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Budget  
2020–21

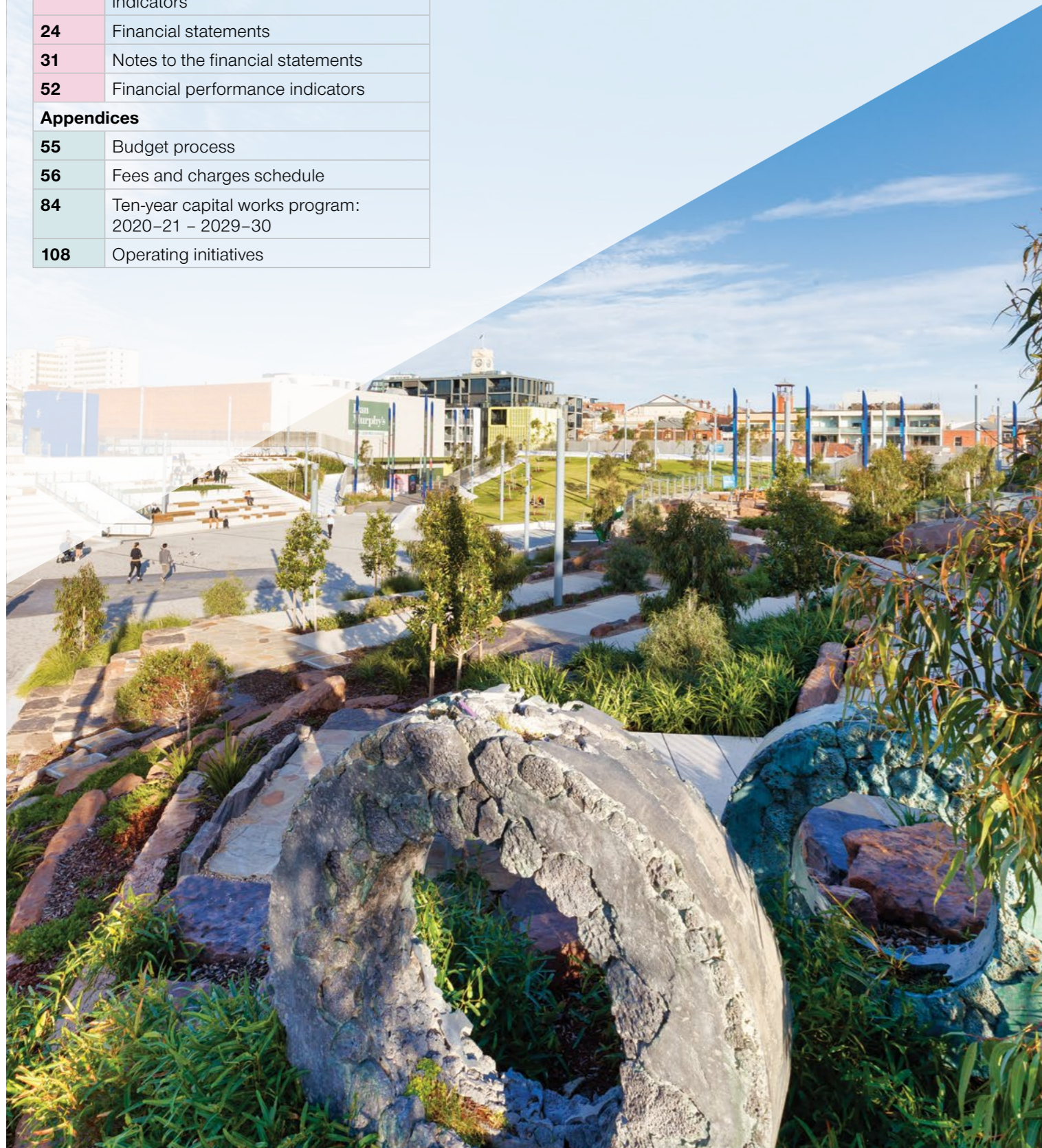


City of  
**STONNINGTON**

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## Mayor and CEO's introduction

**This year's Budget is fundamentally shaped by the damaging impacts of the COVID-19 pandemic and clearly outlines Council's commitment to our community's needs.**

It reflects the decisions taken on behalf of our community for the most effective use of our resources, our key role in economic growth, and our responsibility to deliver on social policies.

This Budget has followed a rigorous and extensive consultation process with the community, all Councillors and extended leadership team, reflecting the priorities, needs and collective vision of our diverse community.

However, this Budget also reflects a radically different set of factors that were simply unimaginable in March 2020. While it outlines the many important, high quality services our community expects to be provided by Council, and details the funding that is required to deliver these, it does so amidst a significant decline in revenue from the 2019-20 forecast and a deeply impacted economic environment.

The Budget also demonstrates Council's strong continued commitment to the city's fiscal sustainability and to preserving its financial health for the benefit of future generations. The impacts of the COVID-19 pandemic are significant and will be felt by many for years to come. The Budget balances the significant reduction in revenue with the delivery of critical Council services, facilities and improvements for the benefit of our community.

This Budget is designed to help our community recover from the immediate and lingering impacts of the pandemic, position our local economy for re-growth, re-build community connections and confidence, and further strengthen the City of Stonnington's financial resilience.

This is the final and last Budget of the current Council Plan cycle. It delivers on the strategies outlined in the Council Plan 2017-21 and lays the foundations for the development of the next four-year Council Plan, which will be a priority for the new Council to be elected in October 2020.

### The process to date

Prior to the impacts of COVID-19, the draft 2020-21 Budget had been developed through a comprehensive process of consultation and review in preparation for its planned adoption in June 2020.

The community was asked, "What would you like Council to fund in the Budget?" through extensive online and face-to-face engagement in late 2019.

Council received a number of innovative ideas. The commitments outlined in the draft Budget are in response to the feedback gathered through this process.

The proposed Budget underwent a further period of exhibition, including an opportunity for further consultation, with the final Budget adopted by Council on 31 August 2020.

### A Budget for the times

Council is responding to some of the immediate impacts of COVID-19 on our community, with a \$7.13 million support and relief package, to help those doing it tough.

This is reflected by:

- a targeted grant program for community and business recovery
- an effective freeze on rates, thanks to a waiver / concession for all
- no interest charged for late payments of rates
- extending the waiver for Footpath Trading Permits until March 2021
- a freeze on all Council fees and charges
- waiving parking fees at carparks to assist businesses, shoppers and visitors
- increased marketing and media campaigns to drive economic activity in local business precincts
- significantly reduced parking enforcement
- implementation of the 'Active Stonnington' program to improve the health and wellbeing of our community through increased sports participation and physical activity
- a targeted mental health program, and
- improved cleaning and security to keep our open spaces and facilities safe for community use.

### Fiscal sustainability

Due to the compounding detrimental impact no rate rise would have over many years, Council will pass through the rate cap rise of 2.0 per cent which has been determined by the State Government. This will assist Council to meet our obligations of community recovery effort and long-term financial sustainability.

The City of Stonnington will therefore implement a 2.0 per cent rate increase and then provide all ratepayers with a 2.0 per cent waiver / concession. This decision reflects the efficient and effective allocation of resources having regard to the objectives, roles and functions of Council and the acknowledgement of financial hardship across the community. It is also aligned to the Council Plan 2017-21, Council's long-term financial strategy and its revised hardship policy.

The sum of rates payable is determined by the value of the property multiplied by the rate in the dollar. In some instances, rates payable may be higher or lower than this 2.0 percent increase as a result of the annual State Government property valuation.

### Surplus

The 2020–21 Budget will deliver a significantly lower surplus than previous years at \$19.95 million which necessitated Council to undertake an extensive review of discretionary expenditure. Income was also set 2.0 per cent lower than forecast in 2019–20, driven by an expected reduction in open space contributions paid by developers and the decrease in projected income from statutory fees and fines.

### Savings

Council has identified significant internal savings to be spread evenly across the organisation, including productivity and efficiency improvements. There will be a significant focus on budget control and sustainability through improved service delivery, ensuring the economic co-benefits of direct investment flows directly to the community.

The Budget underlines the importance of major projects in creating employment and economic growth. It also reflects the need to maintain planning of capital investments for the longer term in order to have a range of shovel-ready projects for delivery when improved economic conditions allow.

The total capital works program outlined in the Budget is proposed to be \$66.01 million, which includes \$12.26 million of deferred expenditure from 2019–20. This has assisted Council to maintain a cash surplus versus restricted assets in future years.

### Festivals and events

Council has a critical role to help nurture our artistic, cultural and community life, particularly now.

Over many years, the festivals and events program has become an integral part of the fabric of Stonnington, much loved by many thousands of patrons from all over Melbourne and beyond, and highly anticipated year on year.

While the overall festivals and events budget has been significantly reduced in response to the pandemic, it has been designed for flexibility and constant review, enabling us to deliver a program of activities in new and creative ways.

### Highlights

Council continues to place significant emphasis on the delivery of local capital projects in the 2020–21 Budget. There is a strong continuous focus on investing in our iconic Chapel Street precinct and a proactive response to the growing demand for better open space and 'active transport' infrastructure.

The overall capital works program includes:

- roads, footpaths, bridges and drainage works (\$15.7 million) – includes \$1.1 million carried forward
- community building renewal and improvement works (\$15.4 million) – includes \$5.9 million carried forward
- parks, open space and recreation renewal and improvement works (\$16.3 million) – includes \$4.3 million carried forward
- strategic property acquisitions to increase open space within our community (\$10.0 million), and
- customer experience improvements and digitisation program to support current and future organisational and community needs and expectations (\$5.7 million).

As part of the overall programs noted above, the Budget includes many exciting initiatives and projects:

- Harold Holt Swim Centre Masterplan implementation and improvement to facility equipment (\$4.3 million) – includes \$2.3 million carried forward from 2019–20
- annual program to upgrade and replace playgrounds in parks throughout the city (\$0.3 million)
- energy efficiency implementation to further reduce Council's greenhouse gas emissions and utility costs (\$0.6 million)
- CCTV and access control system upgrade for a safer community (\$0.6 million)
- Malvern Town Hall precinct improved public pedestrian areas and carpark arrangement (\$0.7 million)
- Forest Hill Masterplan implementation (\$1.3 million) – includes \$0.2 million carried forward from 2019–20
- Princes Gardens Masterplan implementation (\$1.4 million) – includes \$0.7 million carried forward from 2019–20
- Stonnington Cycling Strategy implementation (\$0.45 million), including on-road cycling projects (\$0.25 million)
- Urban Forest Strategy implementation – streets and boulevards (\$0.5 million)
- garbage and recycling bin replacement program (\$0.2 million), and
- Chapel Street Streetscape Masterplan implementation (\$1.8 million).

## Budget highlights 2020–21

<b>RATE RELIEF</b>		supporting business and community		major boost to precinct marketing	
	an effective freeze on rates and no interest on late payments		no parking fees at selected carparks		intensive cleaning and security for open spaces and facilities
	innovative Active Stonnington and mental health program		significantly reduced parking enforcement		Community and Business Recovery Grant Program
<b>FOCUS ON LOCAL PROJECTS</b>		\$15.7m	local roads, footpaths, bridges and drainage works		\$16.3m
	\$15.4m	community building renewal and improvement works		strategic property to increase open space	\$10.0m
	\$1.4m	Princes Gardens masterplan implementation		further reduce greenhouse gas emissions	\$0.6m
				Chapel Street improvements	\$1.8m
				major customer service improvements	\$5.7m

### Capital funding

The Budget projects a surplus of \$19.95 million (total comprehensive income statement). Our surplus directly funds the capital works program for 2020–21 of \$66.01 million which includes projects that may be carried over from the 2019–20 year.

Of the \$66.01 million in capital funding required, \$45.29 million comes from Council operations (surplus plus investment funded reserves),

\$1.42 million from external grants, \$14.28 million from open space reserve (investment funded) and \$5.0 million to be funded from new borrowings.

The underlying operating surplus for 2020–21 which excludes income which is used for capital (external grants and open space contributions) is \$10.53 million.

Key statistics	2019–20 Forecast \$'000	2020–21 Budget \$'000
Total revenue	187,744	175,669
Total expenditure	151,693	155,714
Operating surplus	36,051	19,955
Note: Includes capital grants and contributions		
Underlying operating surplus	20,959	10,526
Note: 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	111,595	81,418
Capital works program	51,001	66,007
Funding the capital works program		
Council operations (rate funded)	46,201	45,298
Reserves – open space	3,898	14,281
Borrowings	-	5,000
External grants and contributions	902	1,429

### Summary

While the 2020–21 Budget was developed considering impacts of COVID-19 on our service operations at that time, Council will continue to monitor the operating and capital programs funded over the 2020–21 financial year and modify the delivery of these projects where necessary.

Given the impact of COVID-19, and the significant reduction in revenue, we commend this Budget as financially responsible, enabling the achievement of the Annual Plan objectives and delivering on the strategies of the Council Plan and with the best interests of our community.



**Cr Steve Stefanopoulos**  
Mayor



**Jacqui Weatherill**  
Chief Executive Officer

# Budget reports



# 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 Legislative planning and accountability framework

The Strategic Resource Plan, 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, considering 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.

The City of Stonnington's Council Plan 2017–21 articulates Council's Vision, Goals and Strategic Actions that guide decision-making over a four-year term. 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.



Source: Department of Environment, Land, Water and Planning

## 1.1.2 Key planning considerations

### Service level planning

Although councils have a legal obligation to provide some services – such as animal management, local roads, food safety and statutory planning – most Council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations.

Service planning is an integral part of Stonnington's performance and accountability framework. A robust service planning framework ensures that Council services:

- align with Council's strategic objectives and deliver on community needs and expectations
- meet the requirements of relevant legislation, regulations and frameworks, and are consistent with Council policies
- are well equipped to meet current and future challenges, and
- are financially sustainable in the long term.

## 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:

- Promote the social, economic and environmental viability and sustainability of the City.
- 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.
- Improve the overall quality of people's lives in the community.
- Promote appropriate business and employment opportunities.

- Ensure that services and facilities provided by Council are accessible and equitable.
- Ensure the equitable imposition of rates and charges.
- 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 enhances 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 the Strategic objectives and Strategic Resource Plan as set out in the Council Plan for the years 2017–21. The following table lists the Strategic objectives as described in the Council Plan.

Strategic objective	Description
<b>Community</b>	An inclusive city that enhances the health and wellbeing of all residents, where people can feel safe, socially connected and engaged.
<b>Liveability</b>	The most desirable place to live, work and visit.
<b>Environment</b>	A cleaner, safer and better environment for future generations to enjoy.
<b>Economy</b>	A city that will grow its premier status as a vibrant, innovative and creative business community.
<b>Strategic Resource Management (internal objective)</b>	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.

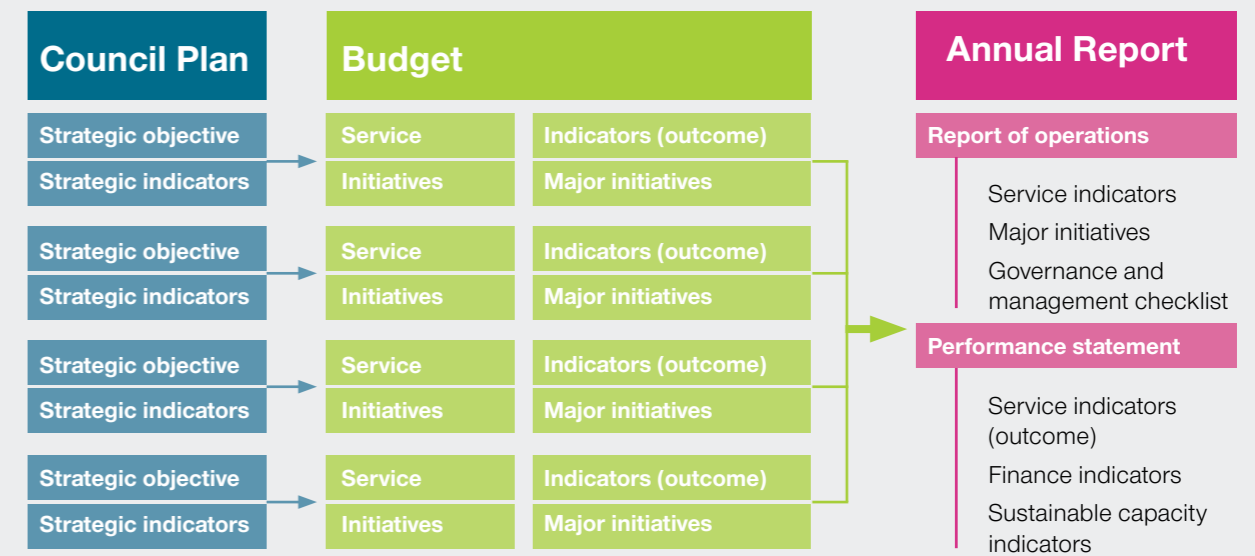


## 2. Services and service performance indicators

**This section provides a description of the services and initiatives to be funded in the Budget for the 2020–21 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.

Impacts of COVID-19 on our Community Services commenced in April 2020 and have the effect on both the 2019–20 and 2020–21 years.

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Diversity and Aged Services	Exp	11,198	10,611	10,687
	Rev	(6,414)	(6,593)	(5,943)
	NET	<b>4,784</b>	<b>4,017</b>	<b>4,744</b>
Events, Arts and Culture	Exp	1,371	909	476
	Rev	(644)	(763)	(25)
	NET	<b>727</b>	<b>147</b>	<b>451</b>
Animal Management Services	Exp	878	909	855
	Rev	(671)	(763)	(906)
	NET	<b>207</b>	<b>147</b>	<b>(51)</b>
Aquatic Services	Exp	7,005	6,080	6,441
	Rev	(5,424)	(4,109)	(4,278)
	NET	<b>1,581</b>	<b>1,971</b>	<b>2,163</b>
Children and Family Services	Exp	9,177	8,378	8,276
	Rev	(5,484)	(4,417)	(4,454)
	NET	<b>3,693</b>	<b>3,961</b>	<b>3,823</b>
Chapel Off Chapel	Exp	1,371	1,364	1,304
	Rev	(644)	(435)	(347)
	NET	<b>727</b>	<b>929</b>	<b>957</b>

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Customer and Civic Services	Exp	1,932	1,888	1,806
	Rev	-	-	-
	NET	<b>1,931</b>	<b>1,888</b>	<b>1,806</b>
Communications	Exp	1,761	3,627	3,451
	Rev	-	-	-
	NET	<b>1,761</b>	<b>3,627</b>	<b>3,451</b>
Environmental Health	Exp	1,064	1,143	1,115
	Rev	(1,023)	(782)	(513)
	NET	<b>40</b>	<b>361</b>	<b>603</b>
Library and Local History Services	Exp	4,540	4,306	5,340
	Rev	(880)	(846)	(812)
	NET	<b>3,660</b>	<b>3,460</b>	<b>4,528</b>
Malvern Valley Golf Course	Exp	772	754	790
	Rev	(1,245)	(1,007)	(837)
	NET	<b>(473)</b>	<b>(254)</b>	<b>(47)</b>
Active Communities	Exp	1,328	1,293	1,550
	Rev	(1,164)	(965)	(637)
	NET	<b>165</b>	<b>328</b>	<b>913</b>

**Strategic objective 1:  
Community**

Community initiatives that lead to improvements in service performance and major initiatives that are priorities and directly contribute to the achievement of the Council Plan during the budget year are listed below. These initiatives are incorporated in the capital works program and the operating budget.

**Major initiatives**

1. Provide a contemporary community service through the adoption of modern and future technologies. (\$5.72 million net cost).
2. Redevelop Prahran Aquatic Centre. Design, documentation and delivery of new aquatic facility as per adopted feasibility. (\$0.1 million net cost).
3. Redevelop Harold Holt Swim Centre outdoor areas. Deliver phased capital works improvements, including restoration and upgrade of outdoor pool plant and facilities, including tiling works to the hydrotherapy, and 50m pools. (\$2.1 million net cost).
4. Redevelop Toorak Park Sport Precinct. Deliver stage one of Toorak Park Sport Precinct Masterplan. Develop a concept plan for the Charles Lux Pavilion. (\$0.6 million net cost).

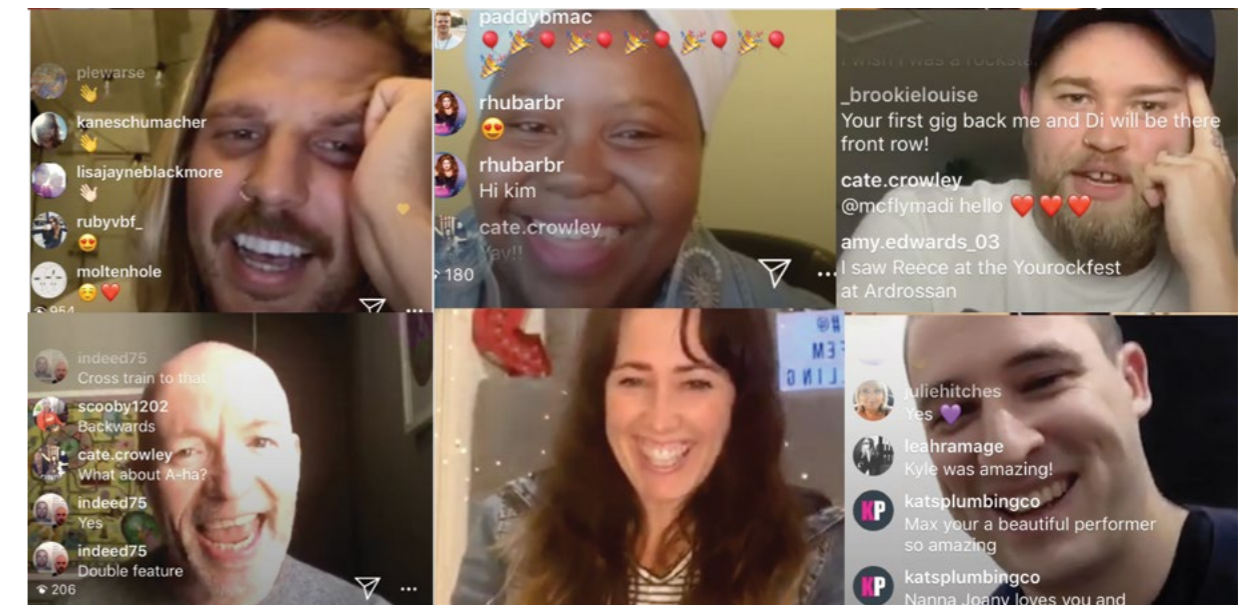
**Other initiatives**

5. Develop targeted public health and wellbeing programs. Implement the Stonnington Public Health and Wellbeing Plan 2017–2021 – Year 3 Action Plan (family violence strategy, healthy choices, gambling awareness, new MHWP). (\$0.05 million net cost).
6. Support, develop and implement opportunities for older people to increase health and wellbeing and remain connected in the community. Implement the Positive Ageing Strategy 2018/2021: Year 3 Action Plan. (\$0.06 million net cost).
7. Facilitate and provide an accessible range of community services and facilities in partnership with the community and other agencies. Implement the Inclusion Plan 2019–22 – Year 2 Action Plan. (\$0.06 million net cost).

8. Encourage responsible pet ownership practices. Implement the Domestic Animal Management Plan 2016–2021 – Year 4 Action Plan, including gazetted changes to Local Laws and deliver community education programs to improve community compliance with responsible pet ownership.
9. Reduce road related fatalities and serious injuries. Implement the Stonnington ‘Toward Zero’ 2018–22 Road Safety Strategy – Year 2. (\$0.18 million net cost).
10. Provide enhanced community engagement. Undertake deliberative community engagement program to inform the development of the new Council Plan 2021–25. (\$0.14 million net cost).
11. Investigate required levels of use by the community of Council’s passive and active open spaces. Undertake community and stakeholder engagement to develop a framework of use for each of Council’s sporting facilities. (\$0.11 million net cost).
12. Increase physical activity participation across the municipality. Implement the Active Stonnington Program – Year 1.
13. Recreation facilities upgrade (Healey Pavilion, Dunlop Pavilion accessible ramp, Ferry Oval redevelopment, East Malvern Tennis Centre, sports floodlighting upgrade and renewal projects). (\$0.86 million net cost).
14. Upgrade Council’s Children’s Services facilities in accordance with the Early Years Infrastructure Improvement Plan.
15. Upgrade Council’s buildings in accordance with the recommendations of Council’s Access and Inclusion Plan.

**Service performance outcome indicators**

Services	Indicator	Measure	Computation
Maternal and child health	Participation	Participation in the MCH service (percentage of 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
		Participation in MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service)	[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:  
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.

Impacts of COVID-19 on our Liveability Services commenced in April 2020 and have the effect on both the 2019–20 and 2020–21 years.

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Building control and amenity services	Exp	3,360	3,480	3,581
	Rev	(4,309)	(3,312)	(1,607)
	NET	<b>(949)</b>	<b>168</b>	<b>1,974</b>
Property maintenance	Exp	3,068	2,512	2,574
	Rev	(23)	(1)	-
	NET	<b>3,045</b>	<b>2,511</b>	<b>2,574</b>
Infrastructure planning, design and management	Exp	8,213	2,933	2,772
	Rev	(859)	(1,222)	(1,131)
	NET	<b>7,354</b>	<b>1,711</b>	<b>1,640</b>
Major projects and property improvements	Exp	644	420	648
	Rev	(371)	(361)	(29)
	NET	<b>273</b>	<b>58</b>	<b>619</b>

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Streets, roads and drains cleaning and maintenance	Exp	4,680	4,009	4,127
	Rev	(169)	(154)	(152)
	NET	<b>4,511</b>	<b>3,855</b>	<b>3,975</b>
Urban development	Exp	7,329	7,062	8,042
	Rev	(19,046)	(16,384)	(9,627)
	NET	<b>(11,716)</b>	<b>(9,322)</b>	<b>(1,585)</b>
Venue facilities	Exp	2,306	2,391	2,587
	Rev	(382)	(309)	(201)
	NET	<b>1,923</b>	<b>2,081</b>	<b>2,386</b>



**Strategic objective 2:  
Liveability**

Liveability initiatives that lead to improvements in service performance and major initiatives that are priorities and directly contribute to the achievement of the Council Plan during the budget year are listed below. These initiatives are incorporated in the capital works program and the operating budget.

**Other initiatives**

- 16) Improve public realm outcomes in accordance with adopted masterplans. (\$2.98 million net cost).
- 17) Create new Open Space/Pocket Parks in line with Open Space Strategy. (\$11.06 million net cost).
- 18) Seek to preserve the municipality's heritage building stock through the implementation of the Heritage Strategy Action Plan – Year 2. (\$0.34 million net cost).

- 19) Monitor and review the application of the residential zones and prepare a Housing Strategy. Develop and adopt the Housing and Neighbourhood Character Strategy to inform the residential zones review. Progress implementation actions from the Housing Strategy. (\$0.04 million net cost).
- 20) Ensure the Stonnington Planning Scheme and planning framework reflects Stonnington priorities and State policy. Complete the Planning Scheme amendments in accordance with Planning Scheme Review recommendations. (\$1.00 million net cost).
- 21) Advocate for improved public transport, cycling and walking facilities. Pursue advocacy opportunities (media, letters, submissions and meetings).

**Service performance outcome indicators**

Services	Indicator	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).	[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).	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.



**2.3 Strategic objective 3:  
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.

Impacts of COVID-19 on our Environmental Services commenced in April 2020 and have the effect on both the 2019–20 and 2020–21 years

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Environment and Sustainability	Exp	843	811	794
	Rev	-	(8)	-
	<b>NET</b>	<b>843</b>	<b>802</b>	<b>794</b>
Public spaces design and development	Exp	436	377	378
	Rev	(1,188)	(366)	(650)
	<b>NET</b>	<b>(752)</b>	<b>10</b>	<b>(272)</b>
Parks and environment	Exp	8,671	9,632	9,545
	Rev	(128)	(80)	(50)
	<b>NET</b>	<b>8,544</b>	<b>9,552</b>	<b>9,495</b>
Waste collection and management	Exp	16,433	18,301	18,967
	Rev	(1,355)	(1,374)	(1,117)
	<b>NET</b>	<b>15,078</b>	<b>16,927</b>	<b>17,850</b>

**Strategic objective 3:  
Environment**

Environmental initiatives that lead to improvements in service performance and major initiatives that are priorities and directly contribute to the achievement of the Council Plan during the budget year are listed below. These initiatives are incorporated in the capital works program and the operating budget.

**Major initiatives**

- 22) Enhance biodiversity values at key sites through targeted weed management, native vegetation planting and habitat creation programs. Staged implementation of Gardiners Creek masterplan and other biodiversity enhancement projects throughout the city. (\$0.57 million net cost).
- 23) Maintain and grow Stonnington’s tree population. Implement the Urban Forest Strategy and Street Tree Policy, including expanded street and park tree planting program. Adopt and implement the Boulevard Planting Program for arterial roads. (\$0.78 million net cost).

**Other initiatives**

- 24) Improve the safety of key cycling corridors, encourage increased and safer walking experiences, and advocate for improved public transport infrastructure. Improvements to cycle paths (on and off road). Development of a revised Walking Strategy. Development of new accessible tram stops and tram priority improvements. (\$0.45 million net cost).
- 25) Reduce the energy consumed by Council’s buildings through energy saving building development and alterations. (\$0.6 million net cost).
- 26) Reduce energy use and associated greenhouse gas emissions. Reduce corporate greenhouse gas emissions (30% below 2005 levels by 2020 and 35% by 2022) through energy efficiency upgrades in Council buildings, facilities, street lights and other public lighting. Develop a Climate Action Response Plan in line with Council’s declaration of a climate emergency. (\$0.55 million net cost).

**Service performance outcome indicators**

Services	Indicator	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

**2.4 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.

Impacts of COVID-19 on our Environmental Services commenced in April 2020 and have the effect on both the 2019–20 and 2020–21 years

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Arts and Cultural Planning	Exp	3,067	2,418	2,618
	Rev	(174)	(75)	(1,574)
	<b>NET</b>	<b>2,893</b>	<b>2,343</b>	<b>1,044</b>
Economic Development and Recovery	Exp	1,875	1,875	2,519
	Rev	(1,397)	(1,523)	(3)
	<b>NET</b>	<b>478</b>	<b>352</b>	<b>2,516</b>
Traffic and Parking Services	Exp	19,629	12,993	12,788
	Rev	(25,957)	(18,558)	(15,994)
	<b>NET</b>	<b>(6,328)</b>	<b>(5,565)</b>	<b>(3,206)</b>



**Strategic objective 4:  
Economy**

Economy initiatives that lead to improvements in service performance and major initiatives that are priorities and directly contribute to the achievement of the Council Plan during the budget year are listed below. These initiatives are incorporated in the capital works program and the operating budget.

**Major initiatives**

- 27) Adopt the Activity Centres Strategy and complete provisions for Hawksburn Village. Monitor provisions in other centres. (\$0.10 million net cost).
- 28) Promote Prahran Square as a visitor destination and community space. Progress and continue with activation and programming plan for Prahran Square. (\$0.18 million net cost).

Chapel Street Activity Centre and progress Chapel revision implementation actions. (\$0.14 million net cost).

- 30) Improve the identity and amenity of shopping centres. Upgrade minor shopping centres as per adopted program. (\$0.35 million net cost).
- 31) Strategically plan for innovative Stonnington-based activities that enhance the cultural, community and economic development.
- 32) Assist in activation of vacant shops in key activity centres. Implement the business development plan – 'See Opportunity' – Year 1 Action Plan. (\$0.8 million net cost).
- 33) Develop a new Economic Development Strategy for Stonnington, 2021–25.

**Other initiatives**

- 29) Plan for the Chapel Street Activity Centre. Review and monitor permanent planning controls for the



**2.5 Strategic objective 5:  
Resource management  
(internal objective)**

**To achieve our objective of Strategic Resource Management, we will continue to plan, deliver and improve high quality, cost-effective, accessible and responsive services.**

The services, initiatives and service performance indicators for each business area are described below.

Impacts of COVID-19 on our corporate resources commenced in April 2020 and have the effect on both the 2019–20 and 2020–21 years.

Service area		2018–19 Actual \$'000	2019–20 Forecast \$'000	2020–21 Budget \$'000
Councillors, Chief Executive, Executive Team and Governance	Exp	6,036	6,211	5,517
	Rev	(1,433)	(1,307)	(1,613)
	<b>NET</b>	<b>4,603</b>	<b>4,904</b>	<b>3,904</b>
Financial Services and strategic Council plan	Exp	7,533	6,312	6,556
	Rev	(6,971)	(4,941)	(3,845)
	<b>NET</b>	<b>563</b>	<b>1,372</b>	<b>2,711</b>
Fleet Services	Exp	834	987	730
	Rev	(5)	(6)	(6)
	<b>NET</b>	<b>829</b>	<b>981</b>	<b>724</b>
Geographical Information System	Exp	324	341	361
	Rev	-	-	-
	<b>NET</b>	<b>324</b>	<b>341</b>	<b>361</b>
Information Services and Business Systems	Exp	3,306	3,428	3,571
	Rev	(3)	-	-
	<b>NET</b>	<b>3,303</b>	<b>3,428</b>	<b>3,571</b>

COVID-19 Impact on net results (\$0.37 million unfavourable).

Service area		2018-19 Actual \$'000	2019-20 Forecast \$'000	2020-21 Budget \$'000	
Risk management	This service ensures that Council's risk is managed to minimise and prevent injury and loss. The service supports 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 <i>Local Government Act 1989</i> and Council's Procurement Policy. <a href="#">COVID-19 Impact on net results (\$0.29 million unfavourable).</a>	Exp	1,217	1,450	1,398
		Rev	(39)	(45)	(40)
		NET	<b>1,178</b>	<b>1,405</b>	<b>1,358</b>
Organisational development	This service provides human resource, organisational development and industrial relations strategies, policies, procedures and support. <a href="#">COVID-19 Impact on expenditure (\$0.29 million favourable).</a>	Exp	2,302	2,332	2,220
		Rev	-	-	-
		NET	<b>2,302</b>	<b>2,332</b>	<b>2,220</b>

#### Service performance outcome indicators

Services	Indicator	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.

## 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 2020-21 Annual Report.

The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 5) 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 Performance statement

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Community	23,342	42,093	18,751
Liveability	11,584	24,331	12,746
Environment	27,867	29,684	1,817
Economy	354	17,925	17,571
Strategic Resource Management	14,849	20,353	5,504
<b>Total</b>	<b>77,996</b>	<b>134,385</b>	<b>56,389</b>
<b>Expenses added in:</b>			
Depreciation and amortisation	21,052		
Borrowing costs	573		
<b>Deficit before funding sources</b>	<b>99,620</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue			119,575
<b>Operating surplus for the year</b>			<b>19,955</b>



## 3. Financial statements

This section presents information in regard to the financial statements and statement of human resources. The budget information for the year 2020–21 has been supplemented with projections to 2023–24 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 (Planning and Reporting) Regulations 2014*.

- Comprehensive income statement
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works
- Statement of human resources

### Pending accounting standards

The 2020–21 Budget has been prepared based on the accounting standards applicable at the date of preparation.

It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB1058 Income of Not-for-Profit Entities, but pending accounting standards that will be in effect from the 2020–21 financial year have not been considered in the development of the Budget.

Standards that are likely to impact on the 2020–21 financial statements, not considered in the preparation of the Budget include *AASB 1059 Service Concession Arrangements: Grantors*.



### Comprehensive income statement For the four years ending 30 June 2024

		Forecast actual	Budget	Strategic Resource Plan projections		
		2019–20	2020–21	2021–22	2022–23	2023–24
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>						
Rates and charges	4.1.1	117,781	119,575	124,892	128,704	132,621
Statutory fees and fines	4.1.2	18,960	15,144	22,576	23,028	23,488
User fees	4.1.3	17,383	15,700	20,764	21,647	22,886
Grants–operating	4.1.4	9,291	8,385	8,552	8,723	8,898
Grants–capital	4.1.4	902	1,429	8,786	2,298	1,298
Contributions–monetary	4.1.5	14,190	8,000	10,000	10,000	10,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(47)	(295)	(295)	(295)	(295)
Other income	4.1.6	9,284	7,732	7,895	8,875	8,517
<b>Total income</b>		<b>187,744</b>	<b>175,669</b>	<b>203,171</b>	<b>202,979</b>	<b>207,414</b>
<b>Expenses</b>						
Employee costs	4.1.7	66,581	69,557	74,493	77,568	78,970
Materials and services	4.1.8	54,085	55,060	55,407	58,639	60,898
Bad and doubtful debts		65	20	20	21	21
Depreciation	4.1.9	19,053	19,733	20,226	21,254	22,602
Amortisation–intangible assets	4.1.10	841	540	553	567	581
Amortisation–right-of-use assets	4.1.11	631	779	439	257	203
Borrowing costs		407	341	773	1,396	1,543
Finance costs–leases		655	232	58	36	25
Other expenses	4.1.12	9,374	9,453	7,395	8,713	8,494
<b>Total expenses</b>		<b>151,693</b>	<b>155,714</b>	<b>159,365</b>	<b>168,452</b>	<b>173,338</b>
<b>Surplus / (deficit) for the year</b>		<b>36,051</b>	<b>19,955</b>	<b>43,806</b>	<b>34,527</b>	<b>34,076</b>
<b>Total comprehensive result</b>		<b>36,051</b>	<b>19,955</b>	<b>43,806</b>	<b>34,527</b>	<b>34,076</b>

## Balance sheet

For the four years ending 30 June 2024

	Forecast actual	Budget	Strategic Resource Plan projections		
			2019–20	2020–21	2021–22
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	111,595	81,418	59,426	50,608	40,956
Trade and other receivables	15,071	14,370	14,657	14,935	15,234
Other assets	3,510	3,587	3,666	3,743	3,825
<b>Total current assets</b>	4.2.1 <b>130,176</b>	<b>99,375</b>	<b>77,748</b>	<b>69,286</b>	<b>60,015</b>
<b>Non-current assets</b>					
Other financial assets	245	245	253	261	269
Investments in joint operations and subsidiaries	2,632	2,632	2,632	2,632	2,632
Property, infrastructure, plant and equipment	2,895,986	2,943,029	3,022,244	3,076,779	3,114,320
Right-of-use assets	1,682	903	465	208	5
Investment property	9,100	9,100	9,100	9,100	9,100
Intangible assets	1,368	7,070	12,763	17,739	18,025
<b>Total non-current assets</b>	4.2.1 <b>2,911,014</b>	<b>2,962,979</b>	<b>3,047,457</b>	<b>3,106,719</b>	<b>3,144,351</b>
<b>Total assets</b>	<b>3,041,190</b>	<b>3,062,354</b>	<b>3,125,205</b>	<b>3,176,005</b>	<b>3,204,366</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	23,596	24,041	24,495	24,958	25,548
Trust funds and deposits	7,321	7,052	6,984	6,917	6,850
Provisions	15,485	16,021	16,542	17,082	17,515
Interest-bearing liabilities	4.2.3 3,500	3,500	4,700	6,700	6,700
Lease liability	4.2.4 1,056	412	15	-	-
<b>Total current liabilities</b>	<b>4.2.2 50,958</b>	<b>51,027</b>	<b>52,736</b>	<b>55,657</b>	<b>56,614</b>
<b>Non-current liabilities</b>					
Provisions	1,954	2,010	2,060	2,111	2,140
Interest-bearing liabilities	4.2.3 19,000	20,500	37,800	51,100	44,400
Lease liability	4.2.4 429	15	-	-	-
Other liabilities	1,566	1,566	1,566	1,566	1,566
<b>Total non-current liabilities</b>	<b>4.2.2 22,949</b>	<b>24,091</b>	<b>41,426</b>	<b>54,777</b>	<b>48,106</b>
<b>Total liabilities</b>	<b>73,908</b>	<b>75,117</b>	<b>94,162</b>	<b>110,434</b>	<b>104,720</b>
<b>Net assets</b>	<b>2,967,282</b>	<b>2,987,237</b>	<b>3,031,043</b>	<b>3,065,571</b>	<b>3,099,647</b>
<b>Equity</b>					
Accumulated surplus	4.3.1 1,117,717	1,146,776	1,202,344	1,247,972	1,286,902
Reserves	4.3.2 1,849,565	1,840,461	1,828,699	1,817,599	1,812,745
<b>Total equity</b>	<b>2,967,282</b>	<b>2,987,237</b>	<b>3,031,043</b>	<b>3,065,570</b>	<b>3,099,646</b>

## Statement of changes in equity

For the four years ending 30 June 2024

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
Notes	\$'000	\$'000	\$'000	\$'000
<b>2019–20 Forecast actual</b>				
Balance at beginning of the financial year	2,931,122	1,095,278	1,772,663	63,181
Surplus / (deficit) for the year	36,051	36,051	-	-
Transfer to other reserves	-	(17,994)	-	17,994
Transfer from other reserves	-	4,272	-	(4,272)
<b>Balance at end of the financial year</b>	<b>2,967,173</b>	<b>1,117,607</b>	<b>1,772,663</b>	<b>76,903</b>
<b>2020–21 Budget</b>				
Balance at beginning of the financial year	2,967,173	1,117,610	1,772,663	76,902
Surplus / (deficit) for the year	19,955	19,955	-	-
Transfer to other reserves	4.3.2 -	(10,897)	-	10,897
Transfer from other reserves	4.3.2 -	20,001	-	(20,001)
<b>Balance at end of the financial year</b>	<b>2,987,128</b>	<b>1,146,669</b>	<b>1,772,663</b>	<b>67,798</b>
<b>2021–22</b>				
Balance at beginning of the financial year	2,987,128	1,146,669	1,772,663	67,798
Surplus/(deficit) for the year	43,806	43,806	-	-
Transfer to other reserves	-	(12,242)	-	12,242
Transfer from other reserves	-	24,004	-	(24,004)
<b>Balance at end of the financial year</b>	<b>3,030,935</b>	<b>1,202,237</b>	<b>1,772,663</b>	<b>56,036</b>
<b>2022–23</b>				
Balance at beginning of the financial year	3,030,935	1,202,236	1,772,663	56,036
Surplus/(deficit) for the year	34,527	34,527	-	-
Transfer to other reserves	-	(12,065)	-	12,065
Transfer from other reserves	-	23,165	-	(23,165)
<b>Balance at end of the financial year</b>	<b>3,065,462</b>	<b>1,247,864</b>	<b>1,772,663</b>	<b>44,936</b>
<b>2023–24</b>				
Balance at beginning of the financial year	3,065,462	1,247,865	1,772,663	44,936
Surplus/(deficit) for the year	34,076	34,076	-	-
Transfer to other reserves	-	(12,164)	-	12,164
Transfer from other reserves	-	17,018	-	(17,018)
<b>Balance at end of the financial year</b>	<b>3,099,538</b>	<b>1,286,795</b>	<b>1,772,663</b>	<b>40,082</b>

## Statement of cash flows

For the four years ending 30 June 2024

	Forecast actual	Budget	Strategic Resource Plan projections		
	2019-20	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
	Notes				
<b>Cash flows from operating activities</b>					
Rates and charges	113,364	120,575	124,773	128,598	132,498
Statutory fees and fines	19,074	14,924	22,493	22,943	23,402
User fees	17,310	15,479	21,043	21,578	23,377
Grants-operating	9,546	8,623	8,979	8,992	9,145
Grants-capital	902	1,429	8,786	2,298	1,298
Contributions-monetary	15,609	8,800	11,000	11,000	11,000
Interest received	1,697	781	896	932	983
Trust funds and deposits taken/ (repaid)	(195)	(280)	(80)	(79)	(79)
Other receipts	8,332	7,630	7,676	8,716	8,263
Net GST refund / (payment)	11,902	17,104	22,466	18,137	14,832
Employee costs	(65,946)	(68,914)	(73,872)	(76,925)	(78,458)
Materials and services	(65,046)	(70,272)	(74,085)	(74,874)	(75,747)
Short-term, low value and variable lease payments					
Other payments	(6,605)	(5,981)	(3,546)	(4,886)	(4,523)
<b>Net cash provided by / (used in) operating activities</b>	4.4.1 <b>59,944</b>	<b>49,897</b>	<b>76,528</b>	<b>66,429</b>	<b>65,990</b>
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(56,955)	(80,223)	(116,058)	(89,380)	(67,655)
Proceeds from sale of property, plant and equipment	558	281	281	281	281
<b>Net cash provided by / (used in) investing activities</b>	4.4.2 <b>(56,397)</b>	<b>(79,942)</b>	<b>(115,778)</b>	<b>(89,099)</b>	<b>(67,374)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(407)	(341)	(773)	(1,396)	(1,543)
Proceeds from borrowings	-	5,000	22,000	20,000	-
Increase in lease liability	1,485	-	-	-	-
Repayment of borrowings	(3,500)	(3,500)	(3,500)	(4,700)	(6,700)
Interest paid-lease liability	(655)	(232)	(58)	(36)	(25)
Repayment of lease liability	-	(1,058)	(412)	(15)	-
<b>Net cash provided by / (used in) financing activities</b>	4.4.3 <b>(3,077)</b>	<b>(131)</b>	<b>17,257</b>	<b>13,853</b>	<b>(8,268)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>470</b>	<b>(30,177)</b>	<b>(21,992)</b>	<b>(8,817)</b>	<b>(9,652)</b>
Cash and cash equivalents at the beginning of the financial year	111,125	111,595	81,418	59,426	50,609
<b>Cash and cash equivalents at the end of the financial year</b>	4.4.4 <b>111,595</b>	<b>81,418</b>	<b>59,426</b>	<b>50,609</b>	<b>40,956</b>

## Statement of capital works

For the four years ending 30 June 2024

	Forecast actual	Budget	Strategic Resource Plan projections		
	2019-20	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Notes				
<b>Property</b>					
Land	1,216	10,000	10,000	10,000	10,000
<b>Total land</b>	<b>1,216</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
Heritage buildings	1,925	6,708	29,008	320	107
Buildings	7,087	8,664	25,222	31,166	18,824
<b>Total buildings</b>	<b>9,012</b>	<b>15,372</b>	<b>54,230</b>	<b>31,486</b>	<b>18,931</b>
<b>Total property</b>	<b>10,228</b>	<b>25,372</b>	<b>64,230</b>	<b>41,486</b>	<b>28,931</b>
<b>Plant and equipment</b>					
Heritage plant and equipment	114	424	180	340	185
Plant, machinery and equipment	2,230	3086	3,262	3,853	2,669
Fixtures, fittings and furniture	650	737	653	393	383
Computers and telecommunications	530	689	545	545	545
Library books	1,041	1,027	1,027	1,137	1,147
<b>Total plant and equipment</b>	<b>4,565</b>	<b>5,963</b>	<b>5,667</b>	<b>6,268</b>	<b>4,929</b>
<b>Infrastructure</b>					
Roads	6,822	10,061	8,789	8,146	9,744
Bridges and culverts	71	86	89	91	94
Footpaths and cycleways	2,709	4,203	3,445	3,465	2,750
Drainage	1,505	1,335	1,279	1,704	1,820
Recreation, leisure and community facilities	3,022	3,239	4,038	3,071	1,700
Parks, open space and streetscapes	19,903	13,068	7,197	7,353	7,540
Other infrastructure	2,176	2,680	2,922	2,840	2,887
<b>Total infrastructure</b>	<b>36,208</b>	<b>34,672</b>	<b>27,759</b>	<b>26,669</b>	<b>26,535</b>
<b>Total capital works expenditure</b>	4.5.1 <b>51,001</b>	<b>66,007</b>	<b>97,655</b>	<b>74,424</b>	<b>60,394</b>
<b>Represented by:</b>					
New asset expenditure	20,177	14,828	31,418	31,894	12,063
Asset renewal expenditure	21,966	40,637	29,614	22,044	31,915
Asset expansion expenditure	723	1,881	1,327	1,789	2,799
Asset upgrade expenditure	8,135	8,661	35,296	18,697	13,617
<b>Total capital works expenditure</b>	4.5.1 <b>51,001</b>	<b>66,007</b>	<b>97,655</b>	<b>74,424</b>	<b>60,394</b>
<b>Funding sources represented by:</b>					
Grants	902	1,429	8,786	2,298	1,298
Contributions	267	-	-	-	-
Council cash	49,832	59,579	66,869	52,126	59,096
Borrowings	-	5,000	22,000	20,000	-
<b>Total capital works expenditure</b>	4.5.1 <b>51,001</b>	<b>66,007</b>	<b>97,655</b>	<b>74,424</b>	<b>60,394</b>



## Statement of human resources

For the four years ending 30 June 2024

		Forecast actual	Budget	Strategic Resource Plan projections		
		2019-20	2020-21	2021-22	2022-23	2023-24
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>						
Employee costs-operating	4.1.7	66,581	69,557	74,493	77,568	78,970
Employee costs-capital		1,936	2,088	2,135	2,183	2,205
<b>Total staff expenditure</b>		<b>68,517</b>	<b>71,645</b>	<b>76,628</b>	<b>79,751</b>	<b>81,176</b>
		FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>						
Employees		671	683	683	683	683
<b>Total staff numbers</b>		<b>671</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>

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

	Comprises					
	Budget	Permanent				
	2019-20	Full time	Part Time	Casual	Temporary	
		\$'000	\$'000	\$'000	\$'000	\$'000
CEO Division	1,548	1,548	-	-	-	
Corporate Services	4,790	4,071	719	-	-	
Environment and Infrastructure	17,795	13,094	4,079	295	326	
Community and Wellbeing	25,095	12,881	9,156	2,098	961	
Planning and Place	11,116	9,530	1,069	37	480	
Engagement and Innovation	6,646	4,298	1,994	93	261	
Total permanent staff expenditure	66,990	45,422	17,017	2,523	2,027	
Other expenditure	2,567					
Capitalised labour cost	2,088					
<b>Total expenditure</b>	<b>71,645</b>					

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

	Comprises					
	Budget	Permanent				
	2019-20	Full time	Part Time	Casual	Temporary	
		FTE	FTE	FTE	FTE	FTE
CEO Division	11.0	11.0	-	-	-	
Corporate Services	44.6	38.0	6.6	-	-	
Environment and Infrastructure	184.9	141.0	37.1	2.9	3.9	
Community and Wellbeing	277.8	134.0	111.2	21.3	11.3	
Planning and Place	102.2	87.0	10.6	0.4	4.2	
Engagement and Innovation	62.5	39.0	20.1	1.0	2.4	
<b>Total staff</b>	<b>683.0</b>	<b>450.0</b>	<b>185.6</b>	<b>25.6</b>	<b>21.8</b>	

## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

### 4.1 Comprehensive income statement

#### 4.1.1 Rates and charges

Rates and charges are a critical source of revenue that allows Council to deliver works and services for the community, in particular for this financial year, funding the relief and recovery response to the COVID-19 impacts. The State Government Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019-20 the FGRS cap has been set at 2.0 percent. The cap applies to general rates and is calculated on the basis of Council's average rates.

To achieve the objectives of the Strategic Resource Plan, while maintaining service levels and a strong capital expenditure program, the average general rate will be required to increase by 2.0 percent in line with the rate cap.

The City of Stonnington will then provide all ratepayers with a 2.0 percent waiver / concession. This decision reflects the efficient and effective allocation of resources having regard to the objectives, roles and functions of Council and the acknowledgement of financial hardship across the community. It is also aligned to the Council Plan 2017-21, Council's long-term financial strategy and Council's revised hardship policy.

Due to the impact of the revaluation process in the 2020-21 year, the rate percentage change on the Capital Improved Value of individual properties may vary. Variation to rates are impacted by the average general rate increase and the property valuation movements of individual properties relative to the average across the municipality. If a property increased by more in value than the average for the City of Stonnington, the general rates will increase by more than 2.0%, while if a property value increased by less than the average the rates will increase by less than 2.0% and may in fact reduce from the previous year.

Supplementary rates income will be higher by \$0.37 million compared to the 2019-20 forecast actual. Special rates and charges income relate to Business and Precinct Associations and are budgeted to be \$1.99 million.

Total rates and charges for 2020-21 will be \$119.58 million.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast actual	Budget	Change	
	2019-20	2020-21	\$'000	%
General rates*	93,060	94,550	1,490	1.6%
Cultural and recreational	123	115	(8)	(6.1%)
Special rates and charges - waste	21,193	21,926	733	3.5%
Special rates and charges - other	1,893	1,985	92	4.9%
Supplementary rates and rate adjustments	1,374	999	(375)	(27.3%)
Interest on rates and charges	138	-	(138)	(100.0%)
Total rates and charges	117,781	119,575	1,794	1.5%

\*In line with the rate cap established under the FGRS

4.1.1(b) 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	2020-21	2020-21	Change
	cents/\$CIV	cents/\$CIV	
General rate for rateable residential properties	0.000999	0.0010177	1.9%
General rate for rateable commercial properties	0.000999	0.0010177	1.9%

**4.1.1(c) 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	2019–20	2020–21	Change	
	\$'000	\$'000	\$'000	%
Residential	79,569	84,970	5,401	6.8%
Commercial	13,490	11,470	(2,020)	(15.0%)
Cultural and recreational	123	115	(8)	(6.1%)
<b>Total amount to be raised by general rates **</b>	<b>93,059</b>	<b>96,440</b>	<b>3,381</b>	<b>3.6%</b>

\*\* Total amount to be raised in the 2019–20 base above excludes \$1.49 million of annualised Supplementary Rates income expected to be raised during 2019–20.

When annualised Supplementary Rates for 2019–20 are included in the base (per the legislated State Government rate cap formula), the total % change for 2020–21 is 2%.

**4.1.1(d) 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	2019–20	2020–21	Change	
	Number	Number	Number	%
Residential	57,812	58,778	966	1.7%
Commercial	6,633	6,627	(6)	(0.1%)
Cultural and recreational	10	12	2	20.0%
<b>Total amount to be raised by general rates **</b>	<b>64,445</b>	<b>65,405</b>	<b>960</b>	<b>1.5%</b>

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

**4.1.1(f) 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	2019–20	2020–21	Change	
	\$'000	\$'000	\$'000	%
Residential	79,646,430	81,144,310	1,497,880	1.9%
Commercial	13,502,734	13,601,520	98,785	0.7%
Cultural and recreational	173,695	189,275	15,580	9.0%
<b>Total value of land</b>	<b>93,149,164</b>	<b>94,745,830</b>	<b>1,596,665</b>	<b>1.7%</b>

**4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year**

Type of charge	Per rateable property 2019–20	Per rateable property 2020–21	Change
	\$	\$	
Municipal	-	-	-

**4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year**

Type of Charge	2019–20	2020–21	Change
	\$	\$	Change
Municipal	-	-	-

**4.1.1(i) 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 2019–20	Per rateable property 2020–21	Change
	\$	\$	
Waste management charge minimum residential	259.40	268.00	3.3%
Waste management charge minimum–shared bin (\$6 discount) –residential	253.40	262.00	3.4%
Waste management charge minimum–shared bin (50% discount) –residential	129.70	134.00	3.3%
Waste management charge–residential 240L bin	458.00	472.00	3.1%
Waste management charge minimum commercial	259.40	268.00	3.3%
Waste management charge minimum–shared bin (\$6 discount) – commercial 120L bin	253.40	262.00	3.4%
Waste management charge–commercial 240L bin	458.00	472.00	3.1%
Garden waste charge–residential 120L bin	96.00	97.90	2.0%
Garden waste charge–residential 240L bin	130.00	132.60	2.0%
Garden waste charge–commercial 120L bin	96.00	97.90	2.0%
Garden waste charge–commercial 240L bin	130.00	132.60	2.0%

**4.1.1(j) 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	2019–20	2020–21	Change
	\$	\$	
Waste management charge minimum residential	9,415,166	10,070,636	7.0%
Waste management charge minimum–shared bin (\$6 Discount) –residential	2,858,444	2,964,792	3.7%
Waste management charge minimum–shared bin (50% Discount) –residential	16,083	16,616	3.3%
Waste management charge–residential 240L bin	4,822,050	4,955,056	2.8%
Waste management charge minimum commercial	884,965	944,164	6.7%
Waste management charge minimum–shared bin (\$6 Discount)–commercial 120L bin	632	786	24.4%
Waste management charge–commercial 240L bin	1,357,730	1,406,560	3.6%
Garden waste charge–residential 120L bin	382,523	398,845	4.3%
Garden waste charge–residential 240L bin	1,105,966	1,155,079	4.4%
Garden waste charge–commercial 120L bin	1,407	1,664	18.3%
Garden waste charge–commercial 240L bin	11,248	11,801	4.9%
<b>Total</b>	<b>20,856,214</b>	<b>21,925,999</b>	<b>5.1%</b>

#### 4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of charge	2019–20	2020–21	Change	
	\$'000	\$'000	\$'000	%
Rates and charges	93,059	96,440	3,381	3.6%
Service rates and charges	20,856	21,926	1,070	5.1%
Supplementary rates	1,374	999	(375)	(27.3%)
<b>Total rates and charges</b>	<b>115,289</b>	<b>119,365</b>	<b>4,076</b>	<b>3.5%</b>

#### 4.1.1(l) Fair Go Rates System Compliance

City of Stonnington Council is fully compliant with the State Government's Fair Go Rates System. The table below details the budget assumptions.

Type of charge	Budget	
	2019–20	2020–21
Total rates (\$'000)	87,766	94,550
Number of rateable properties (excluding cultural and recreational)	64,445	65,405
Base average rates	\$ 1,381.64	\$ 1,445.61
Maximum rate increase (set by the State Government)	2.25%	2.00%
Capped average rate	\$ 1,412.73	\$ 1,474.51
Maximum general rates (\$'000)	89,741	96,440
Budgeted general rates (\$'000)	89,741	96,440
Budgeted supplementary rates (\$'000)	1,000	999
Budgeted total rates revenue (\$'000)	90,741	97,439
Rates waiver - residential (\$'000)	-	(1,699)
Rates waiver - commercial (\$'000)	-	(192)

#### 4.1.1(m) 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 (2020–21 estimated \$999,034, 2019–20 \$1,389,000)
- the variation of returned levels of value (e.g. 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.

#### 4.1.1(n) Differential rates

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

#### 4.1.2 Statutory fees and fines

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Infringements and costs	12,834	10,900	(1,934)	(15.07%)
Court recoveries	1,602	1,106	(496)	(30.93%)
Town planning fees	2,092	1,120	(972)	(46.44%)
Land information certificates	150	176	26	17.14%
Permits	2,282	1,842	(440)	(19.29%)
<b>Total statutory fees and fines</b>	<b>18,960</b>	<b>15,144</b>	<b>(3,816)</b>	<b>(20.13%)</b>

Statutory fees and fines 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.

The proposed budget shows a reduction of \$3.82 million in fees and charges revenue compared with year 2019–20. The decrease is mainly from the COVID-19 impact and includes a \$1.93 million decrease in parking fines, \$0.97 million decrease in statutory planning fee and \$0.44 million decrease in animal registrations and renewals parking fees income.

#### 4.1.3 User fees

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Aged and health services	572	512	(60)	(10.56%)
Leisure centre and recreation	3,931	4,118	187	4.76%
Childcare/children's programs	3,279	3,451	172	5.24%
Car parking	3,350	3,239	(111)	(3.32%)
Registration and other permits	621	555	(67)	(10.75%)
Building services	2,406	1,052	(1,354)	(56.29%)
Green fees	967	796	(171)	(17.69%)
Waste management services	1,175	1,029	(145)	(12.38%)
Other fees and charges	1,083	948	(135)	(12.48%)
<b>Total user fees</b>	<b>17,383</b>	<b>15,700</b>	<b>(1,683)</b>	<b>(9.68%)</b>

User fees 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 home help services.

In setting the Budget, a freeze on increases for all Council fees and charges has been applied in 2020–21. This will result in an overall decrease in income generated from these fees in 2020–21 which has also been impacted by facility closures directed by the restrictions in place to manage the COVID-19 pandemic.

Carpark income is expected to decrease by \$0.11 million.

Building surveyors permits and applications activities are expected to reduce by \$1.35 million compared to 2019–20 due to the COVID-19 impact.

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

#### 4.1.2 Statutory fees and fines

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
<b>Summary of grants</b>				
Commonwealth funded grants	7,190	6,451	(739)	(10.28%)
State funded grants	3,003	3,363	360	11.97%
<b>Total grants received</b>	<b>10,193</b>	<b>9,814</b>	<b>(379)</b>	<b>(3.71%)</b>
<b>(a) Operating grants</b>				
<b>Recurrent–Commonwealth Government</b>				
Financial assistance grants	2,934	2,977	43	1.47%
Aged and home care	3,034	2,959	(75)	(2.47%)
Community partnership and youth programs	618	217	(401)	(64.89%)
<b>Recurrent–State Government</b>				
Aged and home care	834	361	(473)	(56.71%)
School crossing supervisors	309	309	-	0.00%
Libraries	727	737	10	1.38%
Community health	-	-	-	0.00%
Maternal and child health and immunisation	731	793	62	8.48%
Child care and immunisation	65	32	(33)	(50.77%)
<b>Total recurrent grants</b>	<b>9,252</b>	<b>8,385</b>	<b>(867)</b>	<b>(9.37%)</b>
<b>Non-recurrent–Commonwealth Government</b>				
Other minor grant	39	-	(39)	(100.00%)
<b>Total non-recurrent grants</b>	<b>39</b>	<b>-</b>	<b>(39)</b>	<b>(100.00%)</b>
<b>Total operating grants</b>	<b>9,291</b>	<b>8,385</b>	<b>(906)</b>	<b>(9.75%)</b>
<b>(b) Capital grants</b>				
<b>Recurrent–Commonwealth Government</b>				
Roads to recovery	298	298	-	0.00%
<b>Recurrent–State Government</b>				
Library	12	-	(12)	(100.00%)
<b>Total recurrent grants</b>	<b>310</b>	<b>298</b>	<b>(12)</b>	<b>(3.87%)</b>
<b>Non-recurrent–Commonwealth Government</b>				
Community infrastructure projects	-	298	298	0.00%
Parks, open space and streetscapes	267	-	(267)	(100.00%)
	<b>267</b>	<b>298</b>	<b>31</b>	<b>11.61%</b>
<b>Non-recurrent–State Government</b>				
Buildings	110	20	(90)	(81.82%)
Parks, open space and streetscapes	119	813	694	582.77%
Recreational, leisure and community facilities	96	-	(96)	(100.00%)
<b>Total non-recurrent grants</b>	<b>325</b>	<b>833</b>	<b>508</b>	<b>156.15%</b>
<b>Total capital grants</b>	<b>902</b>	<b>1,429</b>	<b>527</b>	<b>58.37%</b>
<b>Total grants</b>	<b>10,193</b>	<b>9,814</b>	<b>(379)</b>	<b>(3.71%)</b>

#### Operating grants

Council receives various grants to continue to fund its operations. Some of the main grant programs are: Financial Assistance Grants from Victoria Grants Commission \$3.0 million and Aged and Home Care of \$3.0 million. Library services is expected to receive \$0.74 million to fund its operations and funding of \$0.31 million is anticipated for the School Crossing Supervisors program. Maternal and Child Health and Immunisation program is expected to receive grants of \$0.79 million to subsidise Council's funding.

#### Capital grants

Capital grants include \$0.79 million funding for parks and open space development, \$0.30 million for Community Infrastructure roads program, \$0.30 million for the Roads to Recovery program and \$0.02 million for the Healey Pavilion upgrade.

#### Unspent grants received on condition that they be spent in a specific manner

	Forecast actual 2019–20	Budget 2020–21
	\$'000	\$'000
Balance at start of year	2,437	2,067
Received during the financial year and remained unspent at balance date	415	-
Received in prior years and spent during the financial year	(785)	(2,067)
<b>Balance at year end</b>	<b>2,067</b>	<b>-</b>

#### 4.1.5 Contributions–monetary

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Contributions	14,190	8,000	(6,190)	(43.62%)
<b>Total contributions–monetary</b>	<b>14,190</b>	<b>8,000</b>	<b>(6,190)</b>	<b>(43.62%)</b>

Contributions relate to monies paid by developers in regard to public open space (\$8 million in 2020–21), drainage and car parking in accordance with planning permits issued for property development.

Council determines its capital work program having regard to existing and future growth in the municipality. To the extent the capital works program has been identified to meet Council's future population, Council intends to partially fund these projects through a Developer Contributions Plan in line with the requirements of the *Planning and Environment Act 1987*.

Contributions are projected to decrease from the 2019–20 forecast.



#### 4.1.6 Other income

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Interest	1,711	795	(916)	<b>(53.54%)</b>
Dividends	5	4	-	<b>0.00%</b>
Investment property rental	1,240	1,352	112	<b>9.06%</b>
Council works cost recovery	696	637	(59)	<b>(8.48%)</b>
Fire service property levy administration	84	86	2	<b>2.86%</b>
State Revenue Office–valuation cost recovery	259	71	(188)	<b>(72.43%)</b>
Transport towing	89	86	(3)	<b>(2.81%)</b>
Other rent	4,610	4,387	(223)	<b>(4.84%)</b>
Other	589	314	(275)	<b>(46.64%)</b>
<b>Total other income</b>	<b>9,284</b>	<b>7,733</b>	<b>(1,551)</b>	<b>(16.70%)</b>

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

Interest income is expected to decrease by \$0.92 million due to lower cash balances and a lower interest rate environment.

As the property valuation function has now transferred to the State Government, general valuation cost recoveries are no longer expected from the State Revenue Office (\$0.19 million reduction).

As a result of the COVID-19 pandemic, the hire of venues facilities are expected to be impacted (\$0.22 million reduction).

#### 4.1.7 Employee costs

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	49,779	51,202	1,423	2.86%
WorkCover	1,339	1,640	301	22.50%
Casual labour	2,584	2,528	(56)	(2.15%)
Annual leave and long service leave	6,182	6,924	742	12.00%
Superannuation	5,197	5,687	490	9.43%
Fringe benefits tax	565	585	21	3.64%
Other	936	986	51	5.44%
<b>Total employee costs</b>	<b>66,581</b>	<b>69,553</b>	<b>2,971</b>	<b>4.46%</b>

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 4.46% or \$2.97 million compared to 2019–20. This increase relates to the following key factors:

- the Council's Enterprise Agreement (EA) 10 to increase wages by 2.25% in 2020–21
- workcover rates expected to increase, significantly impacting on employee costs
- a number of current position vacancies will be filled, and
- a number of redeployment positions have been introduced in support of employees impacted by the closure of essential services.

There is a net increment of 12.0 FTEs in 2020–21, with 9.0 FTEs planned during the 2019–20 financial year as a result of organisational restructure to improve service delivery, however were placed on hold due to the COVID-19 environment.

The 2020–21 Budget allows for the full year funding of the following new positions to support customer experience and the digitisation program:

- Business Systems and Technology - 3.0 FTE.

#### 4.1.8 Materials and services

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Contract payments - other	7,288	9,562	2,274	<b>31.20%</b>
Legal and consulting fees	3,093	2,471	(622)	<b>(20.09%)</b>
Stamp duty on summons and registration searches	2,185	1,324	(861)	<b>(39.38%)</b>
Building maintenance	2,060	2,157	96	<b>4.67%</b>
General maintenance	2,386	2,343	(43)	<b>(1.78%)</b>
Utilities	3,495	3,786	291	<b>8.31%</b>
Fire services	229	233	4	<b>1.59%</b>
Office administration/supplies	1,855	1,392	(463)	<b>(24.94%)</b>
Insurance	1,301	1,174	(127)	<b>(9.79%)</b>
Tipping fees and waste removal	4,442	4,776	334	<b>7.51%</b>
Activities and events	2,175	1,824	(351)	<b>(16.15%)</b>
Other	5,512	4,990	(522)	<b>(9.47%)</b>
<b>Total materials and services</b>	<b>54,085</b>	<b>55,060</b>	<b>975</b>	<b>1.80%</b>

Materials and services include the purchase 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 1.8% or \$0.97 million compared to 2019–20.

The cost of major contracts are expected to increase generally by forecast CPI.

Office administration and supplies costs and legal and consulting fees are expected to be lower in 2020–21, offset by increased State Government tipping, waste and recycling costs, COVID-19 response expenditure and increases in Council insurances.

Parking infringements appeal review costs and refund is expected to be incurred in 2019–20.

## Activities and events

Over many years, the festivals and events program has become an integral part of the fabric of Stonnington, much loved by tens of thousands of patrons from all over Melbourne and beyond, and highly anticipated year on year.

Council festivals and events provide vital support for Stonnington's significant arts and culture industry, as well as driving tourism, boosting the local economy and providing people with important opportunities to celebrate and engage with their community. Stonnington is one of Melbourne's most important performing arts and cultural destinations. It is the location of some of the state's leading venues, galleries, performance spaces and institutions.

While the overall festivals and events budget has been significantly reduced in response to the pandemic, it has also been designed for flexibility and constant review, enabling us to deliver a program of activities tailored for the economic and social conditions the community finds itself during COVID-19.

Supporting the arts industry: COVID-19 has dramatically impacted on the viability of the arts and cultural sector. Events provide an opportunity to support the recovery of this industry by engaging local arts and cultural practitioners, programs will include:

- Roola Boola Children's Arts Festival
- Melbourne International Arts Festival Partnership Project, and
- Melbourne Fringe Partnership Project.

Supporting community wellbeing: As restrictions ease, arts and cultural activity will play a critical role in rebuilding social confidence and providing opportunities for local community to reconnect, programs will include:

- Spring into Gardening Sustainability and gardening event
- Christmas Program
- The Classics–Broadway–concert
- The Classics–Opera–concert
- The Classics–Symphony–concert, and
- Pets In The Park–outdoor event.

Supporting the local economy: Arts and cultural activities such as events are also a key economic driver for local traders and bring vital business to our local community. Taking place throughout the precincts, these activities attract visitors and patrons from across Melbourne to visit precincts and shop or dine at businesses surrounding the activity, programs will include:

- Melbourne Food and Wine Festival
- Melbourne Fashion Festival
- Spring Fashion and Hall of Fame, and
- Business Development Workshops.

## 4.1.9 Depreciation

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Property	7,228	7,875	646	8.94%
Plant and equipment	3,766	3,849	82	2.19%
Infrastructure	8,058	8,009	(49)	(0.61%)
<b>Total depreciation</b>	<b>19,053</b>	<b>19,733</b>	<b>680</b>	<b>3.57%</b>

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 and infrastructure assets such as roads and drains.

The increase of \$0.68 million for 2020–21 is mainly due to the completion of the 2020–21 capital works program and the full year effect of depreciation on the 2019–20 capital works program. Refer to Section 4.5 'capital works program' for a more detailed analysis of Council's capital works program for the 2020–21 year.

## 4.1.10 Amortisation–intangible assets

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Intangible assets	841	540	(301)	(35.83%)
<b>Total amortisation–intangible assets</b>	<b>841</b>	<b>540</b>	<b>(301)</b>	<b>(35.83%)</b>

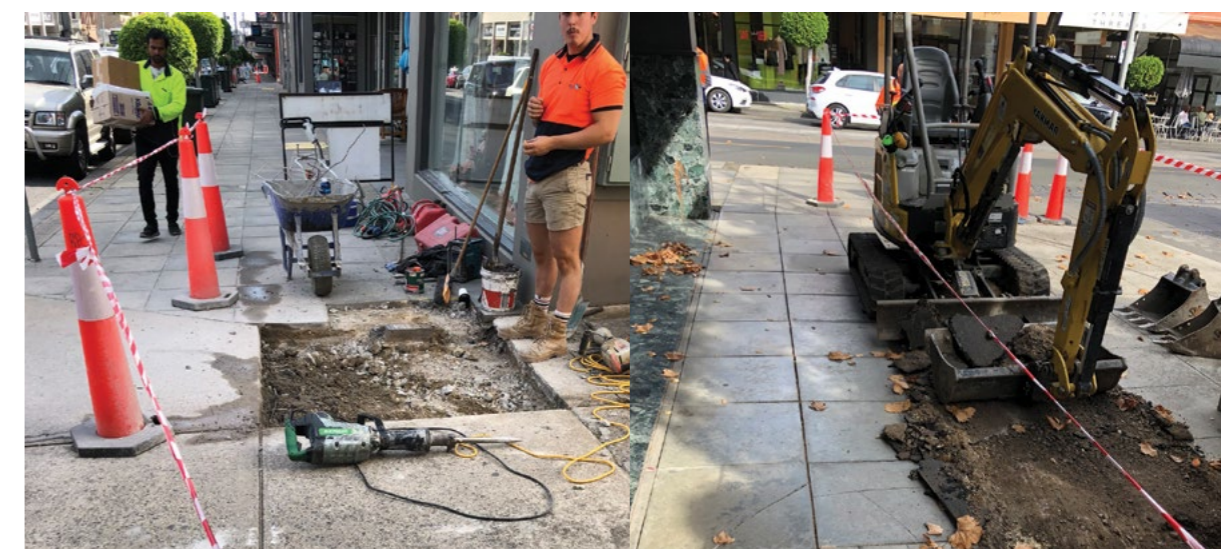
## 4.1.11 Amortisation–right-of-use assets

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Right of use assets	631	779	148	23.45%
<b>Total amortisation–right of use assets</b>	<b>631</b>	<b>779</b>	<b>148</b>	<b>23.45%</b>

## 4.1.12 Other expenses

	Forecast actual 2019–20	Budget 2020–21	Change	
	\$'000	\$'000	\$'000	%
Auditors' remuneration–external	88	88	-	(0.40%)
Auditors' remuneration–internal	201	200	1	(0.72%)
Councillors allowances	382	390	8	2.00%
Operating lease rentals	412	239	(173)	(41.89%)
Community grants	1,543	2,196	653	42.30%
Sundry other	6,747	6,341	(406)	(6.02%)
<b>Total other expenses</b>	<b>9,374</b>	<b>9,453</b>	<b>79</b>	<b>0.84%</b>

Other expenses relate to a range of items including non-recurrent operating initiatives and other miscellaneous expenditure items. Decrease in sundry expenditure of \$0.41 million has been offset by a targeted business and community grant program to respond to some of the immediate impacts of COVID-19 on our community.



## 4.2 Balance sheet

### Budgeted balance sheet

This section analyses the movements in assets, liabilities and equity between 2019–20 and 2020–21.

		Forecast actual 2019–20	Budget 2020–21	Variance
	Notes	\$'000	\$'000	\$'000
<b>Current assets</b>	4.2.1			
Cash and cash equivalents		111,595	81,418	(30,177)
Trade and other receivables		15,071	14,370	(701)
Other assets		3,510	3,587	77
<b>Total current assets</b>		<b>130,176</b>	<b>99,375</b>	<b>(30,801)</b>
<b>Non-current assets</b>	4.2.1			
Other financial assets		245	245	-
Investments in joint operations and subsidiaries		2,632	2,632	-
Property, infrastructure, plant and equipment		2,895,986	2,943,029	47,042
Right-of-use assets		1,682	903	(779)
Investment property		9,100	9,100	-
Intangible assets		1,368	7,070	5,702
<b>Total non-current assets</b>		<b>2,911,014</b>	<b>2,962,979</b>	<b>51,966</b>
<b>Total assets</b>		<b>3,041,190</b>	<b>3,062,354</b>	<b>21,164</b>
<b>Current liabilities</b>	4.2.2			
Trade and other payables		23,596	24,041	(445)
Trust funds and deposits		7,321	7,052	269
Provisions		15,485	16,021	(536)
Interest-bearing liabilities	4.2.3	3,500	3,500	-
Lease liability	4.2.4	1,056	412	644
<b>Total current liabilities</b>		<b>50,958</b>	<b>51,027</b>	<b>(69)</b>
<b>Non-current liabilities</b>	4.2.2			
Provisions		1,954	2,010	(56)
Interest-bearing liabilities	4.2.3	19,000	20,500	(1,500)
Lease liability	4.2.4	429	15	414
Other liabilities		1,566	1,566	-
<b>Total non-current liabilities</b>		<b>22,949</b>	<b>24,091</b>	<b>(1,142)</b>
<b>Total liabilities</b>		<b>73,908</b>	<b>75,117</b>	<b>(1,212)</b>
<b>Net assets</b>		<b>2,967,282</b>	<b>2,987,237</b>	<b>19,953</b>
<b>Equity</b>				
Accumulated surplus	4.3.1	1,117,717	1,146,776	29,059
Reserves	4.3.2	1,849,565	1,840,461	(9,104)
<b>Total equity</b>		<b>2,967,282</b>	<b>2,987,237</b>	<b>19,953</b>

### 4.2.1 Assets

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 in 2020–21 is due to the funding of an increased capital work program in 2020–21.

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 include 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.

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 (\$66.01 million of gross capital expenditure), offset by depreciation of assets (\$19.73 million), and the sale of property, plant and equipment (\$0.26 million).

### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to be slightly above 2019–20 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 balances.

Interest-bearing loans are borrowings by Council repayable in the next twelve months. Council is budgeting to repay loan principal of \$3.5 million during 2020–21.

The increase in liability reflects the additional loan borrowings for the 2020–21 capital works program.

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.

	Forecast actual 2019–20	Budget 2020–21	Variance
	\$'000	\$'000	\$'000
Current assets	130,176	99,375	(30,801)
Current liabilities	50,958	51,027	(69)
<b>Working capital</b>	<b>79,218</b>	<b>48,348</b>	<b>(30,870)</b>

### 4.2.3 Borrowings

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

	Forecast actual 2019–20	Budget 2020–21
	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	26,000	22,500
Amount proposed to be borrowed	-	5,000
Amount projected to be redeemed	(3,500)	(3,500)
<b>Amount of borrowings as at 30 June</b>	<b>22,500</b>	<b>24,000</b>

#### 4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

2020–21 Budget	Forecast actual 2019–20	Budget 2020–21
	\$'000	\$'000
<b>Right-of-use assets</b>		
Plant and equipment	1,682	903
<b>Total right-of-use assets</b>	<b>1,682</b>	<b>903</b>
<b>Lease liability</b>		
<b>Current leases liabilities</b>		
Plant and equipment	1,056	412
<b>Total-current lease liabilities</b>	<b>1,056</b>	<b>412</b>
<b>Non-current lease liabilities</b>		
Plant and equipment	429	15
<b>Total non-current lease liabilities</b>	<b>429</b>	<b>15</b>
<b>Total lease liabilities</b>	<b>1,485</b>	<b>427</b>

#### 4.3 Statement of changes in equity

##### 4.3.1 Accumulated surplus

Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. During the year an amount of \$9.1 million (net) is budgeted to be transferred to retained earnings from Council's reserves.

This reflects the transfer of open space contributions to reserves and the subsequent usage of investment cash reserves and the Future Fund to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

##### 4.3.2 Reserves

###### Asset revaluation reserve

2020–21 Budget	Balance at beginning of financial year	Revaluation increment	Revaluation decrement	Balance at end of financial year
	\$'000	\$'000	\$'000	\$'000
<b>Asset revaluation reserve</b>	<b>1,772,663</b>	-	-	<b>1,772,663</b>

#### Other reserves

2020–21 Budget	Balance at beginning of financial year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of financial year
	\$'000	\$'000	\$'000	\$'000
<b>Other reserves</b>				
- Open space reserve	54,373	9,397	(14,281)	49,489
- Future fund reserve	22,278	1,500	(5,720)	18,058
- Infrastructure–roads damaged reserve	250	-	-	250
<b>Total other reserves</b>	<b>76,902</b>	<b>10,897</b>	<b>(20,001)</b>	<b>67,798</b>
<b>Total reserves</b>	<b>1,849,565</b>	<b>10,897</b>	<b>(20,001)</b>	<b>1,840,461</b>

The Asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations.

An amount of \$10.9 million is budgeted to be transferred from accumulated surplus to the Open Space and the Future Fund reserves in 2020–21; \$20 million is to be utilised from the open space reserve to fund strategic property purchases and the Digitisation Program.

Council's reserves have been allocated for specific future purposes by Council and include:

- Open Space Reserve
- Future Fund Reserve, and
- Infrastructure – Roads Damaged Reserve.

The Open Space Reserve is used to record open space contributions from developers and utilisation of this reserve is to purchase or develop open space assets.

The Future Fund Reserve is a reserve created to assist Council when making strategic property acquisitions and funds for Council to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability.

The Infrastructure – Roads Damaged Reserve was created to enable Council to utilise forfeited road asset protection and work zones maintenance bonds on road and signage maintenance.

#### 4.4 Statement of cash flow

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2020–21 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.



## Budgeted cash flow statement

	Forecast actual 2019–20	Budget 2020–21	Variance	
	\$'000	\$'000	\$'000	
<b>Cash flows from operating activities</b>				
<b>Receipts</b>				
Rates and charges	113,364	120,575	7,211	
Statutory fees and fines	19,074	14,924	(4,150)	
User fees	17,310	15,479	(1,831)	
Grants–operating	9,546	8,623	(923)	
Grants–capital	902	1,429	527	
Contributions–monetary	15,609	8,800	(6,809)	
Reimbursements	1,418	874	(544)	
Interest received	1,697	781	(916)	
Other receipts	6,914	6,756	(158)	
Net gst refund / (payment)	11,902	17,104	5,202	
<b>Payments</b>				
Employee costs	(65,946)	(68,914)	(2,969)	
Materials and services	(65,046)	(70,272)	(5,226)	
Trust funds and deposits taken/(repaid)	(195)	(280)	(85)	
Other payments	(6,605)	(5,981)	624	
<b>Net cash provided by operating activities</b>	4.4.1	<b>59,944</b>	<b>49,897</b>	<b>(10,048)</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(56,955)	(80,223)	(23,267)	
Proceeds from sale of property, infrastructure, plant and equipment	558	281	(278)	
<b>Net cash used in investing activities</b>	4.4.2	<b>(56,397)</b>	<b>(79,942)</b>	<b>(23,545)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(407)	(341)	66	
Proceeds from borrowings	-	5,000	5,000	
Increase in lease liability	1,485	-	(1,485)	
Repayment of borrowings	(3,500)	(3,500)	-	
Interest paid lease liability	(655)	(232)	423	
Repayment of lease liability	-	(1,058)	(1,058)	
<b>Net cash provided by financing activities</b>	4.4.3	<b>(3,077)</b>	<b>(131)</b>	<b>2,946</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>470</b>	<b>(30,177)</b>	<b>(30,647)</b>
Cash and cash equivalents at the beginning of the financial year		111,125	111,595	470
<b>Cash and cash equivalents at the end of the financial year</b>	4.4.4	<b>111,595</b>	<b>81,418</b>	<b>(30,177)</b>

## 4.4.1 Net cash flows provided by/used in operating activities

The decrease in cash inflows from operating activities is mainly due to: \$4.15 million reduction in statutory fees and fines; \$1.83 million reduction in user fees; \$0.92 million increase in operating grants; \$0.53 million reduction in capital grants; \$6.81 million reduction in monetary contributions; \$0.54 million reduction in reimbursements; \$0.92 million reduction in interest received.

The majority of these impacts are directly attributable to the economic impacts of the COVID-19 pandemic.

Partially offsetting these cash inflow reductions is a \$0.16 million decrease in other receipts and \$5.2 million increase in GST refunds; \$2.97 million increase in other employee costs; \$5.23 million increase in materials and services and a \$7.21 million increase in rates and charges.

## 4.4.2 Net cash flows provided by / used in investing activities

The increase in payments for investing activities represents an increase in capital works expenditure of \$23.27 million compared to 2019–20. Section 4.5 of this Budget report provides more detail on the capital works program.

## 4.4.3 Net cash flows provided by / used in financing activities

For 2020/21, the total of interest bearing loans and borrowings proceeds is \$5.0 million, repayments of \$3.5 million and finance charges is \$0.34 million.

## 4.4.4 Cash and cash equivalents at the end of the financial year

Total cash and investments is forecast to decrease by \$30.18 million to \$81.42 million as at the end of 2020–21, reflecting Council's strategy of using excess cash and investments to enhance and create new infrastructure.

## 4.5 Capital works program

For the year ended 30 June 2021

This section presents a listing of the capital works projects that will be undertaken for the 2020–21 year, classified by expenditure type and funding source. Works are also disclosed as current Budget or carried forward from prior year.

### 4.5.1 Summary

	Forecast Actual 2019–20	Budget 2020–21	Change
	\$'000	\$'000	\$'000 %
Property	33,154	25,372	(7,783) (23.47%)
Plant and equipment	4,564	5,963	1,399 30.65%
Infrastructure	13,283	34,672	21,389 161.03%
<b>Total</b>	<b>51,001</b>	<b>66,007</b>	<b>15,006 29.42%</b>

Capital works area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	25,372	12,538	11,126	1,326	382	20	-	20,352	5,000
Plant and equipment	5,963	620	4,690	389	264	-	-	5,963	-
Infrastructure	34,672	1,670	24,822	6,946	1,235	1,409	-	33,264	-
<b>Total</b>	<b>66,007</b>	<b>14,828</b>	<b>40,637</b>	<b>8,661</b>	<b>1,881</b>	<b>1,429</b>	<b>-</b>	<b>59,578</b>	<b>5,000</b>

#### Works carried forward (\$12.26 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 2019–20 year, the forecasted \$12.26 million of capital works incomplete will be carried forward into the 2020–21 year.

The more significant projects include the Prahran Town Hall Masterplan development (\$0.5 million), Prahran Square (\$1.29m), Harold Holt Swim Centre Masterplan (\$2.3 million), Harold Holt Swim Centre concourse and grandstand (\$0.12 million), Prahran Market sub-station and distributions boards upgrades (\$1.4 million), Orrong Road Stage 3 works (\$0.7 million) and East Malvern Tennis facility renewal works (\$0.95 million).

#### Total property (\$25.37 million)

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

The more significant projects include strategic land purchases for open space (\$10 million), Harold Holt Swim Centre Masterplan implementation (\$2.10 million), Swimming pool tiling works (\$1.4 million), Energy efficiency program for Council buildings (\$0.55 million).

#### Total plant and equipment (\$5.96 million)

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

The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.90 million), information technology (\$0.68 million), fixtures, fittings and furniture upgrades (\$0.59 million), library materials (\$1.03 million), and the art program (\$0.42 million).

#### Total infrastructure (\$34.67 million)

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

For the year 2020–21, \$15.69 million will be spent on road projects incorporating drainage, bridges, culverts, footpaths and cycleways, including:

Local road refurbishment projects (\$2.26 million) such as Hedgeley Avenue (\$0.65 million) and Avenel Road (\$0.60 million); bridges renewal (\$0.06 million); footpath renewal and maintenance works (\$1.7 million); right of ways renewals south of Ardrle Road (\$0.55 million); Stage 2 of Orrong Road – Toorak reconstruction (\$0.70 million); Allenby Avenue reconstruction (\$0.55 million) and Chapel Street Masterplan \$1.75 million).

\$1.3 million will be spent on drainage projects, including various drainage improvements and upgrade works from street refurbishments and upgrade works.

\$9.9 million will be expended on parks, open space and streetscapes and \$2.08 million will be spent on Recreational, Leisure and Community facilities, including: Forrest Hill Masterplan (\$1.05 million); Princes Gardens Masterplan (\$0.70 million); and Toorak Park Masterplan (\$0.60 million).

Other infrastructure expenditure of \$2.68 million includes: off-road and on-road cycling (\$0.25m) strategy implementations; bin replacement and updates such as solar compacting units; signage, and Road Safety Works.

#### Expenditure type: asset renewal (\$40.64 million), new assets (\$14.82 million), upgrade (\$8.66 million) and expansion (\$1.88 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 mainly relate to strategic land purchases (\$10 million), (\$0.61 million) on CCTV and access control systems, and open space related projects such as dog park developments (\$0.30 million). The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

Capital works area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>									
Land	10,000	10,000	-	-	-	-	-	10,000	-
Buildings	5,594	642	4,092	478	382	20	-	5,574	-
Heritage buildings	3,886	-	3,886	-	-	-	-	3,886	-
<b>Total property</b>	<b>19,480</b>	<b>10,642</b>	<b>7,978</b>	<b>478</b>	<b>382</b>	<b>20</b>	<b>-</b>	<b>19,460</b>	<b>-</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	360	360	-	-	-	-	-	360	-
Plant, machinery and equipment	2,471	170	2,301	-	-	-	-	2,471	-
Fixtures, fittings and furniture	586	50	117	219	200	-	-	586	-
Computers and telecommunications	675	-	515	160	-	-	-	675	-
Library books	1,027	40	987	-	-	-	-	1,027	-
<b>Total plant and equipment</b>	<b>5,119</b>	<b>620</b>	<b>3,920</b>	<b>379</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>5,119</b>	<b>-</b>
<b>Infrastructure</b>									
Roads	8,967	520	7,631	816	-	596	-	8,371	-
Bridges and culverts	86	-	86	-	-	-	-	86	-
Footpaths and cycleways	4,203	-	2,453	1,750	-	-	-	4,203	-
Drainage	1,335	-	905	430	-	-	-	1,335	-
Recreation, leisure and community facilities	2,075	-	1,993	82	-	-	-	2,075	-
Parks, open space and streetscapes	9,924	1,150	5,989	1,785	1,000	813	-	9,111	-
Other infrastructure	2,557	-	2,357	-	-	-	-	2,557	-
<b>Total infrastructure</b>	<b>29,147</b>	<b>1,670</b>	<b>21,614</b>	<b>4,863</b>	<b>1,000</b>	<b>1,409</b>	<b>-</b>	<b>27,738</b>	<b>-</b>
<b>Total new capital works 2020–21</b>	<b>53,745</b>	<b>12,932</b>	<b>32,311</b>	<b>5,720</b>	<b>1,582</b>	<b>1,429</b>	<b>-</b>	<b>52,317</b>	<b>-</b>

#### 4.5.3 Works carried forward from the 2019–20 year

Capital works area	Asset expenditure type					Summary of funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Con-tributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Buildings	3,070	1,896	761	413	-	-	-	70	3,000
Heritage buildings	2,822	-	2,387	435	-	-	-	822	2,000
<b>Total property</b>	<b>5,892</b>	<b>1,896</b>	<b>3,148</b>	<b>848</b>	-	-	-	<b>892</b>	<b>5,000</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	64	-	-	-	64	-	-	64	-
Plant, machinery and equipment	615	-	615	-	-	-	-	615	-
Fixtures, fittings and furniture	151	-	141	10	-	-	-	151	-
Computers and telecommunications	14	-	14	-	-	-	-	14	-
Library books	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>844</b>	-	<b>770</b>	<b>10</b>	<b>64</b>	-	-	<b>844</b>	-
<b>Infrastructure</b>									
Roads	1,095	-	1,095	-	-	-	-	1,095	-
Bridges and culverts	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-
Recreation, leisure and community facilities	1,164	-	644	520	-	-	-	1,164	-
Parks, open space and streetscapes	3,144	-	1,469	1,440	235	-	-	3,144	-
Other infrastructure	123	-	-	123	-	-	-	123	-
<b>Total infrastructure</b>	<b>5,526</b>	-	<b>3,208</b>	<b>2,083</b>	<b>235</b>	-	-	<b>5,526</b>	-
<b>Total carried forward works 2019–20</b>	<b>12,262</b>	<b>1,896</b>	<b>7,126</b>	<b>2,941</b>	<b>299</b>	-	-	<b>7,262</b>	<b>5,000</b>
<b>Total capital works</b>	<b>66,007</b>	<b>14,828</b>	<b>40,637</b>	<b>8,661</b>	<b>1,881</b>	<b>1,429</b>	-	<b>59,578</b>	<b>5,000</b>



## 5. 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 projections			Trend
			2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	+ / o / -
<b>Operating position</b>									
Adjusted Underlying Result	Adjusted underlying result / adjusted underlying revenue	1	18.1%	12.1%	6.3%	13.6%	11.7%	11.6%	0
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	260%	255.0%	195.0%	147.0%	124.0%	106.0%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	-36.4%	205.0%	146.0%	99.0%	79.0%	60.0%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	23.3%	19.4%	20.4%	34.6%	45.6%	39.2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.4%	3.4%	3.3%	3.5%	4.8%	6.3%	-
Indebtedness	Non-current liabilities / own source revenue		15.0%	14.0%	15.3%	23.6%	30.1%	25.7%	+
Asset renewal	Asset renewal expenditure / depreciation	5	139.5%	115.3%	205.9%	146.4%	103.7%	141.2%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	56.3%	67.1%	70.7%	66.6%	66.4%	66.6%	0
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.12%	0.10%	0.12%	0.13%	0.13%	0.13%	0
<b>Efficiency</b>									
Expenditure level	Total expenditure / no. of property assessments		\$2,523	\$2,354	\$2,381	\$2,376	\$2,480	\$2,521	-
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,668	\$1,730	\$1,765	\$1,825	\$1,859	\$1,893	-
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year		14.5%	19.7%	18.4%	18.4%	18.4%	18.4%	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 deteriorate from 2019–20 to 2020–21 from the expected lower levels of activities in 2020–21 and the impact from the COVID-19 pandemic, increased borrowing costs and increased depreciation expenses. This will stabilise in 2021–22 through modest user fee income increases, operational efficiencies and cost control measures and assumed rate cap stability. Financial performance will be at risk should future reductions in the rate cap occur.

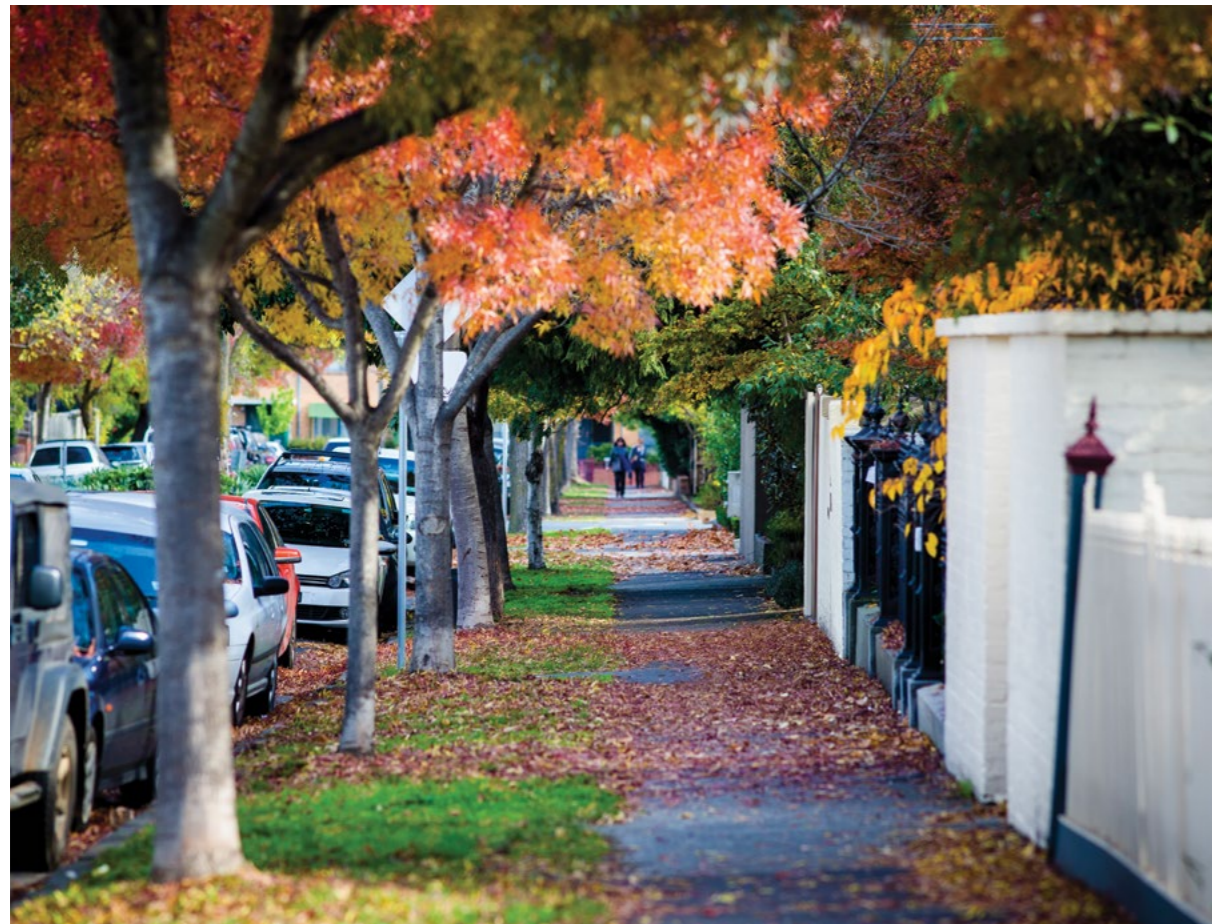
**2 Working capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease from 2018–19 levels due to continued use of cash reserves to fund the extensive capital program and increased borrowings forecast.

**3 Unrestricted cash** – Reflects the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. The indicator is negative in 2018–19 due to term deposits with maturity over 90 days classified under Other Financial Assets. When term deposits with maturity over 90 days is included with cash and cash equivalents the indicator for 2018–19 is 169.5%. The ratio starts to reduce as cash is utilised for significant capital works program during the years 2020–21 to 2022–23.

**4 Loans and borrowing compared to rates** – Trend indicates Council's new long-term borrowings to part fund major capital works over the next four years.

**5 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.

**6 Rates concentration** – Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates a relatively stable level over the outlook period.



# Appendices

The following appendices include voluntary and statutory disclosures of information, which provide support for the analysis contained in sections 1 to 5 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 process	55
B	Fees and charges schedule	56
C	Ten-year capital works program	84
D	Operating initiatives	108

## 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.

On 9 April 2020, the Minister for Local Government extended the deadline for 2020–21 Council budgets until 31 August 2020, which allows Council to consider the impacts of COVID-19 on the operations while continuing to focus on service delivery.

The 2020–21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 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 2020 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 Budget and make the budget available for inspection at its offices and on its website. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before 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 31 August and a copy submitted to the Minister after adoption. The key dates for the budget process are summarised on the following page:

Budget process	Timing
1. Minister for Local Government (Victoria) 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. Budget submitted to Council for approval	Jun
8. Public notice advising intention to adopt budget	Jun
9. Budget available for public inspection and comment	Jul
10. Public submission process undertaken	July
11. Submissions period closes (28 days)	Aug
12. Submissions considered by Council	Aug
13. Budget and submissions presented to Council for adoption	Aug
14. Copy of adopted Budget submitted to the Minister	Sep

## Appendix B

### Fees and charges schedule

	Fee type	Unit of measure	2019–20 (inc GST)	2020–21 (inc GST)
			\$	\$

#### 1 September 2020. Discretionary fees for 2020–21 are maintained at the 2019–20 level.

Statutory fees may change during the financial year in accordance with updated Victorian State Government legislation and regulation. Should these fees and charges be changed by the State Government, the new fees or charges value will be provided on council's website.

#### Waste management charges

##### Waste management charges—residential

Waste management charge—minimum	Non-statutory	Per bin	259.40	268.00
Waste management charge—240 litre bin	Non-statutory	Per bin	458.00	472.00
Waste management charge—minimum—shared bin discount—120 litre (\$6.00)	Non-statutory	Per bin	253.40	262.00
Waste management charge—minimum—shared bin discount—120 litre (50% discount)	Non-statutory	Per bin	129.70	134.00

##### Waste management charges—commercial

Waste management charge—minimum	Non-statutory	Per bin	259.40	268.00
Waste management charge—240 litre bin	Non-statutory	Per bin	458.00	472.00
Waste management charge—minimum—shared bin discount—120 litre (\$6.00)	Non-statutory	Per bin	253.40	262.00

##### Garden waste charges—residential

120 Litre bin—waste management charge	Non-statutory	Per bin	96.00	97.90
240 Litre bin—waste management charge	Non-statutory	Per bin	130.00	132.60
Garden waste charges—commercial				
120 Litre bin—waste management charge	Non-statutory	Per bin	96.00	97.90
240 Litre bin—waste management charge	Non-statutory	Per bin	130.00	132.60

	Fee type	Unit of measure	2019–20 (inc GST)	2020–21 (inc GST)
			\$	\$
<b>Other rate charges</b>				
Land information and valuation certificates (subject to change in april)	Statutory	Per request	27.00	27.00
Land information and valuation certificates urgent fee (required within 24 hours)	Non-statutory	Per request	60.00	60.00
Adverse possession application council information request fee	Non-statutory	Per request	170.00	170.00
Dishonoured cheque administration fee	Non-statutory	Per dishonour	26.00	26.00
Declined credit card and debit card fee	Non-statutory	Per decline	26.00	26.00
Historical rating and property information request (greater than 10 years)	Non-statutory	Per request	160.00	160.00
<b>Governance and corporate support</b>				
Freedom of information request (subject to change in July)	Statutory	Per request	29.60	29.60
<b>Aged care services</b>				
<b>Specific home care</b>				
Low income range	Non-statutory	Per hour	5.85	-
Medium income range	Non-statutory	Per hour	8.10	-
High income range	Non-statutory	Per hour	17.65	-
<b>Care services (including respite and personal care)</b>				
Single pension	Non-statutory	Per hour	5.85	5.85
Couple pension	Non-statutory	Per hour	7.70	7.70
Medium rate	Non-statutory	Per hour	18.55	18.55
High rate	Non-statutory	Per hour	41.20	41.20
Packaged care	Non-statutory	Per hour	92.35	92.35
Linkages—core	Non-statutory	Per hour	5.85	5.85
Linkages—other	Non-statutory	Per hour	92.35	92.35
<b>Home maintenance</b>				
Low income range	Non-statutory	Per hour	12.40	12.40
Medium income range	Non-statutory	Per hour	20.30	20.30
High income range	Non-statutory	Per hour	50.50	50.50
Full cost recovery	Non-statutory	Per hour	93.20	93.20
<b>Transport service</b>				
Clients	Non-statutory	Per trip	3.20	1.65
Self drive weekday hire	Non-statutory	Per bus	-	55.00
Self drive weekend/public hols/after hrs hire	Non-statutory	Per bus	-	93.50
Day trips 17 seat bus with driver	Non-statutory	Per service	-	69.30
Regular weekly for community groups 1 way (service pick up only)	Non-statutory	Per service	-	16.50
Regular weekly for community groups 2 ways (service pick up and return on same day)	Non-statutory	Per service	-	34.10
<b>Chris Gahan Centre</b>				
Community group hire	Non-statutory	Per hour	54.50	35.00
Non serviced meeting room full day (6 hours)	Non-statutory	Per day	-	195.00
Non serviced meeting room self help community groups	Non-statutory	Per session (2 hours)	-	25.00
Non serviced meeting room half-day (min. 4 Hours)	Non-statutory	Per half day	-	133.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Food services</b>				
Delivered meals	Non-statutory	Per meal	9.80	9.80
Centre based meals	Non-statutory	Per meal	9.30	9.30
Full cost recovery	Non-statutory	Per meal	23.60	23.60
<b>Early Years Services</b>				
<b>Princes Close Childcare Centre:</b>				
Registration Charge	Non-statutory	Initial start	25.00	25.00
<b>Under Three (3) Years Old:</b>				
Long Day Care (Princes Close)	Non-statutory	Day rate	132.00	132.00
<b>Other Fees:</b>				
Casual Day Surcharge - Long Day Care				
Non-statutory	Per booking	6.90	6.90	6.90
Late Collection Fee - All Services	Non-statutory	10 Minutes	27.00	27.00
<b>Winter Street Child Care Centre:</b>				
<b>Occasional Care</b>				
<b>Daily fees</b>				
Full Day Rate	Non-statutory	Day rate	115.00	115.00
<b>Other fees:</b>				
Registration charge	Non-statutory	Initial start	25.00	25.00
Late collection fee - all services	Non-statutory	10 Minutes	27.00	27.00
<b>Cancellation fee day rate</b>				
50% of Day Rate	Non-statutory	Per cancellation	57.50	57.50
Session rates (half day)			60.00	60.00
Cancellation session rate				
50% of session rate	Non-statutory	Per cancellation	30.00	30.00
<b>Hornbrook Child Care Centre:</b>				
Registration charge	Non-statutory	Initial start	25.00	25.00
<b>Over three (3) years old:</b>				
Long Day Care (Hornbrook)	Non-statutory	Day rate	129.50	129.50
<b>Other Fees:</b>				
Casual day surcharge - long day care				
Non-statutory	Per booking	6.90	6.90	6.90
Late collection fee - all services	Non-statutory	10 Minutes	27.00	27.00
<b>Maternal and child health services</b>				
Psychodrama group	Non-statutory	Per series	665.00	
Immunisation - prices fluctuate per supplier's quote when vaccine is ordered, consequently users will be charged accordingly.				
<b>Sporting ground and pavilion charges</b>				
Club allocations-summer season	Non-statutory	40% of total maintenance cost	-	-
Club allocations-winter season	Non-statutory	40% of total maintenance cost	-	-
<b>Summer and winter season user bonds:</b>				
Bond per key	Non-statutory	Per key	200.00	200.00
<b>Sporting ground charges</b>				
School allocations	Non-statutory	Per year	11,035.00	5,500.00
<b>Sporting ground charges-casual use</b>				
Bond-sports ground	Non-statutory	Bond	500.00	500.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Sporting clubs and community groups-stonnington based	Non-statutory	Per hour	55.00	55.00
Sporting clubs-community groups-other	Non-statutory	Per hour	85.00	85.00
Sporting clubs-community groups	Non-statutory	Per day	307.00	307.00
Sporting clubs-community groups	Non-statutory	Per game	150.00	150.00
Private activities-commercial or corporate groups	Non-statutory	Per hour	112.00	112.00
Private activities-individuals, commercial or corporate groups	Non-statutory	Per day	475.00	475.00
Private activities-individuals, commercial or corporate groups	Non-statutory	Per game	230.00	230.00
<b>Sporting pavilion charges-casual use</b>				
Bond-sports pavilion	Non-statutory	Bond	500.00	500.00
Bond per key	Non-statutory	Bond per key	200.00	200.00
Sporting clubs and community groups	Non-statutory	Per hour	20.00	20.00
Sporting clubs and community groups	Non-statutory	Per day	112.00	112.00
Sporting clubs and community groups	Non-statutory	Per game	55.00	55.00
<b>Private activities-individuals, commercial or corporate groups</b>				
Non-statutory	Per hour	30.00	31.00	30.00
Private activities-individuals, commercial or corporate groups	Non-statutory	Per day	168.00	168.00
Private activities-individuals, commercial or corporate groups	Non-statutory	Per game	85.00	85.00
<b>Turf cricket wicket preparation-casual use</b>				
Not-for-profit	Non-statutory	Per day	200.00	200.00
Commercial/private	Non-statutory	Per day	300.00	300.00
<b>Skate parks-event use</b>				
Skate ramp and/or park	Non-statutory	Per event	500.00	500.00
Bond	Non-statutory	Bond	500.00	500.00
<b>Functions in parks</b>				
Functions in parks-bond	Non-statutory	Bond	200.00	200.00
Community activity	Non-statutory	Per day	139.00	139.00
Private activities/individuals	Non-statutory	Per day	139.00	139.00
Private activities/corporation	Non-statutory	Per day	546.00	546.00
Wedding ceremony	Non-statutory	Per day	366.00	366.00
Commercial activity	Non-statutory	Per day	1,493.00	1,493.00
<b>Orrong Romanis Recreation Centre</b>				
Bond	Non-statutory	Per key	200.00	200.00
Bond-regular user	Non-statutory	Per bond	200.00	200.00
Bond-normal user	Non-statutory	Per bond	500.00	500.00
Court hire-not-for-profit	Non-statutory	Per hour	42.00	42.00
Court hire-private / commercial	Non-statutory	Per hour	57.50	57.50
<b>Library services</b>				
<b>Reproduction service</b>				
Black and white a4	Non-statutory	Per copy	0.20	0.20
Black and white a3	Non-statutory	Per copy	0.40	0.40
Colour photocopies a4	Non-statutory	Per copy	1.00	1.00
Colour photocopies a3	Non-statutory	Per copy	2.00	2.00
<b>Overdue charges</b>				
Adult items	Non-statutory	Per day	0.25	-
Young adult / junior items	Non-statutory	Per day	0.10	-

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Processing costs for all items</b>				
Books	Non-statutory	Per item	12.30	12.30
Audio visual items	Non-statutory	Per item	12.30	12.30
Magazines	Non-statutory	Per item	3.60	3.60
<b>Replacement for audio visual with no recorded cost</b>				
Audio book tape	Non-statutory	Per item	18.30	18.30
Audio book cd	Non-statutory	Per item	18.30	18.30
<b>Miscellaneous charges</b>				
Audio book / language case	Non-statutory	Per item	9.20	9.20
Barcode	Non-statutory	Per item	4.10	4.10
Cd case	Non-statutory	Per item	4.10	4.10
Membership card	Non-statutory	Per item	4.10	4.10
Book strap	Non-statutory	Per item	4.10	4.10
Second hand book sales	Non-statutory	Various	0.50	0.50
Activities	Non-statutory	Per event	10.00	10.00
<b>Inter-library loan charge</b>				
Public library	Non-statutory	Per month	5.00	5.00
Institutions	Non-statutory	Per month	16.50	16.50
<b>Local history service</b>				
Special projects-research rates, after the first half hour	Non-statutory	Per hour	66.30	66.30
<b>Digital image</b>				
Hi resolution	Non-statutory	Per copy	36.60	36.60
<b>Photographic reproduction prints</b>				
(Black and white) 8 x 10	Non-statutory	Per copy	49.80	49.80
Commercial applications, copyright fee	Non-statutory	Per copy	67.70	67.70
<b>House dating</b>				
House dating service, after first half hour	Non-statutory	Per request	298.00	298.00
House plan searches	Non-statutory	Per request	26.80	26.80
<b>Aquatic services</b>				
<b>Harold Holt Swim Centre</b>				
Adult	Non-statutory	Per admission	7.60	7.60
Child	Non-statutory	Per admission	5.90	5.90
Adult swim concession 10% (student and seniors)	Non-statutory	Per admission	6.50	6.50
Adult swim concession 40% (pensioner/health care)	Non-statutory	Per admission	4.60	4.60
Adult swim 10 visit pass concession 40% (pensioner/health care)	Non-statutory	Per pass	41.40	41.40
Family	Non-statutory	Per admission	19.00	19.00
Non swimming supervisor	Non-statutory	Per admission	2.60	2.60
Swim, spa, sauna	Non-statutory	Per admission	13.20	13.20
Swim, spa, sauna concession 40%	Non-statutory	Per admission	7.90	7.90
Concession-swim, spa, sauna	Non-statutory	Per admission	11.50	11.50
10 Visit pass adult swim	Non-statutory	Per pass	68.40	68.40
10 Visit pass child swim	Non-statutory	Per pass	53.10	53.10
10 Visit pass concession swim	Non-statutory	Per pass	58.50	58.50
Aquatic 10 visit pass	Non-statutory	Per pass	118.80	118.80
Aquatic 10 visit pass concession	Non-statutory	Per pass	103.50	103.50
Aquatic 10 visit pass concession 40% (pensioner/health care)	Non-statutory	Per pass	71.10	71.10

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Fitness classes	Non-statutory	Per class	18.60	18.60
Fitness classes-concession	Non-statutory	Per class	15.70	15.70
Fitness classes-concession 40%	Non-statutory	Per class	11.10	11.10
Fitness classes-10 visit pass	Non-statutory	Per pass	167.40	167.40
Fitness classes-10 visit pass concession	Non-statutory	Per pass	141.30	141.30
<b>Fitness classes-10 visit pass concession 40%</b>				
(Pensioner/health care)	Non-statutory	Per pass	99.90	99.90
Older adults aqua/dry	Non-statutory	Per admission	11.30	11.30
Older adults aqua/dry 10 visit pass	Non-statutory	Per admission	101.70	101.70
25m pool lane hire	Non-statutory	Per lane/hr	46.40	46.40
50m pool lane hire	Non-statutory	Per lane/hr	55.40	55.40
Program room hire	Non-statutory	Per room/hr	50.85	50.85
Learners pool hire	Non-statutory	Per lane/hr	25.75	25.75
Hydro pool hire	Non-statutory	Per lane/hr	50.95	50.95
<b>Membership fees (all transferrable across both sites)</b>				
Aquatic membership direct debit membership joining fee	Non-statutory	Per membership	40.00	-
Aquatic membership direct debit	Non-statutory	Per fortnight	32.80	32.80
Aquatic membership direct debit level 1 concession 10%	Non-statutory	Per fortnight	29.50	29.50
Aquatic membership direct debit level 2 concession 40%	Non-statutory	Per membership	19.70	19.70
Aquatic membership term-3 months	Non-statutory	Per membership	240.00	240.00
<b>Aquatic membership term-3 months level 1 concession 10%</b>				
Aquatic membership term-3 months level 1 concession 10%	Non-statutory	Per membership	216.00	216.00
Aquatic membership term-3 months level 2 concession 40%	Non-statutory	Per membership	-	171.60
Aquatic membership term-6 months	Non-statutory	Per membership	440.40	-
<b>Aquatic membership term-6 months level 1 concession 10%</b>				
Aquatic membership term-6 months level 1 concession 10%	Non-statutory	Per membership	396.40	-
Aquatic membership term-12 months	Non-statutory	Per membership	807.00	807.00
<b>Aquatic membership term-12 months level 1 concession</b>				
Aquatic membership term-12 months level 1 concession	Non-statutory	Per membership	726.30	726.30
Aquatic membership term-12 months level 2 concession 40%	Non-statutory	Per membership	-	496.30
Aquatic plus 1 direct debit membership joining fee	Non-statutory	Per membership	40.00	40.00
Aquatic plus 1 direct debit membership	Non-statutory	Per fortnight	38.20	38.20
Aquatic plus 1 direct debit level 1 concession	Non-statutory	Per membership	34.40	34.40
<b>Aquatic plus 1 direct debit level 2 concession</b>				
Aquatic plus 1 direct debit level 2 concession	Non-statutory	Per membership	22.90	22.90
<b>Swim membership direct debit joining fee</b>				
Swim membership direct debit joining fee	Non-statutory	Per membership	20.00	-
<b>Swim membership direct debit</b>				
Swim membership direct debit	Non-statutory	Per fortnight	26.50	-
Swim membership direct debit-level 1 concession 10%	Non-statutory	Per fortnight	23.80	-
Swim membership direct debit-level 2 concession 40%	Non-statutory	Per membership	15.90	-



	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Swim membership term 3 months	Non-statutory	Per membership	185.00	-
Swim membership term 3 months-level 1 concession 10%	Non-statutory	Per membership	166.50	-
Swim membership term 6 months	Non-statutory	Per membership	337.30	-
Swim membership term 6 months-level 1 concession 10%	Non-statutory	Per membership	303.60	-
Swim membership term 12 months	Non-statutory	Per membership	645.00	-
Swim membership term 12 months-level 1 concession 10%	Non-statutory	Per membership	580.50	-
Health and fitness term 3 months	Non-statutory	Per membership	-	286.00
Health and fitness term 3 months concession 10%	Non-statutory	Per membership	-	257.40
Health and fitness term 3 months concession 40%	Non-statutory	Per membership	-	171.60
Health and fitness term 12 months	Non-statutory	Per membership	-	939.50
Health and fitness term 12 months concession 10%	Non-statutory	Per membership	-	845.60
Health and fitness term 12 months concession 40%	Non-statutory	Per membership	-	563.70
<b>Prahran Aquatic Centre</b>				
Adult	Non-statutory	Per admission	6.80	6.80
Child	Non-statutory	Per admission	3.80	3.80
Adult swim concession 10% (student and seniors)	Non-statutory	Per admission	4.80	4.80
Adult swim concession 40% (pensioner/health care)	Non-statutory	Per admission	4.00	4.00
Family	Non-statutory	Per admission	17.50	17.50
Non swimming supervisor	Non-statutory	Per admission	2.60	2.60
Swim, spa, sauna, steam	Non-statutory	Per admission	13.20	13.20
Swim, spa, sauna, steam concession 40%	Non-statutory	Per admission	7.90	7.90
Concession-swim, spa, sauna, steam	Non-statutory	Per admission	11.50	11.50
Fitness classes	Non-statutory	Per class	18.60	18.60
Fitness classes-concession	Non-statutory	Per class	15.70	15.70
Fitness classes-concession 40% (pensioner/health care)	Non-statutory	Per class	11.10	11.10
10 Swim pass-adult	Non-statutory	Per pass	61.20	61.20
10 Swim pass-adult concession 40% (pensioner/health care)	Non-statutory	Per pass	36.00	36.00
10 Swim pass-concession / student	Non-statutory	Per pass	43.20	43.20
10 Swim pass-child	Non-statutory	Per pass	34.20	34.20
10 Aquatic pass (swim, spa, sauna)	Non-statutory	Per pass	118.80	118.80
10 Aquatic pass (swim, spa, sauna)-concession 10%	Non-statutory	Per pass	103.50	103.50
10 Aquatic pass (swim, spa, sauna)-concession 40%	Non-statutory	Per pass	71.10	71.10
50m pool lane hire	Non-statutory	Per lane/hr	53.60	53.60
Tennis court hire	Non-statutory	Per court/hr	20.00	20.00
Aquatic fortnightly dd	Non-statutory	Per fortnight	-	32.80

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Aquatic fortnightly dd concession 10%	Non-statutory	Per fortnight	-	29.50
Aquatic fortnightly dd concession 40%	Non-statutory	Per fortnight	-	19.70
Aquatic 3 month	Non-statutory	Per membership	-	246.00
Aquatic 3 month concession 10%	Non-statutory	Per membership	-	221.40
Aquatic 3 month concession 40%	Non-statutory	Per membership	-	147.60
Aquatic 12 months	Non-statutory	Per membership	-	827.20
Aquatic 12 month concession 10%	Non-statutory	Per membership	-	744.50
Aquatic 12 months concession 40%	Non-statutory	Per membership	-	496.30
<b>Harold Holt Swim Centre (learn to swim)</b>				
Learn to swim (per lesson term fee)	Non-statutory	Per lesson	21.50	-
Learn to swim direct debit-30min lessons	Non-statutory	Per fortnight	36.10	36.10
Learn to swim direct debit joining fee	Non-statutory	Per membership	20.00	-
Learn to swim direct debit-45min lessons	Non-statutory	Per fortnight	39.50	-
Learn to swim direct debit-60min lessons	Non-statutory	Per fortnight	43.20	-
Learn to swim schools 1:6 ratio	Non-statutory	Per lesson	9.30	9.30
Learn to swim schools 1:8 ratio	Non-statutory	Per lesson	8.30	-
<b>Harold Holt Gym</b>				
Complete fitness direct debit joining fee	Non-statutory	Per membership	40.00	40.00
Complete fitness direct debit membership	Non-statutory	Per fortnight	43.40	43.40
Complete fitness direct debit membership concession	Non-statutory	Per fortnight	39.00	39.00
Complete fitness direct debit membership concession 40% (pensioner/health care)	Non-statutory	Per membership	26.00	26.00
Complete fitness term 12 months	Non-statutory	Per membership	1,040.30	1,040.30
Complete fitness term 12 months 40% (pensioner/health care)	Non-statutory	Per membership	624.20	624.20
Complete fitness term 6 months	Non-statutory	Per membership	673.00	673.00
Complete fitness term 6 months concession	Non-statutory	Per membership	605.70	605.70
Complete fitness term 6 months concession 40% (pensioner/health care)	Non-statutory	Per membership	403.80	403.80
Complete fitness term 3 months concession	Non-statutory	Per membership	429.30	429.30
Complete fitness term 3 months concession 40% (pensioner/health care)	Non-statutory	Per membership	286.20	286.20
Complete fitness term 3 months	Non-statutory	Per membership	477.00	477.00
Complete fitness term 12 months concession	Non-statutory	Per membership	936.30	936.30
Casual health club entry concession	Non-statutory	Per entry	16.80	16.80
Casual health club entry concession 40% (pensioner/health care)	Non-statutory	Per entry	11.40	11.40
Casual health club entry	Non-statutory	Per entry	19.10	19.10

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Personal training 4 person 60 minutes	Non-statutory	Per session	136.00	136.00
Personal training 3 person 60 minutes	Non-statutory	Per session	115.90	115.90
Personal training 2 person 60 minutes	Non-statutory	Per session	94.50	94.50
Personal training 1 person 60 minutes	Non-statutory	Per session	74.60	74.60
Personal training 2 person 45 minutes	Non-statutory	Per session	81.20	81.20
Personal training 1 person 45 minutes	Non-statutory	Per session	64.40	64.40
Personal training 2 person 30 minutes	Non-statutory	Per session	68.00	68.00
Personal training 1 person 30 minutes	Non-statutory	Per session	54.00	54.00
<b>Malvern Valley Golf Course</b>				
<b>Weekdays</b>				
Adult	Non-statutory	Nine holes	19.50	19.50
Concession / juniors	Non-statutory	Nine holes	16.50	16.50
Pensioners	Non-statutory	Nine holes	-	17.50
Adult	Non-statutory	Eighteen holes	28.00	28.00
Concession / juniors	Non-statutory	Eighteen holes	21.50	21.50
Pensioners	Non-statutory	Eighteen holes	-	22.50
<b>Weekdays (after 12 noon)</b>				
Seniors	Non-statutory	Nine holes	-	18.50
Seniors	Non-statutory	Eighteen holes	-	23.50
<b>Weekends/public holidays</b>				
Adult	Non-statutory	Nine holes	22.00	22.00
Adult	Non-statutory	Eighteen holes	30.00	30.00
Juniors	Non-statutory	Nine holes	-	17.50
Juniors	Non-statutory	Eighteen holes	-	22.50
Adult annual green fee price	Non-statutory	Per year	990.00	990.00
<b>Twilight</b>				
All player	Non-statutory	Unlimited	-	19.00
<b>Waste services application</b>				
Residential and commercial garbage waste service 120l-new-minimum	Non-statutory	Per property	50.00	50.00
Residential and commercial garbage waste service 240l-new	Non-statutory	Per property	100.00	100.00
Residential and commercial garbage-new shared garbage bins	Non-statutory	Per property	50.00	50.00
Residential and commercial garbage-additional garbage 120l	Non-statutory	Per bin	50.00	50.00
Residential and commercial garbage-additional garbage 240l	Non-statutory	Per bin	100.00	100.00
Residential and commercial garbage-upsize garbage bin	Non-statutory	Per bin	100.00	100.00
Residential and commercial garbage-downsize garbage bin	Non-statutory	Per bin	0.00	0.00
Residential and commercial garbage-exchange shared 240lgarbage for 2 x 120l	Non-statutory	Per exchange	100.00	100.00
Garden waste 120l-new	Non-statutory	Per bin	20.00	20.00
Garden waste 240l-new	Non-statutory	Per bin	20.00	20.00
Garden waste 120l-additional	Non-statutory	Per bin	20.00	20.00
Garden waste 240l-additional	Non-statutory	Per bin	20.00	20.00
Garden waste upsize bin	Non-statutory	Per bin	0.00	0.00
Garden waste downsize bin	Non-statutory	Per bin	20.00	20.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Transfer Station fees</b>				
<b>Resident</b>				
Boot load rubbish	Non-statutory	Cubic metre	25.00	25.00
Boot load green	Non-statutory	Cubic metre	10.00	10.00
S/wagon rubbish	Non-statutory	Cubic metre	47.00	47.00
S/wagon green	Non-statutory	Cubic metre	16.00	16.00
Single axle rubbish	Non-statutory	Cubic metre	70.00	70.00
Single axle green	Non-statutory	Cubic metre	26.00	26.00
Tandem trailer rubbish	Non-statutory	Cubic metre	145.00	145.00
Tandem trailer green	Non-statutory	Cubic metre	50.00	50.00
Cubic metre rubbish	Non-statutory	Cubic metre	91.00	91.00
Cubic metre green	Non-statutory	Cubic metre	30.00	30.00
Dirt, bricks, concrete, etc. per/tonne	Non-statutory	Cubic metre	230.00	230.00
Mattress	Non-statutory	Item	35.00	35.00
Commercial garbage per/tonne	Non-statutory	Cubic metre	230.00	230.00
<b>Non resident</b>				
Boot load rubbish	Non-statutory	Cubic metre	32.00	32.00
Boot load green	Non-statutory	Cubic metre	15.00	15.00
S/wagon rubbish	Non-statutory	Cubic metre	59.00	59.00
S/wagon green	Non-statutory	Cubic metre	31.00	31.00
Single axle rubbish	Non-statutory	Cubic metre	96.00	98.00
Single axle green	Non-statutory	Cubic metre	42.00	43.00
Tandem trailer rubbish	Non-statutory	Cubic metre	165.00	170.00
Tandem trailer green	Non-statutory	Cubic metre	67.00	68.00
Cubic metre rubbish	Non-statutory	Cubic metre	115.00	118.00
Cubic metre green	Non-statutory	Cubic metre	44.00	45.00
Dirt, bricks, concrete, etc. per/tonne	Non-statutory	Cubic metre	230.00	240.00
Mattress	Non-statutory	Item	44.00	45.00
Commercial garbage per/tonne	Non-statutory	Cubic metre	230.00	240.00
Metal	Non-statutory	Cubic metre	22.00	22.00
<b>Infrastructure services</b>				
<b>Signage charges</b>				
Writing fee (design and fabrication)	Non-statutory	Per sign	256.00	256.00
Initial permit fee-0-6 months	Non-statutory	Per sign	128.00	128.00
Initial permit fee-6-9 months	Non-statutory	Per sign	192.00	192.00
Initial permit fee-9-12 months	Non-statutory	Per sign	256.00	256.00
Annual renewal fee	Non-statutory	Per sign	256.00	256.00
<b>Development supervision fees</b>				
For works <\$16000	Non-statutory	Per application	542.00	542.00
For works \$16000 to \$40000	Non-statutory	Per application	940.00	940.00
For works >\$40000	Non-statutory	Per application	1,340.00	1,340.00
<b>Road management fees</b>				
For works not on roadway shoulder or pathway for works <8.5 Sq.M	Statutory	Per application	82.00	88.86
For works on local road or footpath (speed limit <50km/hr) for works <8.5 Sq.M	Statutory	Per application	-	88.80
For works on local road or footpath (speed limit ≥50km/hr) for works <8.5 Sq.M	Statutory	Per application	180.00	137.73

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
For works on main roads or footpath for works <8.5 Sq.M	Statutory	Per application	690.00	236.96
For works not on roadway shoulder or pathway				
For works ≥8.5 Sq.M	Statutory	Per application	82.00	348.04
For works on local road or footpath (speed limit <50km/hr) for works ≥8.5 Sq.M	Statutory	Per application	-	348.04
For works on local road or footpath (speed limit ≥50km/hr) for works ≥8.5 Sq.M	Statutory	Per application	312.00	638.31
For works on main roads or footpath for works ≥8.5 Sq.M	Statutory	Per application	690.00	639.79
<b>Roads and drains services</b>				
<b>Roads:</b>				
A) deep lift asphalt	Non-statutory	Per square metre	84.00	84.00
B) asphalt on concrete base	Non-statutory	Per square metre	32.00	32.00
C) full depth concrete	Non-statutory	Per square metre	224.00	224.00
D) industrial/commercial vehicle crossings	Non-statutory	Per square metre	130.00	130.00
E) asphalt on crushed rock base	Non-statutory	Per square metre	63.00	63.00
F) asphalt on macadam	Non-statutory	Per square metre	21.00	21.00
G) asphalt over pitchers	Non-statutory	Per square metre	21.00	21.00
H) bluestone right of way	Non-statutory	Per square metre	182.00	182.00
<b>Footpaths:</b>				
A) asphalt	Non-statutory	Per square metre	63.00	63.00
B) 75mm to 125mm concrete	Non-statutory	Per square metre	32.00	32.00
C) granite pavers, Toorak Road/Chapel Street	Non-statutory	Per square metre	224.00	224.00
D) concrete pavers	Non-statutory	Per square metre	266.00	266.00
E) brick or bluestone pavers	Non-statutory	Per square metre	286.00	286.00
<b>Kerb and channel:</b>				
Concrete, bluestone pitchers, dish gutters and spoon drains, concrete kerb	Non-statutory	Per metre	120.00	120.00
Dressed bluestone kerb & channel				
A) replacement with new sawn bluestone	Non-statutory	Per metre	260.00	260.00
B) replace with existing sawn/dressed bluestone	Non-statutory	Per metre	156.00	156.00
<b>Roads and drains</b>				
Nature strip	Non-statutory	Per square metre	32.00	32.00
Residential vehicle crossing	Non-statutory	Per square metre	89.00	89.00
Perambulator crossing	Non-statutory	Whole	1,560.00	1,560.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Transport and parking services</b>				
<b>Parking permits for each residential area:</b>				
<b>Resident permits–area a</b>				
Variable residential parking permit (transferable between vehicles)–3rd permit	Non-statutory	Per vehicle	98.00	98.00
<b>Resident permits–area b</b>				
Variable residential parking permit (transferable between vehicles)–3rd permit	Non-statutory	Per vehicle	98.00	98.00
Variable residential parking permit (transferable between vehicles)–4th permit	Non-statutory	Per vehicle	109.00	109.00
<b>Resident permits–area c</b>				
Variable residential parking permit (transferable between vehicles)–3	Non-statutory	Per vehicle	98.00	98.00
Variable residential parking permit (transferable between vehicles)–4	Non-statutory	Per vehicle	109.00	109.00
Variable residential parking permit (transferable between vehicles)–5	Non-statutory	Per vehicle	140.00	140.00
<b>Resident permits</b>				
Replace lost variable permits	Non-statutory	Per permit	98.00	98.00
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	25.00	25.00
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	5.00	5.00
<b>Other permits</b>				
Permits for trade persons	Non-statutory	Per vehicle	30.00	30.00
Extension of trades person permits–application fee	Non-statutory	Per vehicle	40.00	40.00
Serviced apartments	Non-statutory	Per vehicle	135.00	135.00
Special permits for medical practitioners	Non-statutory	Per vehicle	98.00	98.00
<b>Parking bay permits</b>				
Chapel street car park off st. Matthew's Way	Non-statutory	Per month	160.00	160.00
<b>Parking infringements (set at statutory maximum)</b>				
Clause 2 & 3 infringements	Statutory	Per infringement	81.00	84.00
Clause 4 infringements	Statutory	Per infringement	97.00	101.00
Clause 6 infringements	Statutory	Per infringement	162.00	169.00
Tow away fee	Non-statutory	Per vehicle	465.00	465.00
<b>Private car parking agreements</b>				
Private car parking agreement fees - 1 to 6 bays	Non-statutory	Per agreement	250.00	250.00
Private car parking agreement fees - 7 bays onwards	Non-statutory	Per agreement	360.00	360.00
<b>Other fee</b>				
Prn fees	Statutory	Per agreement	24.70	26.30

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Car parks</b>				
Elizabeth Street car park-operator managed				
Elizabeth Street car park-operator managed	Non-statutory	0-0.5 Hrs	1.40	1.40
Elizabeth Street car park-operator managed	Non-statutory	0.5-1hrs	2.90	2.90
Elizabeth Street car park-operator managed	Non-statutory	1-2 Hrs	3.90	3.90
Elizabeth Street car park-operator managed	Non-statutory	2-3hrs	6.30	6.30
Elizabeth Street car park-operator managed	Non-statutory	3-4hrs	8.50	8.50
Elizabeth Street car park-operator managed	Non-statutory	4-5hrs	11.10	11.10
Elizabeth Street car park-operator managed	Non-statutory	5-6hrs	13.20	13.20
Elizabeth Street car park-operator managed	Non-statutory	6+Hrs	17.80	17.80
Elizabeth Street car park-operator managed	Non-statutory	7+Hrs	17.80	17.80
Elizabeth Street car park-operator managed	Non-statutory	Early bird<10am	10.80	10.80
Elizabeth Street car park-operator managed	Non-statutory	M+w	6.90	6.90
Elizabeth Street car park-operator managed	Non-statutory	Per month	160.00	160.00
King Street car park-operator managed				
King Street car park-operator managed	Non-statutory	0-1hrs	2.90	2.90
King Street car park-operator managed	Non-statutory	1-2hrs	5.80	5.80
King Street car park-operator managed	Non-statutory	2-3hrs	7.90	7.90
King Street car park-operator managed	Non-statutory	3-4hrs	10.30	10.30
King Street car park-operator managed	Non-statutory	4+Hrs	12.50	12.50
King Street car park-reserved	Non-statutory	Per month	325.00	325.00
King Street car park-unreserved	Non-statutory	Per month	310.00	310.00
<b>Macfarlan Street car park-operator managed</b>				
Macfarlan Street car park-operator managed	Non-statutory	0-1 Hrs	2.90	2.90
Macfarlan Street car park-operator managed	Non-statutory	1-2hrs	5.40	5.40
Macfarlan Street car park-operator managed	Non-statutory	2-3hrs	7.40	7.40
Macfarlan sStreet car park-operator managed	Non-statutory	3-4hrs	8.50	8.50
Macfarlan Street car park-operator managed	Non-statutory	4+ Hrs	9.60	9.60
Macfarlan Street car park-operator managed	Non-statutory	Early bird	8.50	8.50
Macfarlan Street car park-operator managed	Non-statutory	Weekend	5.40	5.40
Macfarlan sStreet car park-operator managed	Non-statutory	Per month	216.00	216.00
<b>Prahran Square car park-operator managed</b>				
Prahran Square car park-operator managed	Non-statutory	0-2 Hrs	1.00	1.00
Prahran Square car park-operator managed	Non-statutory	2-3hrs	6.30	6.30
Prahran Square car park-operator managed	Non-statutory	3-4hrs	8.50	8.50
Prahran Square car park-operator managed	Non-statutory	4-5hrs	11.10	11.10
Prahran Square car park-operator managed	Non-statutory	5-6hrs	13.20	13.20
Prahran Square car park-operator managed	Non-statutory	6-7hrs	17.80	17.80
Prahran Square car park-operator managed	Non-statutory	7+Hrs	17.80	17.80
<b>Windsor car park-ticket machines</b>				
Windsor car park-1st 2 hours	Non-statutory	Per hour	1.80	1.80
Windsor car park-3+ hours	Non-statutory	Per hour	2.60	2.60
Windsor car park	Non-statutory	All day	7.30	7.30
<b>Other ticket machine car parks</b>				
Darling Street, Murphy Street, Powell Street and Caroline Street car parks-1st 2 hours	Non-statutory	Per hour	1.80	1.80
Darling Street, Murphy Street, Powell Street and Caroline Street car parks-3+ hours	Non-statutory	Per hour	2.60	2.60

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Town planning</b>				
<b>Fees for applications for permits under section 47 of the Planning and Environment Act 1987</b>				
<b>Regulation 9:</b>				
Class 1: use only	Statutory	Per application	1,286.10	1,351.10
<b>Single dwellings</b> – to develop land for a single dwelling per lot or use and develop land for a single dwelling per				
Class 2: less than \$10,000	Statutory	Per application	195.10	204.90
Class 3: \$10,001-\$100,000	Statutory	Per application	614.10	645.10
Class 4: \$100,001-\$500,000	Statutory	Per application	1,257.20	1,320.70
Class 5: \$500,001-\$1,000,000	Statutory	Per application	1,358.30	1,426.90
Class 6: \$1,000,001-\$2,000,000	Statutory	Per application	1,459.50	1,533.20
Class 12: \$2,000,001-\$5,000,000	Statutory	Per application	1,547.60	1,586.30
<b>VicSmart</b> –application which meet the vicsmart criteria if the cost of development is:				
Class 7: less than \$10,000	Statutory	Per application	195.10	204.90
Class 8: more than \$10,000	Statutory	Per application	419.10	440.20
Class 9: subdivide of consolidate land	Statutory	Per application	195.10	204.90
Class 10: vicsmart application (other than 1 class 7, 8 or 9 permit)	Statutory	Per application	195.10	204.90
<b>Other development</b> –to develop land (other than for a single dwelling per lot or to subdivide land) if the estimated cost of development is:				
Class 11: less than \$100,000	Statutory	Per application	1,119.90	1,176.50
Class 12: \$100,001-\$1,000,000	Statutory	Per application	1,510.00	1,586.30
Class 13: \$1,000,001-\$5,000,000	Statutory	Per application	3,330.70	3,499.00
Class 14: \$5,000,001-\$15,000,000	Statutory	Per application	8,489.40	8,918.40
Class 15: \$15,000,001-\$50,000,000	Statutory	Per application	25,034.60	26,299.80
Class 16: more than \$50,000,000	Statutory	Per application	56,268.30	58,086.90
<b>Subdivision</b>				
Class 17: to subdivide an existing building (other than a class 9 permit)	Statutory	Per application	1,286.10	1,351.10
Class 18: to subdivide land into two lots (other than a class 9 or class 16 permit)	Statutory	Per application	1,286.10	1,351.10
Class 19: 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	1,286.10	1,351.10
Class 20: to subdivide land (other than a class 9, class 16, class 17 or class 18 permit) per 100 lots created	Statutory	Per application	1,286.10	1,351.10
<b>Class 21:</b>				
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	1,286.10	1,351.10
<b>Class 22:</b> a permit not otherwise provided for in the regulation				
	Statutory	Per application	1,286.10	1,351.10
Fees for applications for permits under section 72 of the Planning and Environment Act 1987				

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Regulation 11:</b>				
<b>Class 1:</b> 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	1,286.10	1,351.10
<b>Class 2:</b> application to amend a permit (other than a permit to develop land for a single dwelling per lot, use and develop land for a single dwelling per lot, or to undertake development ancillary to the use of land for a single dwelling per lot) to:				
To change the statement of what the permit allows or				
To change any or all of the conditions	Statutory	Per application	1,286.10	1,351.10
To change any or all of the conditions	Statutory	Per application	1,286.10	1,351.10
<b>SINGLE DWELLINGS</b>				
<b>Class 3:</b> cost of additional development is \$10,000 or less	Statutory	Per application	195.10	204.90
<b>Class 4:</b> cost of additional development is more than \$10,000 but not more than \$100,000	Statutory	Per application	614.10	645.10
<b>Class 5:</b> cost of additional development is more than \$100,000 but not more than \$500,000	Statutory	Per application	1,257.20	1,351.10
<b>Class 6:</b> cost of additional development is \$500,000 or more	Statutory	Per application	1,358.30	1,426.90
<b>VICSMART</b> —amendments to applications which meet the VicSmart criteria s72 & secondary consent):				
<b>Class 7:</b> cost of additional development is \$10,000 or less	Statutory	Per application	195.10	204.90
<b>Class 8:</b> cost of additional development is more than \$10,000	Statutory	Per application	419.10	444.20
<b>Class 9:</b> amendment to a class 9 permit	Statutory	Per application	195.10	204.90
<b>Class 10:</b> amendment to a class 10 permit	Statutory	Per application	195.10	204.90
<b>OTHER DEVELOPMENT</b>				
<b>Class 11:</b> cost of additional development is \$100,000 or less	Statutory	Per application	1,119.90	1,176.50
<b>Class 12:</b> cost of additional works is more than \$100,000 but not more than \$1,000,000	Statutory	Per application	1,510.00	1,586.30
<b>Class 13:</b> cost of additional development is \$1,000,000 and above	Statutory	Per application	3,330.70	3,499.00
<b>SUBDIVISION</b>				
<b>Class 14:</b> amendment to a class 17 permit	Statutory	Per application	1,286.10	1,351.10
<b>Class 15:</b> amendment to a class 18 permit	Statutory	Per application	1,286.10	1,351.10
<b>Class 16:</b> amendment to a class 19 permit	Statutory	Per application	1,286.10	1,351.10
<b>Class 17:</b> amendment to a class 20 permit \$1,286.10 Per 100 lots created	Statutory	Per application	1,286.10	1,351.10
<b>Class 18:</b> amendment to a class 21 permit	Statutory	Per application	1,286.10	1,351.10
<b>Class 19:</b> amendment to a class 22 permit	Statutory	Per application	1,286.10	1,351.10
Reg 8—recertification of a plan of subdivision:				
Recertification of a plan of subdivision	Statutory	Per application	135.10	137.30

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Regulation 12—revised plans—amend application after notice given s57a:				
A) 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	Per application	40% Of the application fee	40% Of the application fee
B) 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	Per application	40% Plus additional fee	40% Plus additional fee
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	Per application	The difference of original application class fee and amended class of permit	The difference of original application class fee and amended class of permit
<b>OTHER APPLICABLE FEES</b>				
<b>Reg 6</b> —certification of a plan of subdivision	Statutory	Per application/ per 100 lots	174.80	179.20
<b>Reg 7</b> —certification of plan alteration (alteration of a plan under section 10 (2) of the act)	Statutory	Per application	108.40	113.90
<b>Reg 15</b> —certificates of compliance (under s97n)	Statutory	Per application	317.90	334.00
<b>Reg 16</b> —for an agreement to a proposal to amend or end an agreement under s173 of the act	Statutory	Per application	643.00	675.50
<b>Reg 18</b> —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	317.90	334.00
<b>Single dwellings</b> —secondary consent request (amendment to approved plans and documentation)				
<b>Sc 3:</b> cost of additional development is \$10,000 or less	Non-statutory	Per application	195.10	195.10
<b>Sc 4:</b> cost of additional development is more than \$10,000 but not more than \$100,000	Non-statutory	Per application	614.10	614.10
<b>Sc 5:</b> cost of additional development is more than \$100,000 but not more than \$500,000	Non-statutory	Per application	1,257.20	1,257.20
<b>Sc 6:</b> cost of additional development is \$500,000 and above	Non-statutory	Per application	1,358.30	1,358.30
<b>VICSMART</b> —secondary consent request (amendment to approved plans and documentation)				
<b>Sc 7:</b> cost of additional development is \$10,000 or less	Non-statutory	Per application	195.10	195.10
<b>Sc 8:</b> cost of additional development is more than \$10,000	Non-statutory	Per application	419.10	419.10
<b>Sc 9:</b> to a class 9 permit	Non-statutory	Per application	195.10	195.10
<b>Sc 10:</b> amendment to a class 10 permit	Non-statutory	Per application	195.10	195.10

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Other development</b> —secondary consent request (amendment to approved plans and documentation)				
<b>Sc 11:</b> cost of additional development is \$100,000 or less	Non-statutory	Per application	1,119.90	1,119.90
<b>Sc 12:</b> cost of additional development is more than \$100,000 but not more than \$1,000,000	Non-statutory	Per application	1,510.10	1,510.10
<b>Sc 13:</b> cost of additional development is \$1,000,000 and above	Non-statutory	Per application	3,330.70	3,330.70
<b>Subdivision</b> —secondary consent request (amendment to approved plans and documentation)				
<b>Sc 14:</b> to a class 17 permit	Non-statutory	Per application	1,286.10	1,286.10
<b>Sc 15:</b> to a class 18 permit	Non-statutory	Per application	1,286.10	1,286.10
<b>Sc 16:</b> to a class 19 permit	Non-statutory	Per application	1,286.10	1,286.10
<b>Sc 17:</b> to a class 20 permit per 100 lots created	Non-statutory	Per application	1,286.10	1,286.10
<b>Sc 18:</b> to a class 21 permit	Non-statutory	Per application	1,286.10	1,286.10
<b>Secondary consent request (amendment to approved plans and documentation)</b>				
<b>Sc 19:</b> to a class 22 permit	Non-statutory	Per application	1,286.10	1,286.10
<b>Planning enquiry</b>				
<b>Single dwelling</b>				
Fees for written response or file search for access to or provision of statutory planning regulatory information	Non-statutory	Per rateable property	125.00	125.00
<b>Other</b>				
Fees for written response or file search for access to or provision of statutory planning regulatory information	Non-statutory	Per rateable property	175.00	175.00
<b>Planning register</b>				
On request custom copy of planning register data	Non-statutory	Per month	100.00	100.00
On request custom copy of planning register data	Non-statutory	Per year	1,000.00	1,000.00
Report and consent for demolition				
Fee for s29b response	Statutory	Per rateable property	83.10	87.30
<b>Advertising fees</b>				
General admin charge	Non-statutory	Per application	125.00	125.00
Sign on site	Non-statutory	Per application	35.00	35.00
Extra letters	Non-statutory	Per application	6.00	6.00
<b>Extension of time</b>				
VicSmart	Non-statutory	Per application	100.00	100.00
Single residential	Non-statutory	Per application	300.00	300.00
Subdivision	Non-statutory	Per application	500.00	500.00
Other—less than \$5,000,000	Non-statutory	Per application	600.00	600.00
Other—more than \$5,000,000	Non-statutory	Per application	850.00	850.00
<b>Reproduction service</b>				
Black and white a4	Non-statutory	Per copy	0.20	0.20
Black and white a3	Non-statutory	Per copy	0.40	0.40
Colour photocopies a4	Non-statutory	Per copy	1.00	1.00
Colour photocopies a3	Non-statutory	Per copy	2.00	2.00
A2 copies	Non-statutory	Per copy	10.00	10.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Tree work permit</b>				
Significant tree pruning permit	Non-statutory	Per application	75.00	75.00
Significant tree removal permit	Non-statutory	Per application	100.00	100.00
Building and local law services				
<b>Footpath trading permit</b>				
Real estate agents pointer boards	Non-statutory	Per 10 signs	670.00	670.00
Advertising business sign	Non-statutory	Per sign	297.00	297.00
Table and chairs (busy areas)	Non-statutory	Per square metre	260.00	260.00
Table and chairs (other areas)	Non-statutory	Per square metre	130.00	130.00
Busking	Non-statutory	Per busker	52.00	52.00
Goods on footpath (busy areas)	Non-statutory	Per square metre	260.00	260.00
Goods on footpath (other areas)	Non-statutory	Per square metre	130.00	130.00
Sale of local law booklet	Non-statutory	Booklet	20.00	20.00
Footpath trading application fee	Non-statutory	Per application	66.00	66.00
Street sampling application and permit	Non-statutory	Per application	25.00	-
Building compliance				
Application fees				
Skip bins 3 days	Non-statutory	Per application	64.00	64.00
Skip bins 4-7 days	Non-statutory	Per application	79.00	79.00
Skip bin 8-30 days	Non-statutory	Per application	188.00	188.00
Crane or lifting device	Non-statutory	Per application	240.00	240.00
Works zone commercial	Non-statutory	Per application	4,770.00	4,770.00
Out of hours	Non-statutory	Per application	198.00	198.00
Vehicle crossing (subject to change in June 2020)	Statutory	Per application	348.00	348.00
Road opening (subject to change in June 2020)	Statutory	Per application	137.70	137.70
Road occupation	Non-statutory	Per application	172.00	172.00
Work zone dual occupancy	Non-statutory	Per application	2,282.00	2,282.00
Work zone single dwelling	Non-statutory	Per application	798.00	798.00
Hoardings	Non-statutory	Per application	172.00	172.00
Hoarding plus area fee	Non-statutory	Per application	598.00	598.00
Temporary vehicle crossings (subject to change in June 2020)	Statutory	Per application	137.70	137.70
Road asset protection bond inspection fees (rap)	Non-statutory	Per application	238.00	238.00
Night club queues	Non-statutory	Per application	228.00	228.00
Works zone admin fee	Non-statutory	Per application	-	100.00
<b>Municipal building surveyor's office</b>				
<b>Report and consent application fees</b>				
Projections beyond street alignment -reg 109	Statutory	Per item	290.42	290.42
Building above or below certain public facilities—reg 134	Statutory	Per item	290.42	290.42
Mast, pole, aerial, antenna, chimney flue or other service pipe—reg 97	Statutory	Per item	290.42	290.42
A fence within 9 m of an intersection—reg 92	Statutory	Per item	290.42	290.42
Appurtenant class 10 buildings—reg 87	Statutory	Per item	290.42	290.42
Consent single dwelling and outbuilding - reg 73	Statutory	Per item	290.42	290.42

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Consent fence design-reg 88	Statutory	Per item	290.42	290.42
Precautions over a street-reg 116	Statutory	Per item	294.71	294.71
Precautions over a street (concessional rate re: fence construction)-reg 116	Statutory	Per item	287.56	287.56
Point of discharge of storm water-reg 133	Statutory	Per item	290.42	290.42
Construction of buildings on land liable to flooding-reg 153	Statutory	Per item	290.42	290.42
Building on designated land - reg 154	Statutory	Per item	290.42	290.42
Building information reg 52	Statutory	Per application	47.24	47.24
Building information-priority	Non-statutory	Per application	117.24	117.24
Building over an easement vested in Council - reg 130	Non-statutory	Per item	392.00	392.00
Building over an easement additional costs - sec. 173	Non-statutory	Per application	2,500.00	2,500.00
Advertising fee-consent reports	Non-statutory	Per application	-	200.00
<b>Lapsed building permit final inspection</b>				
Final inspection fee on lapsed building permit	Non-statutory	Per inspection	480.00	480.00
<b>Plan search</b>				
Permit or certificate search	Non-statutory	Per item	47.24	47.24
Plan search for design detail (dwelling)	Non-statutory	Per item	160.00	160.00
Plan search for design detail (multi-unit/commercial)	Non-statutory	Per item	228.00	228.00
<b>Building permit lodgement</b>				
Lodgement fee - reg 45	Statutory	Per application	121.88	121.88
<b>Fences</b>				
Minimum fee	Non-statutory	Per application	846.00	846.00
<b>Carpports</b>				
Minimum fee	Non-statutory	Per application	888.00	888.00
<b>Demolitions</b>				
Minimum fee	Non-statutory	Per application	1,630.00	1,630.00
Additional storey-for buildings over 2 storeys	Non-statutory	Per storey	888.00	888.00
<b>Dwelling additions</b>				
Minimum fee (cost of works up to \$10,000)	Non-statutory	Per application	800.00	800.00
Minimum fee (cost of works up to \$50,000)	Non-statutory	Per application	1,662.00	1,662.00
Minimum fee (cost of works over \$50,000)	Non-statutory	Per application	1,907.00	1,907.00
<b>New dwelling</b>				
Minimum fee	Non-statutory	Per application	3,213.00	3,213.00
<b>Commercial work</b>				
Minimum fee (cost of works up to \$50,000)	Non-statutory	Per application	3,177.00	3,177.00
Minimum fee (cost of works over \$50,000)	Non-statutory	Per application	3,605.00	3,605.00
<b>Occupancy permits</b>				
Class 1 (division 2)	Non-statutory	Per permit	502.00	502.00
Other classes excl. Division 2	Non-statutory	Per permit	789.00	789.00
Places of public entertain (minimum) incl. Division 2	Non-statutory	Per application	1,432.00	1,432.00
<b>Subdivision report</b>				
Subdivision of existing buildings report (minimum)	Non-statutory	Per application	1,839.00	1,839.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Pool registration fees</b>				
Swimming pool and spa registration	Statutory	Per inspection	-	31.85
Plan search fee-pool and spas	Statutory	Per search	-	47.24
Lodgement fee for the certificate of compliance-pool and spas	Statutory	Per lodgement	-	20.00
Non compliance fee-pools and spas certification	Statutory	Per lodgement	-	385.00
<b>Food and health act registrations</b>				
<b>Food act premises</b>				
Class 1 premises	Statutory	Per application	675.00	675.00
Class 2 premises	Statutory	Per application	655.00	655.00
Class 3 premises	Statutory	Per application	595.00	595.00
Additional employees over 5	Statutory	Per employee >5	30.00	30.00
Up to maximum fee	Statutory	Various	3,300.00	3,300.00
Plans assessment fee	Non-statutory	Per application	135.00	135.00
Transfer fee (class 1)	Statutory	Per application	337.00	337.00
Transfer fee (class 2)	Statutory	Per application	327.00	327.00
Transfer fee (class 3)	Statutory	Per application	297.00	297.00
Temporary food premises registration-commercial class 2	Statutory	Per application	640.00	640.00
Temporary food premises class 2-registration for 2 days maximum	Statutory	Per application	86.00	86.00
Temporary food premises registration-commercial class 3	Statutory	Per application	580.00	580.00
Temporary food premises class 3-registration for 2 days maximum	Statutory	Per application	64.00	64.00
Community clubs	Statutory	Per application	85.00	85.00
Home based food business class 2 (operating not more than 3 days/week)	Statutory	Per request	350.00	350.00
Home based food business class 3 (operating not more than 3 days/week)	Statutory	Per request	300.00	300.00
Bed and breakfast (continental breakfast only-class 3) specific to prescribed accommodation	Statutory	Per request	300.00	300.00
<b>Public health and wellbeing act premises</b>				
Prescribed accommodation	Statutory	Per application	385.00	385.00
Each extra apartment	Statutory	Per application	50.00	50.00
Maximum fee	Statutory	Per application	3,800.00	3,800.00
Infringements-per penalty unit	Statutory	Penalty unit	165.22	165.22
Property enquiry/inspection fee (food act and PHWA)	Non-statutory	Per application	230.00	230.00
Food/health certificate reprint fee	Non-statutory	Per application	50.00	50.00
Follow-up inspection fee (for premises that exceed two follow-up inspections per year)	Non-statutory	Per request	230.00	230.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Hairdresser/beauty parlour/skin pen</b>				
Hair and beauty category 2 (health and beauty)	Statutory	Per application	315.00	315.00
Hair and beauty category 1 (skin penetration/colonic irrigation)	Statutory	Per application	390.00	390.00
Hair and beauty category 3 ongoing fee (hairdressers/make up only)	Statutory	Per application	325.00	325.00
Transfer fee (beauty therapy-low risk)	Statutory	Per application	155.00	155.00
Transfer fee (beauty therapy-high risk)	Statutory	Per application	200.00	200.00
Plans assessment fee	Non-statutory	Per application	70.00	70.00
Septic tank ( grey water retention ) application & approval	Statutory	Per application	190.00	190.00
<b>Animal management</b>				
<b>Application for registration of dog or cat</b>				
Initial registration fee-adopted animal from not-for-profit animal welfare organisation	Statutory	Per animal	5.00	5.00
Trained dog	Statutory	Per animal	64.00	64.00
Working dog	Statutory	Per animal	64.00	64.00
Dog-over ten years of age	Statutory	Per animal	64.00	64.00
Cat-over ten years old	Statutory	Per animal	64.00	64.00
Domestic animal business or applicable organisation	Statutory	Per application	275.00	275.00
Unsterilised dog	Statutory	Per animal	196.00	196.00
Sterilised dog	Statutory	Per animal	64.50	64.50
Unsterilised cat	Statutory	Per animal	128.00	128.00
Sterilised cat	Statutory	Per animal	40.50	40.50
Application of Registration of Dangerous Dog	Statutory	Per animal	-	359.00
Application of Registration of Menacing Dog	Statutory	Per animal	-	307.50
<b>Pensioner</b>				
Unsterilised dog	Statutory	Per animal	97.50	97.50
Sterilised dog	Statutory	Per animal	32.00	32.00
Unsterilised cat	Statutory	Per animal	64.00	64.00
Sterilised cat	Statutory	Per animal	20.00	20.00
<b>Pound release fees</b>				
Pound release fee dogs	Non-statutory	Per animal	140.00	140.00
Pound release fee cats	Non-statutory	Per animal	140.00	140.00
Extra animal permit	Non-statutory	Per application	-	95.00
<b>Stall-holder fees</b>				
<b>Non-stonnington resident / business</b>				
Stallholder fees-3m x 3m marquee	Non-statutory	Fee	205.00	205.00
Stallholder fees-6m x 3m marquee	Non-statutory	Fee	410.00	410.00
<b>Event/festival site fees</b>				
Food/beverage site fee	Non-statutory	Fee	205.00	205.00
Food/beverage site fee + 3m x 3m marquee	Non-statutory	Fee	410.00	410.00
<b>Filming permits</b>				
Film crew permit-car	Non-statutory	Per car	30.00	30.00
Film crew permit-truck	Non-statutory	Per truck	70.00	70.00
Filming-daily	Non-statutory	Per day	1,045.00	1,045.00
Filming-up to 4 hours	Non-statutory	Up to 4 hours	485.00	485.00
Filming/photographs-unit base	Non-statutory	Per day	490.00	490.00

	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
Still photography-daily	Non-statutory	Per day	390.00	390.00
Still photography-up to 4 hours	Non-statutory	Up to 4 hours	220.00	220.00
On-street-car parking permits-car-community rate	Non-statutory	Per day	30.00	30.00
On-street-car parking permits-truck-community rate	Non-statutory	Per day	70.00	70.00
On-street-car parking permits-car-commercial rate	Non-statutory	Per day	55.00	55.00
On-street-car parking permits-truck-commercial rate	Non-statutory	Per day	140.00	140.00
Event application administration fee	Non-statutory	Per application	60.00	60.00
<b>Function venues</b>				
<b>Functions on Chapel</b>				
Not-for-profit-Monday-Thursday	Non-statutory	Half day (4-6 hours)	562.75	562.75
	Non-statutory	Per day (6+hours)	937.95	937.95
	Non-statutory	Additional hour	158.45	158.45
Private / commercial-Monday-Thursday	Non-statutory	Half day (4-6 hours)	865.80	865.80
	Non-statutory	Per day (6+hours)	1,443.00	1,443.00
	Non-statutory	Additional hour	243.75	243.75
Not-for-profit-Friday-Sunday	Non-statutory	Half day (4-6 hours)	865.80	865.80
	Non-statutory	Per day (6+hours)	1,443.00	1,443.00
	Non-statutory	Additional hour	243.75	243.75
Private / commercial-Friday-Sunday	Non-statutory	Half day (4-6 hours)	1,332.00	1,332.00
	Non-statutory	Per day (6+ hours)	2,220.00	2,220.00
	Non-statutory	Additional hour	375.00	375.00
<b>Malvern Town Hall-Banquet Hall</b>				
Not-for-profit-Monday-Thursday	Non-statutory	Half day (4-6 hours)	367.60	367.60
	Non-statutory	Per day (6+ hours)	612.65	612.65
	Non-statutory	Additional hour	158.45	158.45
Private / commercial-Monday-Thursday	Non-statutory	Half day (4-6 hours)	565.50	565.50
	Non-statutory	Per day (6+ hours)	942.50	942.50
	Non-statutory	Additional hour	243.75	243.75



	Fee type	Unit of measure	2019-20 (inc GST)	2020-21 (inc GST)
			\$	\$
<b>Not-for-profit-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	565.50	565.50
	Non-statutory	Per day (6+ hours)	942.50	942.50
	Non-statutory	Additional hour	243.75	243.75
<b>Private / commercial-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	870.00	870.00
	Non-statutory	Per day (6+ hours)	1,450.00	1,450.00
	Non-statutory	Additional hour	375.00	375.00
<b>Malvern Town Hall-Main Hall</b>				
<b>Not-for-profit-Monday-Thursday</b>				
	Non-statutory	Half day (4-6 hours)	796.00	796.00
	Non-statutory	Per day (6+ hours)	1,326.65	1,326.65
	Non-statutory	Additional hour	158.45	158.45
<b>Private / commercial-Monday-Thursday</b>				
	Non-statutory	Half day (4-6 hours)	1,224.60	1,224.60
	Non-statutory	Per day (6+ hours)	2,041.00	2,041.00
	Non-statutory	Additional hour	243.75	243.75
<b>Not-for-profit-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	1,224.60	1,224.60
	Non-statutory	Per day (6+ hours)	2,041.00	2,041.00
	Non-statutory	Additional hour	243.75	243.75
<b>Private / commercial-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	1,884.00	1,884.00
	Non-statutory	Per day (6+ hours)	3,140.00	3,140.00
	Non-statutory	Additional hour	375.00	375.00
<b>Malvern Town Hall-Upper Foyer</b>				
<b>Not-for-profit-Monday-Thursday</b>				
	Non-statutory	Half day (4-6 hours)	185.05	185.05
	Non-statutory	Per day (6+ hours)	308.45	308.45
	Non-statutory	Additional hour	158.45	158.45
<b>Private / commercial-Monday-Thursday</b>				
	Non-statutory	Half day (4-6 hours)	284.70	284.70
	Non-statutory	Per day (6+ hours)	474.50	474.50

	Fee type	Unit of measure	2019-20 (inc GST)	2019-20 (inc GST)
			\$	\$
	Non-statutory	Additional hour	243.75	243.75
<b>Not-for-profit-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	284.70	284.70
	Non-statutory	Per day (6+ hours)	474.50	474.50
	Non-statutory	Additional hour	243.75	243.75
<b>Private / commercial-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	438.00	438.00
	Non-statutory	Per day (6+ hours)	730.00	730.00
	Non-statutory	Additional hour	375.00	375.00
<b>Commercial kitchens</b>				
Located at functions on Chapel, Malvern Town Hall, Phoenix Park Community Centre and Prahran RSL				
<b>Not-for-profit-Monday-Thursday</b>				
	Non-statutory	Half day (4-6 hours)	50.70	50.70
	Non-statutory	Per day (6+ hours)	84.50	84.50
	Non-statutory	Additional hour	42.25	42.25
<b>Private / commercial-Monday-Thursday</b>				
	Non-statutory	Half day (4-6 hours)	78.00	78.00
	Non-statutory	Per day (6+ hours)	130.00	130.00
	Non-statutory	Additional hour	65.00	65.00
<b>Not-for-profit-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	78.00	78.00
	Non-statutory	Per day (6+ hours)	130.00	130.00
	Non-statutory	Additional hour	65.00	65.00
<b>Private / commercial-Friday-Sunday</b>				
	Non-statutory	Half day (4-6 hours)	120.00	120.00
	Non-statutory	Per day (6+ hours)	200.00	200.00
	Non-statutory	Additional hour	100.00	100.00
<b>Non-serviced meeting rooms</b>				
Phoenix Park Community Centre meeting rooms 1 & 2/3, Phoenix Park RSL meeting room Toorak/South Yarra Library, Malvern Library, Phoenix Park Library and Prahran Library meeting rooms, Grattan Gardens Community Centre meeting room				
<b>Not-for-profit-Monday-Sunday</b>				
	Non-statutory	Per hour		22.75
	Non-statutory	Half day (4-6 hours)	86.45	86.45
	Non-statutory	Per day (6+ hours)	126.95	126.95
	Non-statutory	Additional hour	39.00	39.00
<b>Private / commercial-Monday-Sunday</b>				
	Non-statutory	Per hour	35.00	35.00

	Fee type	Unit of measure	2019-20 (inc GST)	2019-20 (inc GST)
			\$	\$
	Non-statutory	Half day (4-6 hours)	133.00	133.00
	Non-statutory	Per day (6+ hours)	195.30	195.30
	Non-statutory	Additional hour	60.00	60.00
<b>Non-serviced multipurpose spaces</b>				
Phoenix Park, Grattan Gardens Community Centre activity room, multipurpose room, balcony dining room and downstairs kitchen				
Not-for-profit-Monday-Thursday				
	Non-statutory	Per hour	29.60	29.60
	Non-statutory	Half day (4-6 hours)	112.40	112.40
	Non-statutory	Per day (6+ hours)	165.05	165.05
	Non-statutory	Additional hour	52.80	52.80
Private / commercial-Monday-Thursday	Non-statutory	Per hour	45.50	45.50
	Non-statutory	Half day (4-6 hours)	172.90	172.90
	Non-statutory	Per day (6+ hours)	253.90	253.90
	Non-statutory	Additional hour	81.25	81.25
Not-for-profit-Friday-Sunday				
	Non-statutory	Per hour	45.50	45.50
	Non-statutory	4 Hour pkg	154.70	154.70
	Non-statutory	Per day (6+ hours)	253.90	253.90
	Non-statutory	Additional hour	81.25	81.25
Private / commercial-Friday-Sunday				
	Non-statutory	Per hour	70.00	70.00
	Non-statutory	4 Hour pkg	238.00	238.00
	Non-statutory	Per day (6+ hours)	390.60	390.60
	Non-statutory	Additional hour	125.00	125.00
<b>TH King Sports Pavilion and Environmental Centre, Orrong Romanis Recreation Centre program room, Harold Holt meeting room</b>				
Not-for-profit-Monday-Thursday				
	Non-statutory	Per hour	29.60	29.60
	Non-statutory	Half day (4-6 hours)	112.40	112.40
	Non-statutory	Per day (6+ hours)	165.05	165.05
	Non-statutory	Additional hour	52.80	52.80
Private / commercial-Monday-Thursday	Non-statutory	Per hour	45.50	45.50
	Non-statutory	Half day (4-6 hours)	172.90	172.90
	Non-statutory	Per day (6+ hours)	253.90	253.90
	Non-statutory	Additional hour	81.25	81.25
Not-for-profit-Friday-Sunday				
	Non-statutory	Per hour	45.50	45.50
	Non-statutory	Half day (4-6 hours)	172.90	172.90
	Non-statutory	Per day (6+ hours)	253.90	253.90

	Fee type	Unit of measure	2019-20 (inc GST)	2019-20 (inc GST)
			\$	\$
	Non-statutory	Additional hour	81.25	81.25
Private / commercial-Friday-Sunday				
	Non-statutory	Per hour	70.00	70.00
	Non-statutory	Half day (4-6 hours)	266.00	266.00
	Non-statutory	Per day (6+ hours)	390.60	390.60
	Non-statutory	Additional hour	125.00	125.00
<b>Non-serviced community halls Phoenix Park Community Hall/indoor court, Prahran RSL Memorial Hall, Grattan Gardens Community Centre community hall</b>				
Not-for-profit-Monday-Thursday				
	Non-statutory	Per hour	38.05	38.05
	Non-statutory	Half day (4-6 hours)	144.50	144.50
	Non-statutory	Per day (6+ hours)	212.20	212.20
	Non-statutory	Additional hour	52.80	52.80
Private / commercial-Monday-Thursday	Non-statutory	Per hour	58.50	58.50
	Non-statutory	Half day (4-6 hours)	222.30	222.30
	Non-statutory	Per day (6+ hours)	326.45	326.45
	Non-statutory	Additional hour	81.25	81.25
Not-for-profit-Friday-Sunday				
	Non-statutory	Per hour	58.50	58.50
	Non-statutory	Half day (4-6 hours)	222.30	222.30
	Non-statutory	Per day (6+ hours)	326.45	326.45
	Non-statutory	Additional hour	81.25	81.25
Private / commercial-Friday-Sunday				
	Non-statutory	Per hour	90.00	90.00
	Non-statutory	Half day (4-6 hours)	342.00	342.00
	Non-statutory	Per day (6+ hours)	502.20	502.20
	Non-statutory	Additional hour	125.00	125.00
<b>Other non-serviced community spaces</b>				
<b>Malvern Community Art Centre</b>				
Not-for-profit-Monday-Thursday				
	Non-statutory	Per hour	22.20	22.20
	Non-statutory	Half day (4-6 hours)	84.30	84.30
	Non-statutory	Per day (6+ hours)	123.75	123.75
	Non-statutory	Additional hour	39.60	39.60
Private / commercial-Monday-Thursday	Non-statutory	Per hour	34.15	34.15
	Non-statutory	Half day (4-6 hours)	129.70	129.70
	Non-statutory	Per day (6+ hours)	190.40	190.40
	Non-statutory	Additional hour	60.95	60.95

	Fee type	Unit of measure	2019-20 (inc GST)	2019-20 (inc GST)
			\$	\$
<b>Not-for-profit-Friday-Sunday</b>				
	Non-statutory	Per hour	34.15	34.15
	Non-statutory	Half day (4-6 hours)	129.70	129.70
	Non-statutory	Per day (6+ hours)	190.40	190.40
	Non-statutory	Additional hour	60.95	60.95
<b>Private / commercial-Friday-Sunday</b>				
	Non-statutory	Per hour	52.50	52.50
	Non-statutory	Half day (4-6 hours)	199.50	199.50
	Non-statutory	Per day (6+ hours)	292.50	292.50
	Non-statutory	Additional hour	292.50	292.50
<b>Galleries</b>				
<b>Northbrook Gallery</b>				
Not-for-profit-Monday-Sunday	Non-statutory	Per day	65.00	65.00
Private / commercial-Monday-Sunday	Non-statutory	Per day	100.00	100.00
<b>Civic serviced meeting rooms</b>				
<b>311 Meeting rooms 2.1 and 2.2, 311 Meeting room G3, Malvern Town Hall dining room, Council Chamber</b>				
<b>Not-for-profit-monday-friday 5pm-10pm</b>				
	Non-statutory	Per hour	52.00	52.00
	Non-statutory	Half day (4-6 hours)	197.60	197.60
<b>Commercial/private-Monday-Friday 5pm-10pm</b>				
	Non-statutory	Per hour	80.00	80.00
	Non-statutory	Half day (4-6 hours)	304.00	304.00
<b>Not-for-profit-Saturday-Sunday</b>				
	Non-statutory	Per day (6+ hours)	391.75	391.75
<b>Commercial/private-Saturday-Sunday</b>				
	Non-statutory	Per day (6+ hours)	602.65	602.65
<b>Other related fees and charges</b>				
<b>Bonds</b>				
Security bond-function venues low risk	Non-statutory	Per booking	1,000.00	1,000.00
Security bond-all other facilities	Non-statutory	Per booking	200.00	200.00
Security bond-medium risk	Non-statutory	Per booking	-	2,000.00
Security bond-high risk (based on risk assessment)	Non-statutory	Per booking	-	4,000.00 to 5,000.00
High risk bond-18th and 21st birthday parties and high risk activities	Non-statutory	Per booking	3,000.00	3,000.00
<b>Equipment hire</b>				
Chair covers	Non-statutory	Per item	4.50	4.50
Tablecloths (flat or round)	Non-statutory	Per item	16.00	16.00
Tablecloths (boxed)	Non-statutory	Per item	22.00	22.00
Portable stage	Non-statutory	Per item	450.00	450.00
Serving bar	Non-statutory	Per section	170.00	170.00
Chair sashes	Non-statutory	Per item	-	1.50

	Fee type	Unit of measure	2019-20 (inc GST)	2019-20 (inc GST)
			\$	\$
<b>Services</b>				
Public liability insurance	Non-statutory	Per booking	80.00	80.00
Security guards 6am to 6pm	Non-statutory	Per guard, per hour	38.50	40.05
Security guards 6pm to 2am	Non-statutory	Per guard, per hour	60.00	41.50
Security guards-public holiday rate	Non-statutory	Per guard, per hour	60.00	68.65
Tea and coffee (served with paper cups)	Non-statutory	Per person	2.50	2.50
Tea and coffee (served with crockery)	Non-statutory	Per person	3.70	3.70
<b>Discounts and surcharges</b>				
Hire of multiple facilities (simultaneously)	Discount	Per booking	10%	10%
Multi-day hire (min 3 full consecutive days)	Discount	Per booking	35%	35%
Friday and saturday evening surcharge (after 6pm at ppcc and prahran RSL only)	Surcharge	Per booking	50%	50%
<b>Chapel Off Chapel venue hire</b>				
Hire fees are competitively priced subject to availability and Booking conditions agreed with hirer. Rates are available on Council's website				



## Appendix C

### Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Land</b>															
GMC003	Strategic property acquisitions and improvements for open space	Part of Council strategy to acquire property to increase open space across the municipality	-	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total land</b>			-	<b>10,000</b>	-	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Parks, open space and streetscapes</b>															
INF055	Sir Robert Menzies Reserve retaining wall	Construction of retaining wall	-	1,500	-	1,500	-	-	-	-	-	-	-	-	-
PKS003 to 008, PKS012 to 025, PSD014 and REC001	Parks maintenance and renewal programs-various	Various annual parks maintenance and renewal programs including fences, furniture, irrigation, playgrounds, structures, paths, shade sails and floodlights	195	1,073	-	1,073	1,127	1,180	1,244	1,344	1,352	1,406	1,461	1,527	1,578
PKS010	Environment-waterways and biodiversity projects	Staged implementation of the Gardiners Creek Masterplan and other waterway and biodiversity improvement projects across the city	50	480	-	480	600	600	600	600	600	600	600	600	600
PKS027	Environment-Surrey Road groundwater management	GES Monitoring EPA Requirement	-	50	-	50	50	50	50	50	50	\$50	50	50	50
PKS031	Environment-integrated water management	Installation and upgrade of Water Sensitive Urban Design assets to improve water quality, reduce flooding and improve urban forest outcomes	-	140	-	140	160	160	160	160	160	160	160	160	160
PKS036	Parks-fitness equipment installations	Program to install and upgrade activity and fitness equipment in parks and along paths in open spaces throughout the City of Stonnington	-	80	-	80	80	80	80	80	80	80	80	80	80
PKS037	Parks-regional accessible playground at four park locations	Proposed program to construct four regional accessible and inclusive playgrounds at: Central Park, Sir Zelman Cowan, Orrong Romanis and Phoenix Park	250	100	-	100	300	-	300	-	300	\$0	\$0	\$0	\$0
PSD001	Pocket park temporary upgrades	Design and construction of various property purchases for open space	50	205	-	205	210	215	221	226	232	238	244	250	256
PSD002	Windsor Siding Masterplan	Delivery of key components of masterplan-Stage 4	142	400	-	400	250	-	-	-	-	-	-	-	-
PSD003	Preparation and implementation of landscape plans/masterplans for park improvements	Investigation and implementation of Landscape Plans for Park improvements including completion of Brookville Gardens and Fairbairn Reserve	60	308	-	308	315	323	331	339	348	357	366	375	384
PSD004	Forrest Hill Masterplan	Delivery of Forrest Hill Masterplan. Staged construction of Claremont and Yarra Streets/South Yarra Station interface Public spaces, greenery, lighting, footpaths and drainage	242	1,050	-	1,050	750	1,000	1,000	1,000	500	500	-	-	-
PSD005	Minor shopping centre precinct upgrades	Undertake streetscape improvements to minor shopping precincts in line with strategic program	-	350	-	350	300	215	221	226	232	238	244	250	256
PSD006	Malvern Town Hall precinct-public realm spatial improvements	Continuation of Town Hall precinct, including 290 Glenferrie Road	159	650	-	650	500	-	-	-	-	-	-	-	-

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
PSD008	Cato Street Redevelopment project	Project design and development including constructability as a result of the feasibility in line with Chapel Street Masterplan	1,296	-	-	150	-	-	-	-	-	-	-	-	-
PSD010	Princes Gardens Masterplan	Implementation of the Princes Gardens Masterplan	670	700	-	700	1,000	1,000	-	-	-	-	-	-	-
PSD018	Mount Street Masterplan delivery	Delivery of various stages of the Mount Street Masterplan	-	1,225	650	575	750	-	1,000	1,000	-	-	-	-	-
PSD019	Delivery of Chapel Street laneway strategy	Developed Strategy to improve Council's key landmark laneways	-	-	-	-	-	100	1,000	1,000	-	-	-	-	-
PSD024	Moray Street/Kings Arcade Public Realm Masterplan	To improve the pedestrian amenity and commercial viability between Armadale Station High Street	-	100	-	100	100	1,000	-	-	-	-	-	-	-
PSD026	Commercial Precinct Upgrade implementation	To develop a masterplan to improve the pedestrian amenity safety and greenery surrounding a key transport node	-	-	-	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	
PSD029	Commercial precinct planning	Commercial precinct planning	-	-	-	-	100	250	100	250	100	250	100	250	100
PSD030	15 Balmoral Street, South Yarra - Pocket Park development	Development of new pocket park on Council acquired land	-	150	-	150	-	-	-	-	-	-	-	-	-
PSD031	22A Grattan Street Prahran Pocket Park development	Development of new pocket park on Council acquired land	-	150	-	150	-	-	-	-	-	-	-	-	-
PSD032	7 Hobson Street South Yarra Pocket Park development	Development of new pocket park on Council acquired land	-	300	-	300	-	-	-	-	-	-	-	-	-
PSD033	West Street, Armadale–plan of road conversion to new open space	Development of new open space/shared zones from road conversions	-	-	-	-	100	600	-	-	-	-	-	-	-
PSD034	Wilson Street, South Yarra–delivery of road conversion to new open space	Development of new open space/shared zones from road conversions	-	-	-	-	-	100	1,000	-	-	-	-	-	-
PSD035	Vista Grove Toorak–road conversion to new open space	Development of new open space/shared zones from road conversions	-	250	-	250	-	-	-	-	-	-	-	-	-
PSD036	Darling Park pedestrian connection	Stairway and path pedestrian connection from Alexandra Avenue to Darling Street	-	-	-	-	-	-	-	-	-	-	750	-	
PSD037	Dog park	Dog park at Thomas Oval, South Yarra. Dog off-leash area, landscaping, lighting, shelter, park furniture	-	300	138	163	239	-	-	-	-	-	-	-	-
LIB007	Malvern Library garden and outdoor reading room	Scope and design an outdoor area between Malvern Library and Northbrook which is sympathetic to both heritage values and contemporary library design to activate the space	-	-	-	-	50	250	-	-	-	-	-	-	-
REC005	Rec Strategy implementation	Ongoing Implementation of actions from Recreation Strategy–strategies, policies and plans	-	113	-	113	116	130	133	137	68	162	167	190	190
PKS048	Sportsgrounds–Ferrie Oval redevelopment	Undertake major redevelopment of Ferrie Oval in accordance with sports grounds condition audit findings	-	150	-	150	-	-	-	-	-	-	-	-	-
PKS049	Roundabout and traffic treatment/landscape upgrades	This proposal involves allocating a dedicated pool of capital budget to fund the progressive upgrade for landscape and improvements of roundabouts and traffic treatments (including vegetation) throughout the city to a higher, modern standard	-	100	-	100	100	100	100	-	-	-	-	-	-
2019–20 Projects with no bids submitted 2020–21 – 2029–30			30	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total parks, open space and streetscapes</b>			<b>3,144</b>	<b>9,924</b>	<b>788</b>	<b>9,136</b>	<b>7,197</b>	<b>7,353</b>	<b>7,540</b>	<b>7,412</b>	<b>5,022</b>	<b>5,041</b>	<b>4,472</b>	<b>5,482</b>	<b>4,654</b>

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Recreational, leisure and community facilities</b>															
PKS009	Malvern Valley Golf Course–course maintenance and renewal	Annual program to invest in key upgrades to the course and supporting infrastructure–irrigation, drainage, tees, green and fairways	-	80	-	80	100	100	100	100	100	100	100	100	100
PKS033	Sportsgrounds–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	-	-	-	-	800	-	-	-	-	-	-	-	-
PKS046	Sportsgrounds–maintenance and renewal	Consolidated annual budget for the maintenance and renewal of 23 sports grounds across the City of Stonnington	-	500	-	500	550	550	550	550	550	550	550	550	550
PSD027	Toorak Park Masterplan implementation	Implementation of endorsed Toorak Park Masterplan	-	600	-	600	600	500	200	-	-	-	-	-	-
REC002	SRV funding partnerships	Local sports infrastructure funded projects	-	205	-	205	231	237	243	277	284	291	329	337	337
REC003	Sports and Recreation facility infrastructure	New upgrades and renewal of sports and recreation facility infrastructure	210	195	16	179	200	226	232	238	267	273	280	318	318
REC004	Tennis facility renewal	East Malvern Tennis Centre–pavilion redevelopment, court reconstruction, floodlighting upgrade	954	146	-	146	1,200	1,092	-	-	350	350	350	350	350
REC007	Floodlighting upgrade program	Sports floodlighting upgrade and renewal projects in line with priority order identified in the sports floodlighting development plan	-	349	9	340	357	366	375	396	406	416	426	437	437
<b>Total recreational, leisure and community facilities</b>			<b>1,164</b>	<b>2,075</b>	<b>25</b>	<b>2,050</b>	<b>4,038</b>	<b>3,071</b>	<b>1,700</b>	<b>1,561</b>	<b>1,957</b>	<b>1,980</b>	<b>2,035</b>	<b>2,092</b>	<b>2,092</b>

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Buildings</b>															
Various	Council building renewal and upgrade programs	Replacement, upgrade and maintenance works programs for various Council buildings	75	2,597	-	2,597	2,899	3,001	3,057	3,069	3,150	3,235	3,347	3,409	3,499
MPR011	Central Park CCC and MCH roof tile replacement	Replacement of the terracotta roof tiles, fascia, gutters and downpipes	-	-	-	-	-	-	180	-	-	-	-	-	-
MPR016	PTH conservation plan implementation	Various projects scheduled in Council's PTH conservation management plan, including structure, roof and miscellaneous repairs	-	-	-	-	-	-	80	80	85	85	85	90	90
MPR023	George Gahan Centre demolition works	George Gahan Centre demolition works	-	-	-	-	-	-	50	-	-	-	-	-	-
MPR025	Healey Pavilion upgrade	Upgrade of Healey Pavilion	80	80	20	60	-	1,000	3,300	-	-	-	-	-	-
MPR027	Chapel Off Chapel theatre roof replacement	Replacement of the slate roof over the chapel theatre and reconstruction of its drainage system	-	-	-	-	-	-	470	-	-	-	-	-	-
MPR030	Northbrook Precinct Masterplan	Redevelopment of the Northbrook Precinct	-	-	-	-	100	400	500	-	-	-	-	-	-
MPR032	Victoria Gardens P and G works depot upgrade	Upgrade of the parks and gardens works depot at Victoria Gardens	-	-	-	-	-	70	250	-	-	-	-	-	-
MPR033	Armadale Early Learning Centre refurbishment	Refurbishment of the interior of the centre and upgrade of the playground	-	-	-	-	320	-	-	-	-	-	-	-	-
MPR043	Phoenix Park library toilet refurbishment	Refurbish the toilets on both levels	-	200	-	200	-	-	-	-	-	-	-	-	-
MPR044	Central Park Conservatory CMP implementation	Implementation of the conservation work recommended in the conservation management plan	-	-	-	-	-	30	200	-	-	-	-	-	-
MPR045	Central Park Pavilion redevelopment feasibility and design	Planning for redevelopment of pavilion	-	-	-	-	20	100	-	-	-	-	-	-	-
MPR047	Winter Street Toy Library kitchen/toilet refurbishment	Refurbish the kitchen and toilet	-	-	-	-	-	20	80	-	-	-	-	-	-
MPR048	Toorak/South Yarra Library accessible ramp upgrade and lift replacement	Demolition of existing entry ramps (x2) and rebuild 2 compliant ramps. Replacement of existing lift with an accessible passenger lift in the same location	-	-	-	-	-	-	800	-	-	-	-	-	-
MPR052	Phoenix Park Library redevelopment feasibility study	Investigate possibility of entry interface with the park, integrate cafe in lower level entry and lift access up into the library	-	-	-	-	30	-	-	-	-	-	-	-	-
MPR062	Sunnyside Kindergarten-verandah roof reconstruction	Replacement of dilapidated/rotted timber with powder coated aluminium	-	60	-	60	-	0	-	-	-	-	-	-	-
MPR063	Grattan Gardens Childcare 1st floor-stage 2 internal upgrade and fit-out	Upgrade of 1st floor kitchenette and toilets for accessibility, amenity and functionality	-	-	-	-	110	-	-	-	-	-	-	-	-
MPR064	Wattletree Early Childhood Centre-weatherboard, roof drainage and fascia reconstruction	Replacement of dilapidated/rotted weatherboards, roof drainage and fascia	-	80	-	80	-	-	-	-	-	-	-	-	-

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
MPR064	Wattleree Early Childhood Centre– weatherboard, roof drainage and fascia reconstruction	Replacement of dilapidated/rotted weatherboards, roof drainage and fascia	-	80	-	80	-	-	-	-	-	-	-	-	-
MPR065	Phoenix Park library desk and front entry upgrade	Construct a new entrance and loans desk	-	90	-	90	-	-	-	-	-	-	-	-	-
MPR066	Wattleree Early Childhood Centre– bathroom upgrades	Staged refurbishment of 3 children's bathrooms and 1 staff bathroom	-	-	-	-	60	60	60	60	-	-	-	-	-
MPR067	Brookville Kindergarten–kitchen upgrade	Refurbishment of kitchen	-	-	-	-	60	-	-	-	-	-	-	-	-
MPR070	Chapel Off Chapel entrance upgrade stage 2	Construct a new accessible entrance and path to external courtyard	-	140	-	140	-	-	-	-	-	-	-	-	-
MPR072	Princes Close Childcare Centre redevelopment	Design of expansion for two new kinder rooms and amenities plus new first floor consulting rooms	-	-	-	-	50	500	2,000	-	-	-	-	-	-
MPR073	Orrong Romanis Recreation Centre wall insulation stage 2	Upgrade acoustic insulation on court 1	-	90	-	90	-	-	-	-	-	-	-	-	-
MPR074	Dunlop Pavilion accessible ramp completion	Complete bridge and associated paths from carpark to terrace	-	150	-	150	-	-	-	-	-	-	-	-	-
MPR077	Malvern Valley Golf Club Hub roof replacement	Replace the Hub's original metal roof in stages to enable ongoing operation of the Golf Course	-	300	-	300	200	-	-	-	-	-	-	-	-
PKS023	Environment–energy efficiency program (buildings and facilities)	Annual program to investigate and implement initiatives to improve Council's energy use across Council buildings and operations, including solar and building system improvements	-	550	-	550	550	550	550	550	550	550	550	550	550
PSD011	Hawksburn Village toilet	Selection of toilet and preferred site within Hawksburn Village	-	-	-	-	-	-	-	-	-	-	-	210	-
PSD017	Percy Treyvaud Masterplan implementation	Implementation of Percy Treyvaud Memorial Park Masterplan	600	-	-	-	20,000	19,950	-	-	-	-	-	-	-
GMC001	Prahran Market Annual Contribution as per agreement	30% of the rental paid to Council by Market back to Prahran Market for capital works	223	461	-	461	473	485	497	522	535	548	562	576	590
GMC007	Prahran Market–sub-station upgrades	Electricity substation upgrades	770	-	-	-	-	-	-	-	-	-	-	-	-
GMC008	Prahran Market–distribution boards upgrades	Replace distribution boards	627	-	-	-	-	-	-	-	-	-	-	-	-
RSK001	CCTV and Access Control System upgrade	Stage 2 of project to upgrade remainder of the Council buildings	-	612	-	612	-	-	-	-	-	-	-	-	-
RSK002	Upgrade CCTV consoles and cameras at various locations of Council buildings	Consoles are constantly malfunctioning resulting in excessive callout fees. Quality of footage from cameras is very poor and of no benefit to Victoria Police	-	84	-	84	-	-	-	-	-	-	-	-	-
REC013	Charles Lux Pavilion redevelopment	Redevelop existing sports pavilion to 'premier' standard	-	-	-	-	350	5,000	4,250	-	-	-	-	-	-
AQC012	Prahran Aquatic Centre feasibility and redevelopment	Design, documentation and delivery of new aquatic facility as per adopted feasibility	-	100	-	100	-	-	2,500	16,000	15,500	-	-	-	-
2019–20 Projects with no bids submitted 2020–21 – 2029–30			696	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>			<b>3,071</b>	<b>5,594</b>	<b>20</b>	<b>5,574</b>	<b>25,222</b>	<b>31,166</b>	<b>18,824</b>	<b>20,281</b>	<b>19,820</b>	<b>4,418</b>	<b>4,544</b>	<b>4,835</b>	<b>4,729</b>



Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Heritage buildings</b>															
Various	Heritage Council building renewal and upgrade programs or minor works	Replacement, upgrade and maintenance works programs or minor projects for various council heritage buildings	160	336	-	336	196	132	107	163	108	114	114	115	245
MPR028	Harold Holt Swim Centre Masterplan implementation	Restoration and upgrade of outdoor pools, plant and facilities and diving tower	2,227	2,100	-	2,100	-	-	-	-	-	-	-	-	-
MPR035	Prahran Town Hall Masterplan development	Redevelopment of Prahran Town Hall early works package to include, removal of redundant equipment, furniture and fittings, roof audit and fall protection, ceiling investigation in heritage rooms for mechanical plant, floor strengthening investigation and repairs in Main Hall and functions, investigation of hidden features	435	-	-	-	28,812	188	-	-	-	-	-	-	-
MPR037	Prahran Town Hall additional upgrades	Upgrade works including 1st floor of Fire Station, both levels of Courthouse, and rebuilding cupola on top of clock tower (as per 1888 designs by Arch't Charles D'Ebro)	-	50	-	50	-	-	-	-	-	500	500	4,500	-
AQC018	AQC pool tiling works	Tiling works to the hydrotherapy, leisure and 50m pools at Harold Holt Swim Centre and toddlers pool at Prahran Aquatic Centre	-	1,400	-	1,400	-	-	-	-	-	-	-	-	-
<b>Total heritage buildings</b>			<b>2,822</b>	<b>3,886</b>	<b>-</b>	<b>3,886</b>	<b>29,008</b>	<b>320</b>	<b>107</b>	<b>163</b>	<b>108</b>	<b>614</b>	<b>614</b>	<b>4,615</b>	<b>245</b>
<b>Plant, machinery and equipment</b>															
Various	Plant, machinery and equipment renewal and upgrade programs	Replacement, upgrade and maintenance works programs or minor projects for various Council plant, machinery and equipment	-	350	-	350	230	405	265	310	330	330	285	395	345
PMG005	CCTV installation maintenance and upgrade-various facilities	CCTV installations and upgrades are required at a number of Council's facilities. Analogue systems with limited storage at Prahran Aquatic Centre, require updating to digital technology	-	170	-	170	170	170	170	170	170	170	170	170	170
FLE004	Annual specialised vehicles purchase/ replacement program	Replacement of vehicles in line with replacement guidelines	12	1,901	-	1,901	1,662	1,208	1,134	1,016	1,243	1,311	906	1,106	1,230
FLE005	Annual light fleet vehicles purchase/replacement program	Replacement of vehicles in line with replacement guidelines	37	50	-	50	600	600	600	600	600	600	600	600	600
FLE006	Specialised fleet rebranding	Rebranding of waste collection trucks, street sweepers, community buses and transfer trailers	-	-	-	-	100	70	-	-	-	-	-	-	-
FLE010	Waste bin lid changeover	The progressive changing over of household and business waste bin lids to conform with Australian standard bin-lid guidelines	-	-	-	-	500	500	500	500	-	-	-	-	-
TRN017	Multi-deck car parks-pay equipment upgrade	Replacement of 8 existing AutoPay stations	-	-	-	-	-	900	-	-	-	-	-	-	-
2019–20 Projects with no bids submitted 2020–21 – 2029–30			566	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total plant, machinery and equipment</b>			<b>615</b>	<b>2,471</b>	<b>0</b>	<b>2,471</b>	<b>3,262</b>	<b>3,853</b>	<b>2,669</b>	<b>2,596</b>	<b>2,343</b>	<b>2,411</b>	<b>1,961</b>	<b>2,271</b>	<b>2,345</b>

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Furniture, fittings and equipment</b>															
MPR076	Malvern Valley Golf Club Function Centre kitchen appliance (fridge/freezer/heat) replacement	Replace the kitchen's stainless steel benches and inbuilt food warming and chilling appliances	-	-	-	-	120	-	-	-	-	-	-	-	-
Various	Furniture, fittings and equipment renewal and upgrade programs	Replacement, upgrade and maintenance works programs or minor projects for various Council furniture, fittings and equipment	151	367	-	367	383	393	383	393	383	393	383	393	393
AQC022	Harold Holt Dry Program rejuvenation project	To create a modern health club and group exercise facility at Harold Holt Swim Centre that is reflective of the community and the changing trends within the industry	-	189	-	189	150	-	-	-	-	-	-	-	-
COC007	Chapel Off Chapel seating bank refurbishment/replacement	To allow for a provision to refurbish and replace elements of the Chapel theatre seating bank and/or fixtures	-	-	-	-	-	-	-	-	350	-	-	-	-
COC008	Ezistage – portable staging	To replace the 20 year-old rostra stage pieces that are damaged and no longer compliant with manual handling requirements	-	30	-	30	-	-	-	-	-	-	-	-	-
<b>Total furniture, fittings and equipment</b>			<b>151</b>	<b>586</b>	<b>-</b>	<b>586</b>	<b>653</b>	<b>393</b>	<b>383</b>	<b>393</b>	<b>733</b>	<b>393</b>	<b>383</b>	<b>393</b>	<b>393</b>
<b>Information Technology</b>															
Various	Information technology renewal and upgrade programs	Replacement, upgrade and maintenance works programs or minor projects for various council information technology assets	-	605	-	605	495	495	495	465	465	465	465	465	455
BST008	IT security initiatives	Keep up-to-date with latest IT security initiatives (such as IDS, IPS, USB protection). Mitigate risks identified in IT Risk Register	-	70	-	70	50	50	50	500	50	50	50	50	50
<b>Total Information Technology</b>			<b>-</b>	<b>675</b>	<b>-</b>	<b>675</b>	<b>545</b>	<b>545</b>	<b>545</b>	<b>965</b>	<b>515</b>	<b>515</b>	<b>515</b>	<b>515</b>	<b>505</b>

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Arts/economic development</b>															
EDV007	Art program–supporting local artists	Implementing strategies to support artists and galleries to foster greater tourism, local engagement and useage	64	100	-	100	80	80	80	80	80	80	80	80	80
EDV008	Public open space art program	Following the adoption by Council of the Arts Acquisition Strategy and ongoing roll-out	-	-	-	-	80	80	80	80	80	80	80	80	80
EDV009	Experience and visit Stonnington	Enhancing customer experience at various facilities and public spaces to increase visitation	-	260	-	260	20	180	25	175	25	175	30	170	30
<b>Total arts/economic development</b>			<b>64</b>	<b>360</b>	<b>-</b>	<b>360</b>	<b>180</b>	<b>340</b>	<b>185</b>	<b>335</b>	<b>185</b>	<b>335</b>	<b>190</b>	<b>330</b>	<b>190</b>
<b>Library stocks</b>															
LIB001	Library materials and e-services subscriptions	Purchase of new library materials including books and e-services subscriptions	-	650	-	650	650	750	760	660	660	670	670	680	680
LIB005	Read now collection project	To allow the expansion of the successful trial of the Read Now collection to our other libraries	-	40	-	40	40	40	40	40	40	40	40	40	40
LIB008	RFID–maintenance and equipment upgrade	Maintenance agreement for new equipment for 2020–21 and equipment upgrade	-	27	-	27	27	27	27	112	30	30	30	30	112
LIB009	Library book processing	Processing and cataloguing new books and other items to make them available for loan to the community	-	310	-	310	310	320	320	320	320	320	320	330	330
<b>Total library stocks</b>			<b>-</b>	<b>1,027</b>	<b>-</b>	<b>1,027</b>	<b>1,027</b>	<b>1,137</b>	<b>1,147</b>	<b>1,132</b>	<b>1,050</b>	<b>1,060</b>	<b>1,060</b>	<b>1,080</b>	<b>1,162</b>
<b>Roads, footpaths, K and C and drainage</b>															
Various	Roads, footpaths, K and C, bridge and drainage renewal and upgrade programs	Replacement, upgrade and maintenace works programs or minor projects for various Council roads, footpaths, K and C, bridge and drainage assets	76	5,371	-	5,371	4,991	5,068	4,950	4,966	4,786	4,778	4,732	4,917	4,904
INF004	Local road–road asphalt resurfacing program	Asphalt resurfacing of local roads and car parks	-	2,255	-	2,255	2,310	2,370	2,430	2,490	2,550	2,500	2,500	2,500	2,500
INF015	Charles Street–road refurbishment	Kerb and channel renewal, drainage upgrade and pavement rehabilitation	-	-	-	-	450	500	-	-	-	-	-	-	-
INF016	Avenel Road–road refurbishment	Re-lay bluestone K and C, new drainage, footpath and resurfacing	-	600	-	600	-	-	-	-	-	-	-	-	-

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
<b>Roads, footpaths, K and C and drainage</b>															
INF017	Darling Street South Yarra Toorak Road to Domain Road	Reconstruction of road pavement, footpath and drainage upgrade	-	5	-	5	-	-	-	950	-	-	-	-	-
INF018	Osborne Street South Yarra Toorak Road to Fawcner Street	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	5	-	-	-	-	800	-	-	-
INF019	Fawcner Street South Yarra Punt to Powell	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	450	450	-	-	-	-	-	-
INF021	Hedgeley Avenue–road refurbishment	Kerb and channel renewal, drainage upgrade and pavement rehabilitation	-	650	-	650	-	-	-	-	-	-	-	-	-
INF023	Meryl Street refurbishment	Pavement rehabilitation, kerb replacement, footpath renewal, drainage improvements	-	-	-	-	450	-	-	-	-	-	-	-	-
INF025	Peel Street refurbishment stages 1 and 2	Pavement rehabilitation, kerb replacement, footpath renewal, drainage improvements	-	-	-	-	-	-	-	550	450	-	-	-	-
INF026	Argo Street refurbishment	Pavement rehabilitation, kerb replacement, footpath renewal, drainage improvements	-	-	-	-	-	-	-	900	-	-	-	-	-
INF027	Millewa Avenue refurbishment	Pavement rehabilitation, kerb replacement, drainage improvements	-	-	-	-	-	-	-	-	-	-	-	-	-
INF030	Roads to Recovery funded projects	Reconstruction of roads under the roads to recovery funded program	-	298	298	-	298	298	298	298	298	298	298	298	298
INF031	Molesworth Street Prahran refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	640	-	-	-	-	-	-
INF032	Quamby Avenue South Yarra refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	170	-	-	-	-	-	-	-	-
INF033	River Street South Yarra refurbishment Toorak to Malcolm	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	900	-	-	-	-	-	-	-
INF035	Stanhope Street refurbishment Glenferrie to Irving	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	-	-	900
INF036	Castlebar Road Malvern East Refurbishment Stage 1 Woodlands Grove to Capon Street	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	630	350	-
INF043	Oxford Street Malvern	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	620	-	-	-	-	-	-
INF044	Monomeath Avenue Toorak	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	450	-	-	-	-	-	-
INF047	Davies Street Malvern East	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	550	-	-	-	-	-	-	-	-
INF048	Wilks Avenue Toorak	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	750	-	-	-	-	-
INF049	Gaynor Court Malvern	Reconstruction of road pavement, footpath and drainage upgrade	99	-	-	-	-	-	-	-	-	-	-	-	-

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
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			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
INF050	Dundonald Avenue Malvern East	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	550	-	-	-	
INF060	Toorak Avenue reconstruction	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	550	-	-	-	-	-	-	
INF061	Dene Avenue reconstruction	Reconstruct kerbing, drainage upgrade, road profiling and resurfacing.	-	-	-	-	-	530	-	-	-	-	-	-	
INF062	Cummins Grove reconstruction	Reconstruct kerbing, footpath, pavement, drainage and road surface	-	-	-	-	520	-	-	-	-	-	-	-	
INF065	Parkside Street reconstruction	Reconstruct kerbing, footpath, pavement, upgrade drainage and resurfacing	-	-	-	-	-	-	490	-	-	-	-	-	
INF066	Allenby Avenue–Wilton Vale Crescent to Railway Reserve	New Kerb and Channel, Drainage, footpath and refurbishment of concrete road	-	550	-	550	-	-	-	-	-	-	-	-	
INF067	Mercer Road Armadale High Street to Malvern Road 2 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	750	750	-	-	-	
INF068	Orrong Road Toorak 3 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	611	700	-	700	1,750	-	-	-	-	-	-	-	
INF069	Macquarie Street refurbishment–Prahran	Reconstruction of road, kerbing, footpath. New drainage	-	-	-	-	-	-	500	-	-	-	-	-	
INF070	Osment Street Armadale refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	550	-	-	-	-	-	
INF071	Inverness Avenue refurbishment Wattleree to no-through road	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	500	-	-	-	-	-	-	
INF072	Tyrone Street refurbishment Commercial to Argo	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	530	-	-	-	-	
INF073	Cairnes Crescent refurbishment–1st of 3 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	400	400	-	-	-	-	-	
INF074	Joy Street refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	350	-	350	-	-	-	-	-	-	-	-	
INF075	Edsall Street refurbishment Stg 1 Nicholls to Isabelle Stg 2 Glenferrie to Drysdale	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	500	250	-	-	-	-	-	
INF076	Lorne Road refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	500	-	500	-	-	-	-	-	-	-	-	
INF077	Motherwell Street refurbishment stage 1 of 2 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	750	-	-	-	-	-	-	-	
INF078	Gordon Street concrete road refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	320	-	-	-	-	
INF079	Melrose Avenue concrete road refurbishment Heritage Overlay	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	650	-	-	-	-	

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

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			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
INF080	Langville Court concrete road refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	350	-	-	-	-	-	-
INF082	Basil Street concrete road refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	770	-	-	
INF083	Argyll Street refurbishment stage 1 of 3 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	810	500	500	-	-	
INF084	River Lane refurbishment	Reconstruction of Bluestone Laneway with Bluestone Pitchers	-	-	-	-	-	-	-	400	-	-	-	-	
INF085	Theodore Court refurbishment (macadam pavement)	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	120	-	-	-	-	-	
INF086	Hobson Street refurbishment (trees in road pavement)	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	400	-	-	-	-	-	
INF087	Moore Street refurbishment Commercial to Argo	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	530	-	-	-	
INF088	Hamilton Road concrete road refurbishment–heritage overlay	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	5	-	-	
INF089	Oxford Street refurbishment full reconstruction	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	490	-	-	
INF090	Batesford Road Refurbishment stage 1 of 2 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	500	500	-	
INF091	Ottawa Road refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	350	-	-	
INF092	Thomas Place refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	430	-	
INF093	Davis Avenue refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	940	-	
INF094	Stewart Street refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	350	-	-	
INF095	Palfreyman Street refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	510	-	
INF096	Mountfield Avenue refurbishment stage 1 of 2 stages	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	400	5	-	
INF097	Fulham Avenue refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	500	-	
INF098	Caroline Street refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	500	-	-	
INF099	Rae Court refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	150	-	
INF100	Gauntlet Road refurbishment	Reconstruction of road pavement, kerb and channel, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	500	-	
Various	Right-of-way project renewal and upgrade works	Replacement, upgrade and maintenance works programs or minor projects for various Council right-of-way assets	309	1,264	-	1,264	878	1,550	340	480	770	1,680	340	925	-

Appendix C – Cont...

Ten-year capital works program: 2020–21 – 2029–30

Bid number	Bid name	Scope of bid	2019–20	2020–21			2021–22	2022–23	2023–24	2024–25	2025–26	2026–27	2027–28	2028–29	2029–30
			Deferral / carry forward	Gross budget	External funding	Net cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council	Gross cost to Council
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
				a	b	a-b									
INF157	Huntingtower Road–road refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	-	-	900
INF158	Rotherwood Drive–road refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	-	-	800
INF159	McKillop Street–road refurbishment	Reconstruction of road pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	-	-	750
INF160	Moorakyne Avenue–road refurbishment	Reconstruction of concrete pavement, footpath and drainage upgrade	-	-	-	-	-	-	-	-	-	-	-	-	800
PSD007	Chapel Street streetscape masterplan implementation	Continual roll-out of the Chapel Street Masterplan and Chapel Revision- streetscape improvements for Chapel Street/ King Street/Fitzgerald Street within the Chapel Street precinct	-	1,750	-	1,750	1,000	1,750	1,750	1,000	1,000	1,000	1,000	1,000	1,000
INF161	Community infrastructure funded	Reconstruction of roads under the community projects infrastructure funded program	-	298	298	-	-	-	-	-	-	-	-	-	-
<b>Total roads, footpaths, K and C and drainage</b>			<b>1,095</b>	<b>14,591</b>	<b>596</b>	<b>13,995</b>	<b>13,602</b>	<b>13,406</b>	<b>14,408</b>	<b>14,894</b>	<b>13,414</b>	<b>13,836</b>	<b>13,365</b>	<b>13,525</b>	<b>12,852</b>
<b>Other infrastructure (including street trees)</b>															
Various	Other infrastructure project renewal and upgrade works	Replacement, upgrade and maintenance works programs or minor projects for various Council street tree, fire hydrant, public lighting, bins, carpark, signage and cycling assets	123	2,107	-	2,107	2,072	2,090	2,087	2,060	2,040	2,067	2,092	2,123	2,077
TRN012	Cycling strategy–on-road cycling projects	Development and construction of various on-road routes as per proposed strategy, including bicycle parking	-	250	-	250	250	300	300	400	400	400	450	450	450
TRN013	Cycling strategy–off-road cycling projects	Investigation, scoping, design and construction of major shared path upgrades, missing link works–Scotchman's Creek, Gardiners Creek, flight path, main Yarra Trail, etc.	-	200	-	200	600	400	400	400	200	200	200	200	100
TRN016	Toorak Road / Yarra Street–proposed intersection upgrade	Signalisation of intersection, pedestrian facilities and incorporation of DDA compliant tram stops	-	-	-	-	-	50	100	1,500	-	-	-	-	-
<b>Total other infrastructure (including street trees)</b>			<b>123</b>	<b>2,557</b>	<b>-</b>	<b>2,557</b>	<b>2,922</b>	<b>2,840</b>	<b>2,887</b>	<b>4,360</b>	<b>2,640</b>	<b>2,667</b>	<b>2,742</b>	<b>2,773</b>	<b>2,627</b>
<b>Total capital program</b>			<b>12,262</b>	<b>53,745</b>	<b>1,429</b>	<b>52,317</b>	<b>97,656</b>	<b>74,424</b>	<b>60,395</b>	<b>64,092</b>	<b>57,787</b>	<b>43,270</b>	<b>41,881</b>	<b>47,911</b>	<b>41,794</b>
<b>Total capital works program (2019–20 carry forward and 2020–21 new works)</b>				<b>66,007</b>											
<b>Intangibles (software, consulting services)</b>															
Various	Intangible project renewal and upgrade works	Replacement, upgrade and maintenance works programs or minor projects for various Council intangible assets	58	464	-	464	430	475	380	375	370	445	360	380	370
BST015	Customer experience improvements and digitisation program	Implement actions identified in Council's new ICT strategy	-	5,720	-	5,720	7,160	6,160	-	-	-	-	-	-	-
			<b>58</b>	<b>6,184</b>	<b>-</b>	<b>6,184</b>	<b>7,590</b>	<b>6,635</b>	<b>380</b>	<b>375</b>	<b>370</b>	<b>445</b>	<b>360</b>	<b>380</b>	<b>370</b>

## Appendix D

### Operating initiatives

Bid number	Bid name	Scope of bid	2020–21 Net cost to Council
			\$'000
<b>Operating initiatives</b>			
PMG002	Malvern Town Hall and 311 Civic Centre–external painting	Annual cleaning and patch painting of Malvern Town Hall and 311 Glenferrie Road	\$30
FLE009	FOGO collection service	Introduction of FOGO (Food and Garden Organics) collection and disposal service	\$225
MPR001	Audit and removal of hazardous materials at Council's properties	Detection and removal of asbestos and other hazardous materials, including monitoring by an occupational hygienist	\$40
MPR024	Council properties–light fitting replacement	Replacement of old, inefficient light fittings at various sites, as scheduled in the Building Condition Audit	\$40
MPR057	Council building and property strategy	Development of a strategic plan for renewal and development of Council's building and property assets for 2020–30	\$90
PKS011	Environment–energy efficiency program (public lighting)	Annual program for the installation of energy efficient street lighting and other public lights across the city	\$60
PKS021	Parks–public toilet renewal	Annual program to refurbish one of Council's Exeloo public toilets in parks across the city	\$20
PKS029	Environment–sustainability outreach program	Projects and initiatives to promote and support sustainable behaviour within the community and to build the community's capacity to respond to sustainability issues	\$80
PKS034	Parks–parks clean team service	New service in the parks unit to carry out basic litter collection and park cleaning and amenity functions in priority parks, gardens and public open spaces across the city	\$170
PKS043	Parks–streetscape maintenance	Annual program to enhance the management of vegetation and weeds in roadside open spaces, traffic islands, kerb outstands, roundabouts and at-grade carparks	\$200
PKS047	Environment–waste education and behaviour change	Delivery of targeted waste education and behaviour change initiatives targeted at reducing contamination in kerbside recycling, reducing single use plastic and apartment composting	\$45
AGH004	Reconciliation Action Plan–Indigenous reconciliation	Implementation of the Reconciliation Action Plan (RAP)	\$35
AGH005	Positive Ageing Strategy implementation	To undertake a range of actions identified in the Positive Ageing Strategy Action Plan.	\$60
AGH007	Inclusion Plan implementation	To undertake a range of actions identified in the Inclusion Plan	\$60
ECC002	Implementation of Arts and Cultural Development Policy	Finalise new A and C Policy and promote and implement new measures	\$10
ECC003	Glow Festival	Glow Festival	\$155
PSQ001	Prahran Square events	New facility to host a suite of events	\$180
ECC005	Strategic review of Prahran Market	Strategic Review of Prahran Market	\$70

Bid Nnumber	Bid name	Scope of bid	2020–21 Net cost to Council
			\$'000
LIB010	Northbrook Gallery Exhibition Space	SHC has ongoing responsibility over exhibition space and curating exhibitions throughout the year. Costs are in relation to staff, amenity of building and some improvements to the space	\$7
LIB011	Prahran Town Hall security	To provide security to Prahran Town Hall for July–October 2020	\$25
LIB013	Untitled Literary Festival	Covers four days of celebrating literacy and writing achievements	\$35
HAL007	Malvern Town Hall–painting	Malvern Town Hall–Painting of the Banquet Hall. Works will include changing the colour scheme and recovering the acoustic panels to compliment the new colour scheme	\$9
YTH001	Youth Engagement Partnership (YEP) Project	Employment of YEP project officer to run project across Stonnington & Port Phillip	\$40
YTH004	Young Local Leaders Project	To run and facilitate leadership workshops for Year 8 to 12 students in Stonnington to develop leadership, advocacy and communication skills and work on advocacy projects	\$15
YTH005	Youth Digital Engagement Project	Development and implementation of digital engagement technologies co-designed with young people–podcasts, social media, website to enhance engagement and participation	\$5
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	\$72
YTH007	Graffiti Prevention Program–Hit the Streets	Youth Services program to provide young people who may be involved in illegal graffiti activities with prosocial street art opportunities and pathways/, mentoring	\$20
YTH008	Resilient Youth Surveys	Resilient Youth survey across Stonnington student population for comprehensive data on wellbeing and risk profiles that informs SFYS, YEP and YS service planning	\$20
API001	Community Engagement	Extensive Community engagement for the new Council Plan	\$135
API003	Municipal Health and Wellbeing Plan implementation	FV Strategy implementation, new MHWP, health choices in clubs, promotion activities, gambling awareness	\$50
API010	Homelessness	Coordinated and enhanced homelessness response–StreetCount and pilots/initiatives (including Connect Respect trader program, By-name/Project Zero)	\$75
CIS001	Place Management–Chapel Street Activity Centre	Implementation, policy and monitoring in the Chapel Street activity centre	\$135



## Appendix D – Cont...

### Operating initiatives

Bid number	Bid name	Scope of bid	2020–21 Net cost to Council
			\$'000
CIS002	Major strategic projects	Development of principles and guidelines for appropriate development. Includes Housing Strategy and Metropolitan Strategy	\$80
CIS003	Activity Centre planning	Structure plans, urban design analysis and investigations in activity centre areas	\$100
GMC013	Prahran Market–asset management plan	To perform an asset management plan for Prahran Market	\$90
FIN003	Conversion of rates records to digital	Converting old rate books and microfiche material to digital	\$18
FIN005	Name and address register cleansing	Consulting and administration support to cleanse the Name and Address Register within the TechOne Property and Rating system. Removal of duplicates and redundant data	\$30
EDV001	Alcohol Harm Minimisation - Liquor Accord	Community safety initiatives specifically targeted at Community Safety through Liquor Accord Activities	\$20
EDV002	Local Tourism Campaign	To develop a Tourism Action Plan to create a precinct driven marketing initiatives to promote tourism targeting Intrastate visitors	\$45
EDV003	Economic Development research and data	Economy ID subscription (\$15K) and pedestrian counts to provide information on data, research and analysis to local businesses - potential transfer to operating budget	\$30
EDV006	Christmas decorations program	Ongoing development of Christmas decoration campaign, including town halls, retail precincts, libraries and Prahran Square	\$300
EDV011	Implementation of Vacant Shops Action Plan	To run activation programs to decrease vacancy	\$75
EDV012	Implementation of Economic Development Strategy	Year 4 implementation of action to investigate the establishment of a medical precinct at Malvern East within proximity to Cabrini Hospital	\$20
AQC020	Aquatic Service Optimisation Program	Full service review and implementation of an optimisation program to improve service outcome. Program includes mystery visits and monitoring reports as well as full staff training	\$45
AQC021	Prahran Aquatic Centre Security expenditure	To provide security to Prahran Aquatic Centre for July 2020 to June 2021	\$45
COC004	Chapel Off Chapel - Business Strategy–Implementation	Provision for implementation to allow deliverables to be implemented as highlighted in the Service Review Action Plan	\$48
			<b>\$3,159</b>





### Stonnington City Centre

311 Glenferrie Road, Malvern

### Stonnington Depot

293 Tooronga Road, Malvern

### Open

8.30am to 5pm, Monday to Friday

**T** 8290 1333 **F** 9521 2255

[council@stonnington.vic.gov.au](mailto:council@stonnington.vic.gov.au)

PO Box 58, Malvern, Victoria 3144

[stonnington.vic.gov.au](http://stonnington.vic.gov.au)

### Hearing and speech impairment

We are a national relay service friendly organisation.

If you are deaf or have a hearing or speech impairment, contact us through the National Relay Service (NRS):

- **TTY** users call **133 677**, then ask for **8290 1333**
- **Speak and Listern** users call **1300 555 727**, then ask for **8290 1333**
- **Internet Relay** users connect to the **NRS**, then ask for **8290 1333**

### Community languages

Call the Stonnington Community Link, a multilingual telephone information service.

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<b>Mandarin</b>	9280 0730
<b>Cantonese</b>	9280 0731
<b>Greek</b>	9280 0732
<b>Italian</b>	9280 0733
<b>Polish</b>	9280 0734
<b>Russia</b>	9280 0735
<b>Indonesian</b>	9280 0737
<b>Vietnamese</b>	9280 0738
<b>All other languages</b>	9280 0736

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### Acknowledgements

We acknowledge that Stonnington is on the traditional land of the Boon Wurrung and Wurundjeri people. We recognise and respect the cultural heritage of this land, offering our respects to elders past and present.

