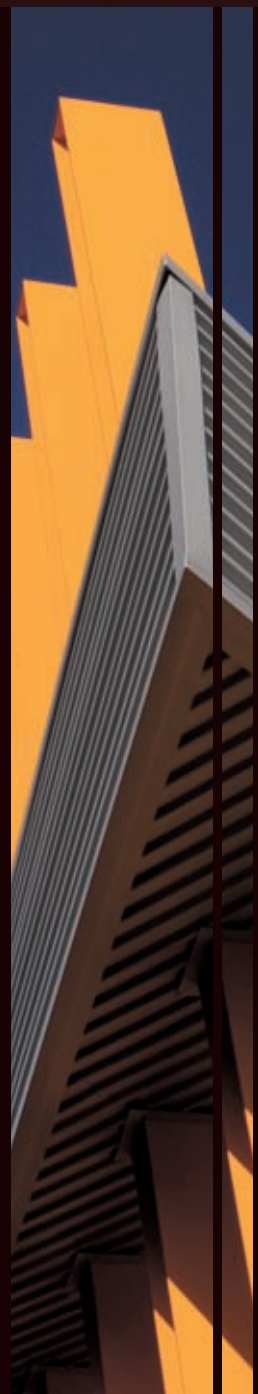
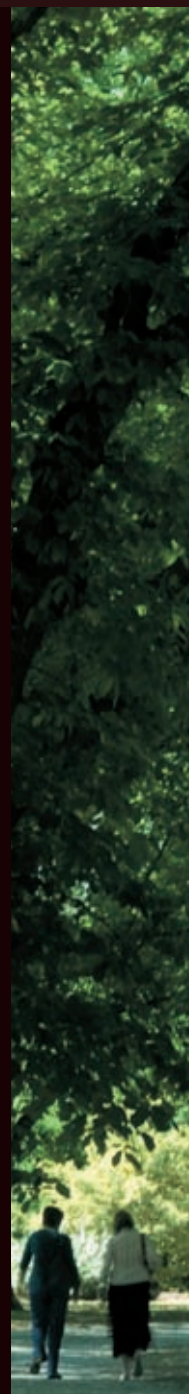
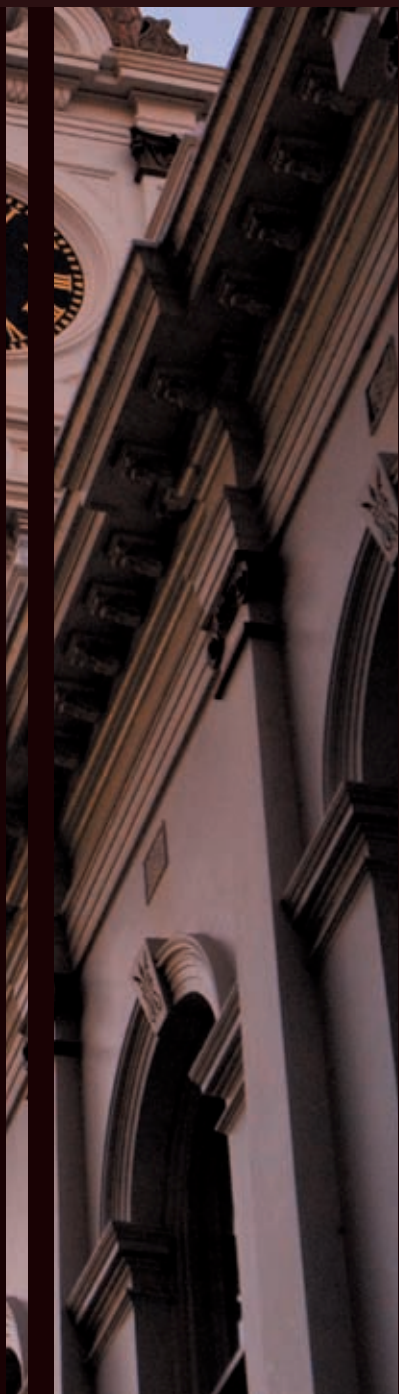




City of Stonnington Council Plan 2008-12



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Our City

Located in Melbourne's inner east, Stonnington covers an area of 25.62 square kilometres. Taking in the suburbs of Prahran, Windsor, Toorak, South Yarra, Armadale, Malvern, Malvern East and Glen Iris, Stonnington has a population of 87,412.

Running alongside the Yarra River and only a short distance from the centre of Melbourne, Stonnington is well known for its world class shopping precincts, parks and gardens, leafy streets and historical architecture.

Our Vision

Stonnington will be seen as community-minded, unique in style and character, renowned for its quality and attractive environs, cosmopolitan lifestyles and prosperous business sector.

Sustainability – Environmental Objective

Promote sustainability of the City's natural and built environment.

- Parks and Street Trees
- Waste Collection and Recycling
- Street Cleaning
- Waste Disposal
- Infrastructure Design
- Roads and Drains Maintenance
- Residential Parking Scheme
- Strategic Planning
- Statutory Planning
- Land Use Policy
- Fleet Maintenance
- Graffiti Minimisation
- Capital Works Management
- Disability Planning

Wellbeing – Social Objective

Encourage positive health, wellbeing and safety in our community.

- Youth Services
- Maternal and Child Health
- Aged and Disability Services
- Child Care Services
- Community Health and Safety
- Building Control
- Road Safety
- Rapid Response
- Traffic Management
- Immunisation
- Animal Management
- Property and Building
- Local Law Compliance
- Social Planning

Opportunity – Cultural Objective

Promote community identity through cultural and leisure activities.

- Events
- Communication
- Arts and Cultural Development
- Ethnic Services
- Library and History Services
- Leisure Services and Facilities
- Chapel Off Chapel

Prosperity – Economic Objective

Promote activities that facilitate growth of the local economy.

- Business Development
- Tourism
- Marketing
- Commercial Area Parking
- Streetscape Enhancement
- Manage Parking Supply

Mayor's Message

The 2008 – 12 City of Stonnington Council Plan sets out the future strategic direction of the organisation under our four key objectives – Sustainability, Wellbeing, Opportunity and Prosperity. These overriding objectives set the framework and guide Council's activities to ensure we are continuing to provide our eclectic community and ratepayers with the highest quality and responsive services and facilities.

Council's commitment to maintaining and building on our assets will continue with significant capital works projects including the Harold Holt Swim Centre redevelopment, the relocation of the Prahran Library, the creation of a major new park in South Yarra and the implementation of Chapel Vision. Upgrading key assets such as roads, drains, footpaths and buildings will continue under future significant capital works budgets.

Sustainability will continue to be a major focus for Council across many business units including our environmental team, parks and gardens, events and outdoor staff. Council and the community are reaping the benefits of the new sustainable Stonnington Depot which opened in June 2008. Home to the Stonnington Environmental Centre, residents and community groups will have hands-on access to the latest information on sustainable practices.

Council will continue to roll out the many water conservation and bio-diversity initiatives including the planting of warm season grasses, installation of water tanks, the redevelopment of wetlands, installation of nesting boxes and carbon neutral Council events.

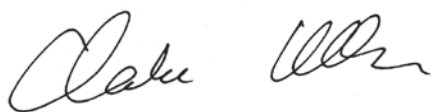
Working in partnership with the community, Council will continue to take on a leadership role to reach our sustainability targets while actively encouraging residents and community groups to implement changes in their homes and businesses. Together, Council and the community can work to build on the strength and character of our wonderful City.

Appropriate and responsive planning and development will continue to be a major issue for Council as we endeavour to protect residential amenity, neighbourhood character and heritage while ensuring that the foundations are in place for Melbourne 2030 and the demands from the expected population boom in inner Melbourne.

We will continue to deliver high quality services to the community including the young, aged, indigenous and ethnic groups who all contribute greatly to the fabric of our community.

Open communication and consultation with the community will ensure that Council can stay in touch with the community's ever-changing needs and expectations, particularly for such key issues as residential amenity.

During the remainder of this Council term, with municipal elections to be held in November 2008, this Council will continue its hard work to leave the Council not only in a strong financial position but with a community that is proud of the work that has been achieved. This Council's legacy will be its sound financial management and strategic direction setting strong parameters for the future.



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Sustainability

Strategic Objective

Promote sustainability of the City's natural and built environment.

Strategy: Improve public safety and the built environment through the skilful management of the City's infrastructure.

Strategic Indicator: Develop parking and transport strategies that respond to the City's continued growth.

Strategic Indicator: Maintain the City's road and drainage system through the development and implementation of appropriate strategies and work programs.

Strategy: Encourage responsive, responsible and sustainable development and land use.

Strategic Indicator: Prepare and review strategic planning strategies to ensure the sustainable growth of the city.

Strategic Indicator: Develop partnerships with community organisations and state agencies to ensure available housing for all people wanting to live in Stonnington.

Strategy: Provide high quality streetscapes, parks, gardens and community facilities.

Strategic Indicator: Undertake streetscape and parks and gardens enhancement works to provide passive recreational opportunities for residents.

Strategic Indicator: Undertake risk management audits of sportsgrounds and continue to provide suitable locations for sports in the City.

Strategic Indicator: Upgrade and maintain street lighting to improve community safety at night.

Strategic Indicator: Implement an effective program of parks, gardens and street tree maintenance to protect and enhance the City's limited open space.

Strategic Indicator: Carry out a regular program of maintenance work on Council buildings.

Strategic Indicator: Consolidate Council's depot sites for the creation of a state of the art waste recovery facility and new residential development and parkland.

Strategy: Promote waste and greenhouse reduction, graffiti minimisation, litter control and water conservation.

Strategic Indicator: Deliver a comprehensive billposter removal service and develop strategies which minimise this type of litter.

Strategic Indicator: Provide an effective waste service incorporating garbage, recycling, garden waste and street cleaning.

Strategic Indicator: Effectively monitor the City's stormwater network to minimise contaminants entering our waterways.

Strategic Indicator: Undertake education campaigns and programs to promote community involvement in environmental sustainability.

Wellbeing

Strategic Objective

Encourage positive health, wellbeing and safety in our community.

Strategy: Provide responsive planning enforcement, building control, local law, animal management, rapid response and field services to maximise public amenity and safety.

Strategic Indicator: Investigate opportunities to promote wellbeing throughout the community.

Strategic Indicator: Develop strategies to provide greater access and a better understanding of planning services.

Strategic Indicator: Administer and enforce legislative and community standards for building work and associated activities.

Strategy: Promote the availability of quality social and physical support systems for the Stonnington community.

Strategic Indicator: Promote equality and wellbeing for all members of the Stonnington community.

Strategic Indicator: Monitor the effectiveness of Council's Local Law in promoting good governance and wellbeing for the community.

Strategic Indicator: Deliver community health initiatives to maximise positive health outcomes.

Strategy: Work in co-operation with residents and community groups to provide responsive, high quality services and facilities.

Strategic Indicator: Develop and maintain a social profile of the City for effective social planning and to promote community engagement in Council decision making.

Strategic Indicator: Maintain a Community Grants Program to assist community organisations in the delivery of services and activities that are not available through Federal, State or private funding resources.

Strategic Indicator: Maintain and upgrade Council buildings and facilities to ensure they comply with appropriate safety standards.

Strategic Indicator: Provide community services which minimise social isolation and build community identification.

Strategic Indicator: Encourage a City where all children and families are able to participate fully in a community which values and supports them.



Opportunity

Strategic Objective

Promote community identity through cultural and leisure activities.

Strategy: Provide open communication between Council and the community and ensure public access to timely, relevant and accessible information.

Strategic Indicator: Develop organisation-wide standards for effective communication with key stakeholders.

Strategic Indicator: Use print, electronic and other media to ensure all key stakeholders are informed of Council activities.

Strategy: Provide a diverse range of quality recreational and cultural activities, events and facilities.

Strategic Indicator: Ensure Council facilities are utilised by community organisations and that their requirements are met.

Strategic Indicator: Provide a quality Library and Information Service.

Strategic Indicator: Provide an art and cultural program of events and developmental programs which capitalise on Stonnington's position as the art and cultural hub of Melbourne.

Strategic Indicator: Work collaboratively with key stakeholders to maximise community involvement in sport and recreation.

Strategic Indicator: Provide quality Aquatic Services that deliver programs and activities that meet the needs of the Stonnington community and visitors.

Prosperity

Strategic Objective

Promote activities that facilitate growth of the local economy.

Strategy: Foster business, employment and marketing opportunities to enhance the social and economic wellbeing of residents and traders.

Strategic Indicator: Work with key stakeholders to develop a program of economic development within the City.

Strategic Indicator: Continuously review the effectiveness of Council's website with the aim of it becoming a 24 hour service portal.

Strategy: Improve the streetscape and public facilities available in the City's retail strips to promote patronage.

Strategic Indicator: Manage footpath trading to balance the needs of traders and pedestrians.

Strategic Indicator: Work with relevant authorities to improve transport and minimise traffic congestion and parking deficiencies within Stonnington's major shopping precincts.



Strategic Resource Plan

Our capacity to deliver the objectives of the Council Plan is based on our service culture, people, good governance, business systems and technology, asset, risk and environmental management, competent financial planning and the application of Best Value.

Service Culture

Customer Service is a key priority for Council as it continues to provide residents and ratepayers with high quality services. Council's engagement with the community is paramount if we are to effectively provide responsive services that meet the needs and expectations of our residents and ratepayers. Feedback, attained through service centre surveys and the Stonnington Survey Group, will make sure Council is abreast of current community needs.

Our internal cultural focus will continue to ensure that all staff are aware of the need to provide customer service to our residents – that it is not just a service provided by Council's service centre staff. Best practice principles will continue to be applied in the Service Centres to ensure that the Service Centre accreditation is maintained and continually progressed.

Our People

It is essential that Council position itself to attract and retain talented employees, particularly given the ongoing skills shortage and ageing workforce.

The continued implementation of internal projects, such as 'Blue Horizon – a new way of working together' will ensure that Council is developing and encouraging a work environment that is conducive to retaining skilled employees and encouraging the attraction of potential employees. The reinvigoration of Council's internal culture also continues to result in performance improvement within the workforce.

The Staff Development Program (appraisal system) that links into the organisational values will continue to be rolled out. In conjunction with other initiatives, such as the Wellbeing Program, the City of Stonnington will continue to provide a positive workplace experience for employees.

The fully functional and integrated Human Resource Management Information System phased implementation will continue. This will include on-line timesheets and HR oriented modules for Learning and Development, Occupational Health and Safety and Career Management are being implemented in the second half of 2007/08 and first quarter of 2008/09.

EFT staff requirements are forecast to remain stable over the four years of the Strategic Resource Plan in line with Council's commitment to long-term financial sustainability. Total employee costs for the financial years of the Strategic Resource Plan assume the existing range of services are retained or enhanced within existing resources and will increase in line with salary increases outlined in Council's Enterprise Bargaining Agreement.

Corporate Governance

Corporate Governance is the system by which Council is directed and managed. It influences how the objectives of the Council are set and achieved, how Council monitors and assesses risk and how performance is optimised. Through good corporate governance, Council aims to provide accountability and control systems while continuing to operate in an innovative environment to ensure ongoing development. Council has adopted a Code of Conduct and follows the Good Governance Guide.

Stonnington's nine Councillors were elected to office in November 2004 commencing the first four year term of the restructured Council with three Councillors representing each of the three new wards. The next General Election will be held in November 2008.

Ordinary Council meetings are held on the first and third Mondays of each month (except January and public holidays) at the Stonnington City Centre (Malvern Town Hall) commencing at 7pm. Council Forums are held every second and fourth Monday of the month. These are closed meetings and the five Council Committees also meet at this time. The Audit Committee meets four times a year with the Chair and Deputy Chair being external independent members. Council's Executive Management Team meets weekly.

The Audit Committee, Councillors and Executive Management Team are responsible for Council's strategic and financial performance together with responsible decision making that takes into account statutory, legal and risk management obligations and the interests of residents and ratepayers.

Risk Management

Risk management is the process used to avoid, reduce or control risks. Council must look at:

- > The health and safety of employees, residents, customers, volunteers and participants
- > Public safety
- > Maintaining a sound financial position and minimising business risk
- > Plant, equipment and the environment
- > The image and reputation of our community

A systematic approach to managing risk is now regarded as good management practice and the City of Stonnington has a solid, robust Risk Management Policy and Strategic Plan that is continually updated and regularly reported on. It has been endorsed by Council, the Audit Committee and staff at all levels. Council has obtained significant savings by tendering its insurance portfolio and has developed a strong relationship with the broker that is value-adding to Council services.

There is a strong overlap into Occupational Health and Safety (OH&S). Council has Safety Service Plans with all business units and these are continually monitored and refined when there are any changes in work practices or legislation. Council has seen ongoing reduction in workplace incidents, in particular serious or manual handling incidents.

Risk Management and OH&S are reported monthly to the Executive Management Team, quarterly to the Audit Committee and bi-annually to Council. Information is also provided for staff and business units to monitor their respective areas.

Business Systems and Technology

Council's business information systems are the resources necessary for the Council to deliver its services. With a robust capital program and by managing IT resources strategically, Council maintains an edge to use up-to-date systems and technology to provide best value. The new paradigms for next generation eBusiness systems are hyper-security, mobile and wireless technology and web-based systems.

Over the next twelve months, Council is planning to migrate the Finance system to an enterprise version comprising new core financial modules for budgeting, supply chain, eprocurement and on-line catalogues. As part of a plan to integrate systems, Council's Building Control and Permit systems are to migrate across to the core property system. For value-added service, Council continues to enhance the eProperty system to provide

a secure website for access to property information and payments.

Following a review of the current telecommunication contract, Council is planning to take on Telstra's integrated Telecommunications Carriage Services (TCS) for voice, mobile and data networks that will offer faster network response and service availability. The strategy of using the latest telecommunication technology becomes the backbone for the planned deployment of Telstra's Voice Over IP telephony system at the new Stonnington Depot that will be followed by installations at other sites.

With growing demands for services and instant information available on-line, Council plans to develop organisation wide web-enabled portal technologies using business intelligent data mining and search tools that can drill down to the actual source of the data.

By adopting and using service-oriented systems, the forward IT strategy is to move towards real-time and mobile communications in customer relationship management, enterprise resource planning and collaborative software designed in a customised and integrated environment. The aim is to provide accurate and timely information to Council users in delivering quality service to all stakeholders.

Environmental Management

Council is committed to its sustainability programs in order to improve the Environmental, Social, Economic and Cultural quality of life for our community. In order to achieve these outcomes, Council will continue to develop partnerships with community groups, businesses, inter-government agencies and departments that will enable the development of policies that will actively promote environmental sustainability.

Asset Management

Through the development of a well-developed capital works and maintenance strategy for existing Council roads, drains, buildings and facilities, Council will continue to meet the needs of the community now and into the future. The continuous review of community satisfaction with the form and function of these assets will also allow Council to effectively plan for the construction of new facilities.

Our Guiding Principles

Resources

Resources efficiently used to minimise waste, environmental damage or lack of supply.

Equity between Generations

The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.

Innovation

Council will take a leadership role; demonstrating and promoting how things can be done differently and more effectively for ongoing learning and adaptation of new ideas.

Precautionary Principle

Careful evaluation to avoid, wherever possible, serious or irreversible damage to the environment.

Integration

The development and progression of sustainability programs will be incorporated and considered in Council processes.

Accountability

Council will effectively communicate with the community by providing opportunities for two-way communication on policies, principles and programs and informing it of ideas, decisions and achievements.

Commitment to Continuous Improvement

Sustainability is a long-term goal that requires a commitment to making continuous progress towards that goal. This commitment to continuous progress is necessary to maintain the effort and enthusiasm required to achieve desirable outcomes. It also means that change can be implemented at a manageable pace with the potential impacts of all activities and solutions fully considered to achieve maximum benefit.

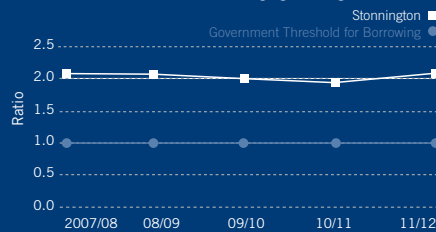
Community Involvement

Council will take an active role in educating residents and businesses on environmental issues.

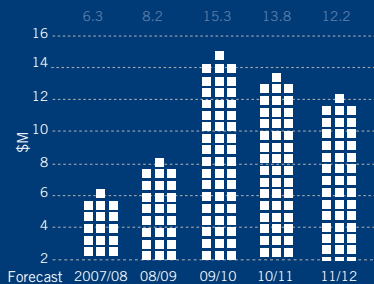
City of Stonnington Financial Strategy

Liquidity Ratio

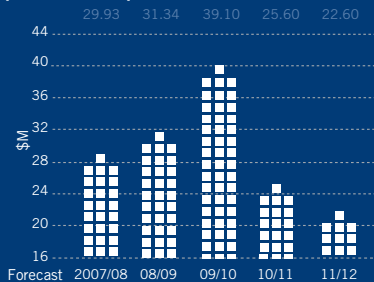
Current Assets over Current Liabilities (Highlights Strong Balance Sheet)



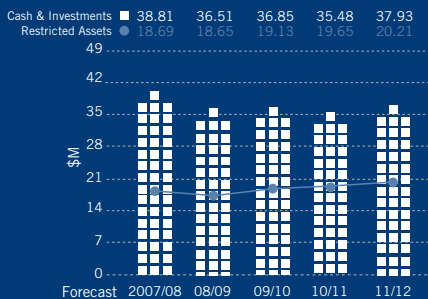
Debt



Capital Works Expenditure



Cash & Investments



The City of Stonnington is projecting a positive operating result and a strong Balance Sheet for each year of the 2008/12 Council Plan. The strong financial position established over a number of years is a reflection of sound financial management, rigorous cost control and the commitment to financial sustainability.

Historically Council has generated operating profits and sold redundant assets to fund major new or upgraded works. Debt funding is used where necessary to manage cash flow and is an option available to Council due to its relatively low debt levels.

While the City's overall financial position is strong, its budgetary position is impacted by a number of external (non controllable) influencing factors. Statutory fees and charges set by the State Government have been subject to minimal or no changes for several years and have not kept pace with CPI. Combined with cost increases for waste management, Municipal Fire Levy, public lighting and maintenance, fuel, the additional cost of the Council election in November 2008, and no Increase in Grants Commission funding, the impact on the operating budget is considerable. Despite these influences Council has still maintained a healthy capital works budget for 2008/09 of \$29.5 million (new works).

The City's strong financial position throughout 2008/12 ensures a sustainable financial future for Council and the capacity to deliver the objectives and strategies of the Council Plan and Strategic Resource Plan. The forward financial strategy is built upon maintaining Council's existing assets by using depreciation allowances to maintain and upgrade all physical assets such as roads, drains, footpaths, parks, buildings and information technology assets. General rates are assessed to increase by 4.5 percent per annum over the last three years of the Strategic Resource Plan plus 0.75 percent factor per annum has been included for rates growth. Garbage rates are projected to increase by 6 percent to partly cover higher costs of waste management.

Generation of operating surpluses over the four years of the Council Plan and the sale of redundant assets provide a key source of funding for major new initiatives.

Council also plans to use some debt funding during the four years as part of its financial strategy. The borrowing level is planned to increase from \$6.3 million in 2008 to \$12.2 million at the end of 2012 in a period where Council will be undertaking an extensive \$119 million capital works program. During this four year period Council's liquidity ratio is expected to maintain its healthy position, confirming a strong ability to meet short term liabilities payments on an ongoing basis.

Council's capital works program over the period 2008/09 to 2011/12 averages a significant annual expenditure of approximately \$30 million and includes a number of major projects such as the Surrey Road Park, upgrading the Harold Holt Swim Centre, Prahran Library Main Hall, Phoenix Park Children's Hub, Prahran Meeting Rooms, Como Park Pavilion, the staged Glenferrie Road footpath replacement program and the Stonnington City Centre precinct.

A key factor in achieving this level of spending is the partial sale of the Surrey Road Depot site that is shown as an asset sale in 2007/08, in accordance with the relevant accounting standards. The sale receipts are reflected in the Cash Flow Statement during 2007/08 and 2008/09 in accordance with the settlement terms. The projected sale of the Bowen Street property is also an important source of funding.

The Strategic Resource Plan shows the City of Stonnington will retain its strong Balance Sheet ensuring a sustainable future for the Council. The strong financial position enables Council to maintain the current level of service to the community in all areas such as aged care, waste recycling, environment, parks management and street sweeping and also provide funding for new community and organisational initiatives in line with the Council Plan.

Standard Income Statement

For the four years ending 30 June 2012

	Forecast Actual 2007/08	Budget 2008/09	Strategic Resource Plan Projections		
\$'000	2007/08	2008/09	2009/10	2010/11	2011/12
Revenue from continuing operations					
Rates and charges	61,168	64,612	68,100	71,776	75,651
Traffic fines and parking	15,663	15,944	16,183	16,426	16,673
User charges	14,983	15,022	14,829	14,706	15,153
Grants - recurrent	6,955	6,448	6,513	6,578	6,644
Grants - non recurrent	728	920	929	938	948
Reimbursements	498	473	487	502	517
Contributions	2,300	1,713	1,764	1,817	1,871
Interest	1,695	1,535	1,631	1,733	1,841
Other revenue	3,776	4,633	4,778	4,927	5,081
Total revenue	107,766	111,300	115,214	119,403	124,379
Expenses from continuing operations					
Employee benefits	38,030	40,187	42,546	45,043	47,687
Materials, services & maintenance	39,785	41,620	42,916	44,254	45,634
Community grants	2,509	2,548	2,624	2,703	2,784
Depreciation	16,060	17,038	18,099	18,640	19,199
Finance cost	481	328	525	1,099	1,001
Other expenses	1,086	957	1,196	1,231	1,267
Operating projects	935	419	400	400	400
Total expenses	98,886	103,097	108,306	113,370	117,972
Net surplus from continuing operations	8,880	8,203	6,908	6,033	6,407
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,917	(44)	846	(4)	(4)
Movement in investment property	200	200	200	200	200
Share of net profits/(losses) of associate accounted for using the equity method	156	80	121	100	100
Net surplus	12,153	8,439	8,075	6,329	6,703

Standard Balance Sheet

For the four years ending 30 June 2012

	Forecast Actual 2007/08	Budget 2008/09	Strategic Resource Plan Projections		
\$'000	2007/08	2008/09	2009/10	2010/11	2011/12
Current assets					
Cash	980	980	980	980	980
Receivables	10,659	7,499	7,700	7,900	8,100
Investments	37,834	35,532	35,873	34,496	36,952
Accrued income	610	610	610	610	610
Prepayments	34	34	34	34	34
Other	60	60	60	60	60
Total current assets	50,177	44,715	45,257	44,080	46,736
Non current assets					
Trade and other receivables	1,150	1,100	1,050	1,000	950
Other financial assets	2,015	2,015	2,015	2,015	2,015
Invest in assoc (equity method)	2,838	2,918	3,039	3,139	3,239
Property, infrastructure, plant & equipment	1,306,383	1,340,022	1,444,729	1,471,046	1,568,803
Investment property	6,700	6,900	7,100	7,300	7,500
Intangible assets	1,875	2,025	2,175	2,325	2,475
Total non current assets	1,320,961	1,354,980	1,460,108	1,486,825	1,584,982
Net assets	1,371,138	1,399,695	1,505,365	1,530,905	1,631,718
Current liabilities					
Trade and other payables	11,372	8,950	9,250	9,550	9,850
Trust funds and deposits	2,113	2,060	1,850	1,850	1,850
Provisions	8,881	9,085	9,331	9,564	9,803
Interest bearing loans and borrowings	1,388	1,072	1,701	1,829	1,200
Total current liabilities	23,754	21,167	22,132	22,793	22,703
Non current liabilities					
Provisions	1,474	1,974	2,132	2,302	2,487
Interest bearing liabilities	4,902	7,107	13,579	11,958	10,973
Total non current liabilities	6,376	9,081	15,711	14,260	13,460
Net liabilities	30,130	30,248	37,843	37,053	36,163
Net assets	1,341,008	1,369,447	1,467,522	1,493,852	1,595,555
Equity					
Accumulated surplus	484,072	496,310	504,349	512,025	517,954
General reserves	13,942	13,857	14,257	14,657	15,057
Asset revaluation reserves	830,841	850,841	940,841	960,841	1,055,841
Current year surplus	12,153	8,439	8,075	6,329	6,703
Total equity	1,341,008	1,369,447	1,467,522	1,493,852	1,595,555

Standard Cash Flow Statement

For the four years ending 30 June 2012

	Forecast Actual 2007/08	Budget 2008/09	Strategic Resource Plan Projections		
\$'000	2007/08	2008/09	2009/10	2010/11	2011/12
Cash inflows/(outflows) from operating activities					
Rates and charges	61,168	64,612	68,100	71,776	75,651
Traffic fines and parking	15,173	15,944	16,183	16,423	16,673
User fees (inclusive of GST)	15,007	15,450	16,029	15,709	16,153
Grants (inclusive of GST)	7,405	7,868	7,742	8,016	8,092
Contributions (inclusive of GST)	2,300	1,713	1,764	1,817	1,871
Reimbursements (inclusive of GST)	1,074	543	557	572	587
Interest	2,495	1,535	1,631	1,733	1,841
Other receipts (inclusive of GST)	3,576	4,783	4,908	5,077	5,231
Net GST refund/payment	3,580	3,580	3,700	3,820	3,940
Payment for materials & services (Incl GST)	(46,551)	(49,559)	(48,217)	(49,695)	(51,194)
Payments to employees	(35,334)	(39,483)	(42,142)	(44,642)	(47,264)
Finance cost	(481)	(328)	(525)	(1,099)	(1,001)
Other payments	(2,325)	(3,924)	(4,220)	(4,334)	(4,451)
Operating cash flow	27,087	22,734	25,510	25,173	26,129
Cash inflows/(outflows) from investing activities					
Payments for property, infrastructure, plant & equipment	(29,059)	(31,339)	(39,100)	(25,600)	(22,600)
Proceeds from sale of property, infrastructure, plant & equipment	5,342	4,417	6,990	493	490
Investing cash flow	(23,717)	(26,922)	(32,110)	(25,107)	(22,110)
Cash inflows/(outflows) from financing activities					
Trust funds and deposits	(137)	(53)	(210)	-	-
Proceeds from interest bearing loans and borrowings	-	3,050	8,050	50	50
Repayment of interest bearing loans and borrowings	(2,417)	(1,111)	(899)	(1,494)	(1,613)
Financing cash flow	(2,554)	1,886	6,941	(1,444)	(1,563)
Movement bank	816	(2,302)	341	(1,378)	2,456
Open bank	37,998	38,814	36,512	36,853	35,475
Close bank	38,814	36,512	36,853	35,475	37,931
Variance	816	(2,302)	341	(1,378)	2,456
Reconciliation of operating result and Net cash flows from ordinary Activities for the year ending 30 June					
Net profit (loss) from ordinary activities	12,153	8,439	8,075	6,329	6,702
Depreciation	16,060	17,038	18,099	18,640	19,199
(Profit) loss on sale of property, plant & equipment	2,917	(44)	846	(4)	(4)
Net movement in current assets and liabilities	(4,043)	(2,699)	(1,510)	208	232
Net cash inflow (outflow) from operating activities	27,087	22,734	25,510	25,173	26,129

Standard Capital Works Statement

For the four years ending 30 June 2012

	Forecast Actual 2007/08	Budget 2008/09	Strategic Resource Plan Projections		
\$'000	2007/08	2008/09	2009/10	2010/11	2011/12
Capital expenditure by asset class:					
Land	35	-	-	-	-
Land improvements	4,147	2,857	4,200	4,046	4,308
Buildings	13,605	13,730	23,719	10,323	6,023
Motor vehicles, plant and equipment	1,580	2,165	1,103	1,103	1,175
Other (library books, office equipment, furniture, IT)	2,248	2,285	2,559	2,545	2,751
Road extras	1,930	2,230	1,263	1,000	1,345
Drainage	1,166	1,644	1,383	1,383	1,473
Roads, footpaths, kerb & channels, ROW's & bridges	4,214	5,413	3,723	4,000	4,275
Intangibles	1,000	1,015	1,150	1,200	1,250
Total capital works (incl. carryovers)	29,925	31,339	39,100	25,600	22,600
Types of capital works:					
Renewal/replace	14,893	18,912	18,160	16,536	17,629
Upgrade	7,198	1,695	5,855	3,190	2,410
Expansion	902	1,038	1,785	216	656
New assets	6,932	9,694	13,300	5,658	1,905
Total capital works	29,925	31,339	39,100	25,600	22,600
Property, plant & equipment movement reconciliation worksheet:					
Total capital works	29,925	31,339	39,100	25,600	22,600
Asset revaluation movement	205,000	20,000	90,000	20,000	95,000
Depreciation	(16,060)	(17,038)	(18,099)	(18,640)	(19,199)
Written down value - assets sold	(1,644)	(662)	(6,294)	(643)	(644)
Net movement - property, plant & equipment	217,221	33,639	104,707	26,317	97,757

Statement of Investment Reserves-Restricted Assets

For the four years ending 30 June 2012

	Forecast Actual 2007/08	Budget 2008/09	Strategic Resource Plan Projections		
\$'000	2007/08	2008/09	2009/10	2010/11	2011/12
Public resort and recreation	12,352	11,867	11,867	11,867	11,867
car parking	790	790	790	790	790
Strategic property acquisition and development reserve	800	1,200	1,600	2,000	2,400
Long service leave	5,550	5,994	6,474	6,991	7,551
Total investment reserves - restricted assets	19,492	19,851	20,731	21,648	22,608

Key Strategic Indicators

For the four years ending 30 June 2012

	Forecast Actual 2007/08	Budget 2008/09	Strategic Resource Plan Projections		
	2009/10	2010/11	2011/12		
Financial performance					
Actual operating surplus/(deficit) vs budget	147.5%	100.0%	100.0%	100.0%	100.0%
Operating surplus (deficit) as % of total recurrent revenue	11.3%	7.6%	7.2%	5.4%	5.4%
Change in net assets from previous year	19.1%	2.0%	7.2%	1.8%	6.8%
Working capital ratio	211.2%	211.2%	204.5%	193.4%	205.9%
Total debt servicing costs % of rates & charges	2.7%	2.1%	2.1%	3.7%	3.5%
% of rates, fees & charges outstanding at 30 June	7.3%	7.9%	7.8%	7.7%	7.6%
Rates management					
% Movement in rates and charges revenue	6.0%	5.3%	5.3%	5.3%	5.3%
Rates & charges per assessment	\$1,152	\$1,207	\$1,259	\$1,312	\$1,368
Rates & charges per capita	\$671	\$704	\$735	\$768	\$803
Rates & charges as a % of CIV	0.18%	0.13%	0.13%	0.13%	0.14%
Rates & charges declared on the median property value	\$783	\$822	\$861	\$903	\$946
Average rates & charges per assessment – residential	\$1,074	\$1,157	\$1,216	\$1,278	\$1,343
Rates & charges declared as a % CIV – commercial	0.15%	0.13%	0.13%	0.13%	0.13%
Rates & charges as a % of total recurrent revenue	55.9%	57.3%	58.3%	59.3%	60.0%
Capital expenditure					
Capital per assessment	\$461	\$570	\$739	\$479	\$419
% Capital expenditure internally funded	97.0%	96.9%	97.6%	96.3%	95.8%
% Achievement of capital program	95.2%	100.0%	100.0%	100.0%	100.0%
Ratio capital expenditure to depreciation	1.49	1.75	2.16	1.37	1.18
Operating costs					
% Change in net recurrent expenditure per assessment to previous year	5.1%	3.6%	4.1%	4.1%	3.4%
% Change in net recurrent expenditure per capita	6.7%	1.7%	4.3%	4.3%	3.6%
Net recurrent expenditure per assessment	\$1,580	\$1,637	\$1,704	\$1,774	\$1,834
Net recurrent expenditure per capita	\$939	\$955	\$996	\$1,039	\$1,076
Community satisfaction					
Community satisfaction rating - overall performance of the Council	69	70	70	71	71
Community satisfaction rating - overall performance in key service areas and responsibilities	66	67	67	68	68
Community satisfaction rating for Council's interaction and responsiveness in dealing with the public	72	73	73	74	74
Community satisfaction rating for Council's advocacy and community representation – key issues	64	65	65	66	66
Community satisfaction rating for Council's engagement in decision making on key issues	60	61	61	62	62

**City of Stonnington**

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