grandstand	0	0	0	0	0	120	0
AQC015	HHSC - Leisure Pool Renewal	Renewal works to Leisure Pool - replace glass partitions and supports, replace water features, replace pebble flex surface in between outdoor toddler's area	0	90	0	90	0	0	0
MPR004	MTH Precinct Conservation Plan Implementation	Various projects scheduled in Council's Conservation Management Plan, including structure, roof & water damage repairs	0	60	0	60	60	70	70
AQC018	HHSC - Pool tiling works	Tiling works to the hydrotherapy, leisure and 50m pools	500	0	0	0	600	0	0
HAL005	MTH & PTH Function Centres - Facility Improvements	Facility improvements including additional powerpoints, 3 phase outlets (to facilitate commercial use) repairs to skirting boards, doors, door frames sanding and sealing of floors	0	10	0	10	10	20	20
HAL010	Remove Redundant Heaters in the MTH Main Hall	Remove Redundant Heaters in the MTH Main Hall.	0	0	0	0	80	0	0
HAL011	Update Female and Accessible toilet - MTH Marble Foyer Toilets	Update Female and Accessible toilet - MTH Marble Foyer Toilets	0	0	0	0	120	0	0
MPR037	HHSC Masterplan Implementation - Stage 1	HHSC upgrade	889	0	0	0	4,000	0	0
AQC012	Prahran Aquatic Centre Feasibility and Redevelopment	Undertake a feasibility in 14/15, commence detail design in 15/16 and construction in 16/17	0	242	0	242	100	0	1,550
MPR048	Prahran Town Hall Master Plan - Development	Investigation additional office accommodation civic and community space, including potential for Arts and cultural hub	2,276	0	0	0	10,000	10,200	0
MPR051	HHMSC Diving Tower Refurbishment	Refurbishment of the HHSC dive tower to preserve heritage value	460	0	0	0	0	0	0
MPR052	Harold Holt Pool Water Treatment System Upgrade	H Holt Pool Water Treatment System Upgrade	218	0	0	0	0	0	0
Total Heritage Buildings			4,344	402	0	402	14,970	10,410	1,640
Fleet and Equipment Replacement									
PMG015	CCTV Installation and Upgrade - Various Facilities	CCTV installations and upgrades are required at a number of Council's facilities. Analogue systems with limited storage capacity, require updating to Digital Technology.	0	120	0	120	120	120	120
AQC007	HHSC - Refurbish 50m circulation pump	50m circulation pump will be due for refurbishment	0	0	0	0	0	25	0
AQC006	HHSC - replace 50m pool blankets	Replace thermal pool blankets on 50m pool at HHSC	0	0	0	0	50	0	50

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AQC008	PAC - mech plant and equip maintenance	routine maintenance of mechanical pool, plant and equipment	0	25	0	25	25	25	25
AQC010	Replace One Pool Inflatable - PAC	Replacement of pool inflatable used for birthday parties and events	0	0	0	0	15	0	15
FLE003	Air Operated Hydraulic Jacks for Fleet Maintenance	Annual replacement of jacks & jack stands, lift chains & trolleys	0	10	0	10	10	10	10
FLE006	Infrastructure Maintenance Section - minor equipment replacement	Replacement of tools and minor equipment required to complete maintenance works	0	15	0	15	15	15	15
AQC009	HHMCS mech plant and equip replacement	Replacement of plant and equipment at Harold Holt Swim Centre	0	25	0	25	25	26	27
UPS016	Parks - Minor equipment	Rolling program to upgrade and replace minor parks plant and equipment	0	30	0	30	30	30	30
FLE007	Passenger Bus Replacement	Replacement of Council bus in line with replacement program	0	91	0	91	189	191	191
FLE005	Annual Light Fleet Vehicles Purchase/ Replacement Program	Replacement of vehicles in line with replacement guidelines	0	825	0	825	840	850	850
FLE004	Annual Specialised Vehicles Purchase/ Replacement Program	Replacement of vehicles in line with replacement guidelines	0	1,000	0	1,000	1,000	1,128	1,102
Total Fleet and Equipment Replacement			0	2,141	0	2,141	2,319	2,420	2,435
Furniture & Fittings									
COC002	Bar Operational Upgrade	Resurface bench tops, back splash mirror, liquor display shelving, freezer for ice-cream sales, built in water dispenser, reconfig. working area incl. plumbing and trades, screens	0	45	0	45	0	0	0
AQC004	Furniture and Equipment replacement - PAC	Continued replacement of furniture & equipment including: sun loungers, tables/chairs, lane ropes, and pool accessories.	0	15	0	15	15	15	15
AQC003	Replace One Automatic Pool Vacuum	Replacement of automatic pool vacuum cleaner across Aquatic Services	0	25	0	25	25	25	25
CCS002	Furniture and equipment upgrades for MCH and childcare	Upgrade of white goods and equipment for OHS and safety Requirements and improved sustainable equipment.	0	25	0	25	25	25	25
MCH001	MCH Functional Upgrade	Furniture fitout for MCH new facility located at 590 Orrong rd	0	35	0	35	15	15	15
COC001	Technical Equipment Upgrades & Replacements	Provision for equipment upgrades and replacements.	0	48	0	48	48	48	48
LIB004	Libraries - furniture and equipment	Purchase new meeting room chairs for Phoenix Park and Malvern, new chairs and tables for Toorak downstairs foyer, new trolleys and shelving.	0	30	0	30	30	30	30
LIB006	Stonnington History Centre Project	SHC will complete a project each year, which may include books, exhibitions / displays, heritage markers.	0	50	0	50	50	50	50
COC003	COC - Functional Upgrades	External Sensor lighting, Marketing and branding equipment. Function assets, fire-proof curtains and sound system for Mezzanine. Chapel Seating bank curtains. Courtyard Furniture.	0	50	0	50	50	50	50
AGH003	Aged Facilities Furniture Replacement	Furniture upgrades to support U3A move to new premises	0	5	0	5	5	5	5
YTH003	Youth Services: Furniture and Storage	Purchase of new furniture and required equipment for Youth Services and the Child and Youth Community Wellbeing Hub	0	10	0	10	5	10	5
AQC005	Furniture and Equipment replacement - HHSC	Furniture and equipment replacement program at HHSC	0	15	0	15	15	15	15
HAL001	Prahran Town Hall Function Centre Equipment Purchase	Purchase of new sound system, rollaway tables to replace trestles	0	15	0	15	15	15	15
HAL003	Furniture Replacement - MTH & PTH Function Centres	Replace obsolete furniture including tables and chairs as part of 5 year program	0	20	0	20	20	2	20
CCP005	CCTV cameras installation at Princes Gardens	CCTV cameras installation at Princes Gardens	0	40	0	40	0	0	0
HAL004	MTH - Equipment Replacement	Replace equipment that has reached the end of its service life and is inefficient. Purchase rollaway tables to replace existing wooden trestle tables which are now redundant.	0	15	0	15	15	20	20
Total Furniture & Fittings			0	443	0	443	333	325	338
Information Technology									
BST007	Corporate WiFi Network	Deploying centrally controlled secure WiFi network. Access points installed to most branch offices across the Council (where required) inc. all CCP locations	0	30	0	30	10	10	10
CCS001	F&CS IT upgrades	Install appropriate IT functions at upgrades	0	10	0	10	10	10	10
LIB003	Library IT upgrades	Required for upgrades to Library operating system Civica	0	10	0	10	10	10	10
BST005	IT Admin Tools Development / Enhancements	IT Admin Tool development & Enhancements (i.e. IT Helpdesk System, Maintenance / Licence / IT Self Help-Portal)	0	20	0	20	20	20	20
BST003	Mobile Technology & Remote Office	Provision of technology to meet the increasing demand for remote connectivity to council network and applications via notebooks, Tablet PC's and Smart-phones.	0	10	0	10	10	10	10

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BST004	Network Printer Replacements / Enhancements	To replace failing and "out of warranty" network printers. Also investigate printer enhancements (i.e. Automated driver installation system, secure card printing)	0	10	0	10	10	10	10
AGH001	Aged IT upgrades	Continue with the implementation the careworker mobile tablet program. Upgrade Care link+ as required for the Aged Care Reforms and NDIS	0	20	0	20	20	20	20
AQC002	Aquatics IT upgrades	Upgrades for POS, bookings, telephone systems. Includes replacement of touch screens, cash drawers and other hardware including card readers.	0	20	0	20	20	20	20
BST001	Stonnington Civic Centre Network Infrastructure	Network Infrastructure development - incl. Network Design, Performance and Network Hardware Replacements	0	50	0	50	50	50	50
BST008	IT Security Initiatives	Keep up to date with latest IT security initiatives (IDS, IPS, USB protection etc). Mitigate risks identified in IT Risk Register	0	50	0	50	50	50	50
LIB002	Library IT replacements PCs and printers	Replacement of PCs and printers in libraries as per replacement schedule	0	95	0	95	95	95	95
BST002	PC & Desktop Equipment Replacement / Enhancements	Replacement of obsolete desktop operating equipment (PCs, monitors and laptops) and improve utilisation of converging technologies	0	200	0	200	200	200	200
AGH002	Animal Management IT upgrades	To support software and hardware requirements for Shelter Buddy and use of mobile technology in the field.	0	10	0	10	5	5	5
Total Information Technology			0	535	0	535	510	510	510
Arts/Economic Development									
EDV009	Sculptures in Public Realm	Create new sculptures in Public Realm	200	100	0	100	100	100	100
EDV007	Art Program - Art acquisition	Following the adoption by Council of the Arts Acquisition Strategy and ongoing roll-out	70	80	0	80	80	80	80
EDV008	Public Open Space Art Program	Following the adoption by Council of the Arts Acquisition Strategy and ongoing roll-out	90	80	0	80	80	80	80
Total Arts/Economic Development			360	260	0	260	260	260	260
Library Stocks									
LIB001	Library materials and e-services subscriptions	Purchase of new library materials including books and e-services subscriptions	0	625	0	625	625	630	630
LIB008	RFID - Maintenance and equipment upgrade	Maintenance agreement for current equipment for 2017/18 & 2018/19 and equipment upgrade in 2019/20	0	25	0	25	25	125	25
LIB009	Library book processing	Processing and cataloguing new books and other items to make them available for loan to the community.	0	300	0	300	306	306	306
Total Library Stocks			0	950	0	950	956	1,061	961
Roads, Footpaths, K&C and Drainage									
INF005	Bridges - Level 1, 2 and 3 Inspections	Bridges require annual condition/defect inspections	0	40	0	40	40	40	40
RDM005	Footpaths - Concrete Refurbishment Program	Replacement of concrete footpaths identified by asset management	0	200	0	200	200	200	200
RDM003	Footpaths - Asphalt Refurbishment Program	Asphalt Footpath works identified by asset management plans for renewal	0	200	0	200	200	200	200
INF048	Pram Crossings Upgrades to DDA Standards	Replace existing non-compliant pram crossings with DDA Standard Pram Crossings	0	50	0	50	96	96	96
INF006	Bridges - General Maintenance/Improvement program	General repair, maintenance, upgrade of bridges as per inspection reports	0	250	0	250	250	250	250
INF008	Osborne Ave Stage 5 Drainage from Osborne to Edgar	Drainage Extension	0	0	0	0	0	200	0
INF038	Meryl Street Refurbishment	Pavement rehabilitation, kerb replacement, footpath renewal, drainage improvements	0	0	0	0	0	300	0
INF036	Murray Street Armadale Refurbishment	Road pavement rehabilitation, kerbing reconstruction, footpath renewals and minor drainage	0	0	0	0	0	410	0
INF034	Trinian Street - Road Refurbishment	Kerb and Channel renewal, drainage upgrade and pavement rehabilitation	0	440	0	440	0	0	0
INF089	Cato Street Road Refurbishment	Drainage, kerbing and road pavement	0	1,110	0	1,110	550	0	0
INF011	Drainage program - relining to existing drains & construction	Relining of existing drains where access is limited	0	100	0	100	100	100	100
INF033	Hedgeley Ave - Road Refurbishment	Kerb and Channel renewal, drainage upgrade and pavement rehabilitation	0	0	0	0	0	400	0
INF085	Grattan Street Refurbishment & Indented Parking	Drainage, kerbing and outstand	0	600	0	600	0	0	0
INF010	Infrastructure Design Works for Future Year Construction	Planning & Design of future projects	0	130	0	130	130	130	130
INF047	LLaneast Street Armadale Stage 3 Duncraig to Glenferrie	Pavement rehabilitation, kerb replacement, footpath renewal, drainage improvements	0	580	0	580	0	0	0
INF014	Local Roads Refurbishment Design Service	Design works for replacing kerbs, road surface, new drainage proposals etc	0	150	0	150	150	150	150

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INF003	Local Roads - Urgent works & contingency	To carry out urgent works on local roads	0	150	0	150	150	150	150
RDM001	Stormwater drainage network pit modification & hotspot maintenance program	To upgrade and improve stormwater pits, raise buried pits and maintain drainage hotspots	0	140	0	140	140	140	140
RDM004	Road & Footpath - Defect Inspection & Maintenance Program	Requirement as part of Council's Road Management Plan to inspect & identify defects in Road Assets	0	150	0	150	147	147	147
INF016	Charles Street - Road Refurbishment	Kerb and Channel renewal, drainage upgrade and pavement rehabilitation	0	0	0	0	0	81	527
INF088	Wattle Street Road Refurbishment & Electricity upgrades	Road reconstruction and underground power	0	0	0	0	800	100	0
INF042	Peel Street Refurbishment Stages 1&2	Pavement rehabilitation, kerb replacement, footpath renewal, drainage improvements	0	0	0	0	10	540	650
INF087	Izett Street Road Refurbishment & Electricity upgrades	Road reconstruction and underground power	0	0	0	0	1,400	100	0
INF004	Local Road - road asphalt resurfacing program	Asphalt resurfacing of local roads	0	2,200	0	2,200	2,200	2,200	2,200
INF012	Drainage Improvement Works	Undertake drainage improvement works to ensure drainage network is expanded to cover the whole municipality. Eg new drainage system in flood prone areas	0	250	0	250	250	250	250
INF086	Chatham Street Road Refurbishment & Electricity upgrades	Road reconstruction and underground power	0	0	0	0	800	100	0
PSD007	Chapel Street Streetscape Masterplan Implementation	Streetscape improvements for Chapel St/Greville St/King St /Other within the Chapel St precinct	0	2,000	0	2,000	2,000	2,000	2,000
INF080	Berenice Terrace Retaining Wall	Reconstruction of a retaining wall adjacent to Alexandra Avenue and associated drainage and footing.	0	120	0	120	0	0	0
INF081	Sir Robert Menzies Reserve Drainage / Retaining Wall	Construction of drainage adjacent to the retaining wall	0	200	0	200	0	0	0
INF013	Drainage - minor works program	Drainage minor works that can resolve/improve localised flood problems in various areas	0	400	0	400	400	400	400
INF071	Myrtle Street South Yarra	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	5
INF030	Fawkner Street South Yarra Punt to Powell	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	5
INF054	Huntingfield Road Toorak Refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	5	450
INF069	Oxford Street Malvern	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	5	500
INF076	Dundonald Ave Malvern East	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	10
INF079	Mount Pleasant Grove Armadale	Reconstruction of road pavement, footpath and drainage upgrade	0	410	0	410	0	0	5
INF029	Osborne Street South Yarra Toorak Rd to Fawkner St	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	5
INF052	River Street South Yarra Refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	5	550
INF073	Davies Street Malvern East	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	20
INF028	Darling Street South Yarra Toorak Rd to Domain Rd	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	5
INF045	Glenferrie Road - High St to Station St - Intersection Upgrade	Replace existing pavers with concrete pavement	0	0	0	0	24	0	0
INF074	Wilks Ave Toorak	Reconstruction of road pavement, footpath and drainage upgrade	0	2	0	2	0	900	0
INF056	Castlebar Road MALVERN EAST Refurbishment Stage 1 Woodlands Grv to Capon St	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	500
INF055	Stanhope Street MALVERN Refurbishment Stage 1 Lambeth Ave to Glenferrie Rd	Reconstruction of road pavement, footpath and drainage upgrade	0	0	0	0	0	0	430
INF061	ROW Rear of 402-406 Tintern Ave Toorak	Reconstruction of Laneway and Drainage Expansion	0	2	0	2	60	0	0
INF058	ROW Nth of Wheatland Road Btw Cummins Grv & Gaynor Crt	Reconstruction of Laneway and Drainage Expansion	0	65	0	65	0	0	0
INF057	ROW West of Tennyson St Btw Vickery and Bent	Reconstruction of Laneway and Drainage Expansion	0	90	0	90	0	0	0
INF066	ROW Newry Lane	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	0	2	100
INF068	ROW Rear of 37-43 Greville St & rear of 41A-49 Perth St	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	0	2	100
INF059	Artist Lane Windsor	Reconstruction of Laneway and Drainage Expansion	0	120	0	120	0	0	0

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INF060	ROW Nth of Athol St Bte Alfred & Donald and Rear of 68-80 Alfred St	Reconstruction of Laneway and Drainage Expansion	0	2	0	2	120	0	0
RDM002	Footpaths - Commercial Areas Risk Management Works	Footpath works identified for full or partial replacement to reduce pedestrian trip risks in commercial areas	0	183	0	183	187	191	195
INF067	ROW East of Westgarth St - Btw Gillman St & Wattletree Road	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	0	2	120
INF062	ROW Rear of 2-18 Edgar Street	Reconstruction of Laneway and Drainage Expansion	0	2	0	2	160	0	0
INF063	ROW South of Ardrie Road Btw Emo & Warley Roads	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	2	180	0
INF083	ROW 9019.2 at Rear of 1427/1435 High Street Stage 1	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	50	2	0
INF065	ROW Rear of 364-390 Wattletree Rd & Side of 27 Davies St	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	2	200	0
INF078	ROW at Rear of Warra Street Toorak	Reconstruction of Laneway and Drainage Expansion	0	10	0	10	0	200	0
INF064	ROW Laneways btw Burke Rd, Great Valley Rd, Kyarra Rd, Wills St	Reconstruction of Laneway and Drainage Expansion	0	0	0	0	0	250	0
INF077	Hinton Lane ROW	Reconstruction of Laneway and Drainage Expansion	0	300	0	300	30	2	0
INF046	New Footpaths	Provide new footpaths in residential areas	0	84	0	84	82	100	100
INF009	Design of various Right of Ways for future works	Design Services for laneways and R.O.Ws for future construction	0	35	0	35	35	35	35
INF049	Roads to Recovery Funded Projects	Reconstruction of Roads under the Roads To Recovery Funded Program	0	394	394	0	0	0	0
Total Roads, Footpaths, K&C and Drainage			0	11,159	394	10,765	10,765	10,765	10,765
Street Trees									
UPS001	Trees - Street tree replacement program	Rolling program to replace street trees throughout the city.	0	120	0	120	120	120	120
UPS005	Trees - Tree planting in parks and reserves	Rolling program of tree planting in parks and reserves throughout the city	0	160	0	160	160	160	160
UPS002	Trees - Street tree planting program	Rolling program of street tree planting throughout the city	0	80	0	80	80	80	80
INF031	Trees - Aerial bundling of electrical cables	Annual program to install ABC aerial bundling of electrical cables to reduce pruning requirements on high quality street trees growing the vicinity of electric lines.	0	120	0	120	120	120	120
UPS032	Trees - Accelerated Urban Forest Strategy Implementation - new tree plantings	Targeted program to accelerate the rate of new tree plantings throughout Stonnington, in particular in areas of low canopy cover and high urban heat island effect.	0	200	0	200	200	200	200
Total Street Trees			0	680	0	680	680	680	680
Outdoor Extras									
TRN009	Cycling Strategy - Advocacy Actions	Various advocacy and promotional works associated with increasing bike riding across Stonnington - Bike Parking (\$20k), R2W Day (\$16k)	0	36	0	36	36	36	36
TRN006	Walking Policy Works Implementation	Installation of signage, line marking and minor works to implement Walking Policy	0	50	0	50	50	50	50
PSD015	Precinct branding and gate way signage	Establish a program to create gateway signage and precinct branding to build a strong sense of place and celebrate our diverse precincts. To promote economic benefits.	0	150	0	150	150	150	152
BLL001	Footpath Trading Markers	Purchase and install Footpath Trading Markers for traders	0	18	0	18	18	10	10
TRN003	On-Street Parking Improvements	Civil works required to install DDA compliant parking bays or modify existing parking layouts to DDA compliance on-street	0	35	0	35	35	35	35
TRN007	Road Safety Minor Works Implementation	Installation of signage, line marking and minor civil works to address road safety issues identified	0	85	0	85	85	85	85
TRN004	Road Safety Works - Project Development	Conduct of analysis, investigations and preparation of plans outlining proposals to consult to the community	0	90	0	90	90	90	90
TRN015	Accessible Car Parks - DDA Compliance Audit - Implementation of Works	Implementation of works to ensure all Council Car Parks comply with DDA	0	55	0	55	10	10	10
TRN002	Parking Signage - Upgrade & maintenance	Installation of new parking restrictions in streets or upgrade of streets required following reconstruction or landscaping works	0	105	0	105	105	105	105

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RDM006	Cycling Strategy - Network Management - On & Off-Road Renewal Works	Implement on & off-road trail renewal works per the priorities in the respective audits, inc. line marking, signage, resurfacing & ancillary works	0	102	0	102	104	106	108
TRN012	Cycling Strategy - COS Managed On-Road Strategic Routes	Development and Construction of various on-road routes as per proposed Strategy - Chadstone Road (\$130k + 3yrs) and Kooyong Bike Lane Concept Plan (\$10k)	0	50	0	50	200	200	200
TRN013	Cycling Strategy - Major Shared Path Renewal Projects - Project Development	Investigation, scoping and design of Major Shared Path Upgrades - Scotchman's Creek, Gardiners Creek and Main Yarra Trail	0	460	0	460	400	400	400
TRN011	Cycling Strategy - Missing Link Works	Development and Construction of various shared path and on-road connections as per proposed Strategy - Flight Path Shared Path (\$300+k), Peverill Park (\$40k), Investigations (\$10k)	0	300	0	300	250	250	250
TRN001	Car Parks - At Grade - Programmed Maintenance	Works required as programmed or identified in monthly inspections	0	80	0	80	80	80	80
FLE002	Litter Bin Upgrade Program	Street litter bins cabinet style	0	25	0	25	25	25	25
FLE008	Public Place Recycling	Installation of PPR bins in shopping strips	0	40	0	40	40	40	15
FLE001	Garbage & Recycling Bin Replacement Program	Replacement of damaged & stolen mobile garbage bins	0	160	0	160	175	175	175
TRN008	Car Parks - Multi Deck - Urgent Maintenance	Works required urgently as identified in monthly inspections	0	80	0	80	80	80	80
TRN016	Toorak Road / Yarra Street - Proposed Intersection Upgrade	Signalisation of intersection, pedestrian facilities and incorporation of DDA compliant tram stops	0	0	0	0	0	0	100
TRN010	Cycling Strategy - Network Management Works	Facility Audits, development of Std treatments, Scoping of Projects - Conducting Audit for Preparation of new Cycling Strategy	0	40	0	40	40	40	40
INF001	Fire Hydrant Upgrades	To convert all above ground fire hydrants to ground level	0	25	0	25	25	25	25
INF002	Public Street Lighting	Upgrading and/or new installation of public lighting at laneways, bridges and roads	0	40	0	40	40	40	40
INF007	Road Safety Works - Construction by Infrastructure	Roads safety works on local roads initiated by Transport unit.	0	250	0	250	250	250	250
RDM007	Upgrade & renewal of in-road tree planters & traffic calming devices	To upgrade the consistency of existing in-road tree planters & traffic calming devices for road safety	0	20	0	20	20	20	20
Total Outdoor Extras			0	2,296	0	2,296	2,308	2,302	2,381
Total Capital Projects excluding Intangibles			31,483	54,213	715	53,500	75,912	57,799	50,956
Intangibles (Software, Consulting Services)									
MAC003	GIS Enhancements	GIS equipment maintenance and enhancements (Purchase of a new Plotter)	0	15	0	15	15	0	15
BST006	Microsoft Software Licensing	Provision for upgrading Microsoft applications to newer supported versions.	0	107	0	107	30	30	30
BST010	Business Systems - Enhancements / Integrations	Enhancements / Integration of non-technology Business Systems across council.	0	120	0	120	50	50	50
GCS003	Provision for various Governance projects	Provision for various Governance projects	0	25	0	25	25	25	25
MAC004	3D Model Development	Keeping our 3D model of the City of Stonnington current, by updating the models across the city on an annual basis.	0	20	0	20	20	25	25
BST009	TechnologyOne - Enhancements / Integrations	Investigate and implement integrations between TechnologyOne Property & Finance platforms to core council business systems	0	50	0	50	50	50	50
FIN001	Finance Systems Enhancements	Publisher, Dashboards, ETLs, Workflows, Enterprise Budget worksheets, Interfaces to other systems, CAATs, and Contract Mgmt. post implementation review.	0	40	0	40	50	50	50
TRN005	Traffic Engineering Equipment	Purchase of new equipment, specialised traffic software and survey materials for use by traffic engineering staff conducting investigations	0	20	0	20	20	20	20
GCS004	Building Plans Digitisation Project	Commencing from start of financial year, the on-going digitisation of building plans from then on-wards	0	50	0	50	20	20	20
AMG004	Annual Road Infrastructure Defect Survey - IMG Pty Ltd	Engage specialist consulting services to undertake a annual defect survey of all Roads, Footpaths, K & C and Street Furniture and Traffic Signage	0	0	0	0	130	0	0
GCS001	Valuation Software Upgrade	Valuations software upgrade to meet reporting requirements and enhance functionality to Council and VGO	0	25	0	25	25	25	25
AMG002	Asset Management System - Continued system enhancements	The continued development of our asset management capacity through migrating further asset classes across to Council's Asset Management System and additional enhancement works	0	40	0	40	40	40	40
FIN004	Intangibles provisions for SRP	Intangibles provisions for SRP	0	0	0	0	0	65	50
Total Intangibles (Software, Consulting Services)			0	512	0	512	475	400	400
Total Capital Projects including Intangibles			31,483	54,725	715	54,012	76,387	58,199	51,356

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			\$'000	\$'000	\$'000	\$'000	Present Values \$'000		
Operating initiatives									
HAL009	Malvern Town Hall - Painting	Malvern Town Hall - Painting	0	30	0	30	0	0	30
EDV005	Census for Land Use and Employment (CLUE)	CLUE collects and analyses data from a building by building census, recording property info, occupancy, business type, employment and land use	0	9	0	9	9	9	9
MPR021	Phoenix Park Comm Centre - exterior painting	Repaint the exterior of Phoenix Park Community Centre	0	0	0	0	50	0	0
FIN002	Ci Anywhere	Upgrade from Ci to Ci anywhere for the 'Procure to Pay' and the 'Budgeting' modules.	0	50	0	50	0	0	0
YTH005	Youth Digital Strategy Implementation	Purchase of internet card for youth-access wifi at service and hosting fees for Child & Youth Directory and Youth Services Website	0	10	0	10	10	10	10
ECC001	Events signage (OH&S)	Purchase and maintenance of equipment, clothing and signage to ensure OH&S compliance at Events	0	12	0	12	12	13	13
GMC002	Div 5 Asbestos Audits	Div 5 Audits to be carried out on all Council owned buildings	0	2	0	2	18	38	3
TRN014	Cycling Strategy - VicRoads Managed Network	Advocacy on behalf of Stonnington cyclists and development of projects for consideration	0	10	0	10	20	20	20
GCS002	Conversion of rates records to digital	Converting old rate books and microfiche material to digital	0	20	0	20	20	20	20
EDV001	Alcohol Harm Minimisation - Liquor Accord	Community safety initiatives specifically targeted at Community Safety through Liquor Accord Actives	0	20	0	20	20	20	20
EDV002	Local Tourism Campaign	Create a community driven marketing campaign to promote local tourism targeting locals and the 'Visiting Friends and Relatives' market	0	20	0	20	20	20	20
LAL001	Penpraze Park	Contribution toward upgrade of outdoor sportsground and facilities in accordance with joint proposal	0	50	0	50	50	0	0
PMG014	CCTV Annual Maintenance	Engagement of a suitably qualified company to undertake annual maintenance of Council's CCTV network.	0	22	0	22	24	26	30
MAC002	Website Redevelopment	Maintenance and continued development of new website	0	10	0	10	10	45	45
MPR026	Council Properties - Light Fitting Replacement	Replacement of old, inefficient light fittings at various sites, as scheduled in the Building Condition Audit	0	40	0	40	40	40	0
VEC001	IMAP - Contribution	Organisational contribution - including the RMF program for the next two years	0	60	0	60	60	60	60
YTH004	Young Local Leaders Project	To run and facilitate a youth program teaching leadership skills and program development/event management skills to young people in Stonnington	0	25	0	25	25	25	25
PMG009	Phoenix Park Children's Hub, Ongoing Scheduled Maintenance Costs	Completion of programmed maintenance activities including regulatory (ESM, Roof safety etc) and preventative maintenance (HVAC, lifts, gutters etc)	0	0	0	0	30	30	30
ECC002	Reconciliation Action Plan - Indigenous Reconciliation	Implementation of new and existing components of new RAP	0	35	0	35	35	35	35
EDV004	Stonnington Business Snapshot	Design and production of PDF files for website and hard copy distribution profiling Stonnington's key economic data and business profile	0	0	0	0	15	0	0
ECC006	Pilot - Best Practice for Safe Event and Festival Delivery	Develop best practice measures for managing risk in the safe delivery of council events and festivals	0	50	0	50	0	0	0
YTH007	Graffiti Education and Prevention Program	Youth Services program to provide young people who may be involved in illegal graffiti activities with prosocial street art opportunities and pathways,/mentoring	0	30	0	30	30	30	30
PMG002	Malvern Town Hall - External Painting	10 year contract to maintain the town hall exterior	0	33	0	33	33	33	33
CCP003	Health Promotion	To undertake projects with a health and community safety focus, working with the MPHWP Reference Group of external organisations, implementing MPHWP actions	0	35	0	35	35	35	35
EDV003	Economic Dev research and data	Renew REM PLAN or similar, undertake further economic research	0	35	0	35	35	35	35
MAC001	Intranet redevelopment	Scoping works, development and maintenance of a new intranet to interface with employee data	0	135	0	135	10	10	10
MPR001	Removal of Hazardous Materials at Council's Properties	Detection & removal of asbestos & other hazardous materials, including monitoring by an occupational hygienist	0	50	0	50	50	50	50
UPS019	Environment - Environmental education program	Continue to develop and deliver essential environmental education initiatives such as the Calendar of Environmental Events and Stonnington Green Schools Network.	0	50	0	50	50	50	50

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CCP001	Community engagement	To conduct major consultation activities required to support key projects of Council.	0	45	0	45	45	45	45
PMG013	Passenger & Other Lift Audits	Inspection of all lift equipment to identify code compliance, equipment condition, operational performance, maintenance quality, OH&S and DDA issues and upgrading options.	0	0	0	0	14	0	15
PMG010	311 Glenferrie Rd Building, Ongoing Scheduled Maintenance Costs	Completion of programmed maintenance activities including regulatory (ESM, Roof safety etc) and preventative maintenance (HVAC, lifts, gutters etc)	0	60	0	60	60	60	60
PMG001	Prahran Town Hall - External Painting	10 year contract to maintain the town hall exterior	0	65	0	65	65	65	65
GCS005	Mayoral Gala	To provide a charity event as the Mayoral Gala.	0	75	0	75	75	75	75
YTH001	Education Engagement Partnership (EEP) Project	Employment of EEP project officer to run project across Stonnington & Port Phillip	0	80	40	40	80	80	80
YTH006	Prahran Child and Youth Community Wellbeing Hub	Funding for the operational component (program costs only) of the Hub (previously ADV) for the amount lost by the cessation of federal funding in July 2014.	0	80	0	80	80	80	80
UPS029	Environment - Sustainability Outreach Program	Projects and initiatives to promote & support sustainable behaviour within the community & to build the community's capacity to respond to sustainability issues.	0	82	0	82	82	82	82
ECC003	Implementation of Arts and Cultural Development policy	Finalise new A&C Policy and promote and implement new measures	0	70	0	70	135	75	75
CCP002	Council CCTV systems maintenance and management	CCTV Maintenance and management at Chapel Street, Toorak Village, Elizabeth Street and other	0	30	0	30	30	30	30
CIS001	Development of minor structure plans and Urban Design Frameworks	Preparation of minor structure plans and Urban Design Frameworks for areas subject to development pressure.	0	80	0	80	110	120	120
CIS002	Major Strategic Projects	Development of Principals and Guidelines for appropriate development.	0	100	0	100	150	150	150
AMG003	Asset Management Plans and Asset Management Strategy review and update	Engage specialist consulting services to assist in the updating of Councils AMP for Road, Footpath, Kerb and Channel, Drainage, Open Space and Buildings.	0	0	0	0	0	30	0
UPS011	Energy Efficiency - Street lighting conversion program	Rolling program for the installation of energy efficient street lighting across the municipality	0	200	0	200	200	200	200
EDV006	Christmas decorations program	Ongoing development of Christmas decoration campaign, including town halls, retail precincts, libraries etc	0	287	0	287	375	287	287
CIS003	Major Structure Plan Development	Major Structure Plan Development	0	380	0	380	300	300	300
PMG003	Contribution to Lump Sum Building Maintenance Contract	5 Year Plus Contract	0	340	0	340	350	360	370
AMG001	Asset Condition Assessments	Engage specialist services to assess the condition of Council's buildings and drainage asset classes	0	50	0	50	0	0	0
ECC004	Glow Festival	Glow Festival	0	400	0	400	400	400	400
MPR029	Glen Iris Park Nursery Building Demolition	Demolition of the former Plant Nursery building in Glen Iris Park	0	30	0	30	0	0	0
YTH002	Emerging projects - Evaluation of FEESP	Outcome evaluation of the Cabrini funded Family Education Engagement Support Program	0	10	0	10	10	10	0
MAC005	Communications Strategy Development	Development of compelling communications strategy that engages key stakeholders and key target audiences to assist Council to meet its vision of a connected community.	0	40	0	40	0	0	0
AQC001	PAC Replace Sand in filters	Replacement of sand in pool filters	0	0	0	0	45	0	0
FIN003	Operating Initiative Provisions for SRP	Operating Initiative Provisions for SRP	0	0	0	0	103	317	373
SVC001	E-Services	Strategy and upgrades to improve customer response systems	0	100	0	100	100	100	100
SVC004	Christmas parties - managed by service centre	Christmas parties - managed by service centre	0	30	0	30	30	30	30
Total Operating Initiatives			0	3,477	40	3,437	3,550	3,550	3,550
Total Capital projects and Operating Initiatives			31,483	58,202	755	57,449	79,937	61,749	54,906