

ADOPTED 2016/17 BUDGET

Council Meeting 6 June 2016

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Mayor's introduction

The Councillors and I are pleased to release the 2016/17 Budget to the Community. This budget builds on our Council Plan 2013-2017 vision which focuses on the following four key areas and Strategic Resource Plan:

- Community
- Environment
- Liveability
- Prosperity

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

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

As Councillors, it is our job to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council has initiated an organisation wide approach to identify savings that don't impact on its services, to provide increased value for money to ratepayers. Council will, with the introduction of rate capping in 2016, continue to focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community.

The budget includes an increase of 2.5 per cent to the average general rate to determine the maximum amount of revenue that can be levied from general rates. This is in line with the new *Fair Go Rates System (FGRS)* which has capped rate increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI). While Council has not elected to apply to the Essential Services Commission (ESC) for a variation, it has increased most user fee unit prices by 3.5 per cent to ensure users help pay for Council services and enable Council to provide continued delivery of high quality services, funding for new community and organisational initiatives in line with the Council Plan, capital works and infrastructure maintenance.

This, coupled with further ongoing operational savings and efficiencies of \$0.45 million, has enabled Council to reduce its rates increase from the planned 4.3 per cent to the proposed 2.5 per cent increase.

The 2016/17 Budget and Strategic Resource Plan maintain cash reserves to fund Council's restricted assets of statutory reserves (primarily the open space reserve), trust funds and deposits. An annual contribution of \$1.0 million to the Future Fund Reserve over the period of the Strategic Resource Plan will give Council continued financial capacity to respond to strategic property acquisition and development opportunities from its own cash reserves as much as possible.

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

- the withdrawal of indexation from the Commonwealth Government's financial assistance grants program to local government (\$0.50 million).
- an estimated increase of 2.6 per cent in the State Government landfill levy (\$0.06 million).
- the withdrawal of federal funding for the program cost of the Prahran Child and Youth Community wellbeing hub (\$0.08 million).
- higher than inflation external contract cost increases of 8.7 per cent which are linked to current supply and service contracts (\$1.82 million).

These items alone exceed the mandatory 2.5 per cent increase in our base costs for delivering core services and projects allowed by the FGRS.

To ease the impact to ratepayers, we are proposing to increase the average unit cost of the garbage and garden waste service charge by 2.5 per cent in line with projected inflation.

In this budget we have allocated funding of \$41.49 million for asset renewals, upgrades and expansions. The budget also funds \$27.47 million for new assets. Highlights of the capital program include:

- Open space (\$3.0 million) - including strategic land purchase and park developments around the municipality.
- Cato Street redevelopment project (\$21.24 million) - three year project which commenced in 2015/16, including redevelopment of Council owned high-value land with opportunities to incorporate public plaza/park in an urban setting.
- Road, Footpath & Bridges (\$9.12 million) - including reconstructions and Chapel Street Streetscape Masterplan Implementation.
- Drainage improvements (\$2.53 million) - including road drainage replacement works.
- Buildings (\$16.63 million) - Dunlop Pavilion redevelopment \$4.90 million, Prahran Town Hall Masterplan \$2.60 million, Harold Holt Swim Centre pool tiling \$1.19 million, Malvern Valley Golf Course Hub redevelopment \$0.83 million, Harold Holt Swim Centre Masterplan implementation \$0.50 million, Prahran Market works \$0.42 million, Chapel off Chapel passenger lift \$0.35 million and Prahran Aquatic Centre feasibility and redevelopment \$0.26 million.
- Recreation, Leisure and Community Facilities (\$5.71 million) - including synthetic oval construction \$1.76 million, Malvern Valley Golf Course \$1.60 million, Como Rowing Precinct Landscape \$0.50 million, park floodlight upgrade (\$0.19 million), TH King Reserve Pathway Linkages and Sports Facilities Plan (\$0.24 million) and tennis facilities renewal (\$0.20 million).
- Parks, open space and streetscape excluding Cato Street redevelopment (\$3.36 million) - Yarra River Biodiversity project \$0.99 million, Forrest Hill Masterplan implementation \$0.50 million, Windsor Siding Masterplan implementation \$0.20 million, implementation of landscape plans for parks improvements \$0.20 million, Malvern Town Hall Precinct Landscape \$0.20 million, Princes Gardens Masterplan implementation \$0.20 million.
- Bicycle strategy and path improvement \$0.63 million.
- Plant and equipment (\$5.39 million) - including information technology \$0.50 million, scheduled replacement of Council's fleet and equipment \$2.45 million, library materials \$0.92 million, software upgrades \$0.73 million and art and sculpture acquisition program \$0.26 million.

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

- continuance of the Community Grants program (\$3.50 million).
- expansion of parks horticulture services (\$4.71 million).
- continuance of Council provided street cleansing service (\$3.67 million).
- opening of the Northbrook art pop up gallery (\$0.05 million).
- continuance of the Glow Festival event (\$0.30 million).
- continuance of Council closed circuit television system maintenance (\$0.12 million).
- installation of energy efficient street lighting (\$0.20 million).

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

- increasing investment in the maintenance of ongoing community infrastructure assets.
- maintaining the character and amenity of our neighbourhoods under pressure for higher density residential development, through heritage planning and pushing for appropriate development outcomes.
- improving and increasing open space across the City and continuing to implement the Recreation Strategy to deliver sustainable sportsground and recreation opportunities.
- implementing sustainability initiatives to reduce energy and water consumption; ensuring sustainable design principles and practices across all projects; enhancing greening and providing opportunities for community education and participation.
- securing State and Commonwealth Governments contribution funding for services and programs such as the Prahran Child and Youth Community Wellbeing Hub (formerly known as the Prahran Adventure Playground) and recurrent funding for programs such as Maternal and Child Health, which does not keep pace with the increasing costs and for which the State Government does not meet its commitment to fund 50% of the costs of the services.

- defining Council's future role in Aged Services after the Commonwealth Government assuming funding and administrative responsibility for Aged Services from 1 July 2016. Although funding levels and targets have been guaranteed to 30 June 2019, the future impacts are uncertain.

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

This is the first year of the *Fair Go Rates System* and while Council will implement an average general rate increase that is in line with the 2.5 per cent cap, the actual rate increases experienced by individual ratepayers will be different due to this being a municipal revaluation year. In a revaluation year, rate increases are impacted by the average rate increase (2.5 per cent) and the property valuation increases of individual properties relative to the average across the municipality. If your property increased by more in value than the average for City Of Stonnington (15.6 per cent), your rates will increase by more than 2.5 per cent while if your property value increased by less than the 15.6 per cent average your rates will increase by less than 2.5 per cent and may in fact reduce from the previous year.

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

Cr Claude Ullin

Mayor

Executive Summary

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013-2017. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$28.36 million for 2016/17, however, it should be noted that the adjusted underlying result is a surplus of \$20.47 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

1. Key things we are funding

- 1) Ongoing delivery of services to the City of Stonnington community funded by a budget of \$170.25 million. These services are summarised in Section 2.1.
- 2) Continued investment in Infrastructure assets (\$43.95 million) primarily for new and renewal works. This includes roads (\$5.59 million); bridges (\$0.28 million); footpaths and bicycle paths (\$3.25 million); drainage (\$2.53 million); recreational, leisure and community facilities (\$5.71 million); parks, open space and streetscapes (\$24.60 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: Community

- 3) Develop a masterplan for the future development of the outdoor areas of the Harold Holt Swim Centre that meets community needs into the future. (\$0.50 million net cost).
- 4) Engage with the community on future development and land use (\$0.60 million net cost).
- 5) Upgrade Council's pavilions in accordance with the Pavilion Redevelopment Strategy 2009 (\$4.50 million net cost).
- 6) Upgrade Council's Children's Services facilities in accordance with the Early Years Infrastructure Improvements Plan (\$0.02 million net cost).

Strategic Objective 2: Environment

- 7) Implement the Stonnington Cycling Strategy to enhance the physical and social environments to encourage more people to cycle and people to cycle more often (\$0.63 million net cost).
- 8) Implement 'Strategies for Creating Open Space' to expand open space across the municipality and enhance connectivity (\$3.41 million net cost).
- 9) Implement the Urban Forest Strategy to enhance the protection and management of new and existing trees to reduce the 'heat island' effect (\$1.66 million net cost).
- 10) Deliver the Energy Efficiency Implementation Plan to reduce energy consumption and green house gas emissions (\$0.50 million net cost).
- 11) Implement the Lower Yarra Biodiversity Linkages Project to improve habitat, amenity, liveability and recreational opportunities (\$0.99 million net cost).

Strategic Objective 3: Liveability

- 12) Preserve Council's significant heritage buildings through the systematic implementation of conservation work identified in Conservation Management Plans and Building Condition Audits (\$2.60 million net cost).
- 13) Implement infrastructure and public realm improvement works in accordance with the Forrest Hill Precinct Masterplan (\$0.50 million net cost).
- 14) Implement infrastructure and public realm improvements works in accordance with the Chapel Street Masterplan (\$2.00 million net cost).
- 15) Delivery of identified public realm improvements in accordance with adopted masterplans (\$0.40 million net cost).

Strategic Objective 4: Prosperity

- 16) Develop design options and tender documentation and engage the community on the redevelopment of the Cato Street car park (\$21.24 million net cost).
- 17) Promote key attractions and events to raise the profile of Stonnington as a tourist destination (\$0.35 million net cost).
- 18) Implement the Economic Development Strategy 2012-2016 and prepare for the new Plan which improves economic prosperity and vibrancy of the community for residents and businesses (\$0.07 million net cost).

Strategic Objective 5: Strategic Resource Plan

- 19) Continue the upgrade of Prahran Market with the Market Board (\$0.42 million net cost).
- 20) Adopt digital communications, engagement tools and social media channels and develop e-services and the public GIS, to enable better accessibility to Council information and services (\$0.20 million net cost).

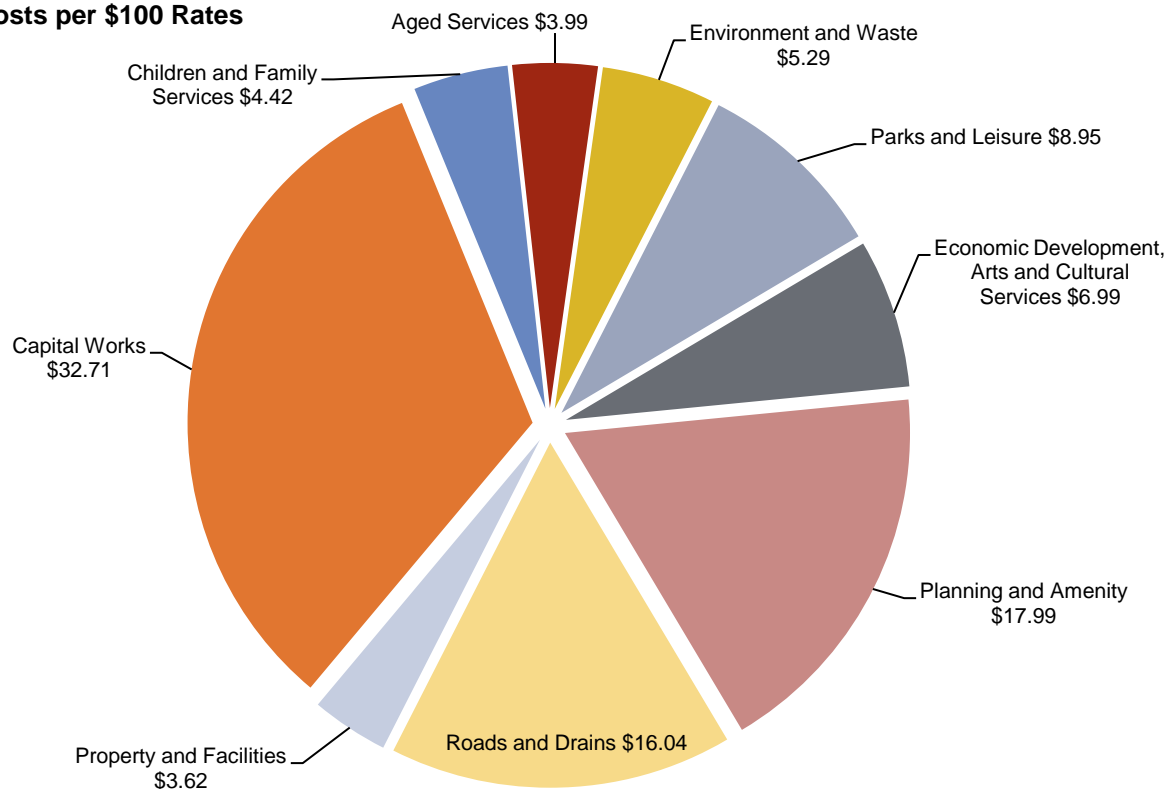
2. The Rate Rise

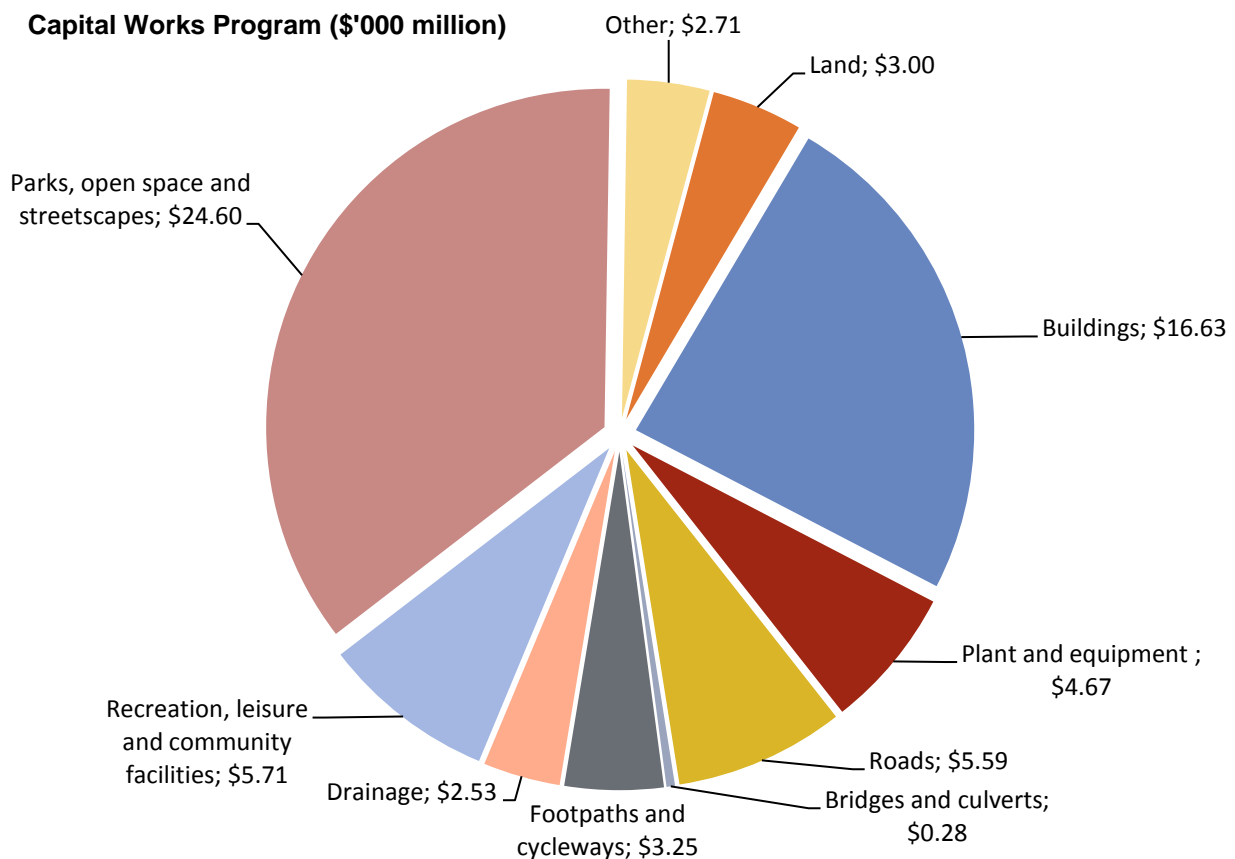
- a. The average general rate will rise by 2.5 per cent in line with the order by the Minister for Local Government on 14 December 2015 under the *Fair Go Rates System*.
- b. Key drivers
 - i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with growth in the population of Victorian residents (2.2 percent in the last year)
 - iv. To cope with cost shifting from the State Government (refer Paragraph 7)
 - v. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant.
- c. This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. The unit price of the garbage and garden waste service charge, incorporating kerbside collection and recycling, will increase by an average of 2.5 per cent per rateable property.
- e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.
- f. Refer Section 7 for further Rates and Charges details.

3. Key Statistics

- **Total Revenue:** \$170.25 million (2015/16 = \$170.26.million)
- **Total Expenditure:** \$141.89 million (2015/16 = \$137.49 million)
- **Accounting Result:** \$28.36 million Surplus (2015/16 = \$32.77 million Surplus)
(Refer Income Statement in Section 3)
(Note: Based on total income of \$170.25 million which includes capital grants and contributions)
- **Underlying operating result:** \$20.47 million Surplus (2015/16 = \$20.51 million Surplus)
(Refer Analysis of operating Budget in Section 10.1)
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- **Cash result:** \$8.59 million Deficit (2015/16 = \$0.20 million Deficit)
(Refer Statement of Cash Flows in Section 3)
This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- **Total Capital Works Program** of \$68.97 million
 - \$41.73 million from Council operations
 - \$14.0 million from borrowings
 - \$0.41 million from asset sales
 - \$1.07 million from external grants
 - \$0.46 million from contributions
 - \$11.30 million from cash and reserves

Net Costs per \$100 Rates





4. Budget Influences

External Influences

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

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5 per cent.
- State-wide CPI is forecast to be 2.5 per cent for the 2016/17 year (Victorian Budget Papers 2015/16).
- The Victorian Wage Price Index is projected to be 3.25 per cent in 2016/17.
- Council must renegotiate a new Collective Agreement during the 2015/16 year for commencement on 1 July 2016.
- Receipt of capital works funding of \$1.07 million including for the redevelopment of Dunlop Pavilion and Percy Treyvaud Memorial Park lighting project and the completion of Roads to Recovery projects.
- Increases of 2.6 per cent (or \$1.60 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.06 million. The levy has increased from \$9 per tonne in 2008/09 to an estimated \$62.12 per tonne in 2016/17 (590 per cent increase in 8 years) and has added \$1.93 million to Council's costs.
- On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. More information and examples are shown in the section below.
- Councils across Australia raise approximately 3.5 per cent of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30 per cent of the all Australian public assets including roads, bridges, parks, footpaths and public buildings.
This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

Internal Influences

As well as external influences, there are a number of internal influences expected to significantly impact the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- Decrease in Open space contribution from 2015/16 forecast of \$4.0 million.
- Increase in borrowing costs from 2015/16 forecast of \$0.37 million due to the new borrowings in 2016/17 to part fund the capital works program.
- Depreciation is expected to increase by \$1.07 million due to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program.
- Allowance of \$1.80 million operating expenses in 2016/17 for a possible future Defined Superannuation Scheme Shortfall call.

5. State Budget Advocacy

- a. Advocate to the State Government for implementation of the Metropolitan Open Space Strategy through reuse of State Government land including:
 - i. Ensuring the use of railway corridors as open space is formalised and considered part of the open space network.
 - ii. Conversion of under-utilised State and other authority owned land for public open space.
 - iii. Expanding and improving linkages across the open space network and within the off-road shared path network.
- b. Continue to advocate for and work with the State Government on the development of a new secondary school in Prahran.
- c. Advocate for public transport improvements:
 - i. Redevelopment of public transport to Chadstone shopping centre
 - ii. Include and budget for a South Yarra interchange as part of the Melbourne Metro Rail Project.

6. Summary of the Bicycle Program of Projects

Council has allocated significant budget funding towards cycling initiatives for a number of years and continues to do so to achieve the Stonnington Bicycle Strategy 2013-2018.

Over the course of the Strategy, direct cycling capital and operating initiative allocations have grown from \$0.43 million in 2013/14 to \$1.07 million proposed in 2016/17.

Council will directly spend \$0.32 million in 2016/17 on capital works as part of the Yarra River Biodiversity project stage 5, comprising reconstruction and winding of the Main Yarra Trail. These works will mainly support the transport, recreation and social cyclists in the community.

In addition to this direct expenditure on cycling, Council will also spend \$0.76 million on a range of other projects to provide an improved environment for cyclists, particularly along our creek and river corridors. Other works, although which may not add new path or provide new trails, will improve pavement surfaces and safety measures enabling more and more people to cycle. An example is the Greville and King Streets streetscape improvement plan, which includes trialling a shared zone within Greville St to increase access and permeability for cyclists.

This investment in cycling infrastructure across the city aims to improve the cycling experience within the city, thereby encouraging increased in cycling to reduce pressure on other transport modes as our population and urban densities grow.

The following is a list of project highlights that directly provide, or have elements that provide, additional or improved cycling infrastructure or improved conditions for cyclists:

Project	Value
Direct Cycling Expenditure	
Yarra River Biodiversity project stage 5	\$320K
Cycling way-finding signage update	\$50K
Chadstone Rd and Kooyong Bike Lane Proposal	\$140K
Major shared path renewal scoping and design	\$140K
Missing links works - shared path and on-road connections	\$125K
On and off-road trail renewal works	\$100K
Bicycle parking implantation, Year 4	\$40K
Advocacy and promotional actions - bike parking and Ride-to-work day	\$83K
Vic Roads Advocacy - preparation of plans for bike lanes on Vic Roads managed network	\$70K

7. Cost Shifting

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

Type 1: Cost Shifting for Specific Services

Examples:

1. Home and Community Care (HACC) - \$2.56 million from 2011/12 to 2015/16
2. Aged care services - \$0.41 million from 2011/12 to 2015/16
3. Child care and immunisation services - \$0.27 million from 2011/12 to 2015/16
4. Maternal and Child Health - \$0.19 million from 2011/12 to 2015/16
5. Community safety transport services - \$0.35 million from 2011/12 to 2015/16
6. Recreation access disability services - \$0.33 million from 2011/12 to 2015/16
7. Library services - \$0.11 million from 2011/12 to 2015/16.

Type 2: Loss of funding in General

Examples:

8. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17). The cumulative impact on City of Stonnington Council for the three years totals \$0.50 million.

Type 3: Statutory fee that prohibits full cost recovery

Examples:

9. Planning fees (set by the State and have been frozen for most of the past 14 years)
10. Revenue foregone for the past 4 years is estimated to be \$11.89 million if Council were allowed to fully recover the cost of providing planning services.

Type 4: Levies

Examples:

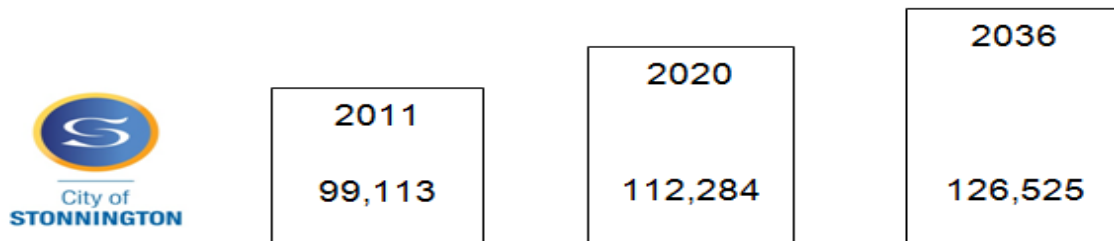
11. State Government landfill levy
The levy has increased from \$9 per tonne in 2008/09 to an estimated \$62.12 per tonne in 2016/17.
The increase from 2015/16 to 2016/17 is approximately 2.6%.
12. Total landfill levy for City Of Stonnington is \$1.93 million for the 8 years 2008/09 to 2016/17.
13. Animal registration levy - \$0.12 million from 2011/12 to 2015/16.

Type 5: Statutory requirements lead to increased costs

Examples:

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

8. Population Growth



The City of Stonnington's population is forecast to grow to 126,525 by 2036, a change of 16.18%.

The 2016 population forecast (ID Consulting) for the City of Stonnington is 107,941. This is a net increase of 1,995 people since 2015 or an increase of 1.9% for the year.

Growth for SLAs (Statistical Local Areas) in the past year is as follows:

- Prahran SLA +2% or 1,178 people
- Malvern SLA +0.4% or 194 people

The growth in the Prahran SLA is primarily the result on net migration driven by housing development in South Yarra.

Recent population forecasts prepared by ID Consulting, show Stonnington's greatest growth will occur between 2012 and 2016 with a net increase of 9,790 people. The greatest change expected to occur in South Yarra, as follows:

- Population: +12,834 by 2036
- 0-4 years: +82% by 2036

After 2016, Stonnington's growth rate is expected to plateau at just below 1,000 residents per annum until 2036, an increase of 18,994 people.

The full set of projections to 2036 can be accessed at: <http://forecast.id.com.au/stonnington>

Budget Reports

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

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

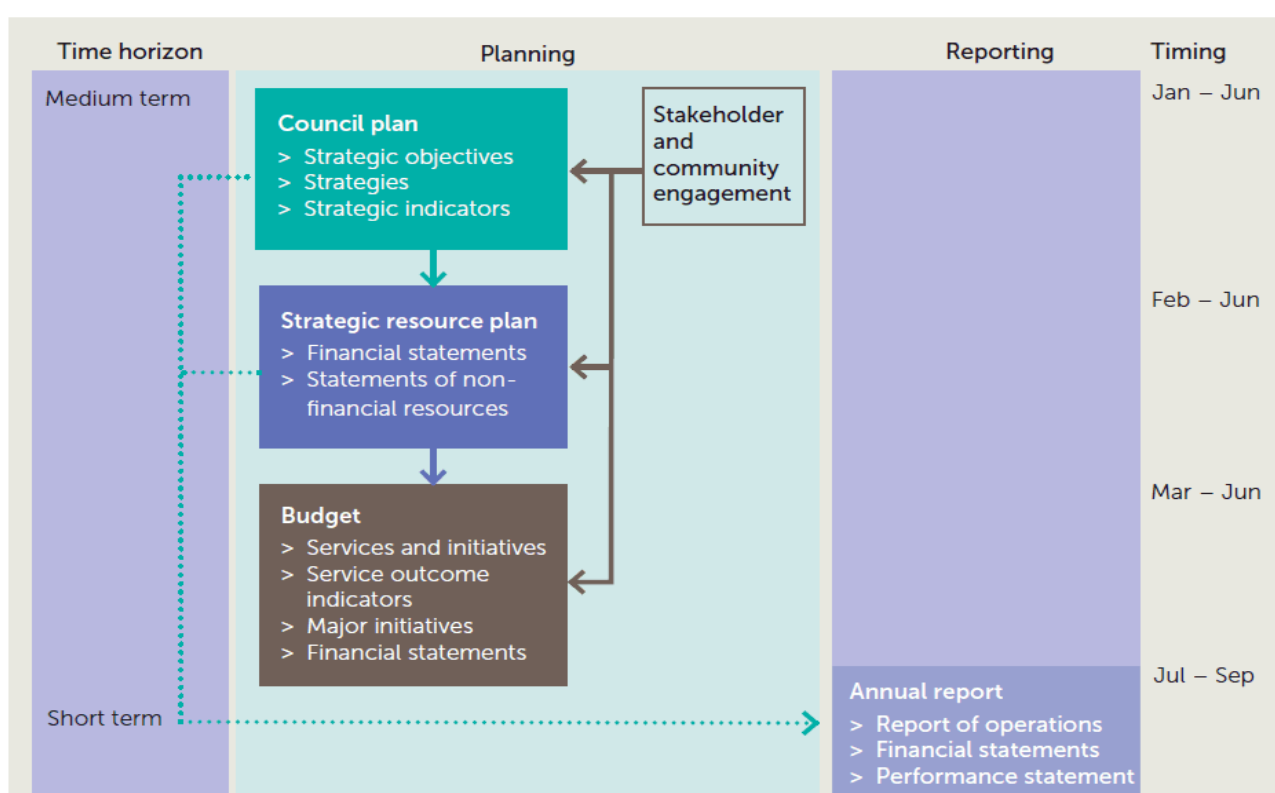
- 1 Link to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. Link to the Council Plan

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

1.1 Planning and accountability framework

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



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

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

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

1.2 Our purpose

Our vision

“Stonnington will be a connected community that fosters the hopes, wellbeing and aspirations of all people.”

Council's Commitment

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

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

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

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

Our Values

We all have an important role to play in developing a working environment where our vision of moving from good to great is a reality.

At the City of Stonnington:

We encourage, anticipate, welcome and implement CHANGE and NEW IDEAS

We recognise, support and facilitate COOPERATION

We recognise and celebrate ACHIEVEMENT

We recognise potential and support LEARNING

We promote open, honest, inclusive and respectful COMMUNICATION

We are ACCOUNTABLE for all our decisions and

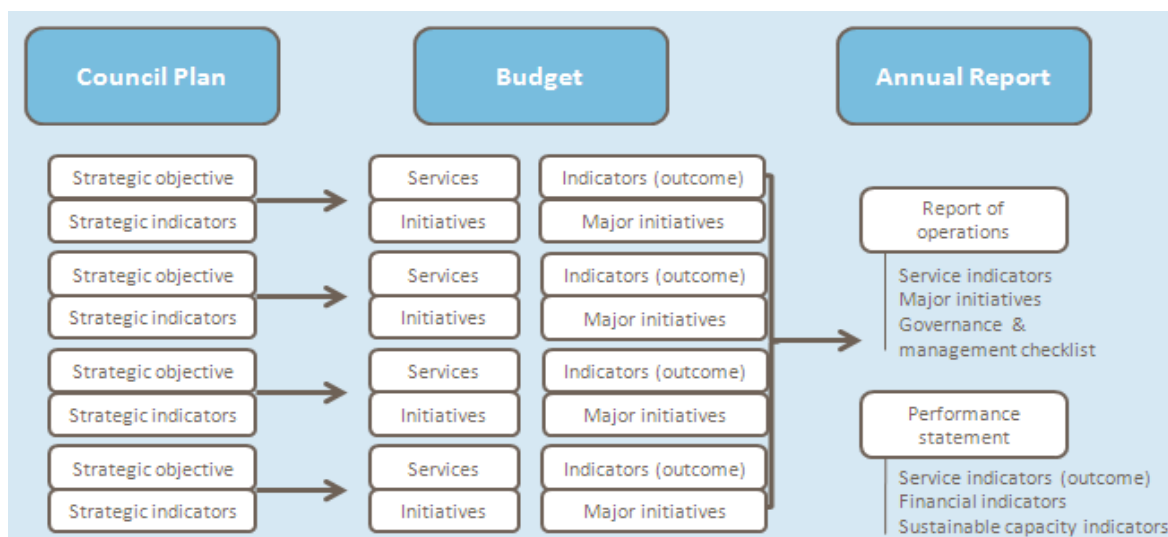
1.3 Strategic Objectives

Council delivers activities and initiatives under a broad range of major service categories. Each contributes to the achievement of one of the four Strategic Objectives and Strategic Resource Plan (SRP) as set out in the Council Plan for the years 2013-17. The following table lists the Strategic Objectives and SRP as described in the Council Plan.

Strategic Objective	Description
1. Community	A city where all people can be happy, healthy, safe and feel part of and contribute to the community.
2. Environment	A cleaner, safer and better environment for future generations to enjoy.
3. Liveability	The most desirable place to live, work and visit.
4. Prosperity	A prosperous community, recognised as a creative city and a premier visitor and retail destination.
5. Strategic Resource Plan	Other non-attributable objectives that support the above four strategic objectives.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 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 (formerly the Department of Transport, Planning and Local Infrastructure)

2.1 Strategic Objective 1: Community

To achieve our objective of Community, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged, Diversity and Disability Services	This service provides a range of services for the aged and culturally diverse including home delivered meals, personal care, transport, home maintenance, housing support and senior citizen clubs.	8,385 (5,277) 3,108
Animal Management Services	This service provides a dog and cat collection service, a lost and found notification service, a pound service and a registration and administration service.	727 (588) 140
Aquatic Services	This service provides a range of recreational facilities including indoor and outdoor swimming pools, a fully equipped gymnasium, aqua aerobics, aerobics, pump, circuit, and yoga.	5,198 (4,603) 595
Children and Family Services	This service provides family oriented support services including child care, pre-schools, toy library, maternal and child health, pre-school dental, counselling and support, youth services, immunisation, family day care, holiday programs and health and safety.	8,368 (5,703) 2,665
Chapel Off Chapel	This service provides theatre services including technical staging advice and performance operations, facilities for presentations including events for children, families and older people and exhibitions of works by local artists, function and catering services including seminars, meetings and conferences.	1,317 (751) 566

Service Area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Customer and Civic Services	This service provides a range of governance, statutory and corporate support services and acts as the main customer interface with the community. Services include the coordination of council and committee meetings, records and information management and office support services at the Civic Centre. The customer support service is delivered from three customer service centres.	1,698 (0) 1,698
Communications and Community Planning	This service is responsible for the management and provision of advice on external communication, in consultation with relevant stakeholders, on behalf of Council.	2,625 (0) 2,625
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	953 (943) 11
Library and Local History Services	This service provides public library services at four locations and local history services that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	4,269 (857) 3,412
Malvern Valley Golf Course	This service provides public open space, an 18 hole public golf course and pristine environmental areas.	958 (1,247) (289)
Recreation Services	This service is responsible for the management and use of sporting grounds and pavilions and community centres with meeting, function and activity space. The service provides advice to Council on local leisure needs and assists community groups with funding applications, event management and promotion and issues relating to license agreements with Council.	1,360 (1,310) 50

Major Initiatives

- 1) Develop a masterplan for the future development of the outdoor areas of the Harold Holt Swim Centre that meets community needs into the future. (\$0.50 million net cost).
- 2) Engage with the community on future development and land use (\$0.60 million net cost).
- 3) Upgrade Council's pavilions in accordance with the Pavilion Redevelopment Strategy 2009 (\$4.50 million net cost).
- 4) Upgrade Council's Children's Services facilities in accordance with the Early Years Infrastructure Improvements Plan (\$0.02 million net cost).

Initiatives

- 5) Deliver programs and services to children and young people (aged 5–16 years) at The Child and Youth Community Hub (The Hub) to support the social and emotional development of young public housing residents. (\$0.26 million net cost).
- 6) Implement the Library Strategy to better meet the needs of current and future library users.
- 7) Implement outcomes from Council's reviewed FoodSafe program, including digital solutions (\$0.02 million net cost).
- 8) Mentor, encourage and assist the development of emerging artists to enhance the City's cultural and economic development.
- 9) Upgrade Council's buildings in accordance with the objectives of the Access and Inclusion Plan 2013–17 (\$0.10 million).
- 10) Implement key actions from the Cultural Diversity Strategy 2015/19 across the organisations and community.

Service Performance Outcome Indicators

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

2.2 Strategic Objective 2: Environment

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

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Environmental Planning	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance. Reducing greenhouse gas emissions within Council operations and the community are a key priority of Council.	636 (0) 636
Public Spaces Design and Development	This service prepares policies and strategies relating to open space and urban design issues and prepares and implements an annual capital works program. The service also provides landscape and urban design advice and is actively involved in setting service standards for parks maintenance activities.	289 (0) 289
Parks and Environment	This service includes arboriculture and horticulture services such as tree pruning, planting, removal, planning and street tree strategies, parks and sports ground mowing and maintenance.	7,690 (30) 7,660
Waste collection and management	This service provides kerbside rubbish collections of garbage, hard waste, recycling and green waste from all households and commercial properties in Stonnington.	14,173 (754) 13,419

Major Initiatives

- 11) Implement the Stonnington Cycling Strategy to enhance the physical and social environments to encourage more people to cycle and people to cycle more often (\$0.63 million net cost).
- 12) Implement 'Strategies for Creating Open Space' to expand open space across the municipality and enhance connectivity (\$3.41 million net cost).
- 13) Implement the Urban Forest Strategy to enhance the protection and management of new and existing trees to reduce the 'heat island' effect (\$1.66 million net cost).
- 14) Deliver the Energy Efficiency Implementation Plan to reduce energy consumption and green house gas emissions (\$0.50 million net cost).
- 15) Implement the Lower Yarra Biodiversity Linkages Project to improve habitat, amenity, liveability and recreational opportunities (\$0.99 million net cost).

Initiatives

- 16) Work with other councils to progress an Environmentally Sustainable Design Policy to achieve a sustainable built environment (\$0.01 million net cost).
- 17) Maintain the quality and amount of recyclables diverted from landfill.
- 18) Minimise potable water consumption in Council's buildings, parks and reserves (\$0.03 million net cost).
- 19) Encourage planning applicants to address environmentally sustainable design in development proposals (\$0.09 million net cost).
- 20) Strengthen the environmental responsibility of Council's vehicle fleet by continuing to make fuel efficient purchases.
- 21) Support the community to adopt sustainable practices, including energy conservation, through environmental education and outreach programs (\$0.09 million net cost).
- 22) Facilitate the Stonnington Green Schools' Network to support local schools to educate children about sustainability (\$0.03 million net cost).
- 23) Encourage sustainable practices through the implementation of a community environmental education program at TH King Environmental Education Centre (\$0.02 million net cost).
- 24) Maintain Council's current program of conversion to warm season grasses to provide sustainable sports grounds (\$0.11 million net cost).

- 25) Promote actions to achieve Stonnington's target to reduce greenhouse gas emissions (\$0.10 million net cost).
- 26) Upgrade street lighting in compliance with the Energy Efficiency Street Light Upgrade Program (\$0.24 million net cost).

Service Performance Outcome Indicators

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

2.3 Strategic Objective 3: Liveability

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

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Building Control and Amenity Services	This service provides statutory building services to the Council community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. An afterhours service and an emergency service. It also provides education, regulation and enforcement of the General Local Law and relevant State legislation.	3,214 (2,536) 678
Facilities Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings.	2,615 (0) 2,615
Infrastructure Planning, Design and Management	This service conducts capital works planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. Undertakes design, tendering, contract management and supervision of various works within Council including roads, laneways, car parks, foot/bike paths, drains and bridges.	2,402 (487) 1,915
Major Projects and Property Improvements	This service conducts capital works planning for Council's properties to renew and improve the condition, performance and value of Council's existing buildings, develop new facilities, and ensure that all are safe, compliant, sustainable and fit for delivering services that meet the needs of the community.	564 (0) 564
Streets, Roads and Drains Cleaning and Maintenance	This service provides street cleaning, leaf collection, weed removal, drainage pit cleaning and street litter bins throughout Council.	3,846 (145) 3,701
Urban Development	This service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the City. It also prepares and processes amendments to the Council Planning Scheme.	6,416 (8,169) (1,753)
Venue Facilities	This service provides venues and service at Malvern Town Hall, Functions On Chapel and Armadale meeting rooms. The venues support Council's civic functions and activities and are available for commercial hire and community use.	2,154 (725) 1,429

Major initiatives

27) Preserve Council's significant heritage buildings through the systematic implementation of conservation work identified in Conservation Management Plans and Building Condition Audits (\$2.60 million net cost).

28) Implement infrastructure and public realm improvement works in accordance with the Forrest Hill Precinct Masterplan (\$0.50 million net cost).

29) Implement infrastructure and public realm improvements works in accordance with the Chapel Street Masterplan (\$2.00 million net cost).

30) Delivery of identified public realm improvements in accordance with adopted masterplans (\$0.40 million net cost).

Initiatives

31) Provide Service Centre operations to ensure that customers are assisted in accessing Council services (\$0.05 million net cost).

32) Promote and encourage sympathetic development in heritage areas and seek to preserve the municipality's heritage building stock (\$0.10 million net cost).

33) Continue to investigate and implement new technology and options for the delivery of rate and property information and receipt of payments of rates and charges and other fees (\$0.08 million net cost).

Service Performance Outcome Indicators

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

2.4 Strategic Objective 4: Prosperity

To achieve our objective of Prosperity, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Arts and Cultural Planning	This service provides a varied ongoing program of arts and cultural events and activities, plans and develops arts and cultural facilities and infrastructure and develops policies and strategies to facilitate art practice.	3,284 (144) 3,140
Economic Development	This service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	2,497 (103) 2,394
Traffic and Parking Services	This service provides strategic planning, policy development and day to day management of traffic and transport related issues in Council. It includes the management of Council's various car parks within activity centres.	12,724 (20,812) (8,088)

Major initiatives

- 34) Develop design options and tender documentation and engage the community on the redevelopment of the Cato Street car park (\$21.24 million net cost).
- 35) Promote key attractions and events to raise the profile of Stonnington as a tourist destination (\$0.35 million net cost).
- 36) Implement the Economic Development Strategy 2012-2016 and prepare for the new Plan which improves economic prosperity and vibrancy of the community for residents and businesses (\$0.07 million net cost).

Initiatives

- 37) Monitor the Public Transport Victoria (PTV) Night Network trial through the Stonnington Liquor Accord (\$0.02 million net cost).
- 38) Coordinate the delivery of a comprehensive program of business events, seminars, workshops and networking events to support the developmental needs of Stonnington businesses (\$0.37 million net cost).
- 39) Undertake works to improve the identity and amenity of shopping centres (\$0.14 million net cost).
- 40) Continue partnerships with Destination Melbourne and Visit Victoria; and develop Council's relationships with the Department of Business and Innovation and MainStreet Australia (\$0.03 million net cost).
- 41) Provide and promote access to Small Business Mentoring through Small Business Victoria. (\$0.03 million net cost).

Service Performance Outcome Indicators

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

2.5 Strategic Resource Plan

To achieve our objective of Strategic Resource Plan, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Services

Service Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	11,935 (5,830) 6,105
Financial Services	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	5,894 (4,462) 1,432
Fleet Services	This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs and to maximise the performance and minimise operational cost of the fleet.	740 (0) 740
Geographical Information System	To provide a Geographic Information System and associated services that support strategic and operational decision-making across the organisation.	310 (0) 310

Service Area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Information Services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.	2,394 (5) 2,389
Risk Management	This service ensures that risk is managed to minimise and prevent injury and loss in the community and in Council's internal operations, to ensure a safe and healthy environment for all staff, contractors and the public and to ensure all contracts are prepared, evaluated, awarded and managed in accordance with the Local Government Act 1989 and Council's Procurement Policy.	1,584 (40) 1,544
Organisation Development	This service provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resources and industrial relations services. The service also assists managers to determine and progress toward future structures, capability and cultures in their service units.	1,815 (0) 1,815

Major initiatives

- 42) Continue the upgrade of Prahran Market with the Market Board (\$0.42 million net cost).
 43) Adopt digital communications, engagement tools and social media channels and develop e-services and the public GIS, to enable better accessibility to Council information and services (\$0.20 million net cost).

Initiatives

- 44) Work with all departments to integrate the Geographic information system (GIS) and e-services with other Council systems to enable better accessibility to Council information and services (\$0.02 million net cost).
 45) Increase the use of remote office and mobile technology by upgrading the underlying IT network and implementing a corporate WiFi network (\$0.04 million net cost).

2.6 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 4) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Community	14,580	35,858	21,278
Environment	22,004	22,788	784
Liveability	9,149	21,211	12,062
Prosperity	(2,554)	18,505	21,059
Strategic Resource Plan	14,335	24,672	10,337
Total Services & Initiatives	57,514	123,034	65,520
Other non-attributable	18,862		
Deficit before funding sources	76,376		
Funding sources:			
Rates and charges	103,668		
Capital grants	1,065		
Total funding sources	104,733		
Surplus for the year	28,357		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

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

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

3.1 Comprehensive Income Statement

Four the four years ending 30 June 2020

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Income					
Rates and charges	99,645	103,668	107,449	111,309	115,240
Statutory fees and fines	18,429	19,119	19,700	20,298	20,915
User fees	26,284	25,894	26,800	27,738	28,705
Grants - Operating	8,677	8,708	8,777	8,847	8,919
Grants - Capital	902	1,065	1,074	1,082	1,091
Contributions - monetary	11,755	7,488	4,497	4,557	4,617
Net gain on disposal of property, infrastructure, plant and equipment	14	11	11	11	11
Reimbursements	1,509	1,233	1,264	1,295	1,328
Interest	2,537	2,480	1,937	1,632	1,617
Other income	506	585	597	609	621
Share of net profit/(loss) of joint operation accounted for using the equity method	-	-	-	-	-
Total income	170,258	170,251	172,106	177,379	183,066
Expenses					
Employee costs	60,709	62,385	65,048	67,625	70,325
Materials and services	50,660	52,074	53,361	54,677	56,031
Bad and doubtful debts	28	20	20	21	21
Community grants	3,478	3,495	3,599	3,707	3,819
Depreciation and amortisation	17,792	18,862	19,586	20,339	21,122
Borrowing costs	472	845	1,508	1,700	1,684
Other expenses	4,348	4,213	3,900	3,907	3,914
Total expenses	137,487	141,894	147,022	151,976	156,916
Surplus/(deficit) for the year	32,771	28,357	25,084	25,403	26,150
Total comprehensive result	32,771	28,357	25,084	25,403	26,150

3.2 Balance Sheet

Four the four years ending 30 June 2020

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Assets					
Current assets					
Cash and cash equivalents	87,868	79,274	66,665	71,116	74,989
Trade and other receivables	9,230	9,525	9,830	10,145	10,467
Other financial assets	-	-	-	-	-
Other assets	1,375	1,412	1,448	1,488	1,529
Total current assets	98,473	90,211	77,943	82,749	86,985
Non-current assets					
Other financial assets	3,332	3,340	3,348	3,356	3,364
Investment in joint operation accounted for using the equity method	1,570	1,570	1,570	1,570	1,570
Property, infrastructure, plant and equipment	2,067,530	2,137,375	2,215,913	2,260,361	2,300,685
Investment property	5,750	5,750	5,750	5,750	5,750
Intangible assets	2,700	2,563	2,102	1,737	1,362
Total non-current assets	2,080,882	2,150,598	2,228,683	2,272,774	2,312,731
Total assets	2,179,355	2,240,809	2,306,626	2,355,523	2,399,716
Liabilities					
Current liabilities					
Trade and other payables	17,829	18,186	18,548	18,923	19,301
Trust funds and deposits	2,934	2,879	2,759	2,780	2,805
Provisions	14,331	15,054	15,806	16,598	17,427
Interest-bearing loans and borrowings	1,872	1,500	2,700	3,200	4,000
Total current liabilities	36,966	37,619	39,813	41,501	43,533
Non-current liabilities					
Provisions	1,887	1,948	2,045	2,147	2,255
Interest-bearing loans and borrowings	9,302	21,685	40,127	41,832	37,737
Total non-current liabilities	11,189	23,633	42,172	43,979	39,992
Total liabilities	48,155	61,252	81,985	85,480	83,525
Net assets	2,131,200	2,179,557	2,224,641	2,270,043	2,316,191
Equity					
Accumulated surplus	979,266	1,002,741	1,032,225	1,055,582	1,079,586
Reserves	1,151,934	1,176,816	1,192,416	1,214,461	1,236,605
Total equity	2,131,200	2,179,557	2,224,641	2,270,043	2,316,191

3.3 Statement of Changes in Equity

Four the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	2,131,200	979,266	1,094,324	57,611
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	28,357	28,357	-	-
Net asset revaluation increment / (decrement)	20,000	-	20,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(9,382)	-	9,382
Transfer from reserves	-	4,500	-	(4,500)
Balance at end of the financial year	2,179,557	1,002,741	1,114,324	62,493
2018				
Balance at beginning of the financial year	2,179,557	1,002,741	1,114,324	62,493
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	25,084	25,084	-	-
Net asset revaluation increment / (decrement)	20,000	-	20,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(6,600)	-	6,600
Transfer from reserves	-	11,000	-	(11,000)
Balance at end of the financial year	2,224,641	1,032,225	1,134,324	58,093
2019				
Balance at beginning of the financial year	2,224,641	1,032,225	1,134,324	58,093
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	25,402	25,402	-	-
Net asset revaluation increment / (decrement)	20,000	-	20,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(6,545)	-	6,545
Transfer from reserves	-	4,500	-	(4,500)
Balance at end of the financial year	2,270,043	1,055,582	1,154,324	60,138
2020				
Balance at beginning of the financial year	2,270,043	1,055,582	1,154,324	60,138
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	26,148	26,148	-	-
Net asset revaluation increment / (decrement)	20,000	-	20,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(6,644)	-	6,644
Transfer from reserves	-	4,500	-	(4,500)
Balance at end of the financial year	2,316,191	1,079,586	1,174,324	62,282

3.4 Statement of Cash Flows

Four the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	99,570	103,590	107,369	111,228	115,157
Statutory fees and fines	18,276	18,977	19,573	20,168	20,781
User fees	27,148	26,702	27,676	28,271	29,769
Grants - Operating	8,811	8,945	9,016	9,088	9,161
Grants - Capital	902	1,065	1,074	1,082	1,091
Contributions - monetary	12,931	8,237	4,947	5,013	5,079
Reimbursements	1,660	1,356	1,390	1,425	1,461
Interest received	2,620	2,460	1,916	1,609	1,593
Trust funds and deposits taken	(528)	(78)	(143)	(2)	(1)
Other receipts	557	636	657	670	684
Net GST refund/(payment)	6,477	9,048	10,268	6,981	6,684
Employee costs	(59,910)	(61,550)	(64,147)	(66,680)	(69,336)
Materials and services	(62,585)	(65,927)	(68,436)	(66,238)	(67,944)
Other payments	(4,705)	(4,703)	(4,292)	(4,300)	(4,308)
Net cash provided by/(used in) operating activities	51,224	48,758	46,868	48,315	49,871
Cash flows from investing activities					
Payments for property, plant and equipment	(49,306)	(68,965)	(78,058)	(44,816)	(41,466)
Proceeds from sale of property, plant and equipment	450	448	447	447	447
Net cash provided by/(used in) investing activities	(48,856)	(68,518)	(77,611)	(44,369)	(41,019)
Cash flows from financing activities					
Finance costs	(472)	(845)	(1,508)	(1,700)	(1,684)
Proceeds from borrowings	-	14,000	21,000	5,000	-
Repayment of borrowings	(2,091)	(1,989)	(1,358)	(2,795)	(3,295)
Net cash provided by/(used) in financing activities	(2,563)	11,166	18,134	505	(4,979)
Net increase/(decrease) in cash and cash equivalents	(195)	(8,594)	(12,609)	4,451	3,873
Cash and cash equivalents at beginning of the financial year	88,063	87,868	79,274	66,665	71,116
Cash and cash equivalents at end of the financial year	87,868	79,274	66,665	71,116	74,989

3.5 Statement of Capital Works

Four the four years ending 30 June 2020

	Forecast Actual	Budget	Strategic Resource Plan Projections			
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	
Property						
Land	4,741	3,000	3,000	3,000	3,000	
Total land	4,741	3,000	3,000	3,000	3,000	
Heritage buildings	956	4,890	18,420	11,320	130	
Buildings	15,889	11,736	8,952	6,952	17,392	
Total buildings	16,845	16,626	27,372	18,272	17,522	
Total property	21,586	19,626	30,372	21,272	20,522	
Plant and equipment						
Heritage plant and equipment	280	260	260	260	180	
Plant, machinery and equipment	2,100	2,448	2,020	2,198	2,300	
Fixtures, fittings and furniture	653	533	363	358	350	
Computers and telecommunications	768	502	545	475	525	
Library books	923	923	956	956	1,056	
Total plant and equipment	4,724	4,666	4,144	4,247	4,411	
Infrastructure						
Roads	4,553	5,586	5,255	5,462	5,058	
Bridges and culverts	228	280	335	334	271	
Footpaths and cycleways	2,649	3,249	3,242	3,121	1,987	
Drainage	2,064	2,532	2,348	2,229	1,716	
Recreation, leisure and community facilities	2,354	5,710	2,525	2,125	2,465	
Street trees	360	480	480	480	480	
Parks, open space and streetscapes	7,857	24,600	27,075	3,475	2,535	
Other infrastructure	1,808	1,511	1,876	1,566	1,520	
Total infrastructure	21,873	43,948	43,137	18,792	16,032	
Intangibles						
Intangibles	1,123	725	405	505	500	
Total intangible	1,123	725	405	505	500	
Total capital works expenditure	49,306	68,965	78,058	44,816	41,465	
Represented by:						
New asset expenditure	6,569	27,472	29,551	5,381	7,573	
Asset renewal expenditure	36,591	24,067	30,873	21,685	22,691	
Asset expansion expenditure	1,383	7,319	7,406	7,455	4,705	
Asset upgrade expenditure	4,763	10,107	10,228	10,295	6,496	
Total capital works expenditure	49,306	68,965	78,058	44,816	41,465	

3.6 Statement of Human Resources

Four the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Staff expenditure					
Employee costs - operating	59,308	61,006	63,619	66,144	68,790
Employee costs - capital	1,401	1,379	1,429	1,481	1,535
Total staff expenditure	60,709	62,385	65,048	67,625	70,325
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	627.1	631.2	630.2	629.2	629.2
Total staff numbers	627.1	631.2	630.2	629.2	629.2

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

Divisions	Comprises		
	Budget 2016/17 \$'000	Permanent Full time \$'000	Permanent Part Time \$' 000
CEO Division	1,169	1,169	-
Corporate Services	9,376	8,361	1,015
Assets and Services	16,125	15,710	415
Community and Culture	25,985	15,834	10,151
Planning and Amenity	8,651	7,974	677
Total permanent staff expenditure	61,306		
Casuals and other expenditure	2,458		
Capitalised labour cost	(1,379)		
Total expenditure	62,385		

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

Divisions	Comprises		
	Budget FTE	Permanent Full Time	Permanent Part Time
CEO Division	7.0	7.0	-
Corporate Services	62.8	56.0	6.8
Assets and Services	163.2	159.0	4.2
Community and Culture	282.1	171.9	110.2
Planning and Amenity	79.2	73.0	6.2
Total	594.3	466.9	127.4
Casuals and other	36.9		
Total staff	631.2		

4. Financial performance indicators

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

Indicator		Notes	Actual	Forecast	Budget	Strategic Resource Plan			Trend
			2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	+/-
Operating Position									
Adjusted Underlying Results	Adjusted underlying result / Adjusted underlying revenue	1	14.3%	13.0%	12.6%	11.7%	11.5%	11.5%	-
Liquidity									
Working Capital	Current assets / current liabilities	2	268%	266%	240%	196%	199%	200%	-
Unrestricted cash	Unrestricted cash / current liabilities		97%	87%	68%	45%	50%	52%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	14.4%	11.4%	22.7%	40.5%	41.1%	36.8%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.4%	2.4%	2.7%	2.8%	4.0%	4.3%	-
Indebtedness	Non-current liabilities / own source revenue		10.6%	7.5%	15.4%	26.7%	27.0%	23.7%	-
Asset renewal	Asset renewal expenditure / depreciation	4	128.3%	205.7%	127.6%	157.6%	106.6%	107.4%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	61.0%	62.0%	62.8%	63.5%	63.8%	63.9%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$2,233	\$2,333	\$2,331	\$2,388	\$2,440	\$2,492	-

Indicator	Notes	Actual	Forecast	Budget	Strategic Resource Plan			Trend
		2014/15	2015/16	2016/17	Projections		2017/18	+/-
Revenue level	Residential rate revenue / No. of residential property assessments	1,531	1,524	\$1,523	\$1,552	\$1,580	\$1,608	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	7.3%	10.9%	10.9%	10.9%	10.9%	10.9%	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 be relatively steady, with some decrease in results due to increasing external contract costs and depreciation expense above inflation. This will slightly increase Council's reliance on its cash reserves to maintain services.

2 Working Capital - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

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

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

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

5. Other budget information

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

This section includes the following statements and reports:

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

5.1.1 Grants operating \$0.03 million increase

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 0.36% or \$0.03 million compared to 2015/16. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below

Operating Grant	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	2,555	2,551	(4)
Recurrent - State Government			
National Respite for Carers	2,561	2,544	(17)
Aged care	1,070	1,112	42
School crossing supervisors	176	176	-
Libraries	657	670	13
Maternal and child health	528	525	(3)
Community Safety	25	30	5
Community Partnership & Youth Programs	570	595	25
Veteran Affairs - Home Care	195	193	(2)
Child care & immunisation	322	294	(28)
Municipal Emergency Response	18	18	-
Total recurrent grants	8,677	8,708	31
Non-recurrent - Commonwealth Government	-	-	-
Non-recurrent - State Government	-	-	-
Total non-recurrent grants	-	-	-
Total operating grants	8,677	8,708	31

Increases in specific operating grant funding reflect expected increased demand for these services. The reduction in Victoria Grants Commission (VGC) funding results from changes to the funding formula following a review of the basis of funding by the VGC. This decrease is contrary to the state-wide minor increase of \$2.02 million in the \$542 million Commonwealth financial assistance grants paid to Victorian local governments – (Indicative allocation advice received from Victoria Grants Commission). The level of VGC grants to Victorian Councils has been effected by Commonwealth Government's decision to pause indexation for three years commencing in 2015-16. The VGC analysis indicates that Victorian Councils will be impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5%.

5.1.2 Grants capital \$0.16 million increase

Capital grants include all monies received from State and Federal Governments and other sources for the purposes of funding the capital work program. Overall, the level of capital grants will increase by 18.07% or \$0.16 million compared to 2015/16 forecast. Section 12. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant	Forecast Actual 2015/16	Budget 2016/17	Variance
Recurrent - Commonwealth Government			
Roads to recovery	380	650	270
Recurrent - State Government			
Plant and equipment	20	20	-
Total recurrent grants	400	670	270
Non-recurrent - Commonwealth Government			
Plant and equipment	100	-	(100)
Non-recurrent - State Government			
Infrastructure	140	105	(35)
Buildings	232	290	58
Drainage	20	-	(20)
Intangibles	10	-	(10)
Total non-recurrent grants	502	395	(107)
Total capital grants	902	1,065	163

5.1.3 Statement of Borrowings

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

	Forecast Actual 2015/16	Budget 2016/17
Total amount borrowed as at 30 June of the prior year	12,768,969	10,896,294
Total amount proposed to be borrowed	-	14,000,000
Total amount projected to be redeemed	(1,872,674)	(1,896,294)
Total amount of borrowings as at 30 June	10,896,294	23,000,000

6. Capital works program

For the Year Ended 30 June 2017

This appendix presents a listing of the capital works projects that will be undertaken for the 2016/17 year.

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

- New works for 2016/17
- Works carried forward from the 2015/16 year.

6.1 New Works

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
Land	3,000	3,000	-	-	-	-	-	3,000	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	10,170	520	5,594	2,352	1,704	290	113	9,767	-
Heritage buildings	3,570	-	1,870	986	714	-	-	3,570	-
TOTAL PROPERTY	16,740	3,520	7,464	3,338	2,418	290	113	16,337	-
PLANT AND EQUIPMENT									
Heritage Plant and Equipment	260	260	-	-	-	-	-	260	-
Plant, Machinery and Equipment	2,448	-	2,448	-	-	-	-	2,448	-
Fixtures, Fittings and Furniture	533	220	145	97	71	20	-	513	-
Computers and Telecommunications	502	67	305	75	55	-	-	502	-
Library Books	923	312	612	-	-	-	-	923	-
TOTAL PLANT AND EQUIPMENT	4,666	859	3,510	173	125	20	-	4,646	-
INFRASTRUCTURE									
Roads	5,586	288	3,681	938	679	650	-	4,936	-
Bridges and culverts	280	14	185	47	34	-	-	280	-
Footpaths and Cycleways	3,249	167	2,141	545	395	-	-	3,249	-
Drainage	2,532	130	1,669	425	308	-	-	2,532	-
Recreation, Leisure and Community Facilities	4,560	-	1,391	1,838	1,331	105	350	4,105	-
Waste Management	-	-	-	-	-	-	-	-	-
Street Trees	480	-	200	162	118	-	-	480	-
Parks, Open Space and Streetscapes	21,830	18,800	1,438	924	669	-	-	7,830	14,000
Other Infrastructure	1,511	723	430	208	150	-	-	1,511	-
TOTAL INFRASTRUCTURE	40,028	20,123	11,135	5,087	3,684	755	350	24,923	14,000
INTANGIBLES									
Intangibles	725	201	105	243	176	-	-	725	-
TOTAL INTANGIBLES	725	201	105	243	176	-	-	725	-
TOTAL NEW CAPITAL WORKS 2016/17	62,159	24,703	22,213	8,841	6,402	1,065	463	46,631	14,000

6.2 Works carried forward from the 2015/16 year

Capital work area	Project Cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	1,566	-	474	633	459	-	-	1,566	-
Heritage buildings	1,320	-	840	278	202	-	-	1,320	-
TOTAL PROPERTY	2,886	-	1,314	912	660	-	-	2,886	-
PLANT AND EQUIPMENT									
Heritage Plant and Equipment	-	-	-	-	-	-	-	-	-
Plant, Machinery and Equipment	-	-	-	-	-	-	-	-	-
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-
Computers and Telecommunications	-	-	-	-	-	-	-	-	-
Library Books	-	-	-	-	-	-	-	-	-
TOTAL PLANT AND EQUIPMENT	-	-	-	-	-	-	-	-	-
INFRASTRUCTURE									
Roads	-	-	-	-	-	-	-	-	-
Bridges and culverts	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	-	-	-	-	-	-	-	-	-
Drainage	-	-	-	-	-	-	-	-	-
Recreation, Leisure and Community Facilities	1,150	-	540	354	256	-	-	1,150	-
Waste Management	-	-	-	-	-	-	-	-	-
Street Trees	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	2,770	2,770	-	-	-	-	-	2,770	-
Other Infrastructure	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	3,920	2,770	540	354	256	-	-	3,920	-
INTANGIBLES									
Intangibles	-	-	-	-	-	-	-	-	-
TOTAL INTANGIBLES	-	-	-	-	-	-	-	-	-
TOTAL CARRIED FORWARD WORK 2015/16	6,806	2,770	1,854	1,266	916	-	-	6,806	-

6.3 Summary

Capital work area	Project Cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY	19,626	3,520	8,778	4,250	3,078	290	113	19,223	-
PLANT AND EQUIPMENT	4,666	859	3,510	173	125	20	-	4,646	-
INFRASTRUCTURE	43,948	22,893	11,675	5,441	3,940	755	350	28,843	14,000
INTANGIBLES	725	201	105	243	176	-	-	725	-
TOTAL CAPITAL WORKS	68,965	27,473	24,067	10,107	7,318	1,065	463	53,437	14,000

Note: There will be new borrowings of \$14.0 million in 2016/17.

7. Rates and charges

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

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 58.5% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2016/17 the *FGRS* cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

It is predicted that the 2016/17 operating position will be significantly impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve operating surpluses as set out in the Strategic Resource Plan to sustain the progressive capital works program.

The \$41.73 million contribution from cash from operations towards capital investment for the 2016/17 year requires supplementation from new borrowings of \$14.0 million. Unless this contribution can be increased, further long term debt may be required to achieve the four year capital works program.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.5% in line with the rate cap and the garbage charge unit cost will increase by an average of 2.5%. This will raise total rate and charges (excluding special rates) for 2016/17 of \$101.94 million, including \$1.21 million generated from supplementary rates.

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

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change
General rate for rateable residential properties	0.001254	0.001077	-14.1%
General rate for rateable commercial properties	0.001254	0.001077	-14.1%
Rate concession for rateable cultural and recreational properties	0.000941	0.000808	-14.1%

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	66,635,741	71,220,702	6.9%
Commercial	11,564,618	10,541,662	-8.8%
Cultural and Recreational	97,469	108,798	11.6%
Total amount to be raised by general rates	78,297,828	81,871,162	4.6%

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

Type or class of land	2015/16 Number	2016/17 Number	Change
Residential	52,439	54,547	4.0%
Commercial	6,482	6,321	-2.5%
Cultural and Recreational	10	10	0.0%
Total number of assessments	58,931	60,878	3.30%

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

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential	53,130,075,745	66,184,318,000	24.6%
Commercial	9,220,712,805	9,784,548,022	6.1%
Cultural and Recreational	103,635,300	134,645,000	29.9%
Total value of land	62,454,423,851	76,103,511,022	21.85%

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

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Municipal	0	0	0.0%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Municipal	0	0	0.0%

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

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Garbage Charge Minimum Residential	234.50	240.00	2.3%
Additional Bins - residential 120L bin	234.50	240.00	2.3%
Shared Bin (\$6 Discount) - residential	228.50	234.00	2.4%
Shared Bin (50% Discount) - residential	117.25	120.00	2.3%
Garbage Charge - residential 240L bin	425.50	436.00	2.5%
Additional Bins - residential 240L bin	425.50	436.00	2.5%
Garbage Charge Minimum Commercial	234.50	240.00	2.3%
Additional Bins - commercial 120L bin	234.50	240.00	2.3%
Shared Bin (\$6 Discount) - commercial 120L bin	228.50	234.00	2.4%
Garbage Charge - commercial 240L bin	425.50	436.00	2.5%
Additional Bins - commercial 240L bin	425.50	436.00	2.5%
Garden Waste Charge - residential 120L bin	91.85	94.00	2.3%
Garden Waste Charge - residential 240L bin	124.20	128.00	3.1%
Garden Waste Charge - commercial 120L bin	91.85	94.00	2.3%
Garden Waste Charge - commercial 240L bin	124.20	128.00	3.1%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Garbage Charge Minimum Residential	7,110,275	8,012,880	12.7%
Additional Bins - residential 120L bin	44,790	37,200	-16.9%
Shared Bin (\$6 Discount) - residential	2,353,779	2,563,704	8.9%
Shared Bin (50% Discount) - residential	14,539	14,880	2.3%
Garbage Charge - residential 240L bin	4,595,400	4,659,532	1.4%
Additional Bins - residential 240L bin	145,521	160,448	10.3%
Garbage Charge Minimum Commercial	665,511	685,440	3.0%
Additional Bins - commercial 120L bin	37,286	40,800	9.4%
Shared Bin (\$6 Discount) - commercial 120L bin	914	468	100.0%
Garbage Charge - commercial 240L bin	863,765	860,228	-0.4%
Additional Bins - commercial 240L bin	460,391	468,264	1.7%
Garden Waste Charge - residential 120L bin	313,484	326,368	4.1%
Garden Waste Charge - residential 240L bin	905,666	1,018,240	12.4%
Garden Waste Charge - commercial 120L bin	1,561	1,410	-9.7%
Garden Waste Charge - commercial 240L bin	10,557	9,216	-12.7%
Total	17,523,438	18,859,078	7.6%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Rates and charges	78,297,828	81,871,162	4.6%
Service rates and charges	17,523,438	18,859,078	7.6%
Supplementary rates	1,000,000	1,205,903	20.6%
Total	96,821,266	101,936,143	5.28%

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

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

- The making of supplementary valuations (2016/17 estimated \$1,205,903; 2015/16 \$1,000,000);
- The variation of returned levels of value (eg: valuation appeals);
- Changes in use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes in use of land such that residential land becomes commercial land and vice versa.

7.12 Differential rates

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

Budget Analysis

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

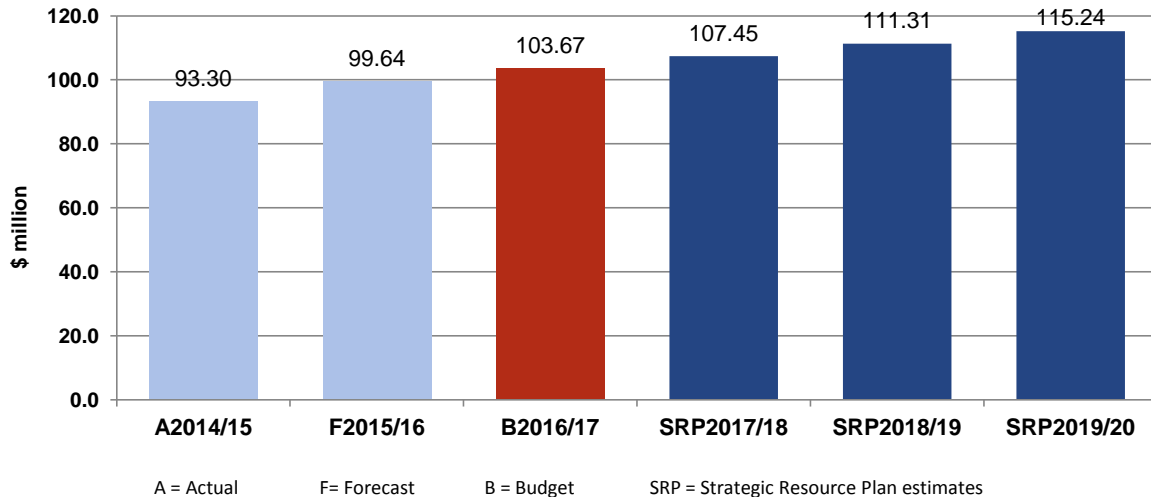
This section includes the following analysis and information.

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

8. Summary of financial position

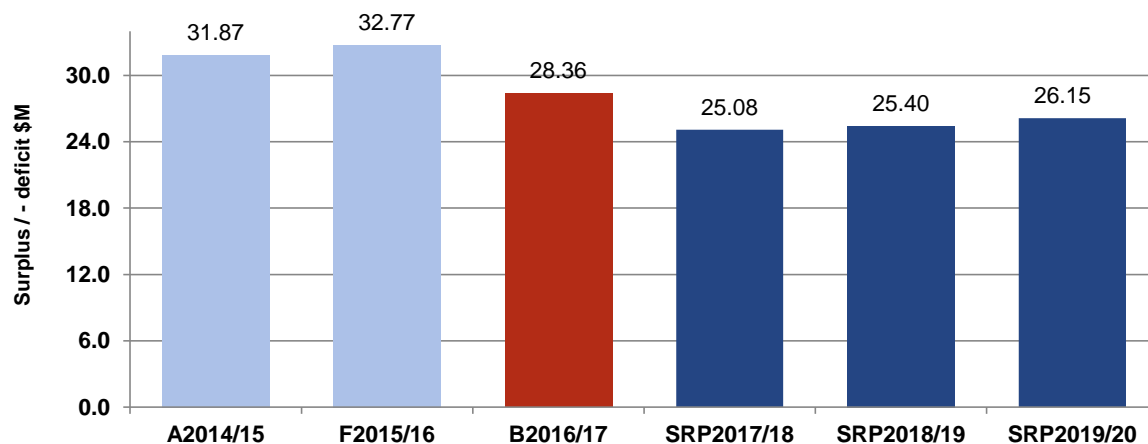
Council has prepared a Budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability, strategic objectives, debt obligation and Council's expenditure allocations.

8.1. Total rates and charges



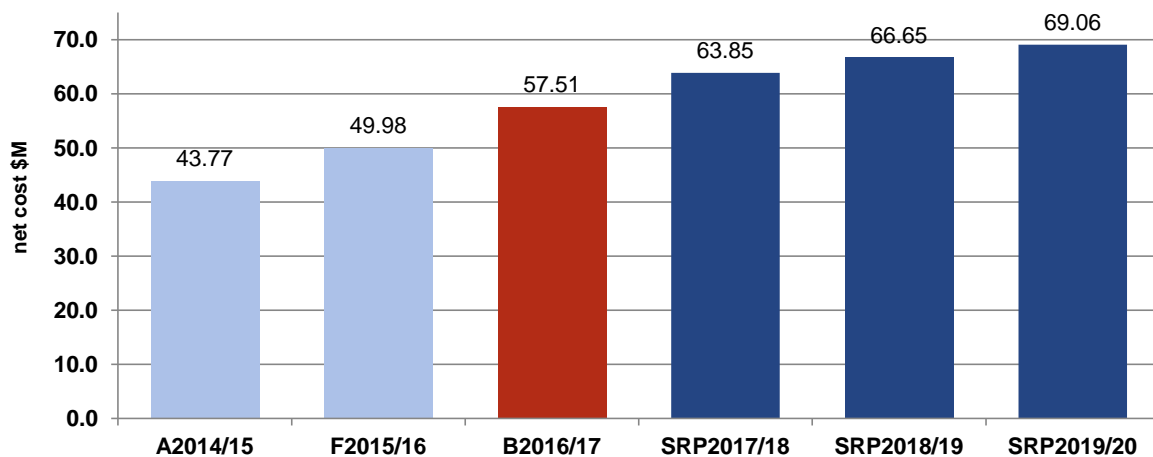
It is proposed that the average general rate increase by 2.5% for the 2016/17 year, raising total rates of \$103.67 million, including \$1.21 million generated from supplementary rates and \$1.73 million from special rates. Of the 2.5% increase, 0.46% will go towards maintaining service levels and meeting the cost of a number of external influences affecting the operating budget including the Environmental Landfill Levy. The remaining 2.04% increase will go towards capital works to address the asset renewal needs of the City. This rate increase is in line with the rate cap set by the Minister for Local Government. (The general rate in the dollar increase for the 2015/16 year was 4.3%). Refer Sections 7 and 10 for more information.

8.2 Operating result



The expected operating surplus for the 2016/17 of \$28.36 million is a decrease of \$4.41 million from the 2015/16 forecast, which is mainly due to an expected \$4.27 million reduction in external contributions for capital works. The adjusted underlying result, which excludes items such as non-recurrent capital grants and capital works contributions is a surplus of \$20.47 million, which is a decrease of \$0.04 million from 2015/16 forecast - refer to Section 10 of this summary for further information. (The forecast operating result for the 2015/16 year is a surplus of \$32.77 million).

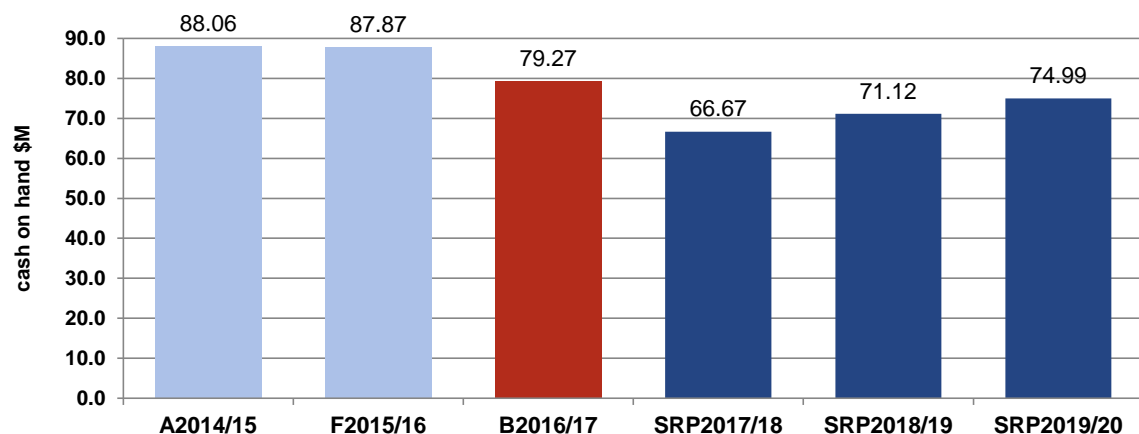
8.3 Services



The net cost of services delivered to the community for the 2016/17 year is expected to be \$57.51 million which is an increase of \$7.53 million from 2015/16 forecast. A key influencing factor in the development of the 2016/17 budget has been the results of the latest community satisfaction survey conducted by Council. The survey results show that while there is a relatively high level of satisfaction with most services provided by Council, there are some areas where there is a clear message that ratepayers want improved service levels. For the 2016/17 year, service levels have been maintained and a number of initiatives proposed. (The forecast net cost for the 2015/16 year is \$49.98 million).

Refer Section 2 for a list of services.

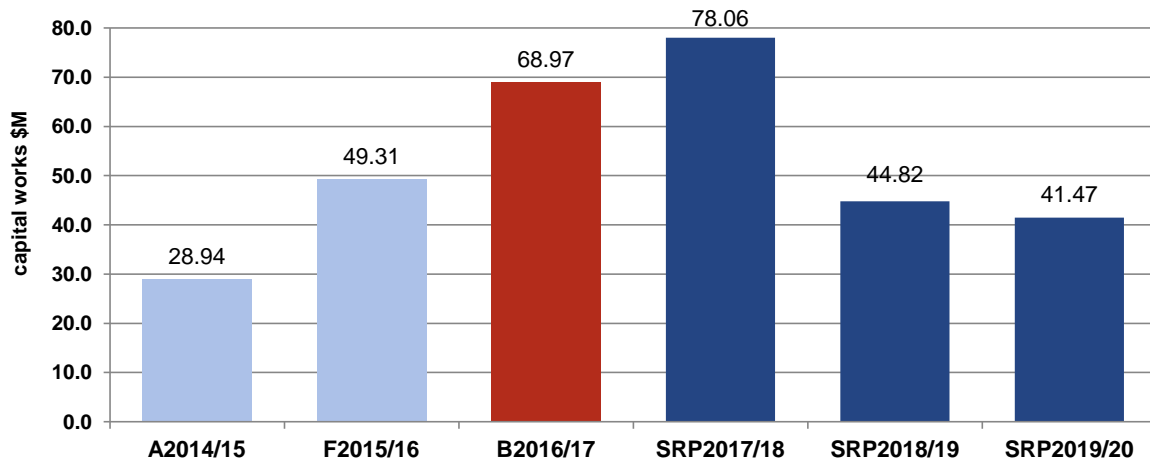
8.4. Cash and investments



Cash and investments are expected to decrease by \$8.59 million during the year to \$79.27 million as at 30 June 2017. This is mainly due to the carried forward component of the 2015/16 capital works program and a number of major building projects capital expenditure in 2016/17. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$87.87 million as at 30 June 2016).

Refer also Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

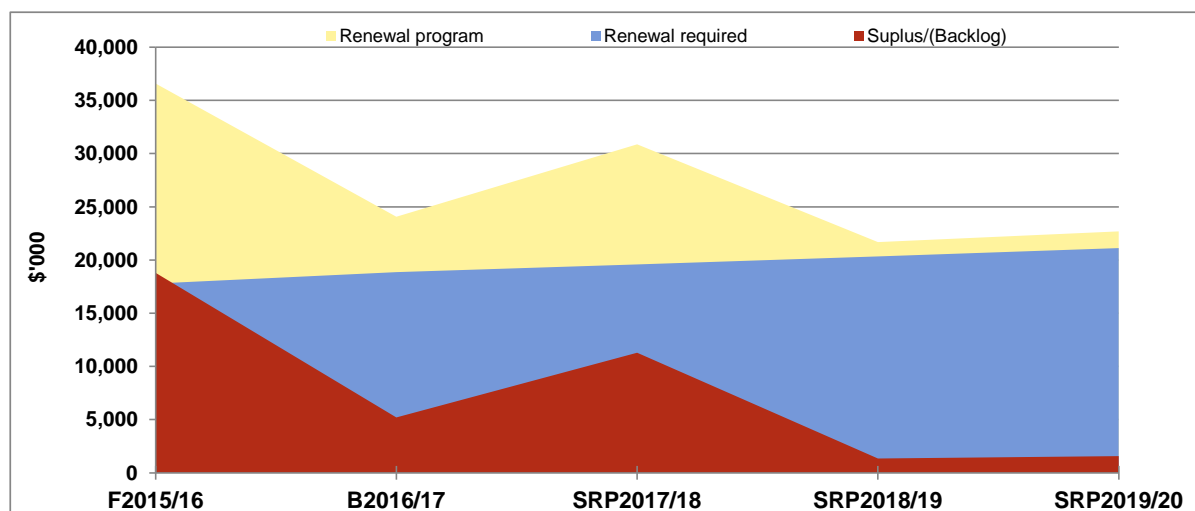
8.5 Capital works



Capital expenditure for 2016/17 is expected to be \$68.97 million, of which \$6.81 million relates to projects in progress that will be carried forward, or projects not yet commenced that are deferred from 2015/16. The carried forward component is fully funded from the 2015/16 budget. Of the \$68.97 million of capital funding required, \$1.07 million will come from external grants, \$0.46 million from external capital contributions and \$14.0 million from new borrowings, with the balance of \$53.44 million from Council cash. The Council cash amount comprises assets sales (\$0.41 million), cash held at the start of the year (\$6.80 million), reserve cash set aside (\$4.50 million) and cash generated through operations in the 2016/17 financial year (\$41.73 million).

The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. The 2016/17 program includes a number of major projects including Cato Street Redevelopment Project (\$21.24 million), Yarra River Biodiversity project (\$0.99 million), Prahran Town Hall Masterplan (\$2.60 million), Dunlop Pavilion redevelopment (\$4.90 million), Harold Holt Swim Centre pool tiling (\$1.19 million), Chapel Street Streetscape Masterplan implementation (\$2.0 million), Open space acquisitions (\$3.0 million), Prahran Market works (\$0.42 million), Synthetic sportsground construction (\$1.76 million), Energy efficiency program on street lighting conversions (\$0.20 million), Bicycle Paths and Strategy works (\$0.63 million), Light and Specialised Vehicle Replacement Program (\$2.17 million) and expenditure on the City's critical infrastructure and properties.

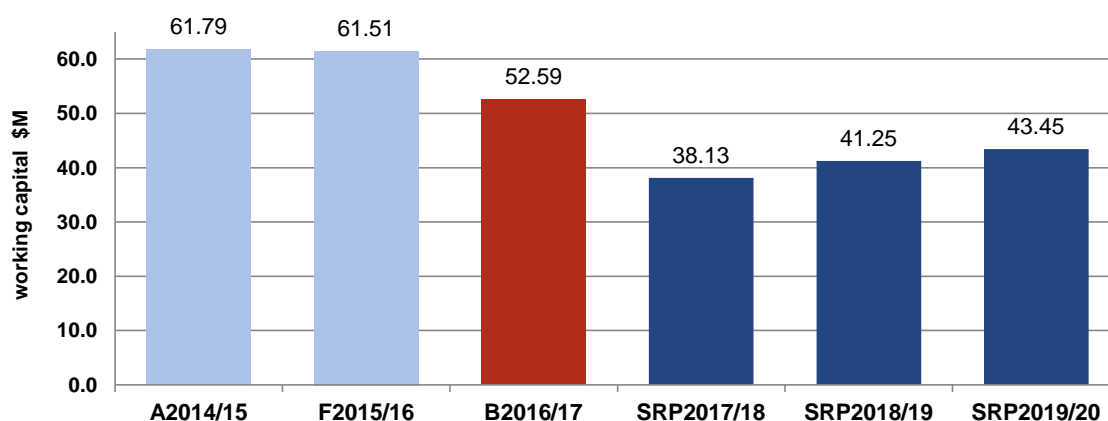
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal surplus/(backlog). It indicates Council is covering the asset renewal requirements for the period of the SRP.



The asset renewal program has been decreased to \$24.07 million in the year 2016/17 as funds are directed toward new assets projects. However the renewal program is ahead of the renewal required by \$5.20 million. In addition, surplus over renewal required is expected over the rest of the four year period.

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

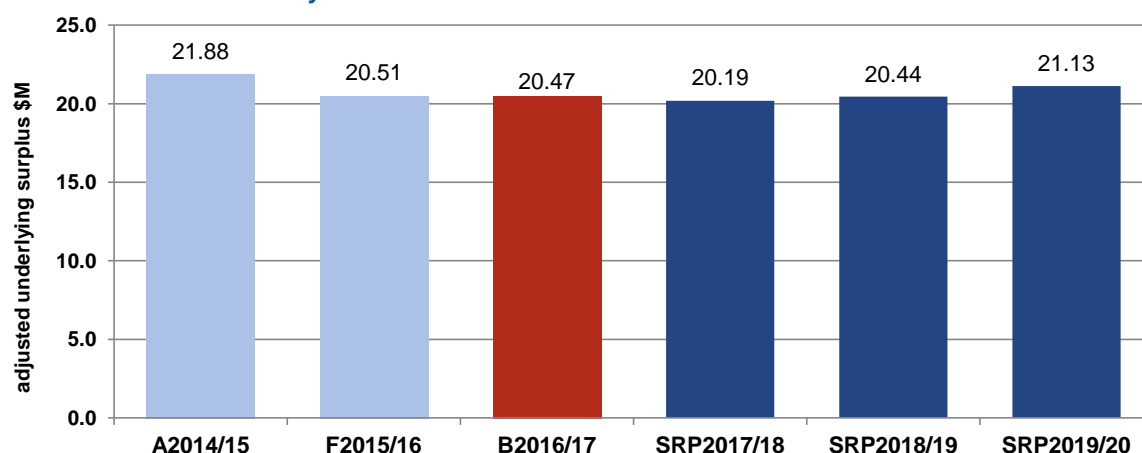
8.6 Financial position



The financial position is expected to weaken with net current assets (working capital) to decrease by \$8.92 million to \$52.59 million, although net assets (net worth) will increase by \$48.36 million to \$2.18 billion as at 30 June 2017. This is mainly due to the use of cash reserves to fund the significant capital works program. (Net assets is forecast to be \$2.13 billion as at 30 June 2016).

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

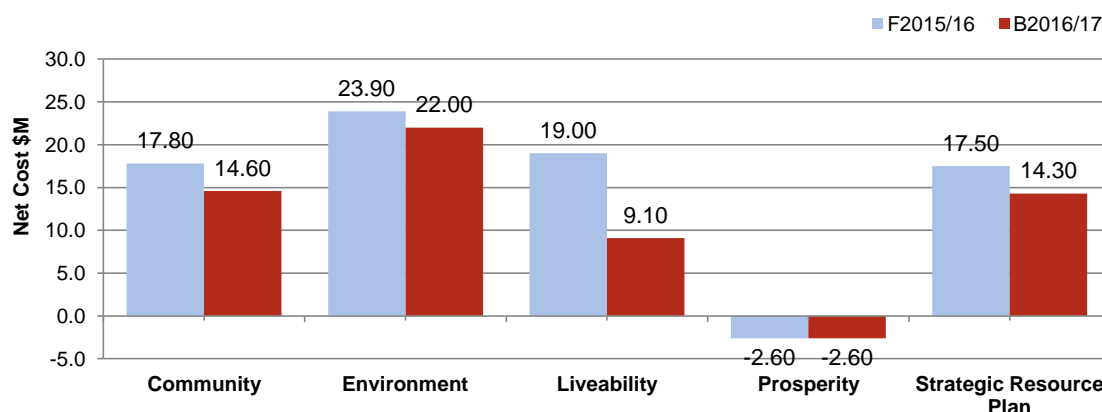
8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2017/18 to 2019/20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the strategic objectives as specified in the Council Plan. The Plan projects Council's adjusted underlying result, which is a measure of financial sustainability, to be an increasing surplus over the four year period.

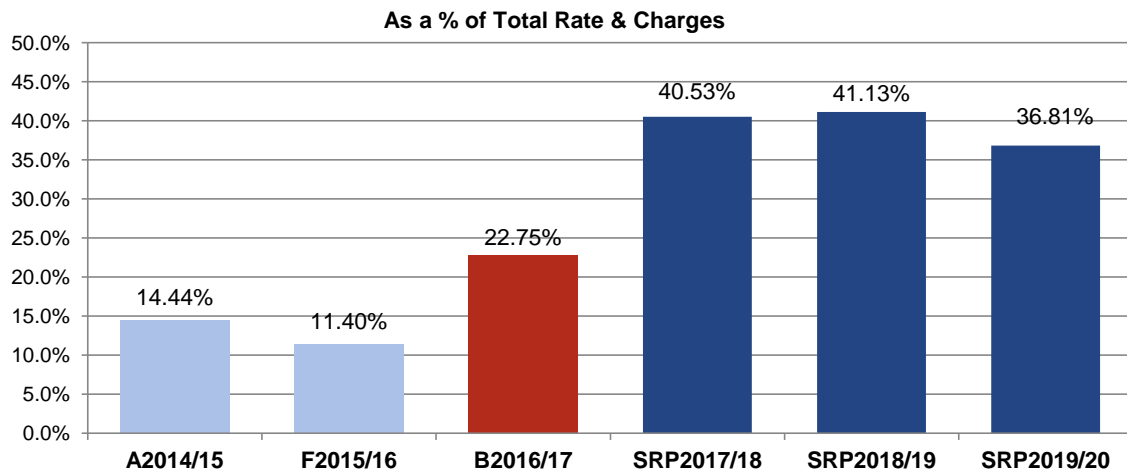
Refer Section 14 for more information on the Strategic Resource Plan.

8.8 Strategic objectives



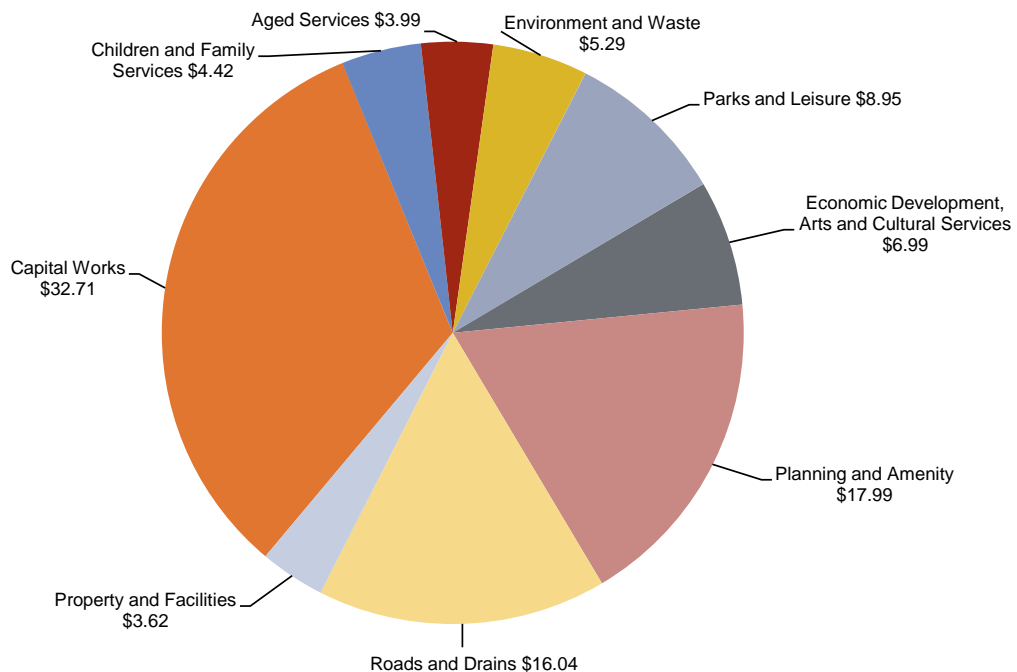
The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2016/17 year.

8.9 Debt Obligations



Based on the Long term financial plan, Council proposes to supplement operational cash with new loan borrowings to fund the capital works program of \$68.97 million in 2016/17. The outstanding debt (interest bearing loans and borrowings liability) to total rate and charges revenue ratio increases from 22.75% in 2016/17 to 36.81% in 2019/20, after taking out new loans totalling \$40.0 million over three years, before decreasing to 32.08% in 2020/21.

8.10 Council expenditure allocations



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

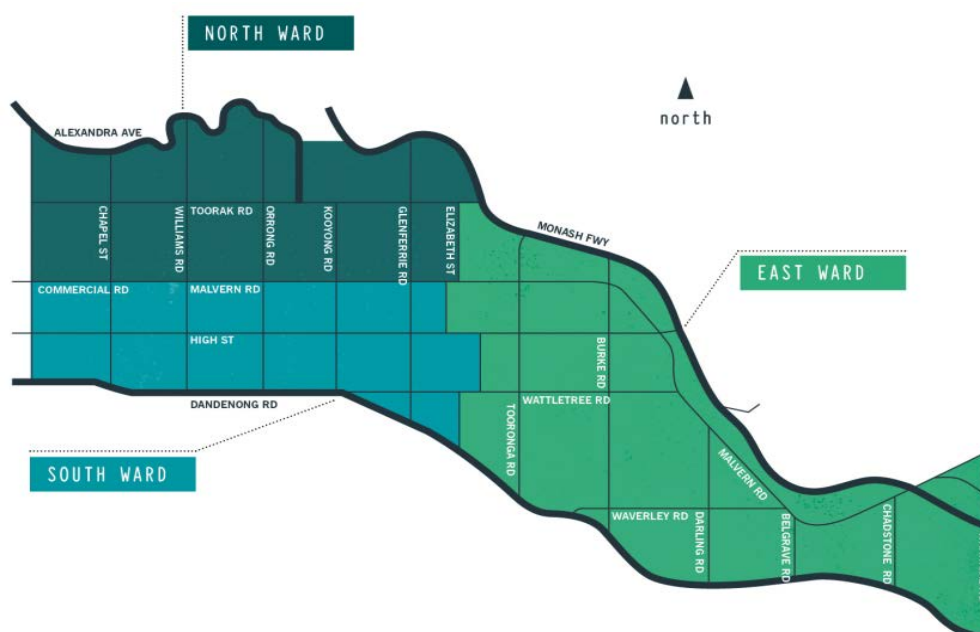
9. Budget influences

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

9.1 Snapshot of the City of Stonnington

The City of Stonnington is located in Melbourne's inner south-eastern suburbs, a short distance from the centre of Melbourne and alongside the Yarra River. The City, covering an area of 25.62 square kilometres, takes in the suburbs of Prahran, Windsor (part), South Yarra (part), Toorak, Armadale, Malvern, Malvern East, Kooyong and Glen Iris (part).

The City of Stonnington was formed in June 1994 through the amalgamation of the Cities of Malvern and Prahran.



The City is primarily a residential area, with some commercial, industrial, office and institutional land uses. It is well known for its shopping and lifestyle precincts, parks and gardens, leafy streets and historical architecture.

Population

In June 2003, the preliminary estimated resident population of Stonnington was 91,034 people. In the 10 years from 2004 to 2014, the population increased steadily by 13,920, growing by 1.5% on average each year.

Between 2011 and 2036, the population for the City of Stonnington is forecast to increase by 27,413 persons (27.7% growth), at an average annual change of 1.0% (Source: Australian Bureau of Statistics, Estimated Resident Population).

The population forecast for the City of Stonnington in 2016 is 108,903, an increase of 2,922 since 2015.

Ageing population

Stonnington has a relatively young population with the largest proportion (31%) of the population aged 20 to 34 years and a median age of 35 years. This median age is comparable to Greater Melbourne. In 2011, there were 2,155 people over the age of 85 living in the City of Stonnington.

Analysis of age groups within the City of Stonnington in 2011 compared to Greater Melbourne shows there was a lower proportion of younger people (under 15) and a higher proportion of older people (65+). Overall, 13.1% of the population was aged 0-15 years, and 14.5% were aged 65 years and over, compared with 18.5% and 13.1% respectively for Greater Melbourne.

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

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

Births

The number of births in the City of Stonnington has grown from 947 in 2004-5 to 1,100 births in 2014-15. An annual birth rate of approximately 1,100 has been consistent since 2012-13.

Cultural Diversity

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

Between 2006 and 2011, the number of people born overseas increased by 3,030 (12.5%) and the number of people from a non-English speaking background increased by 1,912 (11.3%). In 2011, 20% of people in the City of Stonnington, came from countries where English was not their first language. The top five non-English languages are Greek, Mandarin, Cantonese, Italian and Hindi.

Analysis of the country of birth of the population in the City of Stonnington in 2011 compared to Greater Melbourne shows that there was a smaller proportion of people born overseas, as well as a smaller proportion of people from a non-English speaking background. Overall, 29.3% of the population was born overseas, and 20.3% were from a non-English speaking background, compared with 31.4% and 24.2% respectively for Greater Melbourne.

The largest non-English speaking country of birth in the City of Stonnington was India, where 2.6% of the population, or 2,438 people, were born.

Housing

The housing stock in the City of Stonnington ranges from some of Melbourne's finest mansions to large blocks of public housing.

In 2011, there were 16,577 (35.3%) separate houses in the area, 15,816 (33.6%) medium density dwellings, and 14,405 (30.6%) high density dwellings. This total number of dwellings have increased significantly (2,069 dwellings) between 2006 and 2011, with over 90% of this increase attributed to high density dwellings. A comparatively high proportion (64.3%) of dwellings was medium or high density in the City of Stonnington compared to Greater Melbourne (28%).

The dominant household type in Stonnington in 2016 is 'lone person households' which is expected to increase by 227 households between 2016 and 2017, and account for 34.8% of all households.

Almost a third (28.8%) of residents fully owns their home, with a further 21.8% paying off a mortgage and 41.2% renting.

Education and occupation

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

Budget Implications

As a result of the City's demographic profile there are a number of budget implications in the short and long term as follows:

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

9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December 2015 quarter (ABS release 28 January 2015). State-wide CPI is forecast to be 2.5% for the 2015/16 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16). Council must re-negotiate a new Enterprise Agreement during 2015/16 for commencement 1 July 2016.
- The Fire Services Property Levy introduced in 2013/14 under the *Fire Services Property Levy Act 2012* will continue to be collected by council on behalf of the State Government.
- An increase in Operating Government Grants of \$0.03 million in 2016/17.
- Receipt of capital works funding of \$1.07 million for the Dunlop Pavilion redevelopment, Percy Treyvaud Memorial Park lighting project, Roads to Recovery projects and other capital works.
- Increases of 2.6% (or \$1.60 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.06 million. The levy has increased from \$9 per tonne in 2008/09 to an estimated \$62.12 per tonne in 2016/17 (590% increase in 8 years) and has added \$1.93 million to Council's costs.
- Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/17 Budget. These matters and their financial impact in 2016/17 are as follows:

- Decrease in Open space contributions from 2015/16 forecast by \$4.0 million.
- Depreciation is expected to increase by \$1.07 million from 2015/16 due to increased capital base from works carried over to 2015/16, increased information technology infrastructure and network works and the extension of finance leases.
- Minimal \$0.01 million increase from 2015/16 forecast in public lighting tariff and maintenance as a result of Environmental and Energy Saving Capital Works Initiatives.
- Annual allowance of \$1.80 million operating expenses for a possible future Defined Superannuation Scheme Shortfall call.

9.4 Budget principles

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

- Achievement and maintenance of Income Statement adjusted underlying surpluses.
- Fee increases that are both manageable and sustainable.
- Existing user fees unit prices to be increased by an average 3.5% or in line with market value.
- Grants to be based on confirmed funding levels.
- Asset renewal requirements to be funded from depreciation allowance.
- New revenue sources to be identified where possible.
- Maintain and improve 2015/16 service levels with the aim to use fewer resources where possible and with an emphasis on innovation and efficiency.
- Contract labour to be minimised.
- New initiatives or employee proposals that are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2015/16 to be preserved.
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.
- Annual Future Fund top up of \$1.0 million for the Strategic Resource Plan period 2016/17 to 2019/20.

9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan and financial performance indicators for 2016/17 to 2019/20 (Section 14), Rating information (Section 15) and Other Long Term Strategies (Section 16), including borrowings, infrastructure and service delivery.

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of Council for the 2016/17 year.

10.1 Budgeted income statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total income	10.2	170,258	170,251	(7)
Total expenses	10.3	(137,487)	(141,894)	(4,407)
Surplus (deficit) for the year		32,771	28,357	(4,414)
Grants – capital non-recurrent	5.1.2	(502)	(395)	107
Contributions - non-monetary assets		-	-	-
Capital contributions - other sources	10.2.4	(11,755)	(7,488)	4,267
Adjusted underlying surplus (deficit)	10.1.1	20,514	20,474	(40)

10.1.1 Adjusted underlying surplus (deficit) \$0.04 Million decrease

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

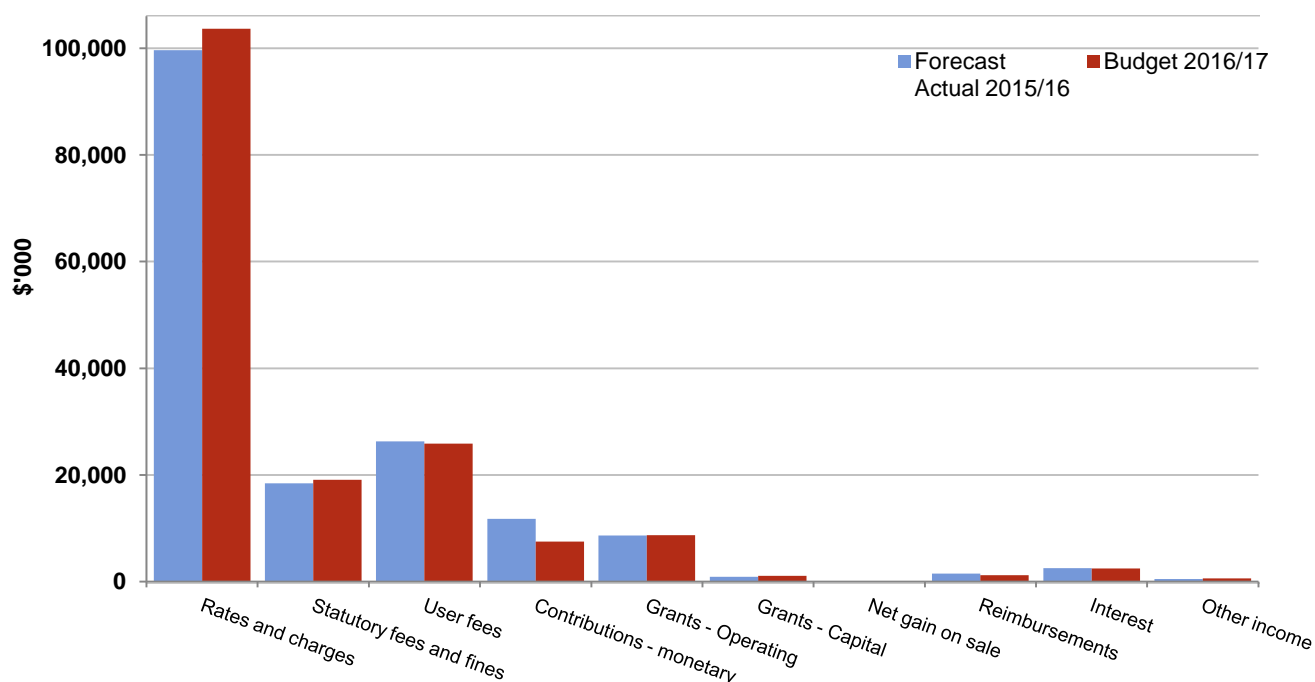
The adjusted underlying result for the 2016/17 year is a surplus of \$20.47 million which is a decrease of \$0.04 million from the 2015/16 year.

In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of activity each year.

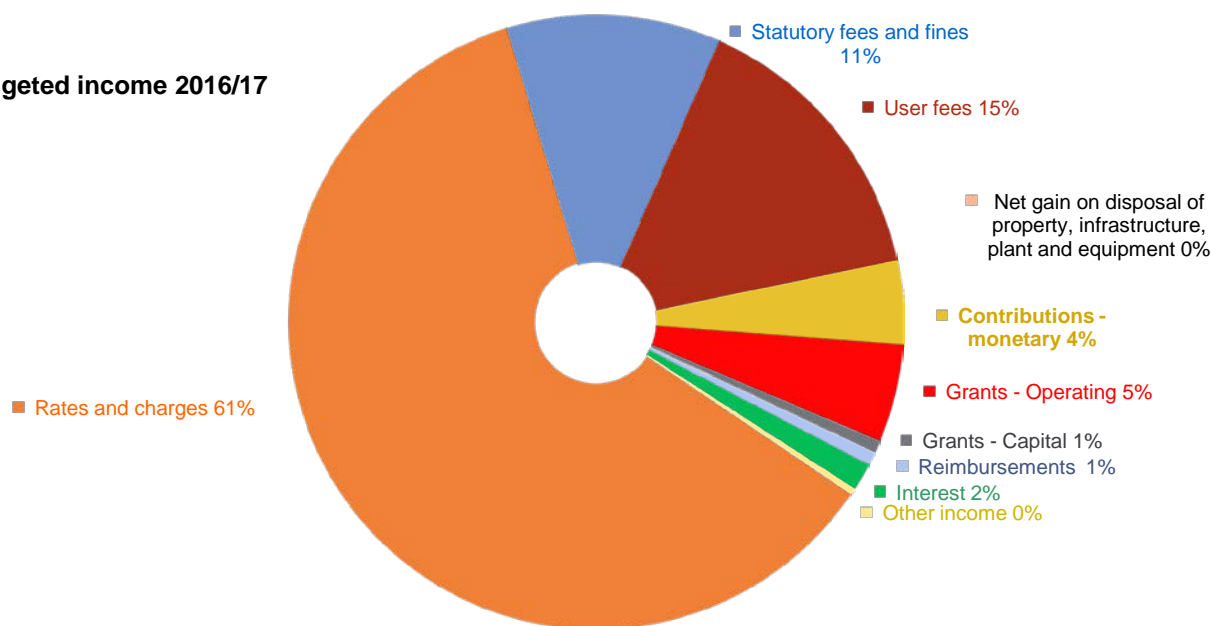
10.2 Income

Income Types	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Rates and charges	10.2.1	99,645	103,668	4,023
Statutory fees and fines	10.2.2	18,429	19,119	690
User fees	10.2.3	26,284	25,894	(390)
Contributions - monetary	10.2.4	11,755	7,488	(4,267)
Grants - Operating	5.1.1	8,677	8,708	31
Grants - Capital	5.1.2	902	1,065	163
Net gain on disposal of property, infrastructure, plant and equipment		14	11	(3)
Reimbursements	10.2.5	1,509	1,233	(276)
Interest	10.2.6	2,537	2,480	(57)
Other income	10.2.7	506	585	79
Total income		170,258	170,251	(7)

Income Types



Budgeted income 2016/17



Source: Section 3

10.2.1 Rates and charges \$4.02 Million Increase

Income raised by all rates and charges will increase by 4.0% or \$4.02 million over 2015/16 forecast actual to \$103.67 million. This includes increases in: general rates income of 3.9% (average general rate increase of 2.5% in line with the rate cap); garbage and garden waste service charge income of 4.7% (average rate or unit increase of 2.5%); and supplementary rates to increase by \$0.09 million over 2015/16 forecast actual to \$1.20 million. Special rates charges mainly to be used by Traders Associations are budgeted at \$1.73 million.

In 2016/17 which is a revaluation year, the rate increases are impacted by the average general rate increase (2.5 per cent) and the property valuation increases of individual properties relative to the average across the municipality. The rates in the dollar based on the revaluation of properties from 1 July 2016 are: 0.001077 for residential and commercial properties and 0.000808 for recreational and cultural properties.

10.2.2 Statutory fees and fines \$0.69 Million Increase

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

Statutory fees and fines are budgeted to increase by an average 3.7% or \$0.69 million compared to 2015/16. This includes: increases in Statutory Planning fees (\$0.03 million) and Building Compliance and Municipal Building Surveyor's Office related fees (\$0.08 million) due to expected levels of building planning and applications; an increase in Environmental Health statutory fees (\$0.03 million) due to an increased number of premises; a decrease in Traffic Enforcement fees not set by Council (\$0.15 million); and a reclassification of some user fees.

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

10.2.3 User fees \$0.39 Million decrease

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases are an average 3.5% or in line with market levels. There will be an overall minimal decrease in income generated from these fees in 2016/17.

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

10.2.4 Contributions - monetary \$4.27 Million decrease

Contributions relate to monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development. Contributions are projected to decrease from the 2015/16 forecast due to expected lower level of development activities.

10.2.5 Reimbursements \$0.28 Million decrease

Reimbursements relate to the recovery of costs incurred by Council and includes a claim on liquidated damages for the TH King Pavilion/ Environmental and Education Centre of \$0.11 million and reimbursement for the cost of Toorak Village camera circuit television installation of \$0.09 million.

10.2.6 Interest \$0.06 Million decrease

The small decrease in interest income is anticipated from Rates payment arrears.

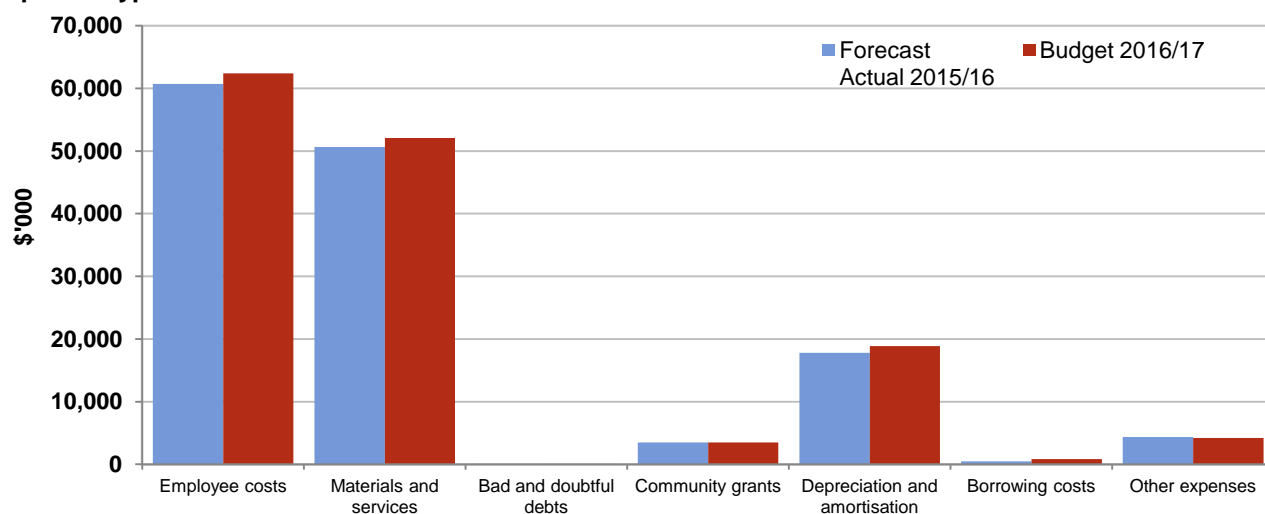
10.2.7 Other income \$0.08 Million Increase

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

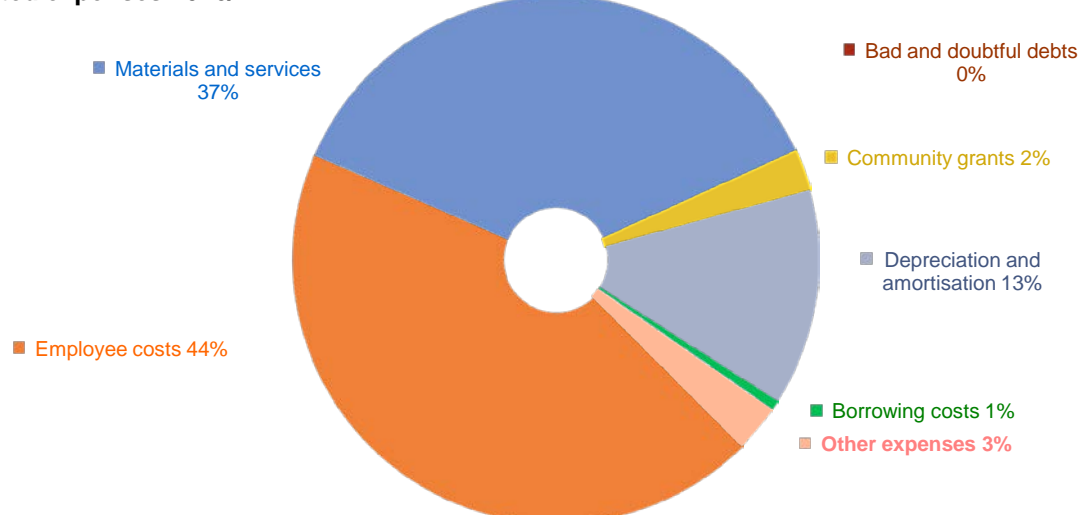
10.3 Expenses

Expense Types	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Employee costs	10.3.1	60,709	62,385	1,676
Materials and services	10.3.2	50,660	52,074	1,414
Bad and doubtful debts	10.3.3	28	20	(8)
Community grants	10.3.4	3,478	3,495	17
Depreciation and amortisation	10.3.5	17,792	18,862	1,070
Borrowing costs	10.3.6	472	845	373
Other expenses	10.3.7	4,348	4,213	(135)
Total expenses		137,487	141,894	4,407

Expense Types



Budgeted expenses 2016/17



Source: Section 3

10.3.1 Employee costs \$1.68 Million Increase

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

Employee costs are budgeted to increase by 2.76% or \$1.68 million over 2015/16. This increase relates to the following key factors:

- Renegotiation of Council's Enterprise Bargaining Agreement (EBA) is estimated to increase wages by 2.5% in 2016/17.
- A number of current position vacancies will be filled and a number of salary banding/step increments are estimated. New positions or extension of positions also budgeted include: 1.0 FTE HRMIS Workforce & Analytics Officer; 0.4 FTE Employee Relations Advisor; 0.4 FTE Graduate Landscape Architect; 0.33 FTE landscape architect (1.0 FTE for four months); 1.0 FTE Senior Strategy & Urban Planner (funded from a 0.5 FTE decrease in a City Strategy Place Manager role); and 0.5 FTE School Focussed Youth Services Co-ordinator.

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

Divisions	Comprises		
	Budget 2016/17 \$'000	Permanent Full time \$'000	Permanent Part Time \$' 000
CEO Division	1,169	1,169	-
Corporate Services	9,376	8,361	1,015
Assets and Services	16,125	15,710	415
Community and Culture	25,985	15,834	10,151
Planning and Amenity	8,651	7,974	677
Total permanent staff expenditure	61,306		
Casuals and other expenditure	2,458		
Capitalised labour cost	(1,379)		
Total expenditure	62,385		

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

Divisions	Comprises		
	Budget FTE	Permanent Full Time	Permanent Part Time
CEO Division	7.0	7.0	-
Corporate Services	62.8	56.0	6.8
Assets and Services	163.2	159.0	4.2
Community and Culture	282.1	171.9	110.2
Planning and Amenity	79.2	73.0	6.2
Total permanent staff	594.3	466.9	127.4
Casuals and other	36.9		
Total staff	631.2		

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

Divisions	Service Unit	Forecast Actual 2015/16 \$' 000	Budget 2016/17 \$'000	Variance \$' 000
Corporate Services	People and Culture	1,152	1,327	175
Assets and Services	Urban and Infrastructure Projects	1,316	1,477	161
	Parks and Environment	2,313	2,388	75
	Roads and Drains	1,701	1,751	50
Community and Culture	Transport	1,751	1,806	55
	Community Aged Support	1,249	1,354	105
	Chapel Off Chapel	928	1,036	108
Planning and Amenity	Library Services	3,306	3,478	172
	Communications	699	853	154
	Statutory Planning	3,153	3,288	135

10.3.2 Materials and services \$1.41 Million Increase

Materials and services include the purchases of consumables, insurances, repairs and maintenance, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 2.79% or \$1.41 million compared to 2015/16.

10.3.3 Bad and doubtful debts \$0.01 Million decrease

Minor bad debts expense is budgeted for in 2016/17.

10.3.4 Community grants \$0.02 Million Increase

Each year Council receives funding applications from various community and sporting organisations as well as requests for usage of Council facilities.

10.3.5 Depreciation and amortisation \$1.07 Million Increase

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$1.07 million for 2016/17 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

10.3.6 Borrowing costs \$0.37 Million Increase

Borrowing costs relate to interest charged by financial institutions on funds borrowed and finance leases Council has entered into. The increase in borrowing costs results from the new \$14.0 million loan planned to part fund the Cato Street redevelopment project expenditure in 2016/17.

10.3.7 Other expenses \$0.14 Million decrease

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

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to/from other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Cash flows from operating activities				
Receipts				
Rates and Charges		99,570	103,590	4,020
Statutory fees and fines		18,276	18,977	701
User Fees		27,148	26,702	(446)
Grants - Operating		8,811	8,945	134
Grants - Capital		902	1,065	163
Contributions - monetary		12,931	8,237	(4,694)
Reimbursements		1,660	1,356	(304)
Interest received		2,620	2,460	(160)
Other receipts		557	636	79
Net GST refund/(payment)		6,477	9,048	2,571
Payments				
Employee costs		(59,910)	(61,550)	(1,640)
Materials and services		(62,585)	(65,927)	(3,342)
Trust funds and deposits taken		(528)	(78)	450
Other payments		(4,705)	(4,703)	2
Net cash provided by operating activities	11.1.1	51,224	48,758	(2,467)
Cash flows from investing activities				
Payments for property, infrastructure, plant & equipment		(49,306)	(68,965)	(19,659)
Proceeds from sale of property, infrastructure, plant & equipment		450	448	(3)
Payments for other financial assets		-	-	-
Net cash used in investing activities	11.1.2	(48,856)	(68,518)	(19,662)
Cash flows from financing activities				
Finance costs		(472)	(845)	(373)
Proceeds from borrowings		-	14,000	14,000
Repayment of borrowings		(2,091)	(1,989)	102
Net cash provided by/(used in) financing activities	11.1.3	(2,563)	11,166	13,729
Net increase/(decrease) in cash and cash equivalents		(195)	(8,594)	(8,399)
Cash and cash equivalents at the beginning of the financial year		88,063	87,868	(195)
Cash and cash equivalents at end of the financial year	11.1.4	87,868	79,274	(8,594)

Source: Section 3

11.1.1 Operating activities \$2.47 Million decrease

The decrease in cash inflows from operating activities is due mainly to: \$4.70 million reduction in contributions; \$1.64 million increase in employee costs; and \$3.34 million increase in materials and services. Partially offsetting these cash flow reductions is \$2.57 million increase in the net GST refund and \$4.02 million increase in rates and charges, which is in line with the increase of 2.5% on average rates and charges.

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

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Surplus (deficit) for the year	32,771	28,357	(4,414)
Depreciation	17,792	18,862	1,070
Loss (gain) on disposal of property, infrastructure, plant and equipment	(14)	(11)	3
Net movement in current assets and liabilities	675	1,550	875
Cash flows available from operating activities	51,224	48,758	(2,467)

11.1.2 Investing activities \$19.66 Million decrease

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

11.1.3 Financing activities \$13.73 Million increase

For 2016/17 the total of interest bearing loans and borrowings principal repayments is \$1.99 million and finance charges is \$0.85 million.

New loan borrowings of \$14.0 million will supplement operational cash to fund capital works.

11.1.4 Cash and cash equivalents at end of the financial year \$8.59 Million decrease

Total cash and investments is forecast to decrease by \$8.59 million to \$79.27 million as at 30 June 2017, reflecting Council's strategy of using excess cash and investments to enhance and create new infrastructure.

This is consistent with Council's Strategic Resource Plan (see Section 14), which forecasts a significant increase in the capital works program from 2016/17 onwards.

11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$79.27 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total cash and investments		87,868	79,274	(8,594)
<i>Restricted cash and investments</i>				
- Statutory reserves	11.2.1	(46,066)	(50,671)	(4,605)
- Cash held to fund carry forward capital works	11.2.2	(6,806)	-	6,806
- Trust funds and deposits		(2,934)	(2,879)	55
Unrestricted cash and investments	11.2.3	32,062	25,724	(6,338)
- Discretionary reserves	11.2.4	(22,634)	(23,432)	(798)
Unrestricted cash adjusted for discretionary reserves	11.2.5	9,428	2,292	(7,136)

11.2.1 Statutory reserves \$50.67 Million

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

11.2.2 Cash held to fund carry forward capital works \$0 Million

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/17 financial year will be fully completed. An amount of \$6.81 million is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the 2015/16 financial year. Section 6.2 contains further details on capital works funding.

11.2.3 Unrestricted cash and investments \$25.72 Million

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

11.2.4 Discretionary reserves \$23.43 Million

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

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

11.2.5 Unrestricted cash adjusted for discretionary reserves \$2.29 Million

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds. A modest level of unrestricted cash and investments is required as approximately 43% of Council's rate revenue is not received until February each year.

12. Analysis of capital budget

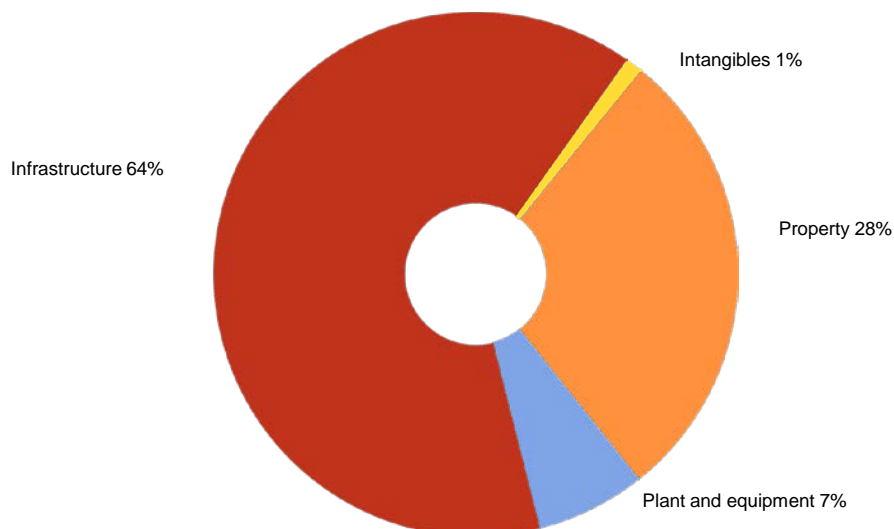
This section analyses the planned capital expenditure budget for the 2016/17 year and the sources of funding for the capital budget.

12.1 Capital works expenditure

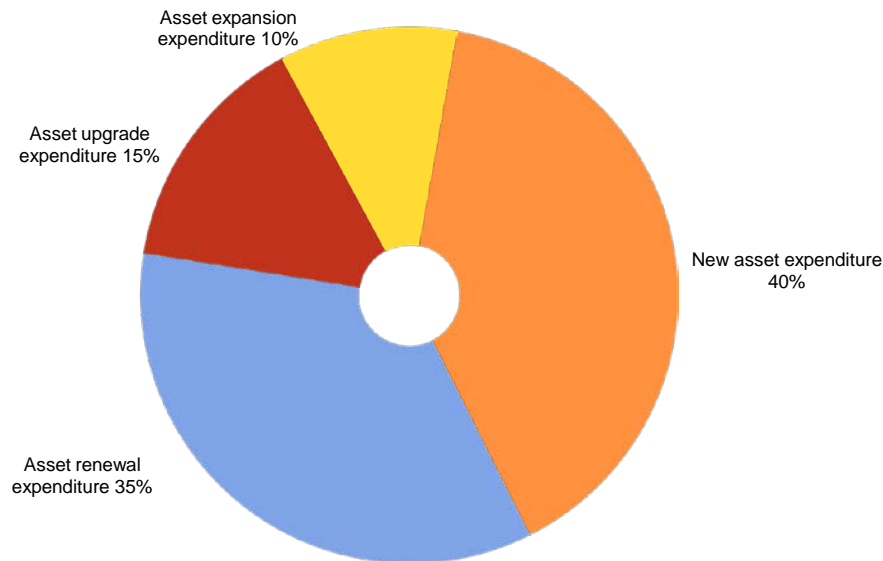
Capital Works Areas	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Works carried forward	12.1.1			
Property				
Land		-	-	-
Total Land		-	-	-
Heritage buildings		196	1,320	1,124
Buildings		6,892	1,566	(5,326)
Total Buildings		7,088	2,886	(4,202)
Total Property		7,088	2,886	(4,202)
Plant and equipment				
Heritage plant and equipment		-	-	-
Plant, machinery and equipment		-	-	-
Fixtures, fittings and furniture		21	-	(21)
Computers and telecommunications		57	-	(57)
Library books		-	-	-
Total plant and equipment		78	-	(78)
Infrastructure				
Roads		-	-	-
Bridges and culverts		-	-	-
Footpaths and cycleways		-	-	-
Drainage		-	-	-
Recreation, leisure and community facilities		-	1,150	1,150
Street trees		-	-	-
Parks, open space and streetscapes		650	2,770	2,120
Other infrastructure		-	-	-
Total infrastructure		650	3,920	3,270
Intangibles				
Intangibles		-	-	-
Total intangibles		-	-	-
Total works carried forward		7,816	6,806	(1,010)
New works	12.1.2			
Property				
Land		4,741	3,000	(1,741)
Total Land		4,741	3,000	(1,741)
Heritage buildings		760	3,570	2,810
Buildings		8,997	10,170	1,173
Total Buildings		9,757	13,740	3,983
Total Property		14,498	16,740	2,242
Plant and equipment	12.1.3			
Heritage plant and equipment		280	260	(20)
Plant, machinery and equipment		2,100	2,448	348
Fixtures, fittings and furniture		632	533	(99)
Computers and telecommunications		711	502	(209)
Library books		923	923	-
Total plant and equipment		4,646	4,666	20

Capital Works Areas	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Infrastructure	12.1.4			
Roads		4,553	5,586	1,033
Bridges and culverts		228	280	52
Footpaths and cycleways		2,649	3,249	601
Drainage		2,064	2,532	468
Recreation, leisure and community facilities		2,354	4,560	2,206
Street trees		360	480	120
Parks, open space and streetscapes		7,207	21,830	14,623
Other infrastructure		1,808	1,511	(297)
Total infrastructure		21,223	40,028	18,805
Intangibles				
Intangibles		1,123	725	(398)
Total intangibles		1,123	725	(398)
Total new works		41,490	62,159	20,669
Total capital works expenditure		49,306	68,965	19,659
Represented by:				
New asset expenditure	12.1.5	6,569	27,473	20,904
Asset renewal expenditure	12.1.5	36,591	24,067	(12,524)
Asset upgrade expenditure	12.1.5	4,763	10,107	5,344
Asset expansion expenditure	12.1.5	1,383	7,318	5,935
Total capital works expenditure		49,306	68,965	19,659

Budgeted capital works 2016/17



Budgeted capital works 2016/17 represented by:



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

12.1.1 Works carried forward (\$6.81 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 2015/16 year, the forecasted \$6.81 million of capital works incomplete will be carried forward into the 2016/17 year. The more significant projects include the Cato St Project (\$2.74 million), Malvern Valley Golf Course risk mitigation (\$1.08 million), Prahran Town Hall Masterplan (\$0.60 million), Dunlop Pavilion (\$1.40 million), and Harold Holt Swim Centre Diving Tower refurbishment (\$0.50 million).

12.1.2 Total Property (\$16.74 million)

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

For the year 2016/17, \$16.74 million will be expended on new projects. The more significant projects include Strategic Land purchase for open space (\$3.0 million), Dunlop Pavilion redevelopment (\$3.50 million), Prahran Town Hall Masterplan (\$2.0 million), Harold Holt Swim Centre pool tiling (\$0.97 million), Golf Course development (\$0.83 million), Energy Efficiency (\$0.50 million), Harold Holt Swim Centre Masterplan implementation (\$0.50 million), Prahran Market works (0.42 million), Toorak/South Yarra Library air-conditioning (\$0.38 million), Chapel Off Chapel passenger lift (\$0.35 million), and Prahran Aquatic Centre feasibility and redevelopment (\$0.20 million).

12.1.3 Plant and equipment (\$4.67 million)

Plant and equipment includes heritage plant, machinery and equipment, furniture, computers and telecommunications, library books.

For the 2016/17 year, \$4.67 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2.45 million), upgrade and replacement of information technology (\$0.50 million) and ongoing library material purchase (\$0.92 million).

12.1.4 Infrastructure (\$40.03 million)

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

In 2016/17, \$9.12 million will be spent on road projects incorporating bridges, culverts, footpaths and cycleways, including, local road resurfacing \$2.20 million; chapel street masterplan \$2.0 million; Scott Grove refurbishment (\$0.50 million); Hyland and Wyneth St (\$0.77 million); Noford Grove (\$0.45 million); and footpath road safety works (\$0.25 million).

\$2.53 million will be spend on drainage projects, including road drainage replacement works (\$0.89 million) and various drainage upgrades during the street refurbishments and upgrade works.

\$21.83 million will be expended on parks, open space and streetscapes, including: Cato St redevelopment project (\$18.50 million); Yarra River Biodiversity (\$0.99 million); Forrest Hill Masterplan (\$0.50 million); Como Rowing Precinct landscape (\$0.50 million); and Windsor Siding Masterplan (\$0.20 million).

\$4.56 million will be spent on Recreational, Leisure and Community facilities, with \$1.69 million towards Synthetic Sportsgrounds and \$0.86 million on Parks improvements. \$0.48 million will be spent on street trees.

Other infrastructure expenditure (\$1.51 million) includes: \$0.63 million on Bicycle Strategy; \$0.31 million on car parks; and \$0.57 million on other infrastructure.

12.1.5 Asset renewal (\$24.07 million), new assets (\$27.47 million), upgrade (\$10.10 million) and expansion (\$7.31 million)

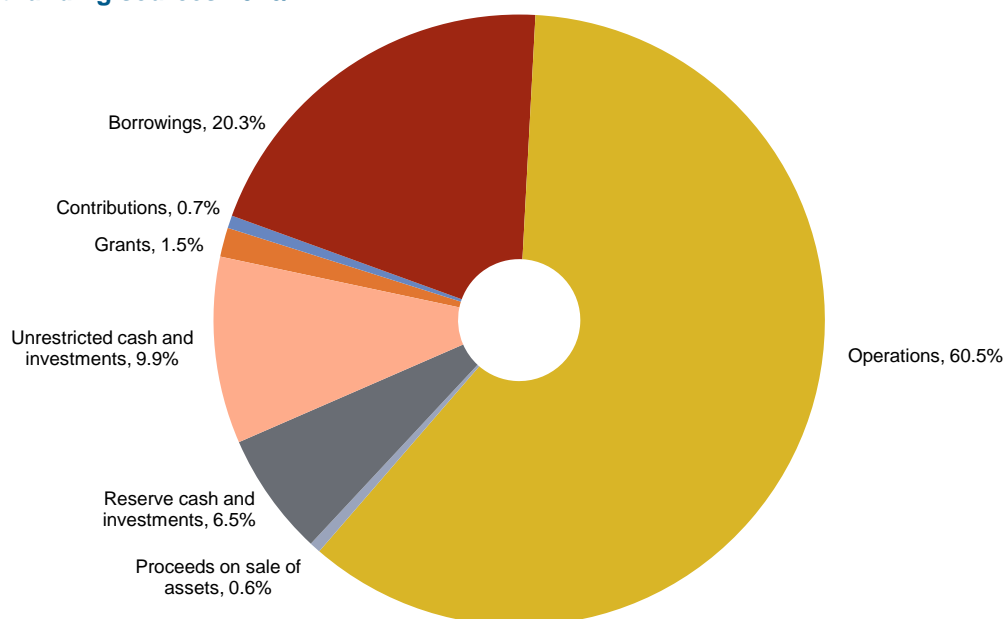
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have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

The major projects included in the above categories, which constitute expenditure on new assets, are the Cato Street Development (\$21.24 million), Strategic Land Purchase (\$3.0 million), Bicycle Strategy (\$0.40 million), Sculptures and Artworks (\$0.26 million), Information Technology and software (\$0.30 million). The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

12.2 Funding sources

Sources of funding	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		-	-	-
Contributions		-	-	-
Borrowings		-	-	-
Council cash				
- Operations		-	-	-
- Proceeds on sale of assets		-	-	-
- Reserve cash and investments		-	-	-
- Unrestricted cash and investments		7,816	6,806	(1,010)
Total works carried forward	12.2.1	7,816	6,806	(1,010)
New works				
Current year funding				
Grants	12.2.2	902	1,065	163
Contributions	12.2.3	675	463	(212)
Borrowings	12.2.4	-	14,000	14,000
Council cash				
- Operations	12.2.5	34,304	41,725	7,420
- Proceeds on sale of assets	12.2.6	409	406	(2)
- Reserve cash and investments	12.2.7	5,200	4,500	(700)
- Unrestricted cash and investments		-	-	-
Total new works		41,490	62,159	20,669
Total funding sources		49,306	68,965	19,659

Capital Works Budget funding sources 2016/17



12.2.1 Total works carried forward (\$6.81 Million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year it is forecast that \$6.81 million of capital works will be incomplete and be carried forward into the 2016/17 year. Significant funding includes reserve cash and investments for Cato St Project (\$2.74 million), Malvern Valley Golf Course risk mitigation (\$1.08 million), Prahran Town Hall Masterplan (\$0.60 million) and Dunlop Pavilion (\$1.40 million) and Harold Holt Swim Centre Diving Tower refurbishment (\$0.50 million).

12.2.2 Grants (\$1.07 Million)

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

12.2.3 Contributions (\$0.46 Million)

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

12.2.4 Borrowings (\$14.0 Million)

Borrowings of \$14.0 million will be utilised to fund Cato Street development which is a three year project which commenced in 2015/16, including redevelopment of Council owned high-value land with opportunities to incorporate public plaza/park in an urban setting.

12.2.5 Council cash - Operations (\$41.73 Million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$41.73 million will be generated from operations to fund the 2016/17 capital works program. This amount mainly includes the cash generated from operating activities of \$48.76 million as set out in Section 11. 'Analysis of Budgeted Cash Position', adjusted for capital grants of \$1.07 million, capital contributions of \$0.36 million, borrowing costs of \$0.85 million and capital funded from reserves of \$4.50 million.

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

Proceeds from sale of assets mainly include motor vehicle sales in accordance with Council's fleet renewal policy of \$0.35 million.

12.2.7 Council cash - Reserves and cash investments (\$4.50 Million)

Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as strategic land purchase. For 2016/17 \$4.50 million will be used to fund part of the new capital works program.

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2015/16 and 2016/17. It also considers a number of key performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Current assets	13.1.1			
Cash and cash equivalents		87,868	79,274	(8,594)
Trade and other receivables		9,230	9,525	295
Other financial assets		-	-	-
Other assets		1,375	1,412	37
Total current assets		98,473	90,211	(8,262)
Non-current assets	13.1.2			
Other financial assets		3,332	3,340	8
Investment in joint operation accounted for using the equity method		1,570	1,570	-
Property, infrastructure, plant and equipment		2,067,530	2,137,375	69,845
Investment property		5,750	5,750	-
Intangible assets		2,700	2,563	(137)
Total non-current assets		2,080,882	2,150,598	69,716
Total assets		2,179,355	2,240,809	61,454
Current liabilities	13.1.3			
Trade and other payables		17,829	18,186	(357)
Trust funds and deposits		2,934	2,879	55
Provisions		14,331	15,054	(723)
Interest-bearing loans and borrowings		1,872	1,500	372
Total current liabilities		36,966	37,619	(653)
Non-current liabilities	13.1.4			
Provisions		1,887	1,948	(61)
Interest-bearing loans and borrowings		9,302	21,685	(12,383)
Total non-current liabilities		11,189	23,633	(12,444)
Total liabilities		48,155	61,252	(13,097)
Net assets		2,131,200	2,179,557	48,357
Equity	13.1.6			
Accumulated surplus		979,266	1,002,741	23,475
Asset revaluation reserve		1,094,323	1,114,323	20,000
Other reserves		57,611	62,493	4,882
Total equity		2,131,200	2,179,557	48,357

13.1.1 Current assets \$8.26 Million decrease

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less.

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 financial assets include term deposits, which are forecast to reduce in 2016/17 as they are converted to cash to fund capital works during the year.

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

13.1.2 Non-current assets \$69.72 Million increase

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$68.97 million of gross capital expenditure), depreciation of assets (\$18.86 million), and the sale of property, plant and equipment (\$0.40 million).

13.1.3 Current liabilities \$0.65 Million increase

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to be slightly above 2015/16 levels.

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

Interest-bearing loans are borrowings by Council repayable in the next twelve months. Council is budgeting to repay loan principal including finance leases of \$1.99 million during 2016/17. The increase in liability reflects the additional loan borrowings in 2016/17 for the Cato Street redevelopment project.

13.1.4 Non-current liabilities \$12.44 Million increase

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

Interest-bearing loans and borrowings are borrowings by Council repayable in a period greater than twelve months.

13.1.5 Working Capital \$8.92 Million decrease

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

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

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Current assets	98,473	90,211	(8,262)
Current liabilities	36,966	37,619	(653)
Working capital	61,507	52,592	(8,915)
Restricted cash and investment current assets			
- Statutory reserves	(46,066)	(50,671)	(4,605)
- Cash used to fund carry forward capital works	(6,806)	-	6,806
- Trust funds and deposits	(2,934)	(2,879)	55
Unrestricted working capital	5,701	(958)	(6,659)

In addition to the restricted cash shown above, Council is also projected to hold \$23.43 million in discretionary reserves at 30 June 2017.

Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.6 Equity \$48.36 Million increase

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. During the year an amount of \$4.88 million (net) is budgeted to be transferred from retained earnings to Council's reserves. This reflects the transfer of open space and developer contributions to reserves and the subsequent usage of investment cash reserves to partly fund the capital works program and the transfer to the Future Fund. This is a transfer between equity balances only and does not impact on the total balance of equity.

13.2 Key assumptions

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

- A total of 98.3% of total rates raised will be collected in the 2016/17 year (forecast for 2015/16 is 98.3%).
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2015/16 levels.
- Employee entitlements for year 2016/17 to be increased by 2.5% assumption.
- Internally fund new capital investment of \$62.16 million (excluding deferrals) in 2016/17, with supplementation from new borrowings of \$14.0 million.
- Repayment of loan principal including finance leases \$1.99 million in 2016/17.

Long Term Strategies

This section includes the following analysis and information.

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

14. Strategic resource plan

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

14.1 Plan development

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

Council has prepared a SRP for the four years 2016/17 to 2019/20 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain and improve existing service levels.
- Achieve and maintain underlying operating surpluses.
- Maintain an extensive capital works program averaging an annual spend of approximately \$58.33 million during the period of the SRP. Serviceable borrowings will supplement internal funding of capital works where necessary.
- Use depreciation allowance to maintain and upgrade (renew) all Council's existing physical assets.
- Cash reserves to remain sufficient to cover Council's restricted assets of statutory reserves, trust funds and deposits.

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

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

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

14.2 Financial resources

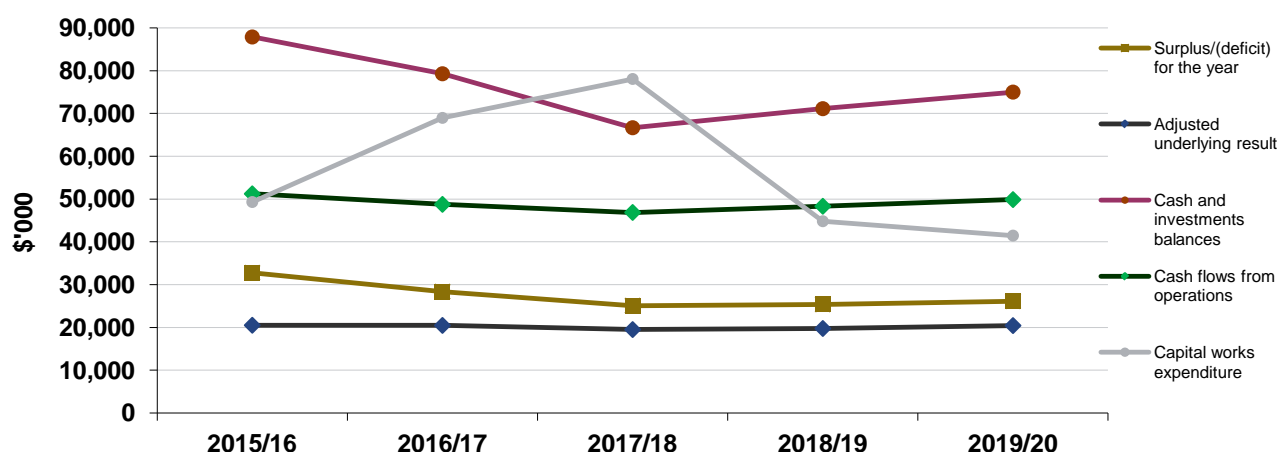
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast Actual	Budget	Strategic Resource Plan Projections			Trend
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	
Surplus/(deficit) for the year	32,771	28,357	25,084	25,403	26,150	-
Adjusted underlying result	20,514	20,474	19,505	19,755	20,434	0
Cash and investments balances	87,868	79,274	66,665	71,116	74,989	-
Cash flows from operations	51,224	48,758	46,868	48,315	49,871	+
Capital works expenditure	49,306	68,965	78,058	44,816	41,465	-

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- Financial sustainability (Section 11)** - Cash and investments will drop by \$8.59 million in 2016/17 compared to 2015/16 forecast but will be still very much in line with Council's significant capital and works program. By 2019/20, cash and investments is projected to be \$74.99 million after loan borrowings during 2016/17 - 2018/19 to assist funding of the capital works program. Capital expenditure (excluding Operating Initiatives) will reduce from a high of \$78.06 million in 2017/18 to \$41.46 million by 2019/20. Council's cash and investment position is strong and covers restricted assets of statutory reserves, trust and deposits over the four year period.
- Rating strategy (Section 15)** – The average general rate increase is 2.5% in 2016/17 as capped by the Minister of Local Government, with a uniform reduction of 0.5% each year for 2017/18 to 2019/20. The average unit cost increase for the garbage and garden waste service charge is 2.5% per annum for 2016/17 to 2019/20.
- Service delivery strategy (Section 16)** – Service levels have been maintained throughout the four year period. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a surplus increasing over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- Borrowing strategy (Section 16)** – Interest bearing loans and borrowings, including finance leases, are forecast to increase from \$11.17 million at the end of 2015/16 to \$23.19 million in 2016/17, before increasing to \$41.74 million by end of year 2019/20. New loan borrowings of \$40.0 million contribute funding towards \$64.2 million strategic capital expenditure over 2016/17 to 2018/19.
- Infrastructure strategy (Section 16)** - Capital expenditure over the SRP four year period will total \$233.30 million at an average of \$58.33 million. Excluding the strategic capital expenditure developments of \$64.2 million, the average is \$42.73 million.

15. Rating Information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for approximately 58% of total revenue received by Council annually over the last five financial years. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils. The following table shows a comparison of the last five years and the average rates per capita for the 2015/16 year.

Year	City of Stonnington	Average Neighbouring Councils
2011/12	4.20%	5.78%
2012/13	3.90%	5.86%
2013/14	4.30%	5.22%
2014/15	4.30%	5.09%
2015/16	4.30%	5.25%
Average rate increase	4.20%	5.44%

Source: Council's Strategic Resource Plan 2016/17 to 2019/20

The table indicates that over the past five years Council's general rate in the dollar increases have been 1.24% lower than the average of other comparative councils.

15.2 Future rate increases

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

Year	Rate increase %	Garbage charge increase %	Total Rates Raised \$'000
F2015/16	4.30%	4.50%	\$97,950
B2016/17	2.50%	2.50%	\$101,936
SRP2017/18	2.45%	2.50%	\$105,675
SRP2018/19	2.40%	2.50%	\$109,490
SRP2019/20	2.35%	2.50%	\$113,376

Council's rating strategy is to ensure the operating surplus, when added to depreciation, provides for an acceptable level of capital works without the need for excessive borrowing. In the 2016/17 financial year, the increase in the average general rate is 2.5% in line with the rate cap, the average garbage charge unit increase is 2.5%, and the supplementary rates revenue increases to \$1.21 million. The SRP assumes a uniform reduction of 0.5% in the average general rate increase each year for 2017/18 to 2019/20, plus annual supplementary rates growth. Annual average garbage and garden waste service charge unit increases of 2.5% will cover waste management costs and EPA Environmental landfill levy costs. This will provide the continuation of high quality services to residents and average capital works of around \$58.33 million per annum.

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

15.3 Rating structure

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

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

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

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

The general revaluation of properties in the City as at 1 January 2016 has been completed in accordance with State legislation which dictates that Council revalue Stonnington properties every two years. The "base date" for the next valuation is 1 January 2018. The purpose of the revaluation is to measure how much each property is worth. Revaluation helps to make sure property owners pay their fair share of rates and people with more expensive properties pay more than people with less expensive properties. Revaluation does not generate extra revenue for Council; it redistributes the existing rate revenue across the City based on property values.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality.

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

The following table summarises the rates to be made for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7 "Statutory Disclosures".

Rate type	How applied	2015/16	2016/17	Change
Residential rates	Per \$ CIV	0.0012542	0.001077	-14.11%
Commercial rates	Per \$ CIV	0.0012542	0.001077	-14.11%
Recreational rates	Per \$ CIV	0.0009405	0.000808	-14.09%
Garbage Charge Minimum Residential	Minimum	\$234.50	\$240.00	2.3%
Garbage Charge residential	\$/ 240L bin	\$425.50	\$436.00	2.5%
Garbage Charge Minimum Commercial	Minimum	\$234.50	\$240.00	2.3%
Garbage Charge commercial	\$/ 240L bin	\$425.50	\$436.00	2.5%
Garden Waste Charge residential	\$/ 120L bin	\$91.85	\$94.00	2.3%
Garden Waste Charge residential	\$/ 240L bin	\$124.20	\$128.00	3.1%
Garden Waste Charge commercial	\$/ 120L bin	\$91.85	\$94.00	2.3%
Garden Waste Charge commercial	\$/ 240L bin	\$124.20	\$128.00	3.1%

15.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 15.6%. Of this increase, residential properties have increased by 15.7% and commercial properties by 14.8. Although overall Residential properties increased by 15.7%, the majority of the increase has occurred in properties which have their own land parcel (Dwellings / Land) which showed a significant average increase of 28.5% compared to Units and Apartments which was significantly less at 7.5%.

Most of this has been driven by the recent complete State-wide review of Planning Zones. Stonnington has implemented the new zones to incorporate a number of separate schedules to the 3 basic Residential zones (i.e. Growth, Neighbourhood and General). Under these classifications there are 19 separate / different schedules designed to achieve particular outcomes as identified by the recent Residential Zoning reform. As such, development sites have been selling strongly as developers have more certainty on what is achievable for a given site.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations for residential properties by suburb, together with the rating changes between the 2015/16 and 2016/17 years based on a 2.5% average general rate increase and the valuation movements listed.

Suburb	% Change in Valuation	% Rating change
ARMADALE	18%	5%
GLEN IRIS	16%	4%
KOOYONG	19%	4%
MALVERN	18%	4%
MALVERN EAST	22%	3%
PRAHRAN	13%	1%
SOUTH YARRA	10%	-3%
TOORAK	17%	5%
WINDSOR	16%	2%
Average Residential	15.7%	-0.7%
Average Business	14.8%	-1.5%

City of Stonnington has elected not to make a declaration of differential rates. In aggregate, total average general rates will increase by 2.5 per cent compared to 2015/16. This will be achieved by reducing the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

16. Summary of other strategies

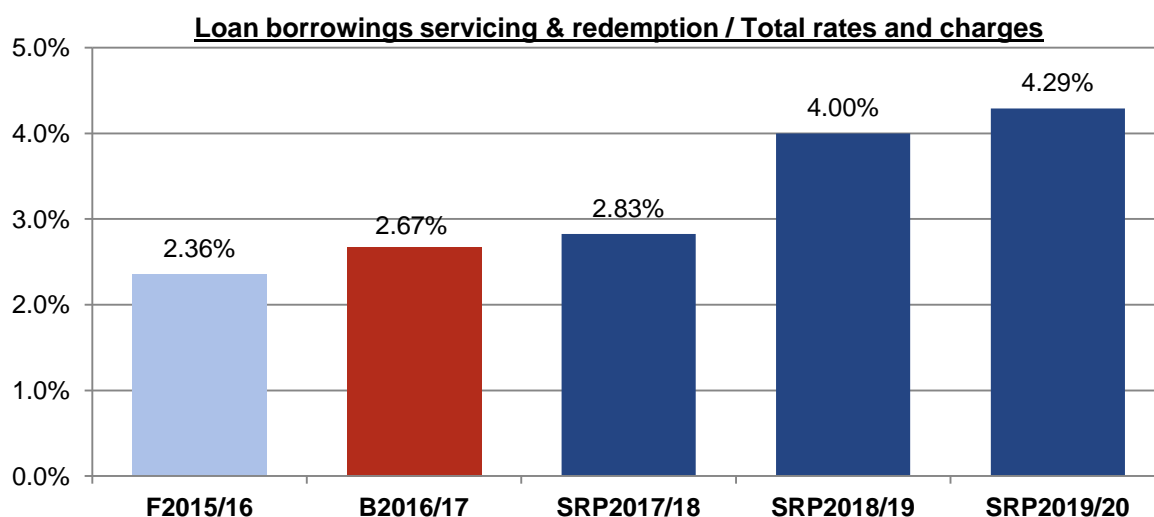
This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

16.1 Borrowings

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

Loan borrowings servicing and redemption costs as a percentage of total Council rates is budgeted at 2.67% in 2016/17, increasing to 2.83% in 2017/18 then increasing to 4.29% by 2019/20 due to new loan borrowings in years 2016/17 and 2017/18 that will contribute funding towards strategic capital works such as the Cato Street Redevelopment Project \$42.0 million and Prahran Town Hall Development \$22.0 million. The following table sets out Council's future proposed loan liability, based on the forecast financial position of Council as at 30 June 2016.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
A2014/15	-	720	562	12,769
F2015/16	-	1,873	435	10,896
B2016/17	14,000	1,896	829	23,000
SRP2017/18	21,000	1,500	1,488	42,500
SRP2018/19	5,000	2,700	1,680	44,800
SRP2019/20	-	3,200	1,664	41,600
SRP2020/21	-	4,000	1,504	37,600



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

	Actual 2015/16 \$'000	Budget 2016/17 \$'000
Total amount borrowed as at 30 June of the prior year	12,769	10,896
Total amount to be borrowed	-	14,000
Total amount projected to be redeemed	(1,873)	(1,896)
Total amount proposed to be borrowed as at 30 June	10,896	23,000

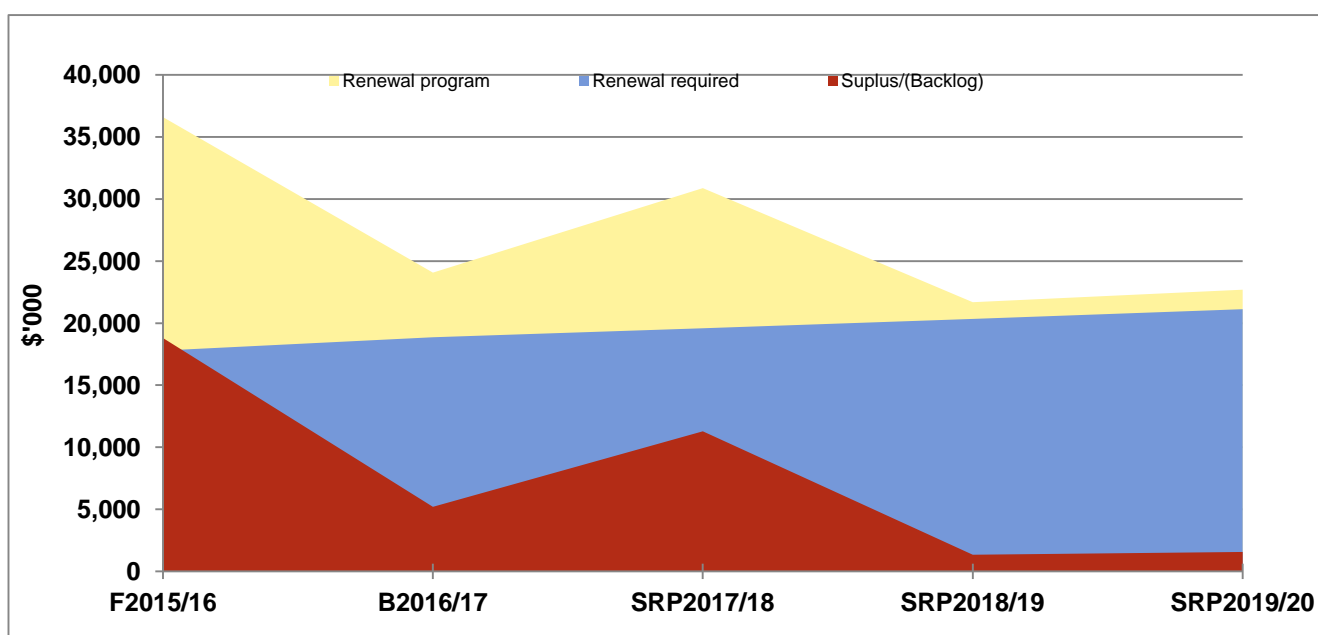
16.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

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

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

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



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

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

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
F2015/16	49,306	902	675	47,729	-
B2016/17	68,965	1,065	463	53,437	14,000
SRP2017/18	78,058	1,074	371	55,613	21,000
SRP2018/19	44,816	1,082	380	38,354	5,000
SRP2019/20	41,465	1,091	390	39,984	-

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking and public open space. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14.) which directly impact the future service delivery strategy are to maintain existing service levels and operating surplus. The Rating Information (see Section 15) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

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

	Budget 2016/17	Strategic Resource Plan		
	%	2017/18 %	2018/19 %	2019/20 %
Consumer Price Index projection	2.5	2.5	2.5	2.5
Average Weekly Earnings	4.5	4.5	4.5	4.5
Engineering Construction Index	3.2	3.2	3.2	3.2
Rate increases	2.5	2.5	2.4	2.4
Property growth	1.0	1.0	1.0	1.0
Wages growth	2.5	2.5	2.5	2.5
Government funding	0.8	0.8	0.8	0.8
User fee	3.5	3.5	3.5	3.5
Traffic fines and parking	3.0	3.0	3.0	3.0
Investment return	2.8	3.0	3.0	3.0

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

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

Transfer Station

Waste tipping fees for inert waste are expected to rise further as the State Government has increased the levy payable upon disposal of waste at landfill. Following increases of \$53 per tonne since 2009/10, the fee is estimated to rise a further \$1.60 per tonne (2.60%) in 2016/17.

Residential Garbage Collection

Waste tipping charges associated with the disposal of residential garbage and also growth in the number of tenements (986 pa over the five year period) are expected to result in an increase of \$0.03 million per annum excluding CPI. The increased landfill levy will also increase the cost of residential garbage disposal by \$0.18 million in the 2016/17 financial year.

Aged & Disability Services

Government funding for aged and disability services is expected to increase by approximately \$0.04 million from 2015/16. This includes General Home Care, Personal Care, Respite Care and Meals.

Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation will be undertaken as at 1 January 2018. A budget of \$0.17 million has been made yearly commencing in 2016/17 to meet the additional cost of resources to complete the revaluation process.

Animal Control

The contract for the provision of animal control services has ended and is currently being renegotiated. It is expected that the cost of this service will rise from \$0.76 million to \$0.79 million per annum. This will be offset by predicted increases in registration fees of an average 3.50% or \$0.02 million per annum in 2016/17.

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

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
F2015/16	32,771	20,514	49,984
B2016/17	28,357	20,474	57,514
SRP2017/18	25,084	19,505	66,650
SRP2018/19	25,403	19,755	66,650
SRP2019/20	26,150	20,434	69,061

Service levels have been maintained throughout the four year period with operating surpluses forecast throughout 2016/17 to 2019/20. The net cost of services provided to the community increases from \$57.51 million to \$69.06 million over the four year period.

Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budget processes	76
B	Fees and charges schedule	77
C	Four year capital works program	95

Appendix A

Budget process

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

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

The 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a 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 2017 in accordance with the Act and Regulations, and are consistent with the annual financial statements which are prepared in accordance with the Australian Accounting Standards. The budget includes Council's interest in the Regional Landfill Clayton South joint venture which is presented in the financial accounts as an associate investment.

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

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

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

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

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Garbage Charges					
Garbage Charges - Residential					
Waste Management Charge – minimum	Non Statutory	Per Bin	234.50	240.00	2.3%
Extra 120 Litre Bin	Non Statutory	Per Bin	234.50	240.00	2.3%
240 Litre Bin	Non Statutory	Per Bin	425.50	436.00	2.5%
Extra 240 Litre Bin	Non Statutory	Per Bin	425.50	436.00	2.5%
Shared Bin Discount - 120 Litre (\$6.00)	Non Statutory	Per Bin	228.50	234.00	2.4%
Shared Bin Discount - 120 Litre (50% discount)	Non Statutory	Per Bin	117.25	120.00	2.3%
Garbage Charges - Commercial					
Waste Management Charge – minimum	Non Statutory	Per Bin	234.50	240.00	2.3%
Extra 120 Litre Bin	Non Statutory	Per Bin	234.50	240.00	2.3%
240 Litre Bin	Non Statutory	Per Bin	425.50	436.00	2.5%
Extra 240 Litre Bin	Non Statutory	Per Bin	425.50	436.00	2.5%
Garden Waste Charges - Residential					
120 Litre Bin	Non Statutory	Per Bin	91.85	94.00	2.3%
240 Litre Bin	Non Statutory	Per Bin	124.20	128.00	3.1%
Garden Waste Charges - Commercial					
120 Litre Bin	Non Statutory	Per Bin	91.85	94.00	2.3%
240 Litre Bin	Non Statutory	Per Bin	124.20	128.00	3.1%
Other rate charges					
Land information and valuation certificates	Statutory	Per Request	20.00	24.80	24.0%
Land information and valuation certificates urgent fee (required within 24 hours)	Non Statutory	Per Request	45.00	50.00	11.1%
Adverse possession supporting information fee	Non Statutory	Per Request	150.00	155.00	3.3%
Dishonoured cheque administration fee	Non Statutory	Per Dishonour	25.00	26.00	4.0%
Declined credit card and debit card fee	Non Statutory	Per Decline	25.00	26.00	4.0%
Ownership, rating and property information historical search	Non Statutory	Per Request	150.00	155.00	3.3%
Governance & Corporate Support					
Freedom of Information Request	Statutory	Per Request	27.50	27.90	1.5%
Aged Care Services					
Specific Home Care					
Low Income Range	Statutory	Per Hour	5.25	5.40	2.9%
Medium Income Range	Statutory	Per Hour	7.15	7.40	3.5%
High Income Range	Statutory	Per Hour	15.20	15.70	3.3%
Care Services (Including Respite and Personal Care)					
Single Pension	Statutory	Per Hour	5.25	5.40	2.9%
Couple Pension	Statutory	Per Hour	6.80	7.05	3.7%
Medium Rate	Statutory	Per Hour	16.95	17.05	0.6%
High Rate	Statutory	Per Hour	35.50	36.75	3.5%
TAC/ Workcover	Statutory	Per Hour	81.75	84.55	3.4%
CACPS	Statutory	Per Hour	81.70	84.55	3.5%
Linkages - Core	Statutory	Per Hour	5.25	5.40	2.9%
Linkages - Other	Statutory	Per Hour	81.70	84.55	3.5%
Home Maintenance					
Low Income Range	Non Statutory	Per Hour	11.00	11.40	3.6%
Medium Income Range	Non Statutory	Per Hour	18.00	18.60	3.3%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
High Income Range	Non Statutory	Per Hour	44.00	45.50	3.4%
Full Cost Recovery	Non Statutory	Per Hour	82.00	84.80	3.4%
Transport Service					
Clients	Non Statutory	Per Trip	2.80	2.90	3.6%
Chris Gahan Centre					
Community Group Hire	Non Statutory	Per hour	43.70	50.00	14.4%
ADASS (Includes a meal)					
Average Income applicants	Non Statutory	Per Session	8.00	8.28	3.5%
High Income applicants	Non Statutory	Per Session	29.00	30.02	3.5%
Full Cost Recovery	Non Statutory	Per Session	87.00	90.05	3.5%
Venue Hire					
Will Samson Centre Hire	Non Statutory	Per hour	44.00	50.00	13.6%
Food Services					
Delivered Meals	Non Statutory	Per Meal	8.80	9.00	2.3%
Centre Based Meals	Non Statutory	Per Meal	8.80	8.80	0.0%
Full Cost Recovery	Non Statutory	Per Meal	20.75	21.50	3.6%
Child Care Services					
<u>Princes Close Child Care Centre:</u>					
Under Three (3) Years Old:					
Long Day Care (Princes Close) 1st July	Non Statutory	Day Rate	107.50	112.00	4.2%
Long Day Care (Princes Close) 1st July	Non Statutory	Week	538.00	560.00	4.1%
Other Fees					
Registration Charge	Non Statutory	Initial Start	17.00	17.50	2.9%
Casual Day Surcharge - Long Day Care	Non Statutory	Per booking	4.70	5.00	6.4%
Late Collection Fee - All Services	Non Statutory	10 minutes	22.00	23.00	4.5%
<u>Grosvenor St Child Care Centre:</u>					
Under Three (3) Years Old:					
Long Day Care (Grosvenor)	Non Statutory	Day Rate	105.50	110.00	4.3%
Over Three (3) Years Old					
Long Day Care (Grosvenor)	Non Statutory	Day Rate	103.50	108.00	4.3%
Other Fees					
Late Collection Fee - All Services	Non Statutory	10 minutes	22.00	23.00	4.5%
Registration Charge	Non Statutory	Initial Start	17.00	17.50	2.9%
<u>Winter St Child Care Centre:</u>					
Under Three (3) Years Old:					
Occasional Care	Non Statutory	Hour	14.00	14.50	3.6%
Occasional Care	Non Statutory	Day Rate	95.00	99.00	4.2%
Over Three (3) Years Old					
Occasional Care	Non Statutory	Hour	14.00	14.50	3.6%
Occasional Care	Non Statutory	Day Rate	95.00	99.00	4.2%
Cancellation Fee					
50% of Day Rate	Non Statutory	Per Cancellation	47.00	49.50	5.3%
Afternoon Session	Non Statutory	Per Session	44.00	45.50	3.4%
Other Fees					
Registration Charge	Non Statutory	Initial Start	17.00	17.50	2.9%
Late Collection Fee - All Services	Non Statutory	10 minutes	22.00	23.00	4.5%
<u>Hornbrook Child Care Centre:</u>					
Over Three (3) Years Old					
Long Day Care (Hornbrook)	Non Statutory	Day Rate	105.50	110.00	4.3%
Long Day Care (Hornbrook)	Non Statutory	Week	506.00	526.00	4.0%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Other Fees					
Registration Charge	Non Statutory	Initial Start	17.00	17.50	2.9%
Late Collection Fee - All Services	Non Statutory	10 minutes	22.00	23.00	4.5%
Casual Day Surcharge - Long Day Care	Non Statutory	Per booking	4.70	5.00	6.4%
Maternal & Child Health Services					
Parent information sessions	Non Statutory	Per Session	26.00	28.00	7.7%
Birthday Parties	Non statutory	Per party	78.00	80.00	2.6%
Psychodrama Group	Non statutory	Per Series	322.00	335.00	4.0%
CPR parent sessions	Non Statutory	Per session	374.98	420.00	12.0%
Immunisation					
Twinrix Adult (Hep -A & Hep - B) - (3 doses)	Non Statutory	Per Vaccination	274.00	279.50	2.0%
Twinrix Junior (Hep -A & Hep - B) - (increased from 1 to 3 doses)	Non Statutory	Per Vaccination	195.00	201.80	3.5%
Adult Hepatitis -A (2 doses)	Non Statutory	Per Vaccination	178.00	184.00	3.4%
Infant Hepatitis - A (2 doses)	Non Statutory	Per Vaccination	175.00	181.00	3.4%
Adult hepatitis -B (3 doses)	Non Statutory	Per Vaccination	120.00	124.00	3.3%
Pediatric varicella	Non Statutory	Per Vaccination	95.00	98.00	3.2%
Adult varicella (2 doses)	Non Statutory	Per Vaccination	161.00	167.00	3.7%
Meningococcal (type c)	Non Statutory	Per Vaccination	101.00	104.50	3.5%
Human papillomavirus	Non Statutory	Per Vaccination	162.00	168.00	3.7%
Adult Boosterix	Non Statutory	Per Vaccination	58.00	60.00	3.4%
Sporting Ground and Pavilion Charges					
Summer Season	Non Statutory	44% of total maintenance	44%	44%	0.0%
Winter Season	Non Statutory	44% of total maintenance	44%	44%	0.0%
Summer and Winter Season User Bonds:					
Key Bond 1 Key	Non Statutory	Per Key	200.00	200.00	0.0%
Sporting Ground Charges					
School Allocations	Non Statutory	Per Year	9,600.00	10,000.00	4.2%
Sporting Ground Charges - Casual Use					
Bond	Non Statutory	Bond	500.00	500.00	0.0%
Stonnington Based Community Clubs/Org	Non Statutory	Half Day	320.00	330.00	3.1%
Stonnington Based Community Clubs/Org	Non Statutory	Full Day	480.00	500.00	4.2%
Non Stonnington Based Community	Non Statutory	Half Day	640.00	660.00	3.1%
Non Stonnington Based Community	Non Statutory	Full Day	960.00	1,000.00	4.2%
Private/Commercial	Non Statutory	Half Day	960.00	1,000.00	4.2%
Private/Commercial	Non Statutory	Full Day	1,915.00	2,000.00	4.4%
Key Bond	Non Statutory	Bond Per Key	500.00	500.00	0.0%
Sporting Pavilion Bond	Non Statutory	Bond	500.00	500.00	0.0%
Community Organisations	Non Statutory	Per Hour	18.00	20.00	11.1%
Private/ Commercial	Non Statutory	Per Hour	84.00	85.00	1.2%
Malvern Valley Primary School Outdoor Sports Courts - Casual Use					
Outdoor Sports Courts - Casual Use	Non Statutory	Bond	200.00	200.00	0.0%
Community Clubs/Org	Non Statutory	Per Hour	14.20	18.00	26.8%
Community Clubs/Org	Non Statutory	Half Day	71.00	70.00	(1.4%)
Community Clubs/Org	Non Statutory	Full Day	142.00	120.00	(15.5%)
Private/Commercial	Non Statutory	Per Hour	20.80	30.00	44.2%
Private/Commercial	Non Statutory	Half Day	142.00	120.00	(15.5%)
Private/Commercial	Non Statutory	Full Day	284.00	284.00	0.0%
Skate Parks - Casual Use					
Skate Ramp	Non Statutory	Per Day	497.00	500.00	0.6%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Skate Park	Non Statutory	Per Day	415.00	500.00	20.5%
Skate Park	Non Statutory	Per Half Day	335.00	375.00	11.9%
Skate Ramp and Skate Park	Non Statutory	Per Half Day	700.00	375.00	(46.4%)
Skate Parks					
Bond	Non Statutory	Bond	500.00	500.00	0.0%
Functions In Parks					
Functions In Parks - Bond	Non Statutory	Bond	200.00	200.00	0.0%
Community Activity	Non Statutory	Per Day	120.00	125.00	4.2%
Private Activities/Individuals	Non Statutory	Per Day	120.00	125.00	4.2%
Private Activities/Corporation	Non Statutory	Per Day	475.00	500.00	5.3%
Wedding Ceremony	Non Statutory	Per Day	324.00	335.00	3.4%
Commercial Activity	Non Statutory	Per Day	1,358.00	1,400.00	3.1%
Phoenix Park					
First Floor Dining Room/Gallery					
Community Group	Non Statutory	Per Hour	43.00	45.00	4.7%
Private or Commercial	Non Statutory	Per Hour	51.50	60.00	16.5%
Kitchen (Birthday Parties) per event or 4 hours	Non Statutory	4 hours	218.00	210.00	(3.7%)
Bond	Non Statutory	Bond	200.00	200.00	0.0%
First Floor Commercial Kitchen					
Community Group	Non Statutory	Per Hour	28.80	36.00	25.0%
Private or Commercial	Non Statutory	Per Hour	57.50	48.00	(16.5%)
Bond	Non Statutory	Bond	1,000.00	1,000.00	0.0%
Community Hall - Indoor Sports Court					
Community Group	Non Statutory	Per Hour	43.00	45.00	4.7%
Private or Commercial	Non Statutory	Per Hour	69.00	60.00	(13.0%)
Bond	Non Statutory	Bond	200.00	200.00	0.0%
Community Hall - Function/Event/Activity Room (including Dining Room)					
Community Peak	Non Statutory	Per Hour	102.00	105.00	2.9%
Private or Commercial Peak	Non Statutory	Per Hour	171.00	140.00	(18.1%)
Bond Peak	Non Statutory	Bond	2,500.00	2,000.00	(20.0%)
Community Hall - Function/Event/Activity Room (share with user in Dining Room)					
Community Group - Off Peak	Non Statutory	Per Hour	57.50	60.00	4.3%
Private - Off Peak	Non Statutory	Per Hour	70.00	80.00	14.3%
Commercial - Off Peak	Non Statutory	Per Hour	85.00	80.00	(5.9%)
Kitchen (Birthday Parties) per event or 4 hours	Non Statutory	Per Hour	218.00	105.00	(51.8%)
Bond - Off Peak	Non Statutory	Bond	327.00	500.00	52.9%
Conference Room					
Community Group	Non Statutory	Per Hour	43.00	45.00	4.7%
Private or Commercial	Non Statutory	Per Hour	57.50	60.00	4.3%
Kitchen (Birthday Parties) per event or 4 hours	Non Statutory	4 Hours	210.00	210.00	0.0%
Multi-purpose Room					
Community Group	Non Statutory	Per Hour	43.00	45.00	4.7%
Private or Commercial	Non Statutory	Per Hour	57.50	60.00	4.3%
Kitchen (Birthday Parties) per event or 4 hours	Non Statutory	4 Hours	218.00	210.00	(3.7%)
Bond	Non Statutory	Bond	200.00	200.00	0.0%
Conference Room & Multi-purpose Room					
Community Group - Off Peak	Non Statutory	Per Hour	70.00	72.00	2.9%
Private or Commercial - Off Peak	Non Statutory	Per Hour	92.00	96.00	4.3%
Bond - Off Peak	Non Statutory	Bond	200.00	200.00	0.0%
Community Group - Peak	Non Statutory	Per Hour	120.00	108.00	(10.0%)

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Private or Commercial - Peak	Non Statutory	Per Hour	145.00	144.00	(0.7%)
Bond - Peak	Non Statutory	Bond	1,500.00	1,000.00	(33.3%)
Meeting Room					
Community Group	Non Statutory	Per Hour	29.00	30.00	3.4%
Private or Commercial	Non Statutory	Per Hour	41.00	40.00	(2.4%)
Bond	Non Statutory	Bond	200.00	200.00	0.0%
Ground Floor Kitchen					
Community Group	Non Statutory	Per Hour	29.00	30.00	3.4%
Private or Commercial	Non Statutory	Event	41.00	40.00	(2.4%)
Kitchen (Birthday Parties) per event or 4 hours	Non Statutory	Bond	210.00	200.00	(4.8%)
Bond	Non Statutory	Per Hour	200.00	200.00	0.0%
RSL Building					
Hall Hire - Off Peak - Private & Commercial	Non Statutory	Per Hr	38.50	40.00	3.9%
Hall Hire - Off Peak - Community Group	Non Statutory	Per Hr	20.00	20.00	0.0%
Hall Hire - Peak - Private & Commercial	Non Statutory	Per Hr	51.00	52.00	2.0%
Hall Hire - Peak - Community Group	Non Statutory	Per Hr	25.50	26.00	2.0%
Bond - Hall - Off Peak	Non Statutory	Bond	200.00	200.00	0.0%
Commercial Kitchen - First Hour	Non Statutory	Per Hr	57.50	75.00	30.4%
Commercial Kitchen - Additional Hour(s)	Non Statutory	Per Hr	29.00	25.00	(13.8%)
Bond - Hall - Peak	Non Statutory	Bond	1,695.00	1,000.00	(41.0%)
Bond - Activities Room	Non Statutory	Bond	200.00	200.00	0.0%
Activities Room (Private & Commercial)	Non Statutory	Per Hr	39.00	40.00	2.6%
Activities Room (Community)	Non Statutory	Per Hr	18.00	20.00	11.1%
Ground Floor Hall Mon - Thursday - Bond	Non Statutory	Bond	200.00	200.00	0.0%
Orrong Romanis Recreation Centre					
Casual Users					
Court Hire - Community Group / School	Non Statutory	Per Hour	40.00	40.00	0.0%
Court Hire - Private or Commercial	Non Statutory	Per Hour	45.00	50.00	11.1%
Court Hire - Casual Use	Non Statutory	Per Hour	45.00	45.00	0.0%
Theatre Room - Community Group / School	Non Statutory	Per Hour	26.00	26.00	0.0%
Theatre Room - Private / Commercial	Non Statutory	Per Hour	28.50	35.00	22.8%
Theatre Room - Casual Hire	Non Statutory	Per Hour	28.50	30.00	5.3%
Bond - Regular User	Non Statutory	Bond	210.00	200.00	(4.8%)
Bond - Casual or New User	Non Statutory	Bond	525.00	500.00	(4.8%)
Bond - Per Key	Non Statutory	Per Key	210.00	200.00	(4.8%)
Food and Health Act Registrations					
Food Act Premises					
Class 1 Premises	Statutory	Per Application	595.00	615.00	3.4%
Class 2 Premises	Statutory	Per Application	575.00	595.00	3.5%
Class 3 Premises	Statutory	Per Application	525.00	545.00	3.8%
Additional employees over 5	Statutory	per employee >5	26.00	27.00	3.8%
Up to Maximum fee	Statutory	Various	2,915.00	3,017.00	3.5%
Plans Assessment Fee	Non Statutory	Per Application	117.00	121.00	3.4%
Transfer fee (Class 1)	Statutory	Per Application	357.00	369.00	3.4%
Transfer fee (Class 2)	Statutory	Per Application	345.00	357.00	3.5%
Transfer fee (Class 3)	Statutory	Per Application	315.00	325.00	3.2%
Temporary Food Premises Registration - Commercial Class 2	Statutory	Per Application	575.00	595.00	3.5%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Temporary Food Premises Registration - Commercial Class 3	Statutory	Per Application	525.00	545.00	3.8%
Community Clubs	Statutory	Per Application	75.00	77.00	2.7%
Public Health and Wellbeing Act Premises					
Prescribed accommodation	Statutory	per application	335.00	347.00	3.6%
Each extra apartment	Statutory	per application	42.00	45.00	7.1%
Maximum fee	Statutory	per application	2,435.00	2,496.00	2.5%
Infringements - per Penalty Unit	Statutory	Penalty Unit	147.61	147.61	0.0%
Hairdresser/beauty parlour/skin pen.					
Hair and Beauty Low Risk	Statutory	Per Application	235.00	240.00	2.1%
Hair and Beauty High Risk	Statutory	Per Application	355.00	363.00	2.3%
Transfer fee (BT Low Risk)	Statutory	Per Application	141.00	144.00	2.1%
Transfer fee (BT High Risk)	Statutory	Per Application	213.00	217.00	1.9%
Plans Assessment fee	Statutory	Per Application	60.00	62.00	3.3%
Inspection Fee (Food Act & PHWA)	Non Statutory	Per Application	200.00	205.00	2.5%
Septic Tank (grey water retention) Application & Approval	Statutory	Per Application	175.00	179.00	2.3%
Animal Management					
Application for Registration of Dog or Cat					
Trained Dog	Statutory	Per Animal	55.50	57.50	3.6%
Working Dog	Statutory	Per Animal	55.50	57.50	3.6%
Microchipped Dog - over ten years of age	Statutory	Per Animal	55.50	57.50	3.6%
Microchipped Cat - over ten years old	Statutory	Per Animal	55.50	57.50	3.6%
Domestic Animal Business or Applicable Organisation	Statutory	Per Application	220.00	230.00	4.5%
Unsterilised and Microchipped Dog	Statutory	Per Animal	167.00	174.50	4.5%
Sterilised and Microchipped Dog	Statutory	Per Animal	55.50	57.50	3.6%
Unsterilised and Microchipped Cat	Statutory	Per Animal	110.00	114.00	3.6%
Sterilised and Microchipped Cat	Statutory	Per Animal	34.50	36.00	4.3%
Pensioner					
Unsterilised and Microchipped Dog	Statutory	Per Animal	83.50	86.50	3.6%
Sterilised and Microchipped Dog	Statutory	Per Animal	27.50	28.50	3.6%
Unsterilised and Microchipped Cat	Statutory	Per Animal	55.50	57.50	3.6%
Sterilised and Microchipped Cat	Statutory	Per Animal	18.00	18.00	0.0%
Pound release fees					
Pound Release Fee - Dog	Statutory	Per Animal	115.00	120.00	4.3%
Pound Release Fee - Cat	Statutory	Per Animal	115.00	120.00	4.3%
Library Services					
Reproduction Service					
Black and White A4	Non Statutory	Per Copy	0.20	0.20	0.0%
Black and White A3	Non Statutory	Per Copy	0.40	0.40	0.0%
Colour Photocopies A4	Non Statutory	Per Copy	1.00	1.00	0.0%
Colour Photocopies A3	Non Statutory	Per Copy	2.00	2.00	0.0%
Overdue Charges					
Adult Items	Non Statutory	Per Day	0.25	0.25	0.0%
Young Adult / Junior Items	Non Statutory	Per Day	0.10	0.10	0.0%
Processing costs for all items					
Books	Non Statutory	Per Item	11.00	11.40	3.6%
Audio Visual items	Non Statutory	Per Item	11.00	11.40	3.6%
Magazines	Non Statutory	Per Item	3.20	3.30	3.1%
Replacement for audio visual with no recorded cost					
Audio Book Tape	Non Statutory	Per Item	16.20	16.80	3.7%
Audio Book CD	Non Statutory	Per Item	16.20	16.80	3.7%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Miscellaneous Charges					
Audio book / Language case	Non Statutory	Per Item	8.20	8.50	3.7%
Barcode	Non Statutory	Per Item	3.70	3.80	2.7%
CD Case	Non Statutory	Per Item	3.70	3.80	2.7%
Membership Card	Non Statutory	Per Item	3.70	3.80	2.7%
Book Strap	Non Statutory	Per Item	3.70	3.80	2.7%
Printing - CD Rom / Internet	Non Statutory	Per Sheet	0.20	0.20	0.0%
Second Hand Book Sales	Non Statutory	Various	0.50	0.50	0.0%
Activities	Non Statutory	Various	10.00	10.00	0.0%
Meeting Room Hire					
Toorak South Yarra (standard)	Non Statutory	Per Hour	31.00	32.50	4.8%
Malvern, Prahran and Phoenix Park (standard)	Non Statutory	Per Hour	31.00	32.50	4.8%
Community Groups	Non Statutory	Per Hour	15.60	16.00	2.6%
Local History Service					
Special Projects - Research rates, after the first half hour	Non-Statutory	Per Hour	57.00	60.50	6.1%
Digital Image					
Hi Resolution	Non Statutory	Per Copy	32.50	33.60	3.4%
Photographic Reproduction Prints					
(Black and White) 8 X 10	Non Statutory	Per Copy	44.00	45.54	3.5%
Commercial Applications, copyright fee	Non Statutory	Per Copy	60.00	62.00	3.3%
House Dating					
House dating service, after first half hour	Non Statutory	Per Request	260.00	270.00	3.8%
Rental Income					
Rental Income - Permanent	Non Statutory	Per Month	1,833.33	2,016.66	10.0%
Aquatic Services					
Harold Holt Swim Centre					
Adult	Non Statutory	Per Admission	6.70	6.90	3.0%
Child	Non Statutory	Per Admission	5.20	5.30	1.9%
seniors	Non Statutory	Per Admission	5.40	5.50	1.9%
Family	Non Statutory	Per Admission	17.20	17.50	1.7%
Non Swimming supervisor	Non Statutory	Per Admission	2.50	2.50	0.0%
Swim, Spa, Sauna	Non Statutory	Per Admission	11.80	12.00	1.7%
Concession - Swim, Spa, Sauna	Non Statutory	Per Admission	9.30	9.60	3.2%
Locker	Non Statutory	Per Locker	2.00	2.00	0.0%
10 Visit Pass Adult Swim	Non Statutory	Per Pass	60.30	62.10	3.0%
10 Visit Pass Child Swim	Non Statutory	Per Pass	46.80	47.70	1.9%
10 Visit Pass Concession Swim	Non Statutory	Per Pass	48.60	49.50	1.9%
Aquatic 10 Visit pass	Non Statutory	Per Pass	106.20	108.00	1.7%
Aquatic 10 Visit pass concession	Non Statutory	Per Pass	83.70	86.40	3.2%
Fitness classes	Non Statutory	Per Class	16.60	17.00	2.4%
Fitness classes - concession	Non Statutory	Per Class	13.80	13.60	(1.4%)
Fitness classes - 10 visit pass concession	Non Statutory	Per Pass	124.20	122.40	(1.4%)
Fitness classes - 10 visit pass	Non Statutory	Per Pass	149.40	153.00	2.4%
Older Adults Aqua/Dry	Non Statutory	Per Admission	11.00	11.00	0.0%
Older Adults Aqua/Dry 10 visit pass	Non Statutory	Per Admission	99.00	99.00	0.0%
Birthday parties (per child)	Non Statutory	Per Child	26.50	27.00	1.9%
25m pool lane hire	Non Statutory	Per Lane/Hr	43.70	44.00	0.7%
50m Pool lane hire	Non Statutory	Per Lane/Hr	51.50	52.00	1.0%
Program room hire	Non Statutory	Per Room/Hr	47.20	48.00	1.7%
Learners pool hire	Non Statutory	Per Lane/Hr	23.90	24.00	0.4%
Hydro pool hire	Non Statutory	Per Lane/Hr	47.20	48.00	1.7%
Membership Fees (all transferrable across both sites)					

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Aquatic Membership Direct Debit Membership joining fee	Non Statutory	Per m'ship	40.00	40.00	0.0%
Aquatic membership Direct Debit	Non Statutory	Per Fortnight	30.90	31.00	0.3%
Aquatic membership Direct Debit concession	Non Statutory	Per Fortnight	24.70	24.80	0.4%
Aquatics membership Term - 3 months	Non Statutory	Per Membership	224.00	226.00	0.9%
Aquatics membership Term - 3 months Concession	Non Statutory	Per Membership	179.00	180.80	1.0%
Aquatics membership Term - 6 months	Non Statutory	Per Membership	411.00	415.00	1.0%
Aquatics membership Term - 6 months concession	Non Statutory	Per Membership	329.00	332.00	0.9%
Aquatics membership Term - 12 months	Non Statutory	Per Membership	760.00	760.00	0.0%
Aquatics membership Term - 12 months concession	Non Statutory	Per Membership	587.00	587.00	0.0%
Swim membership Direct Debit Joining fee	Non Statutory	Per m'ship	20.00	20.00	0.0%
Swim membership Direct Debit	Non Statutory	Per fortnight	24.70	25.00	1.2%
Swim membership Direct Debit - concession	Non Statutory	Per fortnight	19.70	20.00	1.5%
Swim Membership Term 3 months	Non Statutory	Per Membership	173.50	173.50	0.0%
Swim Membership Term 3 months - concession	Non Statutory	Per Membership	138.50	138.50	0.0%
Swim Membership Term 6 months	Non Statutory	Per Membership	318.00	318.00	0.0%
Swim Membership Term 6 months - concession	Non Statutory	Per Membership	254.00	254.00	0.0%
Swim Membership Term 12 months	Non Statutory	Per Membership	608.00	608.00	0.0%
Swim Membership Term 12 months - concession	Non Statutory	Per Membership	487.00	487.00	0.0%
Prahran Aquatic Centre					
Adult	Non Statutory	Per Admission	6.10	6.20	1.6%
Child	Non Statutory	Per Admission	3.40	3.50	2.9%
Adult Concession (inc Student, pensioner, seniors)	Non Statutory	Per Admission	3.90	4.00	2.6%
Family	Non Statutory	Per Admission	15.80	16.00	1.3%
Non Swimming supervisor	Non Statutory	Per Admission	2.50	2.50	0.0%
Locker hire	Non Statutory	Per Locker	2.00	2.00	0.0%
Swim, Spa, Sauna, Steam	Non Statutory	Per Admission	11.80	12.00	1.7%
Concession - Swim, Spa, Sauna, Steam	Non Statutory	Per Admission	9.30	9.60	3.2%
Fitness classes	Non Statutory	Per Class	16.60	16.60	0.0%
Fitness classes - concession	Non Statutory	Per Class	13.80	13.80	0.0%
10 Swim Pass - Adult	Non Statutory	Per Pass	54.90	55.80	1.6%
10 Swim Pass - Concession / Student	Non Statutory	Per Pass	35.10	36.00	2.6%
10 Swim Pass - Child	Non Statutory	Per Pass	30.60	31.50	2.9%
10 Aquatic Pass (Swim, Spa, Sauna)	Non Statutory	Per Pass	106.20	108.00	1.7%
10 Aquatic Pass (Swim, Spa, Sauna) - Concession	Non Statutory	Per Pass	83.70	86.40	3.2%
50M Pool lane hire	Non Statutory	Per lane/per hour	51.50	52.00	1.0%
Harold Holt Swim Centre					
Learn to Swim (per lesson term fee)	Non Statutory	Per Lesson	19.20	19.60	2.1%
Learn to Swim Direct debit - 30min lessons	Non Statutory	Per Fortnight	32.30	33.00	2.2%
Learn to Swim Direct debit joining fee	Non Statutory	Per Membership	20.00	20.00	0.0%
Learn to Swim Direct debit - 45min lessons	Non Statutory	Per Fortnight	35.40	36.10	2.0%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Learn to Swim Direct debit - 60min lessons	Non Statutory	Per Fortnight	38.70	39.50	2.1%
Learn to Swim Schools 1:6 ratio	Non Statutory	Per Lesson	8.50	8.50	0.0%
Learn to Swim Schools 1:8 ratio	Non Statutory	Per Lesson	7.40	7.40	0.0%
Harold Holt Gym					
Teen Gym Direct Debit Membership joining fee (13 - 16 year old)	Non Statutory	Per m'ship	40.00	40.00	0.0%
Teen Gym Direct Debit Membership (13 - 16yr old)	Non Statutory	Per fortnight	27.20	27.20	0.0%
Teen Gym Term Membership - 3 months	Non Statutory	Per Membership	292.00	292.00	0.0%
Teen Gym Term Membership - 6 months	Non Statutory	Per Membership	418.00	418.00	0.0%
Complete Fitness Direct Debit Joining Fee	Non Statutory	Per Membership	80.00	80.00	0.0%
Complete Fitness Direct Debit Membership	Non Statutory	Per fortnight	40.90	40.90	0.0%
Complete Fitness Direct Debit Membership Concession	Non Statutory	Per fortnight	32.70	32.70	0.0%
Complete Fitness Term 12 months	Non Statutory	Per Membership	975.00	975.00	0.0%
Complete Fitness Term 6 months	Non Statutory	Per Membership	629.00	629.00	0.0%
Complete Fitness Term 6 months Concession	Non Statutory	Per Membership	503.00	503.00	0.0%
Complete Fitness Term 3 months Concession	Non Statutory	Per Membership	351.00	351.00	0.0%
Complete Fitness Term 3 months	Non Statutory	Per Membership	440.00	440.00	0.0%
Complete Fitness Term 12 months Concession	Non Statutory	Per Membership	780.00	780.00	0.0%
Casual Health Club Entry Concession	Non Statutory	Per entry	21.50	14.40	(33.0%)
Casual Health Club Entry	Non Statutory	Per entry	27.00	18.00	(33.3%)
Personal Training 4 person 60 minutes	Non Statutory	Per session	124.00	124.00	0.0%
Personal Training 3 person 60 minutes	Non Statutory	Per session	105.80	105.80	0.0%
Personal Training 2 person 60 minutes	Non Statutory	Per session	86.50	86.50	0.0%
Personal Training 1 person 60 minutes	Non Statutory	Per session	68.30	68.30	0.0%
Personal Training 2 person 30 minutes	Non Statutory	Per session	62.00	62.00	0.0%
Personal Training 1 person 30 minutes	Non Statutory	Per session	49.50	49.50	0.0%
Malvern Valley Golf Course					
Adult Week days	Non Statutory	Nine Holes	16.50	17.50	6.1%
Concession Week days	Non Statutory	Nine Holes	14.00	15.00	7.1%
Adult Week days	Non Statutory	Eighteen holes	25.00	26.00	4.0%
Concession Week days	Non Statutory	Eighteen holes	18.50	20.00	8.1%
Adult Weekends/Public Holidays	Non Statutory	Nine Holes	19.00	20.00	5.3%
Adult Weekends/Public Holidays	Non Statutory	Eighteen holes	27.00	28.00	3.7%
Adult Annual Green Fee Price	Non Statutory	Per Half Year	850.00	895.00	5.3%
Transfer Station Fees					
Resident					
Boot load rubbish	Non Statutory	Cubic Metre	20.00	20.00	0.0%
Boot load green	Non Statutory	Cubic Metre	10.00	10.00	0.0%
S/Wagon rubbish	Non Statutory	Cubic Metre	40.00	40.00	0.0%
S/Wagon green	Non Statutory	Cubic Metre	16.00	16.00	0.0%
Single Axle rubbish	Non Statutory	Cubic Metre	60.00	62.00	3.3%
Single Axle green	Non Statutory	Cubic Metre	26.00	26.00	0.0%
Tandem Trailer rubbish	Non Statutory	Cubic Metre	120.00	125.00	4.2%
Tandem Trailer green	Non Statutory	Cubic Metre	50.00	50.00	0.0%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Cubic Metre rubbish	Non Statutory	Cubic Metre	75.00	80.00	6.7%
Cubic Metre green	Non Statutory	Cubic Metre	30.00	30.00	0.0%
Dirt, bricks, concrete, etc. per/tonne	Non Statutory	Cubic Metre	200.00	205.00	2.5%
Mattress	Non Statutory	Item	25.00	25.00	0.0%
Commercial garbage per/tonne	Non Statutory	Cubic Metre	200.00	205.00	2.5%
Non Resident					
Boot load rubbish	Non Statutory	Cubic Metre	25.00	25.00	0.0%
Boot load green	Non Statutory	Cubic Metre	15.00	15.00	0.0%
S/Wagon rubbish	Non Statutory	Cubic Metre	50.00	50.00	0.0%
S/Wagon green	Non Statutory	Cubic Metre	30.00	30.00	0.0%
Single Axle rubbish	Non Statutory	Cubic Metre	80.00	85.00	6.3%
Single Axle green	Non Statutory	Cubic Metre	40.00	40.00	0.0%
Tandem Trailer rubbish	Non Statutory	Cubic Metre	145.00	150.00	3.4%
Tandem Trailer green	Non Statutory	Cubic Metre	65.00	65.00	0.0%
Cubic Metre rubbish	Non Statutory	Cubic Metre	95.00	100.00	5.3%
Cubic Metre green	Non Statutory	Cubic Metre	40.00	40.00	0.0%
Dirt, bricks, concrete, etc. per/tonne	Non Statutory	Cubic Metre	200.00	205.00	2.5%
Mattress	Non Statutory	Item	38.00	38.00	0.0%
Commercial garbage per/tonne	Non Statutory	Cubic Metre	200.00	205.00	2.5%
Metal	Non Statutory	Cubic Metre	20.00	20.00	0.0%
Infrastructure Services					
Signage Charges					
Directional Signs					
Writing Fee (Design & Fabrication)	Non Statutory	Per Sign	220.00	230.00	4.5%
Initial Permit Fee - 0-6 months	Non Statutory	Per Sign	110.00	115.00	4.5%
Initial Permit Fee - 6-9 months	Non Statutory	Per Sign	165.00	173.00	4.8%
Initial Permit Fee - 9-12 months	Non Statutory	Per Sign	220.00	230.00	4.5%
Annual Renewal Fee	Non Statutory	Per Sign	220.00	230.00	4.5%
Installation Fee	Non Statutory	Per Sign	220.00	230.00	4.5%
Replacement Fee	Non Statutory	Per Sign	220.00	230.00	4.5%
Development Supervision Fees					
For works <\$16000	Non Statutory	Per application	462.00	485.00	5.0%
For works \$16000 to \$40000	Non Statutory	Per application	810.00	850.00	4.9%
For works >\$40000	Non Statutory	Per application	1,155.00	1,210.00	4.8%
Road Management Fees					
For works not on roadway shoulder or pathway	Statutory	Per application	70.00	70.00	0.0%
For works <8.5 sq.m	Statutory	Per application	160.00	160.00	0.0%
For works >8.5sq.m	Statutory	Per application	280.00	280.00	0.0%
For works on main roads	Statutory	Per application	625.00	625.00	0.0%
Open Tenders - Tender Documents	Statutory	Per tender	115.00	115.00	0.0%
Roads and Drains Services					
Roads:					
A) Deep lift asphalt	Non Statutory	Per Square Metre	190.00	195.00	2.6%
B) Asphalt on concrete base	Non Statutory	Per Square Metre	190.00	195.00	2.6%
C) Full depth concrete	Non Statutory	Per Square Metre	190.00	195.00	2.6%
D) Industrial vehicle crossings	Non Statutory	Per Square Metre	190.00	195.00	2.6%
E) Asphalt on crushed rock base	Non Statutory	Per Square Metre	190.00	195.00	2.6%
F) Asphalt on macadam	Non Statutory	Per Square Metre	190.00	195.00	2.6%
G) Asphalt over pitchers	Non Statutory	Per Square Metre	190.00	195.00	2.6%
H) Bluestone Right of Way	Non Statutory	Per Square Metre	190.00	195.00	2.6%
Footpaths:					
A) Asphalt	Non Statutory	Per Square Metre	130.00	134.00	3.1%
B) 75mm to 125mm concrete	Non Statutory	Per Square Metre	190.00	195.00	2.6%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
C) Granite Pavers, Toorak Road/ Chapel street	Non Statutory	Per Square Metre	470.00	470.00	0.0%
D) Concrete Pavers	Non Statutory	Per Square Metre	150.00	155.00	3.3%
E) Brick or Bluestone Pavers	Non Statutory	Per Square Metre	150.00	155.00	3.3%
Kerb & Channel:					
Concrete, bluestone pitchers, dish gutters and spoon drains, concrete kerb	Non Statutory	Per Metre	140.00	144.00	2.9%
Dressed Bluestone Kerb & Channel					
A) Replacement with new sawn bluestone	Non Statutory	Per Metre	420.00	420.00	0.0%
B) Replace with Existing sawn/dressed Bluestone	Non Statutory	Per Metre	170.00	175.00	2.9%
Roads and Drains					
Nature Strip	Non Statutory	Per Square Metre	25.00	26.00	4.0%
Residential Vehicle Crossing	Non Statutory	Per Square Metre	140.00	144.00	2.9%
Unpaved	Non Statutory	Per Square Metre	50.00	52.00	4.0%
Perambulator Crossing	Non Statutory	Per Square Metre	545.00	545.00	0.0%
Transport and Parking Services					
Parking Permits for each residential area:					
Resident Permits - Area A					
Variable residential parking permit (transferable between vehicles) - 3rd permit	Non Statutory	Per Vehicle	80.00	85.00	6.3%
Resident Permits - Area B					
Variable residential parking permit (transferable between vehicles) - 3rd permit	Non Statutory	Per Vehicle	80.00	85.00	6.3%
Variable residential parking permit (transferable between vehicles) - 4th permit	Non Statutory	Per Vehicle	90.00	95.00	5.6%
Resident Permits - Area C					
Variable residential parking permit (transferable between vehicles)	Non Statutory	Per Vehicle	80.00	85.00	6.3%
Variable residential parking permit (transferable between vehicles) - 2nd permit	Non Statutory	Per Vehicle	90.00	95.00	5.6%
Variable residential parking permit (transferable between vehicles) - 3rd permit	Non Statutory	Per Vehicle	115.00	120.00	4.3%
Resident Permits					
Replace lost variable permits	Non Statutory	Per Permit	80.00	85.00	6.3%
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	15.00	20.00	33.3%
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	3.00	4.00	33.3%
Other Permits					
Permits for Trade Persons	Non Statutory	Per Vehicle	17.00	20.00	17.6%
Extension of Trades person Permits - Application Fee	Non Statutory	Per Vehicle	40.00	40.00	0.0%
Serviced Apartments	Non Statutory	Per Vehicle	115.00	120.00	4.3%
Special Permits for Medical Practitioners	Non Statutory	Per Vehicle	80.00	85.00	6.3%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Parking Bay Permits					
Way	Non Statutory	Per Month	125.00	125.00	0.0%
Parking Infringements (Set at Statutory Maximum)					
Infringements Court Fines	Statutory	Per Infringement	52.60	54.10	2.9%
Clause 2 & 3 Infringements	Statutory	Per Infringement	76.00	77.00	1.3%
Clause 4 Infringements	Statutory	Per Infringement	91.00	93.00	2.2%
Clause 6 Infringements	Statutory	Per Infringement	152.00	155.00	2.0%
Tow Away fee	Non Statutory	Per Vehicle	422.00	444.00	5.2%
Private Car Parking Agreement					
1 to 6 bays	Non Statutory	Per agreement	0.00	240.35	0.0%
7 bays onwards	Non Statutory	Per agreement	0.00	350.00	0.0%
Car Parks					
Elizabeth St Car Park - Operator Managed					
Elizabeth St Car Park - Operator Managed	Non Statutory	0-0.5 hrs	1.10	1.20	9.1%
Elizabeth St Car Park - Operator Managed	Non Statutory	0.5-1hrs	2.60	2.70	3.8%
Elizabeth St Car Park - Operator Managed	Non Statutory	1-2 hrs	3.60	3.70	2.8%
Elizabeth St Car Park - Operator Managed	Non Statutory	2-3hrs	5.70	5.90	3.5%
Elizabeth St Car Park - Operator Managed	Non Statutory	3-4hrs	7.80	8.00	2.6%
Elizabeth St Car Park - Operator Managed	Non Statutory	4-5hrs	10.00	10.50	5.0%
Elizabeth St Car Park - Operator Managed	Non Statutory	5-6hrs	12.00	12.50	4.2%
Elizabeth St Car Park - Operator Managed	Non Statutory	6-7hrs	16.20	16.80	3.7%
Elizabeth St Car Park - Operator Managed	Non Statutory	7+hrs	16.20	16.80	3.7%
Elizabeth St Car Park - Operator Managed	Non Statutory	Early Bird ≤10am	10.00	10.20	2.0%
Elizabeth St Car Park - Operator Managed	Non Statutory	Evening >5pm	7.80	8.00	2.6%
Elizabeth St Car Park - Operator Managed	Non Statutory	Non Market M+W	6.30	6.50	3.2%
Elizabeth St Car Park - Operator Managed	Non Statutory	Per Month	145.00	150.00	3.4%
Little Chapel St Car Park - Operator Managed					
Managed	Non Statutory	0-1hrs	2.60	2.70	3.8%
Managed	Non Statutory	1-2hrs	5.20	5.40	3.8%
Managed	Non Statutory	2-3hrs	7.30	7.50	2.7%
Managed	Non Statutory	3-4hrs	9.40	9.80	4.3%
Managed	Non Statutory	4+hrs	11.50	11.80	2.6%
Little Chapel St Car Park - Student Parking	Non Statutory	Per Day	6.50	6.70	3.1%
Little Chapel St Car Park - Reserved	Non Statutory	Per Month	205.00	210.00	2.4%
Little Chapel St Car Park - Unreserved	Non Statutory	Per Month	150.00	155.00	3.3%
MacFarlan St Car Park - Operator Managed					
MacFarlan St Car Park - Operator Managed	Non Statutory	0-1 hrs	2.60	2.70	3.8%
MacFarlan St Car Park - Operator Managed	Non Statutory	1-2hrs	4.70	5.00	6.4%
MacFarlan St Car Park - Operator Managed	Non Statutory	2-3hrs	6.80	7.00	2.9%
MacFarlan St Car Park - Operator Managed	Non Statutory	3-4hrs	7.80	8.00	2.6%
MacFarlan St Car Park - Operator Managed	Non Statutory	4+ hrs	8.80	9.00	2.3%
MacFarlan St Car Park - Operator Managed	Non Statutory	Early Bird	7.80	8.00	2.6%
MacFarlan St Car Park - Operator Managed	Non Statutory	Evening >4pm	4.70	5.00	6.4%
MacFarlan St Car Park - Operator Managed	Non Statutory	Weekend	4.70	5.00	6.4%
MacFarlan St Car Park - Operator Managed	Non Statutory	Per Month	195.00	200.00	2.6%
Windsor Car Park - Ticket Machines					
Windsor Car Park - 1st 2 Hours	Non Statutory	Per Hour	1.50	1.60	6.7%
Windsor Car Park - 3+ Hours	Non Statutory	Per Hour	2.30	2.40	4.3%
Windsor Car park	Non Statutory	All Day	6.70	6.90	3.0%
Cato St Car park - Ticket Machine					
Cato St Car Park - 1st 2 Hours	Non Statutory	Per Hour	1.50	1.60	6.7%
Cato St Car Park - 3+ Hours	Non Statutory	Per Hour	2.30	2.40	4.3%
Other Ticket Machine Car Parks					

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Darling Street, Murphy Street, Powell St & Caroline Street Car parks - 1st 2 Hours	Non Statutory	Per Hour	1.50	1.60	6.7%
Darling Street, Murphy Street, Powell St & Caroline Street Car parks - 3+ Hours	Non Statutory	Per Hour	2.30	2.40	4.3%
Safeway Car park - Ticket Machine	Non Statutory	Per Hour	1.20	1.30	8.3%
Town Planning					
Type of Permit:					
Permit Use only	Statutory	Per Application	502.00	502.00	0.0%
To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of the development included in the application is:					
\$10,000 > \$100,000	Statutory	Per Application	239.00	239.00	0.0%
\$100,001 +	Statutory	Per Application	490.00	490.00	0.0%
To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:					
Less than \$10,000	Statutory	Per Application	102.00	102.00	0.0%
\$10,000 > \$250,000	Statutory	Per Application	604.00	604.00	0.0%
\$250,000 > \$500,000	Statutory	Per Application	707.00	707.00	0.0%
\$500,000 > \$1,000,000	Statutory	Per Application	815.00	815.00	0.0%
\$1,000,000 > \$7,000,000	Statutory	Per Application	1,153.00	1,153.00	0.0%
\$7,000,000 > \$10,000,000	Statutory	Per Application	4,837.00	4,837.00	0.0%
\$10,000,000 > \$50,000,000	Statutory	Per Application	8,064.00	8,064.00	0.0%
Over \$50,000,000	Statutory	Per Application	16,130.00	16,130.00	0.0%
Town Planning					0.0%
To subdivide an existing building	Statutory	Per Application	386.00	386.00	0.0%
To subdivide land into two lots	Statutory	Per Application	386.00	386.00	0.0%
To effect a realignment of a common boundary between lots or to consolidate two or more lots	Statutory	Per Application	386.00	386.00	0.0%
To subdivide land	Statutory	Per Application	781.00	781.00	0.0%
To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed	Statutory	Per Application	249.00	249.00	0.0%
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	Statutory	Per Application	541.00	541.00	0.0%
To create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant.	Statutory	Per Application	404.00	404.00	0.0%
Class 1:					
Class 1: An application to amend a permit to use land if that amendment is to change the use for which the land may be used	Statutory	Per Application	502.00	502.00	0.0%
Class 2: An application to amend a permit -					

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
a) to change the statement of what the permit allows; or	Statutory	Per Application	502.00	502.00	0.0%
b) to change any or all of the conditions which apply to the permit; or	Statutory	Per Application	502.00	502.00	0.0%
c) in any way not otherwise provided for in this regulation.	Statutory	Per Application	502.00	502.00	0.0%
Class 3:					
Class 3: An application to amend a permit (other than a permit to subdivide land) to develop land or to use and develop land for a single dwelling per lot to undertake development ancillary to the use of the land for a single dwelling per lot if :-					
a) the estimated cost of any additional development to be permitted by the	Statutory	Per Application	239.00	239.00	0.0%
b) the estimated cost of any additional development to be permitted is less than	Statutory	Per Application	102.00	102.00	0.0%
Class 4					
Class 4: An application to amend a permit (other than a permit to subdivide land) to develop land or to use and develop	Statutory	Per Application	490.00	490.00	0.0%
Class 5: An application to amend a permit to develop land, other than:					
a) a permit to undertake development ancillary to the use of the land for a single dwelling per lot; or	Statutory	Per Application	102.00	102.00	0.0%
b) a permit to subdivide land	Statutory	Per Application	102.00	102.00	0.0%
if the estimated cost of any additional development to be permitted is \$10,000 or less.	Statutory	Per Application	102.00	102.00	0.0%
Class 6					
An application other than a Class 3 application or a Class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$10,000 and not more than \$250,000.	Statutory	Per Application	604.00	604.00	0.0%
Class 7					
An application other than a Class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$250,000 and not more than \$500,000.	Statutory	Per Application	707.00	707.00	0.0%
Class 8					
An application other than a Class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$500,000.	Statutory	Per Application	815.00	815.00	0.0%
Class 9: An application to amend a permit to -					
a) subdivide an existing building; or	Statutory	Per Application	386.00	386.00	0.0%
b) subdivide land into two lots; or	Statutory	Per Application	386.00	386.00	0.0%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
c) effect a realignment of a common boundary between lots or to consolidate two or more lots.	Statutory	Per Application	386.00	386.00	0.0%
General Enquiry fee					
General Enquiry fee	Non Statutory	Per Application	60.00	75.00	25.0%
Advertising Fees					
- General Administration Charge	Non Statutory	Per Application	90.75	90.75	0.0%
- Sign on Site	Non Statutory	Per Application	30.25	30.25	0.0%
- Extra Letters	Non Statutory	Per Application	5.32	5.50	3.4%
Other Fees					
Extension of Time	Non Statutory	Per Application	385.00	385.00	0.0%
Certificate of Compliance	Statutory	Per Application	174.00	174.00	0.0%
To the satisfaction of the Responsible	Statutory	Per Application	102.00	102.00	0.0%
Subdivision Certification Fee					
Base fee \$100	Statutory	Application	100.00	100.00	0.0%
plus \$20 per lot	Statutory	Per Lot	20.00	20.00	0.0%
Building and Local Law Services					
Footpath Trading Permit					
Real Estate Agents pointer boards	Non Statutory	Per 10 Signs	562.00	587.00	4.4%
Advertising Business sign	Non Statutory	Per sign	250.00	260.00	4.0%
Table and Chairs (Busy Areas)	Non Statutory	Per Square Metre	220.00	230.00	4.5%
Table and Chairs (Other Areas)	Non Statutory	Per Square Metre	110.00	115.00	4.5%
Busking	Non Statutory	Per Busker	44.00	46.00	4.5%
Goods on footpath (Busy Areas)	Non Statutory	Per Square Metre	220.00	230.00	4.5%
Goods on footpath (Other Areas)	Non Statutory	Per Square Metre	110.00	115.00	4.5%
Sale of Local Law Booklet	Non Statutory	Booklet	17.00	18.00	5.9%
Local Law fines	Non Statutory	Per fine average	0.00	244.00	0.0%
Application fee (Lodgement)	Non Statutory	Per Application	0.00	60.00	0.0%
Footpath Trading Average Meterage	Non statutory	Average meterage	0.00	2,000.00	0.0%
Street Sampling Application and Permit	Non Statutory	Per Application	0.00	25.00	0.0%
Building Compliance					
Application Fees					
Builders Rubbish Skip/Bin.	Non Statutory	Per Application	54.00	56.00	3.7%
Hoarding fees	Non Statutory	Per Application	155.00	162.00	4.5%
Hoarding plus Area Fee	Non Statutory	Per Application	500.00	523.00	4.6%
Crane or Lifting Device	Non Statutory	Per Application	200.00	210.00	5.0%
Works Zone	Non Statutory	Per Application	3,650.00	4,180.00	14.5%
Out of Hours	Non Statutory	Per Application	166.00	175.00	5.4%
Vehicle Crossing	Non Statutory	Per Application	262.00	274.00	4.6%
Road Opening	Non Statutory	Per Application	70.00	73.00	4.3%
Road Occupation	Non Statutory	Per Application	132.00	140.00	6.1%
Temporary Vehicle Crossings	Non Statutory	Per Application	66.00	69.00	4.5%
Municipal Building Surveyor's Office					
Building over an easement vested in Council	Non Statutory	Per Item	328.00	343.00	4.6%
Projections beyond street alignment	Statutory	Per Item	250.60	250.60	0.0%
Building above or below certain public facilities	Statutory	Per Item	250.60	250.60	0.0%
Mast, pole, aerial, antenna, chimney flue or other service pipe	Statutory	Per Item	250.60	250.60	0.0%
A fence within 9 M of an intersection	Statutory	Per Item	250.60	250.60	0.0%
Appurtenant Class 10 buildings	Statutory	Per Item	250.60	250.60	0.0%
Consent Single Dwelling and outbuilding	Statutory	Per Item	250.60	250.60	0.0%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Consent Fence design	Statutory	Per Item	250.60	250.60	0.0%
Precautions over a street	Statutory	Per Item	250.60	250.60	0.0%
Precautions over a street (Concessional rate re: fence construction)	Statutory	Per Item	131.00	131.00	0.0%
Point of discharge of storm water	Statutory	Per Item	58.33	58.33	0.0%
Construction of buildings on land liable to flooding	Statutory	Per Item	250.60	250.60	0.0%
Building on designated land	Statutory	Per Item	250.60	250.60	0.0%
Building Information Regulation 326	Statutory	Per Application	46.48	46.48	0.0%
Building Information Regulation 326 - Priority	Non Statutory	Per Application	118.00	123.00	4.2%
Final inspection fee on lapsed building permit	Non Statutory	Per Inspection	400.00	418.00	4.5%
Plan Search House	Non Statutory	Per Item	119.00	143.00	20.2%
Plan Search Commercial	Non Statutory	Per Item	143.00	200.00	39.9%
Hoarding Overhead Protection	Non Statutory	Per Application	155.00	162.00	4.5%
Road Asset Protection Bond Inspection Fees (RAP)	Non Statutory	Per Application	200.00	209.00	4.5%
Night club queues	Non Statutory	Per Application	192.00	200.00	4.2%
Workzone Dual occupancy	Non Statutory	Per application	1,570.00	2,000.00	27.4%
Work Zone Single dwelling	Non Statutory	Per application	315.00	700.00	122.2%
Building Permit					
Lodgement Fee	Statutory	Per Application	38.00	38.00	0.0%
Fences					
Minimum fee	Non Statutory	Per Application	707.00	740.00	4.7%
Carports					
Minimum fee	Non Statutory	Per Application	742.00	775.00	4.4%
Demolitions					
Minimum fee	Non Statutory	Per Application	1,369.00	1,430.00	4.5%
Additional Storey - for buildings over 2	Non Statutory	Per Storey	742.00	775.00	4.4%
Dwelling Additions					
Minimum fee (cost of works up to \$50,000)	Non Statutory	Per Application	1,392.00	1,455.00	4.5%
Minimum fee (cost of works over \$50,000)	Non Statutory	Per Application	1,598.00	1,670.00	4.5%
New Dwelling					
Minimum fee	Non Statutory	Per Application	2,693.00	2,814.00	4.5%
Commercial Work					
Minimum fee (cost of works up to \$50,000)	Non Statutory	Per Application	2,660.00	2,780.00	4.5%
Minimum fee (cost of works over to \$50,000)	Non Statutory	Per Application	3,025.00	3,160.00	4.5%
Occupancy Permits (Includes Division 2)					
Class 1	Non Statutory	Per Permit	422.00	440.00	4.3%
Other Classes	Non Statutory	Per Permit	661.00	690.00	4.4%
Places of Public Entertain (minimum)	Non Statutory	Per Application	1,199.00	1,253.00	4.5%
Subdivision of Existing Buildings Report	Non Statutory	Per Application	1,539.00	1,608.00	4.5%
Filming Permits					
Film Crew Permit - Car	Non Statutory	Per Car	24.00	26.00	8.3%
Film Crew Permit - Truck	Non Statutory	Per Truck	61.00	65.00	6.6%
Commercial Filming/Photographs	Non Statutory	Per Day	877.00	1,030.00	17.4%
Filming Permits	Non Statutory	Up to 4 hours	0.00	465.00	100.0%
Filming/Photographs - Unit Base	Non Statutory	Per Day	0.00	480.00	100.0%
Still Photography	Non Statutory	Per Day	0.00	370.00	100.0%
Still Photography	Non Statutory	Up to 4 hours	0.00	200.00	100.0%
On Street - Car Parking Permits - Car - Community Rate	Non Statutory	Per Day	0.00	25.00	100.0%
On Street - Car Parking Permits - Truck - Community Rate	Non Statutory	Per Day	0.00	65.00	100.0%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
On Street - Car Parking Permits - Car - Commercial Rate	Non Statutory	Per Day	0.00	50.00	100.0%
On Street - Car Parking Permits - Truck-Commercial Rate	Non Statutory	Per Day	0.00	130.00	100.0%
Event Application Administration Fee	Non Statutory	Per Application	0.00	55.00	100.0%
Hall Hire					
Malvern Town Hall (Incl. Kitchen)					
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	1,890.00	2,000.00	5.8%
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	95.00	100.00	5.3%
Community Rate/ Grant - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	2,100.00	2,200.00	4.8%
Community Rate/ Grant - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	115.00	122.00	6.1%
Rate - Fri-Sunday Full day/Evening	Non Statutory	Per booking	2,730.00	2,900.00	6.2%
Rate - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	160.00	170.00	6.3%
Malvern Banquet Hall & Main Hall - (Incl. Kitchen)					
Community Rate/Grant - Mon - Thursday Full day/Evening*	Non Statutory	Per Booking	2,100.00	2,230.00	6.2%
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	210.00	225.00	7.1%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	2,825.00	3,000.00	6.2%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	210.00	225.00	7.1%
Commercial/Private Rate - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	3,430.00	3,640.00	6.1%
Commercial/Private Rate - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	265.00	280.00	5.7%
Malvern Banquet Hall (Incl. Kitchen)					
Community Rate/Grant - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	525.00	557.00	6.1%
Community Rate/Grant - Mon - Thursday Full day/Evening*	Non Statutory	Additional Hour	53.00	56.00	5.7%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	735.00	780.00	6.1%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	70.00	75.00	7.1%
Commercial/Private Rate - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	1,295.00	1,380.00	6.6%
Commercial/Private Rate - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	100.00	106.00	6.0%
Malvern Town Hall First Floor Foyer, Outdoor Balcony and Mayoral Kitchen					
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	785.00	835.00	6.4%
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	55.00	58.00	5.5%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	1,050.00	1,115.00	6.2%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	80.00	85.00	6.3%
Rate - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	1,570.00	1,670.00	6.4%
Rate - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	105.00	112.00	6.7%
Town Hall Kitchens only					
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	105.00	111.00	5.7%

2016-17 Budget Fees and Charges Schedule

Fee Description	Fee Type	Unit of Measure	2015-16 (Inc GST) \$	2016-17 (Inc GST) \$	% Change
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Per Hour	11.00	12.00	9.1%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	210.00	225.00	7.1%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Per Hour	21.00	23.00	9.5%
Rate - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	420.00	445.00	6.0%
Rate - Fri-Sunday Full day/Evening	Non Statutory	Per Hour	42.00	45.00	7.1%
Armadale meeting Room					
Monday - Thursday	Non Statutory	Per Hour	20.00	22.00	10.0%
Malvern Community Arts Centre					
Monday to Sunday - Community Rate	Non Statutory	Per Hour	26.00	28.00	7.7%
Monday to Sunday - Commercial/Private	Non Statutory	Per Hour	0.00	35.00	0.0%
Prahran Function Centre					
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	1,160.00	1,230.00	6.0%
Community Rate/ Grant - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	125.00	130.00	4.0%
Community Rate/ Grant - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	1,360.00	1,460.00	7.4%
Community Rate/ Grant - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	135.00	145.00	7.4%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Per Booking	1,560.00	1,660.00	6.4%
Commercial/Private Rate - Mon - Thursday Full day/Evening	Non Statutory	Additional Hour	130.00	138.00	6.2%
Commercial/Private Rate - Fri-Sunday Full day/Evening	Non Statutory	Per Booking	1,950.00	1,950.00	0.0%
Commercial/Private Rate - Fri-Sunday Full day/Evening	Non Statutory	Additional Hour	155.00	155.00	0.0%

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
Land								
GMC005	Strategic Land Purchase for open space	0	3,000	0	3,000	3,000	3,000	3,000
Total Land		0	3,000	0	3,000	3,000	3,000	3,000
Parks, Open spaces and streetscapes								
UPS003	Parks - Fencing replacement and renewal	0	50	0	50	60	60	60
UPS006	Parks - Park furniture replacement and renewal	0	100	0	100	100	100	100
UPS008	Parks - Irrigation system upgrades	0	25	0	25	25	25	25
UPS010	Yarra River Biodiversity Project	0	990	0	990	990	990	0
UPS013	Parks – Playground safety compliance	0	90	0	90	100	100	100
UPS014	Parks - Playground upgrades and replacements	0	100	0	100	100	100	100
UPS015	Parks - Structures replacement and renewal	0	50	0	50	50	50	50
UPS029	Surrey Road Water Ground Management	0	100	0	100	100	100	100
PSD007	Preparation and implementation of Landscape Plans/Master plans for park improvements	0	175	0	175	200	200	700
UPS034	Trees - Gateway Planting	0	80	0	80	80	80	80
UPS035	Water Sensitive Urban Design and Urban Forest Improvements	0	150	0	150	150	150	150
PSD001	Pocket park upgrades - Detailed design and Masterplan implementation	0	100	0	100	100	100	100
PSD004	Park Signage Improvement	0	80	0	80	80	80	80
PSD006	Windsor Siding Masterplan	0	200	0	200	500	500	0
PSD008	Forrest Hill Masterplan	0	500	0	500	600	700	750

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
PSD010	Minor Shopping Centre Precinct Upgrades	0	140	0	140	140	140	140
PSD011	Malvern Town Hall Precinct - Public Realm Spatial Improvements	0	200	0	200	0	0	0
PSD014	Cato St Redevelopment project	2,740	18,500	0	18,500	23,500	0	0
PSD017	Princes Gardens Master Plan	30	200	0	200	200	0	0
	Total Parks, Open spaces and streetscapes	2,770	21,830	0	21,830	27,075	3,475	2,535
Recreational, leisure and community								
UPS004	Sports Grounds - Wicket upgrade & drainage	0	35	0	35	35	35	35
UPS009	Malvern Valley Golf Course - Maintenance and course upgrades	0	100	0	100	100	100	100
UPS012	Malvern Valley Golf Couse - Hub upgrade	0	70	0	70	70	70	70
UPS016	Sports Grounds - Improvement Program	0	150	0	150	150	150	150
UPS018	Parks - Path replacement and renewal	0	90	0	90	90	90	90
UPS019	Sports Grounds - Oval renovations	0	80	0	80	80	80	80
UPS022	Sports Grounds - Surface improvement program	0	110	0	110	120	120	120
UPS024	Sports Grounds - Drainage improvements	0	120	0	120	120	120	120
UPS026	Parks - Playground shade sail implementation and maintenance	0	50	0	50	50	50	50
UPS027	Parks - Renewal and upgrade	0	200	0	200	200	200	200
UPS028	Sports Grounds - Irrigation system upgrades	0	100	0	100	100	100	100
UPS031	Malvern Valley Golf Course - Golf ball risk mitigation	0	350	0	350	500	0	0
PSD016	Robert Menzies Reserve Improvement Plan	0	25	0	25	0	0	0
REC002	SRV Funding Partnerships	0	235	105	130	130	130	130
REC003	Sportsground Facility Upgrades	0	170	0	170	180	180	180
REC004	Tennis Facility Renewal	0	200	100	100	150	250	250

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
REC005	Rec Strategy Implementation	0	100	0	100	100	100	100
REC006	Synthetic Sportsgrounds	70	1,690	250	1,440	0	0	50
REC007	Floodlighting Development Program	0	185	0	185	150	150	160
REC008	Como Rowing Precinct - Landscape	0	500	0	500	0	0	0
REC014	Toorak Park Masterplan Implementation	0	0	0	0	200	200	200
PSD019	Provision for land improvements	0	0	0	0	0	0	280
	Total Recreational, leisure and community	70	4,560	455	4,105	2,525	2,125	2,465

Buildings

GMC001	Prahran Market Annual Contribution as per Agreement	0	422	0	422	422	422	422
RSK004	CCTV Installation and Upgrade - Various Facilities	0	100	0	100	50	50	50
MPR051	290 Glenferrie Road (former) Medical Centre Refurbishment	50	0	0	0	0	0	0
MPR002	Council Buildings Roof Safety Access Improvements	0	50	0	50	50	50	50
MPR003	Essential Services Council Buildings	0	72	0	72	72	72	72
MPR005	Soil Remediation - Various Child Care Centres & Other Sites	0	83	0	83	83	83	83
MPR006	Properties Refurbishment Building Condition Audit	0	46	0	46	46	46	46
MPR007	Air Conditioning Plant Replacement	0	385	0	385	385	385	385
MPR008	Children & Family Services Buildings Condition Audit Works	0	165	0	165	165	165	165
MPR009	Council Properties - Switchboard Upgrades	0	83	0	83	83	83	83
MPR010	Leisure & Library Buildings Condition Audit Works	0	220	0	220	220	220	220
MPR011	Central Park CCC & MCH Roof Tile Replacement	0	0	0	0	0	130	0

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16	2016/17			2017/18	2018/19	2019/20
		Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
MPR012	Parks and Gardens Building Condition Audit Works	0	44	0	44	44	44	44
MPR013	Multi-storey Car park Condition Audit Works	0	88	0	88	88	88	88
MPR014	Civic and Commercial Buildings Condition Audit Works	0	110	0	110	110	110	110
MPR015	Recreational Buildings Condition Audit Works	0	110	0	110	110	110	110
MPR017	Aged Care Building Condition Audit Works	0	50	0	50	50	50	50
MPR018	Cultural Services Centres Condition Audit Works	0	44	0	44	44	44	44
MPR019	Chapel off Chapel Condition Audit work	0	44	0	44	44	44	44
MPR020	Princes Close Child Care Centre Refurbishment Stage 1	0	150	0	150	0	0	0
MPR021	Chapel off Chapel - Passenger Lift	0	350	0	350	0	0	0
MPR023	Council Buildings Accessibility Improvements	0	100	0	100	100	100	100
MPR024	George Gahan Ctr Entry, Office & Toilet Upgrade	0	0	0	0	0	220	0
MPR025	Princess Close Child Care Centre Redevelopment	0	0	0	0	0	150	1,400
MPR026	Pavilion Redevelopment - Dunlop Pavilion	1,400	3,500	403	3,097	0	0	0
MPR029	Refurbishment of old Sunnyside Kindergarten	0	130	0	130	0	0	0
MPR030	Healey Pavilion Change Room Upgrade	0	30	0	30	220	0	0
MPR031	Malvern Library Facade Repair	0	120	0	120	0	0	0
MPR032	Toorak/South Yara Library Toilet Upgrade	0	20	0	20	180	0	0

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16	2016/17			2017/18	2018/19	2019/20
		Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
MPR034	Sir Robert Menzies Pavilion Roof Replacement	0	50	0	50	0	0	0
MPR035	Chris Gahan Centre Toilet Upgrade	0	0	0	0	0	20	115
MPR036	Orrong Romanis Recreation Centre Wall Insulation Replacement	0	0	0	0	120	0	0
MPR037	Will Sampson Centre Carpet Replacement	0	36	0	36	0	0	0
MPR038	U3A Roof Replacement & Bathroom Upgrade	56	0	0	0	0	250	0
MPR039	Percy Treyvaud Pavilion Refurbishment	0	30	0	30	200	0	0
MPR040	Chapel Off Chapel Theatre Roof Replacement	0	50	0	50	0	0	450
MPR041	Chapel off Chapel Toilet Upgrade	0	200	0	200	0	0	0
MPR042	Malvern Valley Golf Course Hub Redevelopment	1,080	830	0	830	0	0	3,000
MPR043	Toorak/South Yarra Library Air Con Plant Replacement	0	384	0	384	0	0	0
UPS007	Energy Efficiency - Council energy use reduction program	0	100	0	100	100	100	100
UPS023	Parks - Public toilet refurbishment	0	20	0	20	20	20	20
UPS025	Energy efficiency - Council facilities	0	500	0	500	500	500	500
PSD018	Hawksburn village toilet	0	20	0	20	230	0	0
PMG004	Provision for HVAC maintenance and improvements	0	150	0	150	150	150	150
PMG005	Urgent renewal of drainage around Council buildings	0	50	0	50	50	50	50
PMG006	Grattan Gardens CC, Improve Access Within Ceiling Space to ESM and AC Equipment	0	50	0	50	0	0	0

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
PMG007	Armadale Early Learning Centre, Repair Wet Area Wall Tiles	0	30	0	30	0	0	0
PMG008	Chris Gahan SCC, Replace Roof Flashing	0	20	0	20	0	0	0
PMG013	Provide Fire Services Block Plans	0	21	0	21	0	0	0
PMG014	Provide Labelling to Switchboards/ Outlets at Depot	0	10	0	10	0	0	0
AQC012	Aquatics facilities functional upgrades	0	50	0	50	50	50	50
AQC013	Prahran Aquatic Centre Feasibility and Redevelopment	60	200	0	200	1,750	1,500	5,250
AQC014	Pool concourse and chemical delivery area replacement - PAC	0	130	0	130	0	0	0
AQC020	Balancing Line item for Buildings	0	0	0	0	213	743	1,238
REC009	Recreation Facility Functional Upgrades	0	80	0	80	100	100	100
REC010	Pavilion functional upgrades	0	15	0	15	15	15	15
REC011	Pavilion Upgrade / Replacement	0	200	0	200	2,000	0	0
REC012	Charles Lux Pavilion Redevelopment	0	0	0	0	0	300	300
REC013	Indoor Stadium	0	0	0	0	0	100	2,100
HAL003	MCAC Functional Upgrades	0	10	0	10	10	10	10
HAL010	Carpet Replacement - Functions on Chapel	0	30	0	30	0	0	0
HAL011	Functions on Chapel - Painting	0	40	0	40	0	0	0
CCS003	Child Care Centres Functional Improvements	0	83	0	83	83	83	83

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
FAM001	DET regulatory compliance - childcare and kindergartens	0	10	0	10	10	10	10
FAM002	Preschool functional upgrades	0	75	0	75	75	75	75
LIB006	Library functional Upgrades	0	50	0	50	50	50	50
LIB008	Redesign and upgrade of Toorak / South Yarra Library garden	0	50	0	50	0	0	0
AGH005	Pound Functional Upgrades	0	60	0	60	10	10	10
AGH006	Aged Facilities Functional Upgrades	0	20	0	20	40	40	40
MPR048	Powerhouse Rowing - Electrical compliance works	0	0	0	0	500	0	0
	Total Buildings	2,646	10,170	403	9,767	8,842	6,842	17,282
Heritage Buildings								
MPR004	MTH Precinct Conservation Plan Implementation	0	0	0	0	110	110	110
MPR016	PTH Conservation Plan Implementation	0	0	0	0	110	110	110
MPR045	HHSC Pool tiling	220	970	0	970	0	0	0
MPR050	HHMSC Diving Tower Refurbishment	500	0	0	0	0	0	0
AQC016	HHSC - Upgrades to Hydrotherapy and accessible changerooms	0	30	0	30	0	0	0
AQC017	HHSC - Leisure Pool Renewal	0	0	0	0	90	0	0
VEC004	Prahran Town Hall Master Plan - Development	600	2,000	0	2,000	10,000	10,200	0
HAL006	MTH & PTH Function Centres - Facility Improvements	0	10	0	10	10	10	20
HAL007	Update Urinal - MTH Marble Foyer Male Toilets	0	60	0	60	0	0	0
HAL012	Malvern Town Hall - Painting	0	0	0	0	30	0	0
HAL013	Remove Redundant Heaters in the MTH Main Hall	0	0	0	0	80	0	0
MPR047	HHSC Masterplan Implementation - Stage 1	0	500	0	500	8,000	0	0
MPR049	Northbrook Re-development and Improvement	0	0	0	0	100	1,000	0
GMC003	Prahran Market Fire Service Replacement	0	0	0	0	0	0	0
	Total Heritage Buildings	1,320	3,570	0	3,570	18,530	11,430	240

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
Fleet and Equipment Replacement								
UPS017	Parks - Minor equipment	0	30	0	30	30	30	30
FLE003	Air Operated Hydraulic Jacks for Fleet Maintenance	0	10	0	10	10	10	10
FLE004	Annual Specialised Vehicles Purchase/ Replacement Program	0	1,350	0	1,350	1,000	1,000	1,128
FLE005	Annual Light Fleet Vehicles Purchase/ Replacement Program	0	815	0	815	825	840	850
FLE006	Infrastructure Maintenance Section - minor equipment replacement	0	15	0	15	15	15	15
FLE007	Passenger Bus Replacement	0	90	0	90	91	189	191
AQC007	HHSC - replace 50m pool blankets	0	50	0	50	0	50	0
AQC008	HHSC - Refurbish 50m circulation pump	0	25	0	25	0	0	25
AQC009	PAC mech plant and equip replacement	0	24	0	24	24	24	25
AQC010	HHMCS mech plant and equip replacement	0	26	0	26	25	25	26
AQC011	Replace One Pool Inflatable - PAC	0	13	0	13	0	15	0
	Total Fleet and Equipment Replacement	0	2,448	0	2,448	2,020	2,198	2,300
Furniture & Fittings								
FLE009	Jackson St Car Park Waste Compactor	0	160	0	160	0	0	\$0
AQC004	Replace One Automatic Pool Vacuum	0	25	0	25	25	25	\$25
AQC005	Furniture and Equipment replacement - PAC	0	15	0	15	15	15	\$15
AQC006	Furniture and Equipment replacement - HHSC	0	15	0	15	15	15	\$15
HAL002	Prahran Town Hall Function Centre Equipment Purchase	0	15	0	15	15	15	\$15
HAL004	Furniture Replacement - MTH & PTH Function Centres	0	20	0	20	20	20	\$2
HAL005	MTH - Equipment Replacement	0	40	0	40	15	15	\$20
CCS002	Furniture and equipment upgrades for MCH and childcare	0	25	0	25	25	25	\$25
YTH003	Youth Services: Furniture and Storage	0	5	0	5	10	5	\$10
MCH001	MCH Functional Upgrade	0	20	0	20	20	20	\$20
COC001	Technical Equipment Upgrades & Replacements	0	48	0	48	48	48	\$48
COC004	COC - Functional Upgrades	0	50	0	50	50	50	\$50
LIB005	Libraries - furniture and equipment	0	30	0	30	30	30	\$30
LIB007	Stonnington History Centre Project	0	40	0	40	50	50	\$50
AGH003	Aged Facilities Furniture Replacement	0	5	0	5	5	5	\$5
AGH004	DHS Minor Capital	0	20	20	0	20	20	\$20

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16 Deferrals/ Carryovers	Gross Budget \$	2016/17 External Funding \$	Net Cost to Council \$	2017/18 Gross Cost to Council \$	2018/19 Gross Cost to Council \$	2019/20 Gross Cost to Council \$
	Total Furniture & Fittings	0	533	20	513	363	358	350
Information Technology								
GCS007	A3 Scanner for Records Unit	0	12	0	12	0	0	0
BST001	Stonnington Civic Centre Network Infrastructure	0	50	0	50	50	50	50
BST002	PC & Desktop Equipment Replacement / Enhancements	0	150	0	150	150	150	150
BST003	Mobile Technology & Remote Office	0	10	0	10	10	10	10
BST004	Network Printer Replacements / Enhancements	0	20	0	20	20	20	20
BST005	IT Admin Tools Development / Enhancements	0	20	0	20	20	20	20
BST007	Corporate WiFi Network	0	40	0	40	10	10	10
BST008	IT Security Initiatives	0	50	0	50	50	50	50
BST009	TechnologyOne - Property - Enterprise Cash Receipting	0	0	0	0	70	0	0
AQC003	Aquatics IT upgrades	0	20	0	20	20	20	20
CCS001	F&CS IT upgrades	0	0	0	0	10	10	10
LIB003	Library IT replacements PCs and printers	0	95	0	95	95	95	95
LIB004	Library IT upgrades	0	10	0	10	10	10	10
AGH001	Aged IT upgrades	0	20	0	20	20	20	20
AGH002	Animal Management IT upgrades	0	5	0	5	10	10	10
BST014	Provision for IT improvement projects	0	0	0	0	0	0	50
	Total Information Technology	0	502	0	502	545	475	525
Arts/Economic Development								
ECC002	Art Program - Art acquisition	0	80	0	80	80	80	80
ECC006	Public Open Space Art Program	0	80	0	80	80	80	80
ECC011	Sculptures in Public Realm	0	100	0	100	100	100	20
	Total Arts/Economic Development	0	260	0	260	260	260	180
Library Stocks								

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
LIB001	Library book processing	0	300	0	300	306	306	306
LIB002	Library materials and e-services subscriptions	0	623	0	623	625	625	625
LIB009	RFID - Maintenance and equipment upgrade	0	0	0	0	25	25	125
Total Library Stocks		0	923	0	923	956	956	1,056
Roads, Bridges, Footpaths & Cycleways and Drainage								
INF001	Fire Hydrant Upgrades	0	25	0	25	25	25	25
INF002	Public Street Lighting	0	40	0	40	40	40	40
INF003	Local Roads - Urgent works & contingency	0	150	0	150	150	150	150
INF004	Local Road - road asphalt resurfacing program	0	2,200	0	2,200	2,200	2,200	2,200
INF005	Bridges - Level 1, 2 and 3 Inspections	0	40	0	40	40	40	40
INF006	Bridges - General Maintenance/Improvement program	0	250	0	250	250	250	250
INF007	Road Safety Works - Construction by Infrastructure	0	250	0	250	250	250	250
INF008	Osborne Ave Stage 4 Reconstruction Malvern Rd to Milton Pde	0	470	0	470	0	0	0
INF009	Design of various Right of Ways for future works	0	35	0	35	35	35	35
INF010	Infrastructure Design Works for Future Year Construction	0	130	0	130	130	130	130
INF011	Drainage program - relining to existing drains & construction	0	100	0	100	100	100	100
INF012	Drainage Improvement Works	0	250	0	250	250	250	250
INF014	Drainage - minor works program	0	400	0	400	400	400	400
INF016	Local Roads Refurbishment Design Service	0	150	0	150	150	120	150
INF018	Murphy Street - Road Refurbishment	0	300	0	300	390	0	0
INF019	Moore Street - Road Refurbishment	0	40	0	40	690	10	0
INF020	Charles Street - Road Refurbishment	0	590	0	590	270	0	0
INF021	Fountain Avenue- Road Refurbishment	0	35	0	35	200	10	0
INF022	Norford Grove - Road Refurbishment	0	450	0	450	60	0	0
INF023	Avenel Road - Road Refurbishment	0	50	0	50	550	10	0
INF024	Hill Street - Highgate to Grange - Road Refurbishment	0	25	0	25	0	0	0
INF025	Wynneh Street - Malvern East - Road Refurbishment	0	375	0	375	50	0	0
INF027	Hyland Street - Road Refurbishment	0	400	0	400	50	0	0

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16	2016/17			2017/18	2018/19	2019/20
		Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
INF028	Hunter Street - Road Refurbishment	0	50	0	50	0	0	0
INF029	Allaville Ave - Gardiner	0	25	0	25	0	0	0
INF031	Pine Grove Refurbishment	0	50	0	50	0	0	0
INF032	Joy Street Refurbishment	0	0	0	0	0	17	320
INF033	Mount Street Refurbishment	0	0	0	0	0	40	400
INF034	Regent Street Refurbishment	0	0	0	0	0	30	360
INF035	The Terrace, Armadale - Refurbishment	0	2	0	2	280	0	0
INF038	Haverbrack Ave - Refurbishment	0	25	0	25	0	0	0
INF041	Macquarie Street - Road Refurbishment	0	10	0	10	20	2	5
INF042	Chadstone Road - Road Refurbishment	0	25	0	25	0	0	0
INF043	Hedgeley Ave - Road Refurbishment	0	2	0	2	530	0	0
INF044	Trinian Street - Road Refurbishment	0	2	0	2	350	10	0
INF045	Davis Ave Refurbishment	0	5	0	5	25	0	450
INF046	Murray Street Armadale Refurbishment	0	0	0	0	30	400	50
INF047	Scott Grove Refurbishment Stage 2	0	500	0	500	0	0	0
INF048	Warner Street - Refurbishment	0	0	0	0	30	300	50
INF049	Orrong Road Stage 1 Toorak Rd to Robertson Street	0	0	0	0	30	700	60
INF050	Meryl Street Refurbishment	0	30	0	30	20	310	50
INF051	Union Street Refurbishment - Windsor - Upton to Punt	0	30	0	30	20	760	50
INF052	Evans Court Rehabilitation	0	30	0	30	30	750	60
INF053	Merriwee Crescent Refurbishment	0	30	0	30	20	2	50
INF054	Ailsa Avenue Refurbishment	0	30	0	30	20	2	50
INF055	Peel Street Refurbishment	0	30	0	30	20	2	60
INF056	Argo Street Refurbishment	0	30	0	30	20	200	60
INF057	Millewa Avenue Refurbishment	0	50	0	50	0	0	0
INF058	Glenferrie Road - High St to Station St - Intersection Upgrade	0	24	0	24	24	24	0
INF059	New Footpaths	0	100	0	100	100	100	100
INF060	ROW 24518 Rear of 153-165 Manning Road Malvern East	0	110	0	110	0	0	0

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
INF061	ROW 18705 Btw Glenferrie Road and Drysdale Street	0	200	0	200	0	0	0
INF062	LLaneast Street Armadale (Stage 2)	0	400	0	400	0	0	0
INF064	Pram Crossings Upgrades to DDA Standards	0	96	0	96	96	96	96
INF065	ROW Between Donald Street and Alfred Street Prahran	0	100	0	100	0	0	0
INF066	Roads to Recovery Funded Projects	0	0	650	(\$650)	0	0	0
INF073	Stanhope Street MALVERN Refurbishment Stage 1 Lambeth Ave to Glenferrie Rd	0	0	0	0	0	40	650
INF074	Castlebar Road MALVERN EAST Refurbishment Stage 1 Woodlands Grv to Capon St	0	0	0	0	0	40	500
INF075	ROW West of Tennyson St Btw Vickery and Bent	0	0	0	0	90	0	0
INF076	ROW Nth of Wheatland Road Btw Cummins Grv & Gaynor Crt	0	0	0	0	65	0	0
INF077	Artist Lane Windsor	0	0	0	0	120	0	0
INF078	ROW Nth of Athol St Bte Alfred & Donald and Rear of 68-80 Alfred St	0	0	0	0	0	120	0
INF079	ROW Rear of 402-406 Tintern Ave Toorak	0	0	0	0	0	60	0
INF080	ROW Rear of 2-18 Edgar Street	0	0	0	0	0	160	0
INF081	ROW South of Ardrie Road Btw Emo & Warley Roads	0	0	0	0	0	0	180
INF082	ROW Laneways btw Burke Rd, Great Valley Rd, Kyarra Rd, Wills St	0	0	0	0	0	0	250
INF083	ROW Rear of 364-390 Wattletree Rd & Side of 27 Davies St	0	0	0	0	0	0	200
PSD012	Chapel Street Streetscape Masterplan Implementation	0	2,000	0	2,000	2,000	2,000	0
RDM001	Stormwater drainage network pit modification & hotspot maintenance program	0	140	0	140	140	140	140
RDM002	Footpaths - Commercial Areas Risk Management Works	0	179	0	179	192	192	192
RDM003	Footpaths - Asphalt Refurbishment Program	0	200	0	200	216	216	216
RDM004	Road & Footpath - Defect Inspection & Maintenance Program	0	147	0	147	147	147	147
RDM005	Footpaths - Concrete Refurbishment Program	0	200	0	200	216	216	216
RDM007	Upgrade & renewal of in-road tree planters & traffic calming devices	0	40	0	40	50	50	50
	Total Roads, Bridges, Footpaths & Cycleways and Drainage	0	11,647	650	10,997	11,181	11,146	9,032
Street Trees								
UPS001	Trees - Street tree replacement program	0	120	0	120	120	120	120
UPS002	Trees - Street tree planting program	0	80	0	80	80	80	80

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16 Deferrals/ Carryovers	Gross Budget \$	2016/17 External Funding \$	Net Cost to Council \$	2017/18 Gross Cost to Council \$	2018/19 Gross Cost to Council \$	2019/20 Gross Cost to Council \$
UPS005	Trees - Tree planting in parks and reserves	0	160	0	160	160	160	160
UPS020	Trees - Aerial bundling of electrical cables	0	120	0	120	120	120	120
Total Street Trees		0	480	0	480	480	480	480

Other Infrastructure

TRN001	Car Parks - At Grade - Programmed Maintenance	0	80	0	80	80	80	80
TRN002	Parking Signage - Upgrade & maintenance	0	65	0	65	65	65	65
TRN003	On-Street Parking Improvements	0	35	0	35	35	35	35
TRN004	Road Safety Works - Project Development	0	90	0	90	90	90	90
TRN006	Walking Policy Works Implementation	0	50	0	50	50	50	50
TRN008	Road Safety Minor Works Implementation	0	85	0	85	85	85	85
TRN009	Car Parks - Multi Deck - Urgent Maintenance	0	80	0	80	80	80	80
TRN010	Cycling Strategy - Advocacy Actions	0	83	0	83	28	28	28
TRN011	Cycling Strategy - Network Management Works	0	40	0	40	40	40	40
TRN012	Cycling Strategy - Missing Link Works	0	125	0	125	150	250	250
TRN013	Cycling Strategy - COS Managed On-Road Strategic Routes	0	140	0	140	270	0	0
TRN014	Cycling Strategy - Major Shared Path Renewal Projects - Project Development	0	140	0	140	340	200	200
TRN016	Accessible Car Parks - DDA Compliance Audit - Implementation of Works	0	55	0	55	55	55	55
RDM006	Cycling Strategy - Network Management - On & Off-Road Renewal Works	0	100	0	100	100	100	100
FLE001	Garbage & Recycling Bin Replacement Program	0	160	0	160	175	175	175
FLE002	Litter Bin Upgrade Program	0	25	0	25	25	25	25
FLE008	Public Place Recycling	0	40	0	40	40	40	40
VEC003	Precinct branding and gate way signage	0	100	0	100	150	150	112
BLL001	Footpath Trading Markers	0	18	0	18	18	18	10
Total Other Infrastructure		0	1,511	0	1,511	1,876	1,566	1,520

Intangibles (Software, Consulting Services)

GCS001	Valuation Software Upgrade	0	25	0	25	25	25	25
GCS003	Property & Rating Upgrade	0	80	0	80	0	0	0

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16	2016/17			2017/18	2018/19	2019/20
		Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
GCS004	Provision for various Governance projects	0	25	0	25	25	25	25
GCS005	Building Plans Digitisation Project	0	50	0	50	50	20	20
GCS008	Upgrade TRIM to RM8.2	0	40	0	40	0	0	0
BST006	Microsoft Software Licensing	0	20	0	20	30	30	155
BST010	TechnologyOne - Enhancements / Integrations	0	50	0	50	50	50	50
BST011	Business Systems - Enhancements / Integrations	0	50	0	50	50	50	50
BST012	Enterprise Search System	0	30	0	30	0	0	0
BST013	Bookings and Events System - Stage 2	0	50	0	50	0	0	0
FIN001	Finance Systems Enhancements	0	89	0	89	80	80	80
FIN005	Accounts Payable Automation System	0	75	0	75	0	0	0
AMG002	Asset Management System - Continued system enhancements	0	60	0	60	40	40	40
AMG004	Annual Road Infrastructure Defect Survey - IMG Pty Ltd	0	0	0	0	0	130	0
TRN005	Traffic Engineering Equipment	0	15	0	15	20	20	20
COC002	COC - New website	0	20	0	20	0	0	0
MAC004	GIS Enhancements	0	20	0	20	20	20	20
MAC005	3D Model Development	0	15	0	15	15	15	15
BLL002	Scanning Historical Malvern Building Permit Books	0	11	0	11	0	0	0
	Total Intangibles (Software, Consulting Services)	0	725	0	725	405	505	500
Total capital expenditure		6,806	62,159	1,528	60,631	78,058	44,816	41,465

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
Operating initiatives								
GMC002	Div 5 Asbestos Audits	0	2	0	2	2	2	2
GMC006	Land Victoria conversion of Certificate of Titles	0	25	0	25	0	0	0
GCS002	Conversion of rates records to digital	0	20	0	20	20	20	20
GCS006	Digitisation of Council Minute Books	0	10	0	10	0	0	0
GCS009	Additional TRIM Licences - 50	0	27	0	27	0	0	0
GCS010	Kapish Records Remover	0	9	0	9	0	0	0
GCS011	Kapish We Grid	0	16	0	16	0	0	0
RSK003	CCTV Annual Maintenance	0	20	0	20	22	24	26
RSK005	Digitisation of Council facility Floor Plans	0	25	0	25	0	0	0
RSK007	Contract Management System Upgrade	0	10	0	10	0	0	0
RSK008	Access Card System Upgrade	0	20	0	20	0	0	0
MPR001	Removal of Hazardous Materials at Council's Properties	0	50	0	50	50	50	50
MPR022	Phoenix Park Comm Centre - exterior painting	0	0	0	0	0	50	0
MPR027	Council Properties - Light Fitting Replacement	0	40	0	40	40	40	0
MPR028	Scout Heritage Centre Demolition	0	30	0	30	0	0	0
MPR033	Glen Iris Park Nursery Building Demolition	0	0	0	0	30	0	0
MPR044	10 year Strategic Building Major Project Plan	0	100	0	100	0	0	0

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
UPS011	Energy Efficiency - Street lighting conversion program	0	200	0	200	200	200	200
UPS021	Environmental education initiatives	0	50	0	50	50	50	50
UPS033	Environmental Sustainability Outreach Program	0	82	0	82	82	82	82
AMG001	Asset Condition Assessments	0	50	0	50	0	0	0
AMG003	Asset Management Plans and Asset Management Strategy review and update	0	0	0	0	0	30	0
TRN015	Cycling Strategy - VicRoads Managed Network	0	70	0	70	10	20	20
PMG001	Prahran Town Hall - External Painting	0	65	0	65	65	65	65
PMG002	Malvern Town Hall - External Painting	0	45	0	45	45	45	45
PMG003	Contribution to Lump Sum Building Maintenance Contract	0	330	0	330	330	330	330
PMG011	Phoenix Park Children's Hub, Ongoing Scheduled Maintenance Costs	0	30	0	30	30	30	30
PMG012	311 Glenferrie Rd Building, Ongoing Scheduled Maintenance Costs	0	60	0	60	60	60	60
PMG015	Passenger & Other Lift Audits	0	11	0	11	0	0	12
AQC002	PAC Replace Sand in filters	0	0	0	0	0	45	0
REC001	Cycling Strategy Support	0	15	0	15	15	15	15
VEC001	IMAP - Contribution	0	40	0	40	40	40	40
VEC002	IMAP Tourism contribution	0	20	0	20	20	20	20
ECC001	Christmas decorations program	0	287	0	287	287	375	287
ECC003	Events signage/safety (OH&S)	0	12	0	12	12	12	13

Four Year Capital Works Program 2016/17 - 2019/20

Bid Number	Bid Name	2015/16	2016/17			2017/18	2018/19	2019/20
		Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$
ECC004	Reconciliation Action Plan - Indigenous Reconciliation	0	35	0	35	35	45	35
ECC005	Implementation of Arts and Cultural Development policy	0	75	0	75	70	135	75
ECC007	Glow Festival	0	300	0	300	300	300	300
ECC008	Melbourne Festival of Arts	0	50	0	50	50	50	50
EDV001	Alcohol Harm Minimisation - Liquor Accord	0	20	0	20	20	20	20
EDV002	Local Tourism Campaign	0	20	0	20	20	20	20
EDV003	Economic Dev research and data	0	35	0	35	35	35	35
EDV005	Stonnington Business Snapshot	0	15	0	15	0	15	0
EDV007	Census for Land Use and Employment (CLUE)	0	9	0	9	9	9	9
HAL014	Mayoral Gala	0	75	0	75	75	75	75
YTH001	Education Engagement Partnership (EEP) Project	0	80	40	40	80	80	80
YTH002	Emerging projects - Service Review of Youth and evaluation of The Hub model	0	20	0	20	0	0	0
YTH004	Young Local Leaders Project	0	25	0	25	25	25	25
YTH005	Youth Digital Strategy Implementation	0	10	0	10	10	10	10
YTH006	Prahran Child and Youth Community Wellbeing Hub	0	80	0	80	80	80	80
AGH007	Building works for Prahran Mechanics Institute and Glenloch Homes	0	80	0	80	80	0	0
SVC001	E-services	0	50	0	50	50	50	50
MAC001	Intranet redevelopment	0	190	0	190	110	60	10

Four Year Capital Works Program 2016/17 - 2019/20

		2015/16	2016/17			2017/18	2018/19	2019/20	
Bid Number	Bid Name	Deferrals/ Carryovers	Gross Budget \$	External Funding \$	Net Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	Gross Cost to Council \$	
MAC002	Website Redevelopment	0	10	0	10	10	10	45	
MAC003	Health Promotion	0	30	0	30	30	35	35	
CIS001	Development of minor structure plans and Urban Design Frameworks	0	100	0	100	110	110	120	
CIS002	Major Strategic Projects Including Neighbourhood Character and Higher Density Guidelines	0	150	0	150	150	150	150	
CIS003	Major Structure Plan Development	0	350	0	350	350	300	300	
ECC012	Northbrook Pop-up gallery	0	50	0	50	0	0	0	
CCP004	Profile ID	0	90	0	90	39	39	40	
CCP005	Community engagement	0	50	0	50	50	50	50	
CCP009	Council CCTV systems maintenance and management	0	100	0	100	100	100	100	
CCP010	Provision for Operating Initiatives	0	0	0	0	252	142	469	
Total operating initiatives		0	3,871	40	3,831	3,550	3,550	3,550	
Total capital expenditure including operating initiatives			6,806	66,030	1,568	64,462	81,608	48,366	45,015