

Yarra City Council

Proposed Budget 2016/2017



diverse
vibrant
exciting
inclusive

Table of Contents

Mayor's Introduction.....	1
Executive summary.....	3
Budget Reports.....	5
1 Link to the Council Plan	7
2 Services and service performance indicators	9
3 Financial statements	29
4 Financial performance indicators	37
5 Other budget information (required by the Regulations)	39
6 Detailed list of Capital Works	42
7 Rates and charges.....	59
Budget Analysis	63
8 Summary of financial position	64
9 Budget influences	70
10 Analysis of operating budget	73
11 Analysis of budgeted cash position.....	79
12 Analysis of capital budget.....	82
13 Analysis of budgeted financial position	86
Long Term Strategies.....	88
14 Strategic resource plan.....	89
15 Rating information	91
16 Summary of other strategies.....	94
Appendix A	97
Appendix B	124

Mayor's Introduction

On behalf of Council, it is my pleasure to present Yarra City Council's proposed budget for 2016/17 and invite community comment.

As with previous years Council's aim has been to deliver a financially responsible and balanced budget that not only invests appropriately in new and existing community infrastructure but also continues to provide hundreds of vital services that are essential to our community health and wellbeing and the amenity of Yarra.

During the 2016/17 financial year, we plan to open a new library and community centre in North Fitzroy. We will also significantly improve playgrounds in Abbotsford, Clifton Hill and North Fitzroy, and upgrade the much-loved Fitzroy Swimming Pool and Richmond Recreation Centre.

We'll also continue to implement our comprehensive Local Area Traffic Management program, in parts of Collingwood and Fitzroy.

We are proposing a general rate increase of 2.5 per cent (in line with the State Government cap on rate increases) along with a modest increase in most fees and charges. To help reduce the impact on pensioners, Council has also increased its pensioner rebate by 2.9% (from \$170 to \$175), which they receive in addition to the Victorian Government rebate.

We have elected not to apply for an exemption from the cap on rate increases. Instead we have reprioritised our capital works program and identified a range of operational savings to ensure that we can continue to provide the high level of service that our community expects. We are also actively exploring ways to collaborate with other agencies and tiers of government.

It is important that you know there are a number of external factors impacting on the Proposed Budget. These include: the 2.5 per cent rate cap imposed by the State Government; the requirement to collect some State Government charges, such as the Fire Services Property Levy; and increased waste management costs, including a further rise in the State Government's Landfill Levy.

With these external factors, and the increasing demands on services and infrastructure, this a challenging period for Council, but we also see it as an era of opportunity and innovation.

This budget reflects our commitment to doing more with less, and I'm very happy – as I hope you will be – with everything we have in store for the new financial year. I've summarised some of the highlights below.

Budget at a glance

- \$171 million total operating expenditure budget.
- \$2 million for new capital projects and other new initiatives.
- \$2 million for community grants.
- 2.5 per cent increase in general rates, in line with the State Government's Fair Go Rates System, which introduces a rate cap for all Victorian Councils (refer to the Executive Summary for more information).
- 2.9 per cent increase in the rate rebate for pensioners (from \$170 to \$175 per annum).

Capital works highlights

We have allocated \$41.6 million in capital works expenditure, including:

- \$10.18 million for upgrades to roads, paths, drains and gutters.
- \$8.1 million for open spaces.
- \$5 million to complete the North Fitzroy Library and Community Hub building, which is expected to open to the public in early 2017.
- \$880,000 for Richmond Recreation Centre redevelopment works.
- \$700,000 for upgrades at Fitzroy Swimming Pool, including the spa area.

- \$234,000 to implement Local Area Traffic Management works to improve the road network in parts of Collingwood and Fitzroy.
- \$220,000 to progress the proposed Wellington Street Copenhagen Bicycle Lane (Gipps Street to Johnston Street) in Collingwood.

New and major initiatives

- \$142,434 for Communities that Care – a capacity building program that contributes to the healthy development of children and young people.
- \$40,000 for the Yarra Public Art Program.

I'd like to finish by acknowledging all who have taken an interest in the services and facilities that Council provides. Your feedback has directly informed the development of our Proposed Budget and I thank you sincerely for your passion and commitment to the Yarra community.

Cr Roberto Colanzi
Mayor

Executive summary

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013/17. 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 \$5.05m for 2016/17, however, it should be noted that the adjusted underlying result is a surplus of \$0.57m after adjusting for capital grants and contributions (refer Section 10.1). Any surplus provides the necessary cash resources to fund Council's significant capital works program for 2016/17.

1. Key things we are funding

- 1) Ongoing delivery of services to the Yarra City community funded by a budget of \$171.1m. These services are summarised in Section 2.1.
- 2) Continued investment in new Infrastructure assets (\$35.7m) primarily for renewal works but includes new asset acquisition and development. This includes roads (\$8m); bridges (\$0.1m); footpaths and bicycle paths (\$0.9m); recreational, leisure and community facilities (\$11.9m); parks, open space and streetscapes (\$7.1m); information systems (\$3.1m) and transport management (\$0.5m). 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: Celebrating Yarra's uniqueness

- 3) Additional funding for the Yarra Community Arts program and continued funding for major events held including New Year's Eve and Australia Day celebrations is part of our unique environment. Continued support of the City Strategy business unit and planning scheme review and development will also be provided.

Strategic Objective 2: Supporting Yarra's community

- 4) The construction of the North Fitzroy Library and Community Hub is a key project which will provide access to a quality facility for Yarra's community. Continued high level services in leisure, aged care and library services support our community which will also be complimented by the Middle Years Strategy process.

Strategic Objective 3: Making Yarra more liveable

- 5) Parking and Compliance are an important focus as are controls around construction and development. Continued development of open space is key priority and traffic flow and management are always important.

Strategic Objective 4: Ensuring a sustainable Yarra

- 6) Sustainability and Strategic transport along with City Works and waste services form a major component of Council's budget. These activities support Council's current and future sustainability direction.

Strategic Objective 5: Leading local government

- 7) Risk and Audit advisory services along with Innovation are core to our operations. Management leadership, guidance and advice ensures proper representation on behalf of the community in resource allocation identifying the required services and efficiencies required.

2. The Rate Rise

- The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System.
- Key drivers
 - To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - To fund renewal of infrastructure and community assets
 - To cope with growth in the population of Victorian residents (2.2% in the last year)

- To cope with cost shifting from the State Government
- 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
- This will be a revaluation year. During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2016 for the 2016/17 year. The outcome of the general revaluation indicates at this stage an increase in property valuations throughout the municipality. In aggregate, total rates and charges will increase by 4.2% compared with 2015/16 which includes supplementary rate income. This will be achieved by reducing the rate in the dollar to offset the estimated 17% increase in property valuations across the municipal district following the general revaluation.
- The increased cost of waste collection, recycling and disposal.
- 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.⁴
- Refer Section 7 for further Rates and Charges details.

3. Key Statistics

- **Total Revenue:** \$176.2M (2015/16 = \$169.9M)
- **Total Expenditure:** \$171.1M (2015/16 = \$160.4M)
- **Accounting Result:** \$5.05M Surplus (2015/16 = \$9.5M Surplus)
(Refer Income Statement in Section 3)
(The surplus provides the necessary cash resources to fund Council's significant capital works program for 2016/17)
(Note: Based on total income of \$176.2M which includes capital grants and contributions)
- **Underlying operating result:** Surplus of \$0.57M (2015/16 = Surplus of \$4.9M)
(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:** \$6.62M Surplus (2015/16 = \$1.9M Surplus)
(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 **New Capital Works Program** of \$35.7M
 - \$12.8M from Council operations (rates funded)
 - \$13.5M from borrowings
 - \$1.3M from external grants
 - \$8.1M from contributions

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%.
- State-wide CPI is forecast to be 2.5% for the 2016/17 year.
- The Victorian Wage Price Index is projected to be 3.25% in 2016/17.
- Council must renegotiate a new Collective Agreement during the 2016/17 year for commencement on 1 July 2017.
- Reduction of \$0.045 million in Victoria Grants Commission funding compared to the prior year.

- Receipt of capital works funding of \$0.6 million for the Black spot and Roads to Recovery projects
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- 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 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 also a number of internal influences which are expected to have a significant impact on 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:

- Additional legal fees and settlement costs which arose during the year including attending and representing VCAT appeals, contract dispute litigation and risk management mitigation.
- Higher than expected wage increases which resulted from progression through bands and also planned strategies in Construction Management activities to increase enforcement and compliance which generated additional income (A new Enterprise Agreement will be negotiated during 2016/17 applicable 1 July 2017).

5. 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.

There has been a freeze on indexation of federal financial assistance grants announced by the Commonwealth in 2014/15 applicable for 3 years; Planning fees set by the State Government have been static for a number of years and the cost of services and demand for services has increased; The state government landfill levy has also increased considerably over many years and additional levies have been introduced (congestion levy, animal registration levy); Specific services provided by Council include Home and Community care, Library Services, Maternal and Child Health and School Crossing Supervision have all experienced increased costs and a reduced subsidy also causing a shift in cost to Council.

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 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.

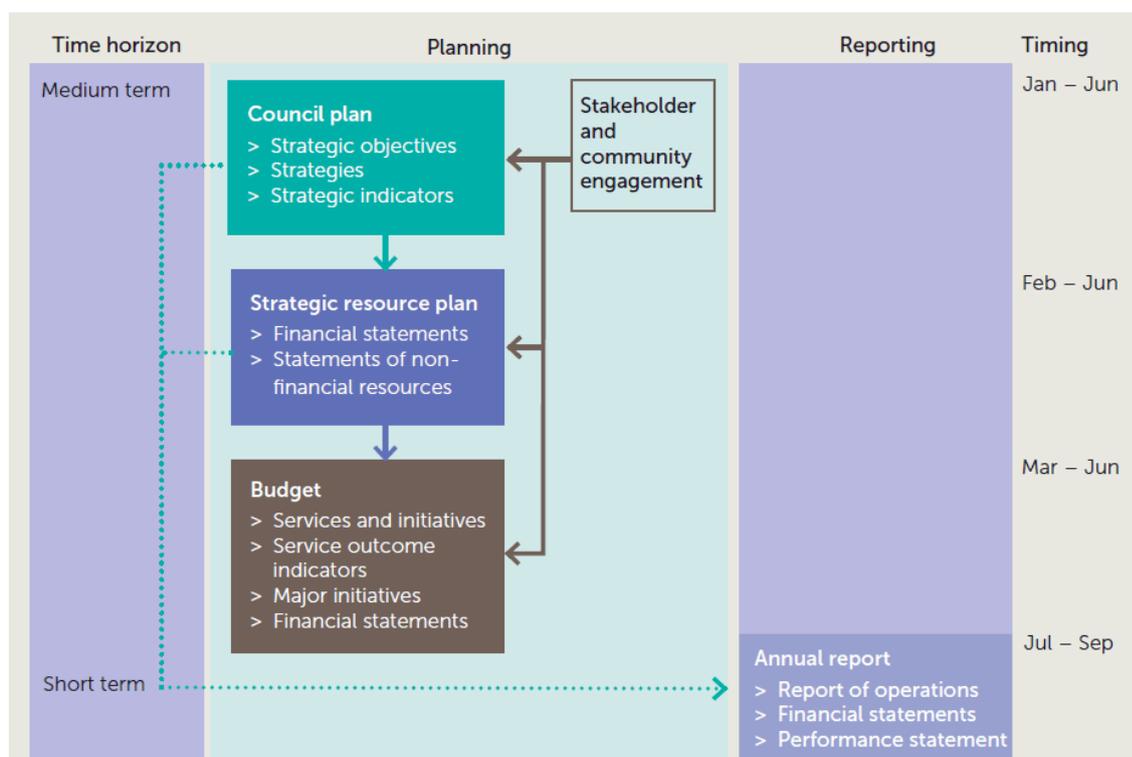
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

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 (Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, 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 Department of Transport, Planning and Local Infrastructure)

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.

A review of the Council Plan 2013-17 has been undertaken this year, in accordance with the Act.

Our Values

We aim to achieve the greatest outcomes for the community through delivering our Council Plan and working with, and for, all in Yarra. Our values guide our conduct and working relationships with colleagues and the community.

INTEGRITY

Honesty. Fairness. Transparency.

We communicate clearly and apply policies and procedures with discretion, judgement and sensitivity for equitable outcomes.

ACCOUNTABILITY

Ownership. Leadership. Initiative

We take responsibility for our actions and welcome feedback. We follow through on obligations and commitments promptly, and willingly achieve agreed goals and standards.

TEAMWORK

Support. Collaboration. Encouragement.

We acknowledge we are one organisation in which every person plays an important role. We build positive working relationships across all teams and groups and in our interactions with the wider community. We engage our colleagues, value their experiences and share our resources.

RESPECT

Understanding. Empathy. Courtesy.

We celebrate diversity and value different opinions, views and working styles. We seek to understand expectations and differing needs then respond appropriately.

INNOVATION

Lead. Learn. Improve.

We tackle challenges and try new things. We strive for a learning culture. We embrace change and are not hampered by fear. We learn from our actions and experiences. We seek and provide feedback. We further develop our knowledge and skills.

SUSTAINABILITY

Environmental. Economic. Social. Cultural.

Our long-term vision guides our investment in the future to promote the health and resilience of our organisation and our community.

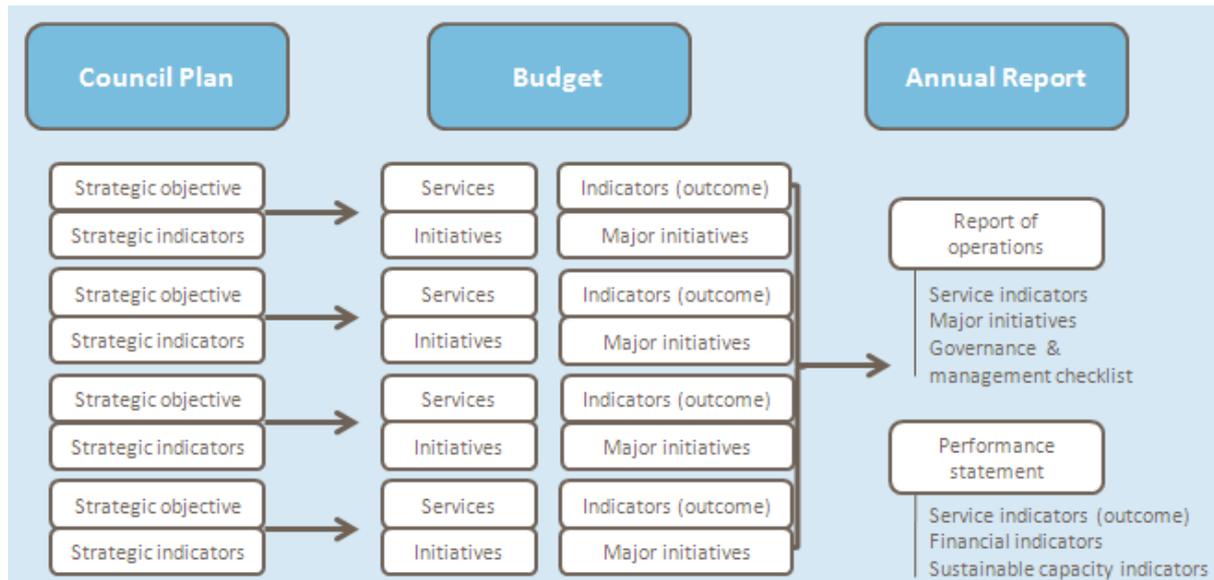
Strategic objectives

Council delivers services and initiatives across twenty-two Branches. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the years 2013-17. The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
Celebrating Yarra's uniqueness	Yarra is unique. A community different to the other 78 Victorian municipalities. There is a long history and deep identity that matter to people living, moving or visiting Yarra. Our decisions and priorities must respect this.
Supporting Yarra's community	There are strong community values that drive Council services and activity, as well as the representations to State and Federal Governments on community needs and views.
Making Yarra more liveable	Yarra is experiencing rapid change. Many feel this change is too fast. Growth and development need to add to what is valued in Yarra not detract from it. Consideration is needed for how the City's growth can be consistent with local values and amenities.
Ensuring a sustainable Yarra	Council has made significant inroads into reducing Council's environmental 'footprint'. We need to continue this as well as working to reduce the community's 'footprint' through advocacy and partnerships.
Leading local government	There has been a significant improvement in Council's fiscal management and customer responsiveness over the last few years. Our new focus is on how to ensure services meet changing community need and preferences, and emphasising efficiency and effectiveness in these services.

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 their 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 Transport, Planning and Local Infrastructure)

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following sections.

Strategic Objective 1: Celebrating Yarra’s uniqueness

Identity is a passionate and recurring theme throughout Yarra. This is about our community diversity, our history and our sense of place – be it our street, neighbourhood, suburb or municipality.

An ongoing focus for Council is how to keep a sense of history and place, as reflected by streetscapes, shops and houses, as well as how to pay tribute to the lived history, connecting with the stories and experiences of those who came before us and shaped the character of Yarra.

To achieve our objective of Celebrating Yarra’s uniqueness, 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, Culture and Venues	<p>Arts, Culture and Venues comprises two business units: Arts and Cultural Services, and Venues and Events. It is responsible for producing and commissioning of works; facilitating projects between external stakeholders and advocacy and managing the use of Council’s civic and community buildings, as well our parks and open spaces.</p> <p>Key services:</p> <ul style="list-style-type: none"> • Venues bookings • Service delivery for the operation of three civic buildings and community spaces. • Events permits • Parks and open spaces bookings • Arts development • Community arts • Festivals and events • Art and heritage collections • Public Art • Room to Create (creative spaces support) program 	<p>3,148 <u>-685</u> 2,463</p>
City Strategy	<p>City Strategy provides strategic research, planning policy and urban design advice on sustainable land use and development in the municipality through policy development, strategic plans and the development of appropriate planning controls through the Yarra Planning Scheme.</p> <p>The Branch is responsible for Economic Development developing programs to support Yarra’s economy and promoting local businesses and key retail precincts. It also responsible for Urban Design providing designs for improving the quality of the public domain in Yarra’s activity centres and undertaking design projects for key public spaces in the municipality.</p> <p>The Social Policy Unit has responsibility for managing the organisation’s response to Community Safety, Health planning including Alcohol and Other Drug Issues, policy and research and the night time economy.</p>	<p>3,912 <u>-272</u> 3,640</p>

Key Services:

- Monitoring and reviewing the Yarra Planning Scheme
- Preparing and assessing Planning Scheme Amendments
- Undertaking strategic research, plans and policies
- Improving the public realm in activity centres and key public spaces
- Preparing urban design frameworks and master plans
- Providing advice, support and services to local businesses
- Undertake social research
- Undertaking tourism and marketing programs

Major Initiatives

1) Yarra Public Art Program – \$40,000

Funding is being allocated to deliver a rotating public art program for three sites in the City of Yarra: the Public Art Billboard site at the corner of Otter and Smith Street in Collingwood, the Light Box Program at Carlton Library and the Projection site at Victoria Park.

Initiatives

2) Yarra Room to Create Charitable Fund – \$25,000

The Yarra Room to Create Charitable Fund supports arts organisations with infrastructure related expenses. This contribution will help build the fund and enable more grants to be made. In 2016 Council granted \$10,000 in total to five worthy organisations.

3) Live Music Venues Grants – \$25,000

Council will contribute a further \$25,000 to support live music venues operating in Yarra deal with noise and amenity related issues.

Service Performance Outcome Indicators

Service	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] x100

Strategic Objective 2: Supporting Yarra’s community

Yarra is a great place to live, to raise families, with access to a wide range of services, support and facilities, and is home to a diverse community.

Council provides many local human services and facilities important to the community’s health and wellbeing. This includes ensuring early childhood health, education and development, providing support and opportunities for younger adults, ensuring access and inclusion for people with disabilities, supporting positive ageing, as well as assisting older residents and people with disabilities to remain in their homes. Sports, recreation facilities and infrastructure encouraging active lifestyles are also important to local wellbeing as are thriving local businesses offering jobs and services.

To achieve our objective of Supporting Yarra’s 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
Family, Youth and Children’s Services	<p>The Family, Youth and Children’s Services Branch provides direct services for children, young people and their families and is also responsible for municipal wide planning for children and young people. The Branch is structured into five service units: Children’s Services, Family Services, Youth and Middle Years Services, Connie Benn Centre and Service Planning and Development.</p> <p>Key services:</p> <ul style="list-style-type: none"> • Education and Care / Children’s Services • <u>Maternal & Child Health</u> • Family Support • Youth & Middle Years 	<p>16,258 <u>-8,369</u> 7,889</p>
Aged and Disability Services	<p>The Aged and Disability Services Branch provides a range of services to assist older adults and people with disabilities to live independently in their homes in partnership with the State and Federal Government. The services include home care, personal care, home maintenance, meals and social support to older people, younger people with disability and their carers.</p> <p>The Branch carries out community development and strategic planning roles to support the inclusion of older adults and people with disability in community life, including resourcing Council’s Disability Advisory Committee and the Active Ageing Advisory Group.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Delivering community care services • Community Development • Support for Older Persons Groups • TRAAC Program • Disability, Access & Inclusion 	<p>7,588 <u>-4,184</u> 3,403</p>

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> • Metro Access • Community Transport • Contract Management 	
Library Services	<p>Yarra Libraries develops and maintains integrated, coordinated Library Services comprised of accessible and responsive practices that are connected to, and informed by our community and are delivered by professional staff working within a supportive learning culture.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Free core public library services • Authoritative, accessible information services • Collections and services to support individual and collective quality of life • Development and delivery of activities and events to support reader development and social inclusion • Quality service which we develop and evaluate to pursue excellence • Places and spaces for the community to come together – both real and virtual. 	<p>5,199</p> <p><u>-619</u></p> <p>4,580</p>
Leisure Services	<p>Leisure Services operates three major leisure and aquatic facilities, a public golf course and a community gymnasium and provides a range of high quality facilities and programs that encourage participation from a broad cross section of the community. Our service manages and provides diverse recreational and leisure opportunities that have a positive impact on the community's wellbeing, whilst maintaining facilities that are safe, clean and fit-for-purpose.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Collingwood Leisure Centre • Richmond Recreation Centre • Fitzroy Swimming Pool • Burnley Golf Course 	<p>9,632</p> <p><u>-10,026</u></p> <p>-394</p>

Major Initiatives

1) North Fitzroy Library and Community Hub - \$5,452,951 (\$4,970,000 construction, \$180,000 collection, \$302,951 staffing)

Construction of the new North Fitzroy Community Hub is council's premier project in 2016/17. The Hub will feature a Library, Maternal and Child Health Centre and spaces for multicultural groups and community meetings.

Works will be completed this year. Operations are due to commence from the facility in early 2017. Additional collection stock and staffing is required for the new facility.

Initiatives

2) Middle Years Strategy : Communities the Care project - \$142,434

Council is providing funding to support Communities That Care (CTC) which is an evidence-based process aimed at building capacity within communities to improve the healthy development of children and young people.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		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 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)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

Strategic Objective 3: Making Yarra more liveable

Maintaining Yarra's valued qualities whilst the City continues to grow – both in residents, workers and visitors – will occupy more of our attention. Mediating conflicting needs and competition for space – parking, travel, recreation, social, environmental needs – will require considered community engagement and creative innovative solutions.

To achieve our objective of Making Yarra more liveable, 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
Compliance and Parking Services	<p>The Compliance and Parking Services Branch is responsible for a range of statutory enforcement services to maximise the safety, compliance and harmony of the City and for the management of limited parking resources.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Animal Management • Local Laws Enforcement • School Crossing Management • Temporary Liquor Licensing referrals • Local Law permits • Litter Enforcement • Planning Enforcement • Health Protection (including Food Safety and Immunisation) • Parking Enforcement Program • Processing Parking Infringements • Parking Permit Scheme <p>Prosecutions</p>	<p>19,203 -33,708 -14,505</p>
Statutory Planning	<p>Statutory Planning is responsible for analysing, processing and assessing planning applications to ensure that the use and development of land which gives effect to state and local planning policies, are based on clear procedures, appropriate public participation and coordination with other Branches of Council.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Planning Applications • VCAT and Panel Hearings • Advice on planning and specialist heritage and environmental sustainability issues • Subdivision compliance 	<p>5,117 <u>-5,289</u> -172</p>

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Construction Management	<p>The Construction Management Branch is responsible for ensuring that development/works being undertaken in the municipality meet agreed statutory and/or permit requirements and that developments have minimum impact on the amenity of residents, businesses and Council infrastructure.</p> <p>Key services:</p> <ul style="list-style-type: none"> • Management of Construction Management Plans • Issue of Building Permits • Permits to address public safety at events • Permits to occupy Council land • Provide 24/7 emergency call out for building matters • Review and respond to Essential Safety Measure matters 	<p>5,104 <u>-6,161</u> -1,057</p>
Traffic and Special Projects	<p>The Traffic and Special Projects Branch provides, maintains, improves and manages Yarra's Infrastructure to enhance a sustainable and liveable environment with a focus on traffic creating an efficient, effective and safe traffic environment.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Traffic Services • Local Area Traffic Management Studies (LATMS) 	<p>993 <u>0</u> 993</p>
Engineering and Asset Management	<p>The Engineering and Asset Management Branch provides policy, strategy, processes and procedures and systems that produce an integrated and multidisciplinary approach to asset management.</p> <p>The Branch also plans for Council to be an active participant in whole of water cycle management and seek all available opportunities to reduce the reliance on potable water by working with water corporations to achieve cost efficient access to alternative water including, treated, and re-using stormwater, recycled water and rainwater.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Strategic Asset Management • Water Management • Capital Works planning, development, monitoring and reporting • Road Infrastructure Capital Works Program • Assessment of referred development applications • Implementation of Road Management Act 	<p>1,759 <u>-96</u> 1,663</p>

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Recreation and Open Space	<p>The Recreation and Open Space branch is responsible for maintaining the publicly owned open spaces within the City of Yarra - areas include parks and gardens. Protection and enhancement of the open space and streetscape network and management of the City's trees.</p> <p>The branch also manages and provides accessible recreation opportunities, services and facilities and open space.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Open space planning and design • Capital works planning and implementation • Maintenance of open space, streetscape and ecological restoration sites • Recreation planning, club development and sports field allocation • Capital and infill street tree planting 	<p>9,175</p> <p><u>-271</u></p> <p>8,904</p>

Major Initiatives

Capital Expenditure

1) New Parking Technology - \$750,000

As part of Council's innovation program, new parking technology is being rolled out to make on street parking more accessible to the public and to encourage efficient turnover/sharing of on road parking spaces.

2) Shared pathway at Coulson Reserve (Stage 2)– \$485,000

As part of the Yarra Bicycle Strategy, a ramp and path linking Coulson Reserve to Merri Creek path will be constructed. This will reduce the use of two low-lying bridges that are frequently inundated during high rain fall and remove a steep slope from the path.

Initiatives**3) Construction of new local park in Abbotsford – \$200,000**

Subject to council approval following community consultation, Council will commence construction of a new local park in south Abbotsford by a partial road closure at Charles and Mollison Streets. Construction will occur over the next two years (2016/17-2017/18). The total project cost is estimated to be \$900,000.

4) Installation of sports lights at two soccer fields at Kevin Bartlett Reserve – \$180,000

Council will install sports lights at two soccer fields in Kevin Bartlett Reserve to ensure that lighting levels are appropriate for sports training. This will increase the capacity for training on these pitches.

5) Yarra Planning Scheme Rewrite – Nil additional budget

Council has been working on the rewrite of a new Yarra Planning Scheme. This has included extensive research and consultation using a deliberative engagement process. The project will be concluded this year.

6) Yarra Activity Centre Built Form Analysis and Review - \$120,000

Council will undertake an analysis of the built form of all Yarra activity centres as the basis for preparing urban design guidelines and planning height controls that can be introduced in to the Yarra Planning Scheme.

Service Performance Outcome Indicators

Service	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 upheld in favour of the Council)	[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
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
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.

Strategic Objective 4: Ensuring a sustainable Yarra

Reducing Yarra's environmental footprint is critical – including a target to become carbon neutral by 2020, reduce waste going to landfill, increase renewable energy use, improve biodiversity, increase local food production, use more locally collected rainwater to reduce storm water run-off and dependency on Melbourne's water catchments.

In November 2012 Yarra became the first Victorian Council to be certified carbon neutral. This reflects our commitment to reducing the City's environmental footprint – the resources we use to live – such as reducing the use of potable water and energy, as well as reducing waste going to landfill. In 2011 Yarra was named as the Sustainable City of the Year, acknowledging the wide range of programs working to make Yarra more sustainable.

To achieve our objective of Ensuring a sustainable Yarra, 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 areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Sustainability and Strategic Transport	The Sustainability and Strategic Transport Branch focusses on the advocacy and policy areas of sustainability (including environmental, waste minimisation and urban agriculture) and transport. It also delivers cycling infrastructure and project development and sponsorship for energy efficiency upgrades to Council assets and urban agriculture. Key Services <ul style="list-style-type: none"> • Reducing Yarra's greenhouse gas emissions/ energy consumption • Reducing Council's waste to Landfill • Advocating for improved public transport services • Improving bicycle infrastructure • Supporting/ increasing number of cyclists • Delivering road safety projects for cyclists and pedestrians 	4,233
		0 4,233
Increase Urban Agriculture throughout the municipality		
Building Assets	The Buildings Assets Branch manages, maintains and develops the Council's building and land assets in order to maximise their ability to support delivery of services to the community. Key services <ul style="list-style-type: none"> • Building Services and Facilities Maintenance • Building Projects 	5,882
		0 5,882

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
City Works	The City Works Branch manages and maintains Council's road and footpath infrastructure, fleet, plant and equipment and oversees the delivery of all waste services and waste minimisation. Key Services: <ul style="list-style-type: none"> • Waste Services • Waste Minimisation • Street Cleaning • Graffiti Management • Yarra Roads Services • Fleet Management • Emergency Management 	20,240 -663 19,577

Major Initiatives

1) Adaptive Assets Program– \$750,000

Funding has been allocated to support Council to meet its organisational greenhouse reduction and renewable generation targets as set out in the Yarra Environment Strategy (YES). Projects include retrofitting battery storage at existing solar PV sites.

Initiatives

2) Yarra Energy Foundation - \$325,000

Council provides funding to the Yarra Energy Foundation to support the delivery of environmental initiatives in the community.

3) Implementation of new Waste Services Contract - \$5.7 million per annum

Council entered into a new Waste Services contract. The service model for waste management services includes:

- weekly domestic garbage collection;
- housing estate refuse collection;
- community education;
- weekly domestic recycling collection;
- litter bin clearance and maintenance;
- recyclables acceptance and sorting;
- festivals and events; and,
- at-call green waste collection.

The implementation and transition for the waste contracts includes a comprehensive communication strategy and development of service specific quality and contract management plans.

Service Performance Outcome Indicators

Service	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

Strategic Objective 5: Leading Local Government

A changing and divergent community requires an agile and responsive organisation. To maximise value to our community, the services and facilities they want, it is critical that Council review our services to ensure they are relevant and appropriate.

To achieve our objective of Leading Local Government, 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 areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
CEO Office	The CEO Office includes the Governance and Support Office, Office of Mayor and Councillors and the Property Management Unit. It is responsible for a range of professional services to internal and external clients, with an emphasis on governance related issues including compliance, regulation, transparency and probity. It is also responsible for managing Councils property portfolio including leases, licences and management agreements.	7,370 <u>-1,409</u> 5,962
	<p>Key Services:</p> <ul style="list-style-type: none"> • Council agendas and minutes • Freedom of Information • Internal ombudsman • Mayor and Councillors Office • Place naming • Property Management • Public Registers • Records Management • Management of Legal Services 	
People, Culture and Community	The People, Culture and Community Branch promotes accountability and enhances competency, effectiveness and wellbeing as a shared responsibility of the organisation and its people and strives to generate a positive and productive work and learning environment. The Community Partnerships Branch leads community development in Yarra to support Council's strategic objectives through strengthening civic participation, championing social inclusion and cohesion and supporting community groups and organisations.	5,700 <u>0</u> 5,700
	<p>Key Services:</p> <ul style="list-style-type: none"> • Culture change and the development of the organisation • Performance planning and assessment • Employee Relations • Workforce planning, recruitment and selection • HR administration • Occupational Health, Safety and Risk 	

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> • Equity and Diversity • GLBTIQ Working Group • Community Centres • Neighbourhood Houses • Manage Needle and Syringe contract • Community Grants Program • Aboriginal Partnerships Plan • Social Housing and Homelessness • Multicultural Affairs • Issues arising from illicit drug use 	
Advocacy and Engagement	<p>The Advocacy and Engagement Branch provides Council with three customer service locations, a telephone call centre, communications, issues and media management, consultation and engagement, strategic advocacy, publications, digital communications including website and social media, and civic events.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Customer Service • Consultation and engagement • Public relations / public affairs • Media relations, monitoring and advertising • Digital and social media • Civic events, festival presence, speeches • Major Campaigns • Issues Management 	<p>4,132</p> <p><u>0</u></p> <p>4,132</p>
Finance	<p>The Finance Branch delivers financial accounting, management accounting, revenue management, valuations and payroll services to the organisation. It also develops financial strategies that will ensure the City of Yarra is a viable organisation able to continue provision of quality services into the future.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Management Accounting • Revenue Management • Valuation Services • Financial Accounting • Payroll 	<p>26,615</p> <p><u>-4,127</u></p> <p>22,488</p>
Corporate Performance	<p>The Corporate Performance Branch supports Yarra City Council be a 'leading local government', ensuring services and projects are strategically aligned, deliver value for money and are accountable to staff, Councillors and the community.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Corporate Planning and reporting 	<p>830</p> <p><u>0</u></p> <p>830</p>

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> • Service Planning and Service Reviews • Project Management Office • Community Infrastructure Planning 	
Risk, Audit and Procurement	<p>The Risk, Audit and Procurement Unit ensures the organisation has policies and procedures in place to manage its risks and engender confidence in our corporate governance. It is responsible for oversight of the organisation's Internal Audit Program and provides the Secretariat function for Council's Audit Committee. The Contracts and Procurement Unit is responsible for ensuring that procurement processes are compliant with Council policies and procedures that all legislative requirements imposed on Council are met; and that probity is observed in tendering and purchasing systems.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Risk Management • Business Continuity • Emergency Management • Contracts and Procurement • Audit Committee • Internal Audit program • Insurance 	<p>2,990 -6 2,984</p>
Innovation and Information Services	<p>The Innovation and Information Services Branch offers support to areas undertaking new innovative projects, giving advice on the appropriate tools, barriers and considerations for the situation, strengthening the business case, connecting innovators with possible sponsors, and providing links to others who may have encountered similar issues or problems in their own innovation processes.</p> <p>The Branch also facilitates the acquisition, maintenance, retirement and usage of all information systems maintained or used by the operations and staff of the City of Yarra including fixed and mobile hardware, installed and cloud sourced software and telecommunications equipment.</p> <p>Key Services:</p> <ul style="list-style-type: none"> • Business Analysis • Support of business applications and process improvements • Provision of Project Management • Administration and maintenance of the IS Infrastructure • GIS Administration • Project and Process Innovation 	<p>6,324 0 6,324</p>

Major Initiatives

1) Development of Council Plan 2017-21 – Nil additional budget

Council is required to develop a Council plan by 30 June following a general election which will occur on 22 October 2016. The Council Plan is a strategic document, setting out Council's priorities and direction for a four year period. A cross-organisational team will be established to inform the new Council Plan and work with Councillors on its development.

2) Capital Works Renewal Program

Council provides a significant amount of its budget to renewing its assets to ensure they are safe and fit for purpose.

Roads \$8 million

Works involve the renewal of footpaths, kerbs & channel, road re-sheeting and drainage infrastructure. To make road components fit for purpose, safe, and provide reasonable access to the public.

The program includes the following components:

- \$959,000 for kerb and channel
- \$2.414 million for footpaths
- \$2.855 million for road re-sheet program
- \$1.370 million for drainage
- \$402,000 for tree root barriers

Buildings - \$6.8 million

Works include making building assets DDA compliant, replacement of mechanical items, renewing of electrical/plumbing infrastructure and renewing roof/wall/floor infrastructure. The aim of this program is to sustain the Services provided at these buildings.

Highlights include the following projects at Yarra's Leisure Centres:

Fitzroy Swimming Pool (\$936,000)

- \$120,000 for Male change rooms renovation
- \$103,000 for 20 items of mechanical plant/equipment
- \$700,000 for Male/female change rooms
- \$13,000 for internal painting

Collingwood Leisure Centre (\$351,000)

- \$190,000 for Dry side HVAC
- \$16,000 for Reflooring/carpeting
- \$135,000 for 35 items of mechanical plant/equipment
- \$10,000 for internal painting

Richmond Recreation Centre (\$1.151 million)

- \$65,000 for Carpeting/regrouting/lino/matting
- \$190,000 for 19 items of mechanical plant/equipment
- \$880,000 Wet side change rooms
- \$16,000 for Internal painting

Open Space - \$2.93 million

Works to encourage recreational activities and the use of open space infrastructure. Infrastructure improvements including playground renewals, safer off road pathways, replacement of park furniture and sports courts.

The program includes the following components:

- \$819,000 for playground equipment
- \$958,000 for sporting infrastructure
- \$134,000 for irrigation
- \$275,000 for walls and fences
- \$185,000 for pathways
- \$40,000 for horticulture
- \$125,000 for turf
- \$395,000 for park furniture

Initiatives

3) Free Wi-Fi in libraries - \$40,000

Funding is being allocated to enable Council to continue to provide free Wi-Fi in all of its public libraries.

Service Performance Outcome Indicators

Service	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

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 8) 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.

Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Celebrating Yarra's Uniqueness	6,103	7,060	-957
Supporting Yarra's Community	15,478	38,677	-23,198
Making Yarra More Liveable	-4,174	41,351	-45,524
Ensuring a Sustainable Yarra	29,692	30,355	-663
Leading Local Government	48,419	53,960	-5,542
Total services and initiatives	95,518	171,403	-75,885
Other non-attributable (net)	2,679		
Deficit before funding sources	99,197		
Funding sources:			
Rates & charges	101,964		
Capital grants	1,281		
Total funding sources	103,245		
Surplus for the year	5,048		

3 Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2016/17 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

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	97,861	101,964	106,939	111,359	115,867
Statutory fees and fines	27,385	28,617	29,333	30,066	30,818
User fees	23,913	25,574	25,707	26,452	27,220
Grants - Operating	9,748	10,975	11,141	11,411	11,686
Grants - Capital	1,401	1,281	865	889	914
Contributions - monetary	6,490	5,644	5,417	5,634	5,803
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	650	803	650	597	134
Other income	2,439	1,334	1,456	1,560	1,611
Total income	169,887	176,192	181,507	187,968	194,052
Expenses					
Employee costs	72,765	76,650	79,088	81,381	83,743
Materials and services	63,506	68,253	67,045	68,922	70,475
Bad and doubtful debts	2,120	2,540	2,591	2,643	2,696
Depreciation and amortisation	20,499	21,561	21,992	22,432	22,881
Borrowing costs	1,511	2,139	2,088	2,035	1,980
Total expenses	160,401	171,143	172,805	177,413	181,774
Surplus/(deficit) for the year	9,486	5,048	8,703	10,555	12,278
Net asset revaluation increment /(decrement)	0	24,416	0	24,416	0
Total comprehensive result	9,486	29,464	8,703	34,971	12,278

3.2 Balance Sheet

For 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	24,320	30,957	32,163	33,762	37,597
Trade and other receivables	11,523	11,734	11,832	12,015	12,235
Inventories	135	135	135	135	135
Non-current assets classified as held for sale	640	640	640	640	640
Other assets	737	738	738	738	738
Total current assets	37,356	44,204	45,508	47,291	51,346
Non-current assets					
Trade and other receivables	25	25	25	25	25
Investments in associates and joint ventures	230	230	230	230	230
Property, infrastructure, plant & equipment	1,607,191	1,620,956	1,659,455	1,674,631	1,709,943
Total non-current assets	1,607,446	1,621,211	1,659,710	1,674,886	1,710,198
Total assets	1,644,802	1,665,415	1,705,218	1,722,177	1,761,544
Liabilities					
Current liabilities					
Trade and other payables	16,158	16,320	16,483	16,648	16,814
Trust funds and deposits	4,667	4,900	5,145	5,403	5,673
Provisions	12,672	13,230	13,613	14,008	14,414
Interest-bearing loans and borrowings		1,142	1,195	1,250	1,308
Total current liabilities	33,497	35,591	36,436	37,309	38,210
Non-current liabilities					
Provisions	2,014	2,102	2,163	2,226	2,291
Interest-bearing loans and borrowings	32,500	43,767	42,573	41,322	40,014
Total non-current liabilities	34,514	45,870	44,736	43,548	42,304
Total liabilities	68,011	81,461	81,172	80,857	80,514
Net assets	1,576,791	1,583,954	1,624,046	1,641,320	1,681,030
Equity					
Accumulated surplus	590,534	602,697	624,146	646,836	663,806
Reserves	986,257	981,257	999,900	994,484	1,017,224
Total equity	1,576,791	1,583,954	1,624,046	1,641,320	1,681,030

3.3 Statement of Changes in Equity

For 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	1,576,791	590,534	969,087	17,170
Surplus/(deficit) for the year	7,163	7,163	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	0	(5,000)	-	5,000
Transfer from other reserves	0	10,000	-	(10,000)
Balance at end of the financial year	1,583,954	602,697	969,087	12,170
2018				
Balance at beginning of the financial year	1,583,954	602,697	969,087	12,170
Surplus/(deficit) for the year	16,449	16,449	-	-
Net asset revaluation increment/(decrement)	23,643	-	23,643	-
Transfer to other reserves	-	(5,000)	-	5,000
Transfer from other reserves	-	10,000	-	(10,000)
Balance at end of the financial year	1,624,046	624,146	992,730	7,170
2019				
Balance at beginning of the financial year	1,624,046	624,146	992,730	7,170
Surplus/(deficit) for the year	17,274	17,274	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	(5,000)	-	5,000
Transfer from other reserves	-	10,415	-	(10,415)
Balance at end of the financial year	1,641,320	646,835	992,730	1,755
2020				
Balance at beginning of the financial year	1,641,320	646,835	992,730	1,755
Surplus/(deficit) for the year	15,294	15,294	-	-
Net asset revaluation increment/(decrement)	24,416	-	24,416	-
Transfer to other reserves	-	(5,000)	-	5,000
Transfer from other reserves	-	6,676	-	(6,676)
Balance at end of the financial year	1,681,030	663,805	1,017,146	79

3.4 Statement of Cash Flows

For 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
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	97,715	101,846	106,812	111,230	115,733
Statutory fees and fines	25,017	26,230	26,858	27,506	28,175
User fees	25,843	26,207	26,381	27,135	27,919
Grants - operating	9,748	10,976	11,142	11,411	11,686
Grants - capital	1,401	1,281	865	889	914
Contributions - monetary	6,490	5,644	5,417	5,634	5,803
Interest received	405	469	570	650	680
Employee costs	(70,946)	(74,733)	(77,110)	(79,347)	(81,649)
Materials and services	(63,506)	(68,252)	(67,045)	(68,922)	(70,474)
Net cash provided by/(used in) operating activities	32,167	29,666	33,890	36,186	38,787
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(29,558)	(38,903)	(35,104)	(36,954)	(32,355)
Proceeds from sale of property, infrastructure, plant and equipment	788	5,603	5,650	5,597	634
Net cash provided by/ (used in) investing activities	(28,770)	(33,300)	(29,454)	(31,357)	(31,722)
Cash flows from financing activities					
Finance costs	(1,511)	(2,139)	(2,088)	(2,035)	(1,980)
Proceeds from borrowings	-	13,500	-	-	-
Repayment of borrowings	-	(1,091)	(1,142)	(1,195)	(1,250)
Net cash provided by/(used in) financing activities	(1,511)	10,270	(3,230)	(3,230)	(3,230)
Net increase/(decrease) in cash & cash equivalents	1,885	6,637	1,206	1,599	3,835
Cash and cash equivalents at the beginning of the financial year	22,435	24,320	30,957	32,163	33,762
Cash and cash equivalents at the end of the financial year	24,320	30,957	32,163	33,762	37,597

3.5 Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Road Infrastructure					
Kerb & Channel	733	959	987	1,025	1,060
Footpath	1,400	2,414	2,527	2,650	2,698
Road Re-sheet Program	2,722	2,855	2,754	2,958	3,013
Drainage	904	1,370	1,275	1,145	1,085
Root Barrier Treatments	691	402	475	500	525
Lanes-Pavement	719	680	936	973	1,014
Lanes-Drainage	150	227	260	550	1,260
Bridges	60	50	140	70	200
Retail-Footpath	487	436	-	-	-
Street Furniture	178	76	-	-	-
Transport	1,668	654	2,319	1,995	1,829
Waste management	50	60	-	-	-
Total Road Infrastructure	9,762	10,183	11,673	11,866	12,684
Buildings					
Floor	750	301	493	1,979	119
Walls	587	194	349	49	67
Roof	1,310	2,215	2,973	147	20
Mechanical	702	457	802	518	687
Plumbing	98	40	510	630	-
Electrical	36	1,051	545	30	151
Miscellaneous	11,091	7,610	3,761	8,511	9,950
Plant & Equipment	-	1,505	-	-	-
Carry-forward projects	-	4,780	-	-	-
Total buildings	14,573	18,153	9,433	11,864	10,994
Open Space Infrastructure					
Playground	840	819	660	760	819
Sports	181	959	307	411	549
Irrigation	17	135	43	20	143
Walls & Fences	449	275	555	298	248
Pathway	30	185	552	310	431
Horticulture	20	40	20	29	50
Turf	46	125	463	852	400
Arboriculture	-	396	-	-	-
Park Furniture	2,328	0	654	337	640
Other Capital Projects	-	4,235	6,821	7,938	3,962
Carry-forward projects	-	1,005	-	-	-
Total Open Space Infrastructure	3,910	8,174	10,075	10,955	7,242

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Information Systems					
IS	2,387	3,062	2,344	1,371	1,387
Carry-forward projects		140	-	-	-
Total Information Systems	2,387	3,202	2,344	1,371	1,387
Library Resources					
Library Projects	774	470	50	-	-
Total Library Resources	774	470	50	-	-
Other General Assets					
Plant & Equipment	1,482	1,195	2,580	2,054	2,198
Other Projects	200	270			
Total Other General Assets	1,682	1,465	2,580	2,054	2,198
Total capital works expenditure	33,089	41,647	36,155	38,110	34,505
Represented by:					
New asset expenditure	11,108	15,715	7,195	6,602	2,636
Asset renewal expenditure	20,299	25,306	25,598	21,748	24,797
Asset upgrade expenditure	1,682	625	3,362	9,760	7,072
Total Capital Works Expenditure	33,089	41,647	36,155	38,110	34,505

3.6 Statement of Human Resources

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO	7,100	5,742	1,358
Corporate, Business and Financial Services	17,464	14,461	3,003
Community Wellbeing	20,268	14,209	6,059
City Works & Assets	11,302	10,905	397
Planning & Placemaking	9,170	8,350	820
Total permanent staff expenditure	65,305	53,668	11,637
Casuals and other expenditure	10,219		
Capitalised labour costs	1,126		
Total expenditure	76,650		

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

Department	Budget 2016/17 FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO	69.55	54	15.6
Corporate, Business and Financial Services	186.69	143.96	41.2
Community Wellbeing	241.29	166.35	74.9
City Works & Assets	124.27	111.32	4.0
Planning & Placemaking	87.81	78.18	8.1
Total	709.61	553.81	143.8
Casuals and other	107.36		
Capitalised labour costs	12		
Total staff	816.97		

Note: FTE does not include Agency staff whereas total employee expenditure does.

4 Financial performance indicators

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

Indicator	Measure	Notes	Forecast		Budget 2016/17	Strategic Resource Plan Projections			Trend +/-
			Actual 2014/15	Actual 2015/16		2017/18	2018/19	2019/20	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2.1%	2.7%	0.3%	2.9%	3.8%	4.5%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	105.3%	111.5%	124.2%	124.9%	126.8%	134.4%	o
Unrestricted cash	Unrestricted cash / current liabilities		0.0%	0.7%	50.2%	66.0%	86.0%	101.2%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	35.6%	33.2%	44.0%	40.9%	38.2%	35.7%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.6%	1.5%	3.2%	3.0%	2.9%	2.8%	+
Indebtedness	Non-current liabilities / own source revenue		24.0%	22.8%	29.1%	27.4%	25.7%	24.1%	+
Asset renewal	Asset renewal expenditure / depreciation	4	83.7%	99.0%	118.4%	116.4%	97.0%	108.4%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	57.9%	59.9%	59.8%	60.7%	61.1%	61.5%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$3,154	\$3,249	\$3,467	\$3,500	\$3,594	\$3,682	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,480	\$1,615	\$1,762	\$1,923	\$2,098	\$2,290	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		11.2%	11.2%	11.3%	11.3%	11.4%	11.4%	+

Key to Forecast Trend:

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

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to increase in 2016/17 year with improved cash levels from operations and borrowings for the capital program. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates – The trend in future years indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4 Asset renewal - This percentage indicates the extent of Council's renewal of assets 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 revenue to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

5 Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.3 Statement of borrowings

5.1 Grants - operating (\$1.227 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 for Council is projected to increase by 13% or \$1.2 million compared with 2015/16. Increases and decreases in specific operating grant funding reflect expected demand for these services.

The increase in Victoria Grants Commission (VGC) funding is due to an early payment for 2015/16 grants received on 30 June 2015 (2014/15). A full year of VGC funding is budgeted for 2016/17.

The level of VGC grants to Victorian Councils has also been affected by Commonwealth Government's decision to pause indexation for three years commencing in 2015/16. The VGC analysis indicates that Victorian Councils will be negatively impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5%.

A list of operating grants to Council by type and source, classified into recurrent and non-recurrent, is included below.

Grants - operating	Forecast		
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	889	1,795	906
Early Childhood Education and Care	3,893	4,613	720
General home care	890	915	25
Other (*specify each type)	83	150	67
<i>Recurrent - State Government</i>			
Primary care partnerships	836	848	11
Aged care	1,731	1,753	22
Libraries	551	450	(101)
Community safety	740	387	(354)
Total recurrent grants	9,613	10,910	1,297
<i>Non-recurrent - Commonwealth Government</i>			
Family and children	135	65	(70)
Total non-recurrent grants	135	65	(70)
Total operating grants	9,748	10,975	1,227

5.2 Grants - capital (\$0.12 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 9% or \$0.12 million compared with 2015/16 due mainly to specific funding for some large capital works projects, including Roads to Recovery and contributions towards the North Fitzroy Community Hub. Section 6. "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.

Grants - capital	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	537	354	(183)
<i>Recurrent - State Government</i>			
Total recurrent grants	737	754	17
<i>Non-recurrent - Commonwealth Government</i>			
Buildings	664	527	(137)
Total non-recurrent grants	664	527	(137)
Total capital grants	1,401	1,281	(120)

5.3 Statement of Borrowings

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

	Forecast 2015/16 \$	Budget 2016/17 \$
Total amount borrowed as at 30 June of the prior year	32,500	32,500
Total amount proposed to be borrowed	0	13,500
Total amount projected to be redeemed	0	(1,091)
Total amount of borrowings as at 30 June	32,500	44,909

Council has current borrowings of \$32.5 million which was required to settle the Vision Super unfunded defined benefit superannuation liability; acquisition of 345 Bridge Road property; funding for the energy performance contract requirements and also acquiring the Connie Benn Centre business and operations. Further borrowings of \$13.5 million are proposed in 2016/17 principally allocated to the North Fitzroy Community Hub project which has commenced and will be constructed over 2 financial years but also for funding other key capital works projects as detailed in the Capital works program (Section 6).

6 Detailed list of Capital Works

This section 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.

Capital works program

For the year ending 30 June 2017

New works

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings									
Floors									
Collingwood Leisure Centre	16	-	16	-	-	-	-	-	16
Fitzroy Football Club Grandstand	25	-	25	-	-	-	-	-	25
Fitzroy Pool - Gym and Spa	120	-	120	-	-	-	-	-	120
Lord St Child Care Centre - (Chas Farquhar Complex)	45	-	45	-	-	-	-	-	45
Richmond Recreation Centre	65	-	65	-	-	-	-	-	65
All Buildings - Ad Hoc Regulation Compliance	30	-	30	-	-	-	-	-	30
Total Floors	301	-	301	-	-	-	-	-	301
Walls									
Abbotsford Senior Citizens/Willowview Centre	70	-	70	-	-	-	-	70	-
Collingwood Leisure Centre	10	-	10	-	-	-	-	10	-
Fitzroy Pool - Gym and Spa	13	-	13	-	-	-	-	13	-
Lord St Child Care Centre - (Chas Farquhar Complex)	50	-	50	-	-	-	-	50	-
Richmond Library (Incl MCH, Historical Society)	10	-	10	-	-	-	-	10	-
Richmond Recreation Centre	16	-	16	-	-	-	-	16	-
Unscheduled Works - Property and Building	25	-	25	-	-	-	-	25	-
Total Walls	194	-	194	-	-	-	-	194	-
Roof									
Collingwood Town Hall & Precinct	1,200	-	1,200	-	-	-	-	1,200	-
Fitzroy Town Hall	1,000	-	1,000	-	-	-	-	1,000	-
Unscheduled Works - Property and Building	15	-	15	-	-	-	-	15	-
Total Roof	2,215	-	2,215	-	-	-	-	2,215	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Mechanical									
Collingwood Leisure Centre	135	-	135	-	-	-	-	-	135
Fitzroy Pool - Gym and Spa	103	-	103	-	-	-	-	-	103
Richmond Recreation Centre	190	-	190	-	-	-	-	-	190
Unscheduled Works - Property and Building	29	-	29	-	-	-	-	-	29
Total Mechanical	457	-	457	-	-	-	-	-	457
Plumbing									
Victoria Park - Sherin Stand	30	-	30	-	-	-	-	30	-
Unscheduled Works - Property and Building	10	-	10	-	-	-	-	10	-
Total Plumbing	40	-	40	-	-	-	-	40	-
Electrical									
Collingwood Leisure Centre	190	-	190	-	-	-	-	190	-
Richmond Recreation Centre	51	-	-	51	-	-	-	51	-
Victoria Park - Ryder Stand	15	-	15	-	-	-	-	15	-
Victoria Park - Sherin Stand	25	-	25	-	-	-	-	25	-
Adaptive Assets Program	750	-	750	-	-	-	-	750	-
Unscheduled Works - Property and Building	20	-	20	-	-	-	-	20	-
Total Electrical	1,051	-	1,000	51	-	-	-	1,051	-
Miscellaneous									
Brick Factory	50	-	50	-	-	-	-	50	-
Edinburgh Gardens - Fitzroy Community Rooms	50	-	50	-	-	-	-	50	-
Fitzroy Pool - Gym and Spa	700	-	700	-	-	-	-	-	700
International House - Edinburgh Gardens	50	-	50	-	-	-	-	50	-
Keele Street Child Care Centre	35	-	35	-	-	-	-	35	-
Lord St Child Care Centre - (Chas Farquhar Complex)	150	-	150	-	-	-	-	-	150
North Carlton Child Care Centre and Residence	40	-	40	-	-	-	-	40	-
North Fitzroy Community Hub Project	4,970	4,970	-	-	-	50	-	-	4,920

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
North Fitzroy Maternal Child Health Centre - Emily Baker Infant Welfare Centre	25	-	25	-	-	-	-	25	-
Richmond Library Renovation Project	60	60	-	-	-	-	-	60	-
Richmond Recreation Centre	880	-	880	-	-	-	-	-	880
War Memorial - Edinburgh Gardens	50	-	50	-	-	-	-	50	-
Yarra Community Youth Centre	20	-	20	-	-	-	-	20	-
All Buildings - Ad Hoc Regulation Compliance	50	-	50	-	-	-	-	50	-
Condition Audits	30	-	30	-	-	-	-	30	-
Preliminary Building Investigations	300	-	300	-	-	-	-	300	-
Signage Replacement Program	50	-	50	-	-	-	-	50	-
Unscheduled Works - Property and Building	100	-	100	-	-	-	-	100	-
Total Miscellaneous	7,610	5,030	2,580	-	-	50	-	910	6,650
Plant & Equipment									
Furniture	200	-	200	-	-	-	-	200	-
Leisure Centre Equipment	330	-	330	-	-	-	-	330	-
Miscellaneous	20	-	20	-	-	-	-	20	-
Parking Technology	750	750	-	-	-	-	-	-	750
Whitegoods	25	-	25	-	-	-	-	25	-
Total Plant & Equipment	1,325	750	575	-	-	-	-	575	750
Total Buildings	13,193	5,780	7,362	51	-	50	-	4,985	8,158
Road Infrastructure									
Kerb & Channel									
Abbott St(Lulie St to Trenerry Cres)	60	-	60	-	-	-	-	-	60
Langridge St(Rupert St to Cromwell St)	50	-	50	-	-	-	-	-	50
Langridge St(Cromwell St to Islington St)	50	-	50	-	-	-	-	-	50
Miller St(Richmond Tce to Rowena Pde)	160	-	160	-	-	50	-	50	60
Mollison St(Nicholson St to Charles St)	80	-	80	-	-	-	-	-	80

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Princess St(Abinger St to End Of Street)	30	-	30	-	-	-	-	-	30
Rose St(Napier St to George St)	60	-	60	-	-	-	-	60	-
Rose St(George St to Gore St)	60	-	60	-	-	-	-	60	-
Rowena Pde(Lennox St to The Vaucluse)	120	-	120	-	-	-	-	120	-
Smith St(Webb St to Gertrude St)	60	-	60	-	-	-	30	30	-
Smith St(Moor St to Condell St)	24	-	24	-	-	-	24		-
Smith St(Condell St to Charles St)	25	-	25	-	-	-	-	2	23
South Tce(Gold St to Hoddle St)	30	-	30	-	-	-	-	30	-
DDA Projects(YARRA TO YARRA)	50	-	50	-	-	-	-	50	-
Designs For Future Works(YARRA TO YARRA)	100	-	100	-	-	-	-	100	-
Total Kerb & Channel	959	-	959	-	-	50	54	502	353
Footpath									
Abbott St(Lulie St to Trenerry Cres)	40	-	40	-	-	-	-	-	40
Batman St(Alfred St to Scotchmer St)	80	-	80	-	-	-	-	-	80
Bennett St(Victoria St to Buckingham St)	40	-	40	-	-	-	-	-	40
Bennett St(Park St to Scotchmer St)	70	-	70	-	-	-	-	-	70
Best St(St Georges Rd to Alfred Cr)	25	-	25	-	-	-	-	-	25
Brunswick St(Newry St to York St)	45	-	45	-	-	-	-	-	45
Cameron St(Bank St to Thomas St)	15	-	15	-	-	-	-	-	15
Caroline St(Berry St to Fenwick St)	50	-	50	-	-	-	-	-	50
Condell St(George St to Gore St)	15	-	15	-	-	-	-	-	15
Condell St(Napier St to George St)	15	-	15	-	-	-	-	-	15
Curtain St(Rathdowne St to Canning St)	45	-	45	-	-	-	-	-	45
Curtain St(Drummond St to Rathdowne St)	20	-	20	-	-	-	-	-	20
Curtain St(Lygon St to Drummond St)	20	-	20	-	-	-	-	-	20
Easey St(Gold St to Hoddle St)	85	-	85	-	-	-	-	-	85
Fraser St(Bridge Rd to Corsair St)	50	-	50	-	-	-	-	-	50

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
George St(Berry St to Fenwick St)	35	-	35	-	-	-	-	-	35
Hanover St(Nicholson St to Fitzroy St)	38	-	38	-	-	-	-	-	38
Highett St(Gardner St to Coppin St)	30	-	30	-	-	-	-	-	30
Highett St(Davison St to Gardner St)	30	-	30	-	-	-	-	-	30
Highett St(Coppin St to Gleadell St)	35	-	35	-	-	-	-	-	35
Highett St(Gleadell St to Church St)	32	-	32	-	-	-	-	-	32
Highett St(Church St to Belgium Ave)	50	-	50	-	-	-	-	-	50
Hunter St(Bridge Rd to Corsair St)	60	-	60	-	-	-	-	-	60
Langridge St(Cromwell St to Islington St)	35	-	35	-	-	-	-	-	35
Langridge St(Rupert St to Cromwell St)	35	-	35	-	-	-	-	-	35
Langridge St(Hoddle St to Park St)	15	-	15	-	-	-	-	-	15
Lee St(Canning St to Rathdowne St)	230	-	230	-	-	-	-	-	230
Lennox St(Victoria St to Elizabeth St)	50	-	50	-	-	-	-	-	50
Little Charles St(Napier St to George St)	15	-	15	-	-	-	-	-	15
Lygon St(Curtain St to Newry St)	25	-	25	-	-	-	-	-	25
Lygon St(Newry St to Lee St)	30	-	30	-	-	-	-	-	30
Lygon St(Lee St to Princes St)	30	-	30	-	-	-	-	-	30
Michael St(Falconer St to Rowe St)	65	-	65	-	-	-	-	-	65
Miller St(Richmond Tce to Rowena Pde)	60	-	60	-	-	60	-	-	-
Mollison St(Nicholson St to Charles St)	60	-	60	-	-	60	-	-	-
Napier St(Condell St to Charles St)	10	-	10	-	-	-	-	-	10
Napier St(Leicester St to Rose St)	15	-	15	-	-	-	-	-	15
Napier St(Kerr St to Argyle St)	10	-	10	-	-	-	-	-	10
Nicholson St(Newry St to York St)	30	-	30	-	-	-	-	-	30
Noone St(Peckville St to Anderson St)	20	-	20	-	-	-	-	-	20
Noone St(Gold St to Peckville St)	40	-	40	-	-	-	-	-	40
Oxford St(Stanley St to Peel St)	45	-	45	-	-	-	-	-	45

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rae St(Liverpool St to Scotchmer St)	25	-	25	-	-	-	-	-	25
Regent St(Princes St to Alma St)	15	-	15	-	-	-	-	-	15
Rose St(Napier St to George St)	12	-	12	-	-	-	-	-	12
Rose St(George St to Gore St)	18	-	18	-	-	-	-	-	18
Rowena Pde(Lennox St to The Vaucluse)	80	-	80	-	-	50	-	-	30
Russell St(Gipps St to Langridge St)	22	-	22	-	-	-	-	-	22
Smith St(Webb St to Gertrude St)	75	-	75	-	-	-	-	-	75
South Tce(Gold St to Hoddle St)	80	-	80	-	-	-	-	-	80
St David St(Young St to Napier St)	15	-	15	-	-	-	-	-	15
St Georges Rd(Scotchmer St to Alfred Cr)	35	-	35	-	-	-	-	-	35
Victoria St(Hoddle St to Shelley St)	50	-	50	-	-	-	-	-	50
Victoria St(Davison St to Burnley St)	35	-	35	-	-	-	-	-	35
Walker St(Edmund St to Dwyer St)	22	-	22	-	-	-	-	-	22
Walker St(The Esplanade to Edmund St)	15	-	15	-	-	-	-	-	15
York St(Lennox St to New St)	40	-	40	-	-	-	-	-	40
Young St(Gertrude St to Victoria Pde)	30	-	30	-	-	-	-	-	30
DDA Projects(YARRA TO YARRA)	100	-	100	-	-	-	-	-	100
Total Footpath	2,414	-	2,414	-	-	170	-	-	2,244
Road Re-Sheet Program									
Alfred Cr(St Georges Rd to Best St)	60	-	60	-	-	-	-	-	60
Alfred Cr(Best St to Fergie St)	80	-	80	-	-	-	-	-	80
Budd St(Sackville St to Johnston St)	35	-	35	-	-	-	-	-	35
Condell St(Napier St to George St)	30	-	30	-	-	-	-	-	30
Cremorne St(Bell St to Cremorne Pl)	30	-	30	-	-	-	-	-	30
Cromwell St(Langridge St to Victoria Pde)	85	-	85	-	-	-	-	-	85
Cubitt St(Monash Fwy to Bent St)	50	-	50	-	-	-	-	50	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cubitt St(Bent St to Balmain St)	30	-	30	-	-	-	-	-	30
Curtain St(Rathdowne St to Canning St)	85	-	85	-	-	-	-	-	85
Davison St(Somerset St to Murphy St)	45	-	45	-	-	-	-	-	45
George St(Little Victoria St to Victoria Pde)	45	-	45	-	-	-	-	-	45
George St(Gertrude St to Little Victoria St)	100	-	100	-	-	100	-	-	-
Highett St(Burnley St to Davison St)	87	-	87	-	-	87	-	-	-
Jessie St(Cremorne St to Cremorne St)	40	-	40	-	-	40	-	-	-
John St(Singleton St to Vere St)	35	-	35	-	-	14	-	21	-
John St(Bell St to Moor St)	45	-	45	-	-	45	-	-	-
Kerr St(Gore St to Smith St)	60	-	60	-	-	60	-	-	-
Kerr St(George St to Gore St)	60	-	60	-	-	60	-	-	-
Mahoney St(Bell St to Victoria St)	45	-	45	-	-	45	-	-	-
Margaret St(Stewart St to Tanner St)	30	-	30	-	-	30	-	-	-
Miller St(Richmond Tce to Rowena Pde)	80	-	80	-	-	80	-	-	-
Newton St(Church St to Walnut St)	50	-	50	-	-	-	-	50	-
Noone St(Wellington St to Gold St)	85	-	85	-	-	-	-	85	-
Park St(Bennett St to Kneen St)	40	-	40	-	-	40	-	-	-
Park St(Kneen St to Falconer St)	80	-	80	-	-	80	-	-	-
Princes St(Nicholson St to End Of Street)	70	-	70	-	-	70	-	-	-
Princess St(Abinger St to End Of Street)	25	-	25	-	-	-	-	25	-
Rathdowne St(Lee St to Davis St)	70	-	70	-	-	70	-	-	-
Rathdowne St(Newry St to O'grady St)	70	-	70	-	-	70	-	-	-
Rathdowne St(O'grady St to Lee St)	70	-	70	-	-	70	-	-	-
Reid St(Nicholson St to Rae St)	130	-	130	-	-	-	102	28	-
Richardson St(Lygon St to Drummond St)	50	-	50	-	-	-	50	-	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Richardson St(Drummond St to Rathdowne St)	50	-	50	-	-	-	50	-	-
Rose St(Napier St to George St)	35	-	35	-	-	-	-	35	-
Rose St(Gore St to Smith St)	35	-	35	-	-	-	-	35	-
Rose St(George St to Gore St)	35	-	35	-	-	-	-	35	-
Rowena Pde(Lennox St to The Vaucluse)	100	-	100	-	-	50	-	50	-
Smith St(Johnston St to Greeves St)	25	-	25	-	-	-	25	-	-
Smith St(St David St to Moor St)	16	-	16	-	-	-	-	16	-
Smith St(Greeves St to St David St)	12	-	12	-	-	-	-	12	-
Smith St(Moor St to Condell St)	10	-	10	-	-	-	10	-	-
Smith St(Condell St to Charles St)	9	-	9	-	-	-	-	9	-
Smith St(Webb St to Gertrude St)	24	-	24	-	-	-	-	24	-
Thompson St(Victoria St to Nelson St)	72	-	72	-	-	-	-	72	-
Waverley St(Swan St to Gipps St)	55	-	55	-	-	-	-	55	-
Pavement Bicycle Lanes(Yarra to Yarra)	30	-	30	-	-	-	-	30	-
Unscheduled Works(Yarra to Yarra)	150	-	150	-	-	-	-	150	-
Condition Audits(Yarra to Yarra)	150	-	150	-	-	-	-	150	-
Miscellaneous Development Works(YARRA TO YARRA)	150	-	150	-	-	-	-	150	-
Total Road Re-Sheet Program	2,855	-	2,855	-	-	1,011	237	1,082	525
Root Barrier Treatments									
Albert St(Victoria St to Princes St)	40	-	40	-	-	-	-	40	-
Albert St(Princes St to Murray St)	32	-	32	-	-	-	-	32	-
Charles St(Langridge St to Victoria St)	120	-	120	-	-	-	-	120	-
Highett St(Belgium Ave to Lennox St)	60	-	60	-	-	-	-	60	-
Kerr St(Spring St to Fitzroy St)	12	-	12	-	-	-	-	12	-
Kerr St(Nicholson St to Spring St)	16	-	16	-	-	-	-	16	-
Kerr St(Fitzroy St to Brunswick St)	26	-	26	-	-	-	-	26	-
Langridge St(Park St to Nicholson St)	56	-	56	-	-	-	-	56	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Westgarth St(Brunswick St to Young St)	40	-	40	-	-	-	-	40	-
Total Root Barrier Treatments	402	-	402	-	-	-	-	402	-
Drainage									
Argyle St(George St to Gore St)	30	-	30	-	-	-	-	30	-
Brighton St(Barkly Ave to Albert St)	20	-	20	-	-	-	-	20	-
George St(Kerr St to Argyle St)	30	-	30	-	-	-	-	30	-
Gold St(Hodgkinson St to Queens Pde)	60	-	60	-	-	-	-	60	-
Laity St(Lambert St to Church St)	20	-	20	-	-	-	-	20	-
Nicholson St(Mollison St to Langridge St)	40	-	40	-	-	-	-	40	-
Palmer St(Burnley St to Gardner St)	20	-	20	-	-	-	-	20	-
St Heliers St(Clarke St to Entire Length)	20	-	20	-	-	-	-	20	-
The Esplanade(Heidelberg Rd to Spensley St)	70	-	70	-	-	-	-	70	-
Wellington St(Council St to Hodgkinson St)	80	-	80	-	-	-	-	80	-
Westgarth St(Nicholson St to Fitzroy St)	90	-	90	-	-	-	-	90	-
Designs For Future Works(YARRA TO YARRA)	100	-	100	-	-	-	-	100	-
Drainage Other Works(Yarra to Yarra)	590	-	590	-	-	-	-	590	-
Unscheduled Works(Yarra to Yarra)	200	-	200	-	-	-	-	200	-
Total Drainage	1,370	-	1,370	-	-	-	-	1,370	-
Lanes - Pavement									
Lane 1111	130	-	130	-	-	-	-	130	-
Lane 1479	100	-	100	-	-	-	-	100	-
Lane 1608	50	-	50	-	-	-	-	50	-
Lane 2088.5	50	-	50	-	-	-	-	50	-
Lane 2214	180	-	180	-	-	-	-	180	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Lane 2222	110	-	110	-	-	-	-	110	-
Lane 55.2	25	-	25	-	-	-	-	25	-
Lane 56.1	35	-	35	-	-	-	-	35	-
Total Lane - Pavement	680	-	680	-	-	-	-	680	-
Lanes - Drainage									
Lane 179	27	-	27	-	-	-	-	27	-
Lane 1904	65	-	65	-	-	-	-	65	-
Lane 1974	120	-	120	-	-	-	-	120	-
Lane 562	15	-	15	-	-	-	-	15	-
Total Lanes - Drainage	227	-	227	-	-	-	-	227	-
Bridges									
Roseneath Street	50	-	50	-	-	-	-	50	-
Total Bridges	50	-	50	-	-	-	-	50	-
Retail - Footpath									
Bridge Rd(River St to Hawthorn Bridge)	70	-	70	-	-	-	-	70	-
Bridge Rd(Coppin St to Burnley St)	100	-	100	-	-	-	-	100	-
Smith St(Moor St to Condell St)	28	-	28	-	-	-	-	28	-
Smith St(Condell St to Charles St)	28	-	28	-	-	-	-	28	-
UD-Activity Centres Design Program	210	-	210	-	-	-	-	210	-
Total Retail - Footpath	436	-	436	-	-	-	-	436	-
Street Furniture									
Street Furniture	29	-	29	-	-	-	-	29	-
Street Lights	25	-	25	-	-	-	-	25	-
Street Signs	22	-	22	-	-	-	-	22	-
Total Street Furniture	76	-	76	-	-	-	-	76	-
Transport									
Wellington Street Bike Lane	220	220						220	
Bicycles	100	-	-	100	-	-	-	100	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
LATM 10	138	-	-	138	-	-	-	138	-
LATM 9	96	-	-	96	-	-	-	96	-
Spot Safety & Safety Around Schools	100	-	-	100	-	-	-	100	-
Total Transport	654	220	-	434	-	-	-	654	-
Waste Management									
Street Bins	60	-	60	-	-	-	-	60	-
Total Waste Management	60	-	60	-	-	-	-	60	-
Total Road Infrastructure	10,183	220	9,529	434	-	1,231	291	5,539	3,122
Open Space Infrastructure									
Playground									
Darling Gardens	250	-	250	-	-	-	250	-	-
Edinburgh Gardens	400	-	400	-	-	-	400	-	-
Gahans Reserve	25	-	25	-	-	-	25	-	-
Merri Ck Parklands Quarries Park	50	-	50	-	-	-	50	-	-
Studley St Reserve	50	-	50	-	-	-	50	-	-
Open Space Children Services	44	-	44	-	-	-	44	-	-
Total Playground	819	-	819	-	-	-	819		-
Sports									
Allen Bain Reserve	6	-	6	-	-	-	6	-	-
Edinburgh Gardens Oval (Alfred Crescent Oval)	8	-	8	-	-	-	8	-	-
George Knott Reserve	35	-	35	-	-	-	35	-	-
K Bartlett Res, Bastow Soccer 1	59	-	59	-	-	-	59	-	-
K Bartlett Res, Bastow Soccer 2	6	-	6	-	-	-	6	-	-
K Bartlett Res, Fletcher Soccer 1	141	-	141	-	-	-	141	-	-
K Bartlett Res, Fletcher Soccer 2	95	-	95	-	-	-	95	-	-
K Bartlett Res, Loughnan Oval	145	-	145	-	-	-	145	-	-
Mayors Park	155	-	155	-	-	-	155	-	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Merri Ck Parklands - Hall Reserve	33	-	33	-	-	-	33		-
Ramsden St Oval	8	-	8	-	-	-	8		-
Ryan Reserve	160	-	160	-	-	-	160		-
W T Peterson Community Oval	50	-	50	-	-	-	50		-
Minor Works Assets	59	-	59	-	-	-	59		-
Total Sports	959	-	959	-	-	-	959		-
Irrigation			-	-	-	-	-		
Minor Works Assets	135		135	-	-	-	135		
Total Irrigation	135	-	135	-	-	-	135		-
Walls & Fences									
Burnley Park	15	-	15	-	-	-	15		-
Ramsden St Oval	10	-	10	-	-	-	10		-
Scullin Walk	150	-	150	-	-	-	150		-
Signage Renewal Program	100	-	100	-	-	-	100		-
Total Walls & Fences	275	-	275	-	-	-	275	-	-
Pathway		-	-	-	-	-	-		-
Barkly Gardens	70	-	70	-	-	-	70		-
Minor Works Assets	115	-	115	-	-	-	115		-
Total Pathway	185	-	185	-	-	-	185		-
Horticulture									
Minor Works Assets	40	-	40	-	-	-	40	-	-
Total Horticulture	40	-	40	-	-	-	40	-	-
Turf									
Citizens Park Oval	5		5	-	-	-	5		-
K Bartlett Res, Loughnan Oval	120		120	-	-	-	120		-
Total Turf	125	-	125	-	-	-	125		-
Arboriculture									

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Langdon Reserve	150	-	150	-	-	-	150	-	-
Mconchie RESERVE	100	-	100	-	-	-	100	-	-
Wangaratta St / Stewart St Reserve	30	-	30	-	-	-	30	-	-
Minor Works Assets	86	-	86	-	-	-	86	-	-
Condition Audits	30	-	30	-	-	-	30	-	-
Total Arboriculture	396	-	396	-	-	-	396	-	-
Other Capital Projects									
Acquisition Of Land For New Open Space	3,400	3,400	-	-	-	-	3,400	-	-
Construction Of New Local Park In Abbotsford, Through Partial Road Closure At Charles and Mollison Streets	200	200	-	-	-	-	200	-	-
Design Works - Implementation Of The Open Space Strategy	150	150	-	-	-	-	150	-	-
Shared Pathway - Merri Creek Trail to Coulson Reserve	485	485	-	-	-	-	485	-	-
Total Other Capital Projects	4,235	4,235	-	-	-	-	4,235	-	-
Total Open Space Infrastructure	7,169	4,235	2,934	-	-	-	7,169	-	-
Information Systems									
Asset Management Mobile Computing	42	-	42	-	-	-	-	42	-
Asset Management System	500	-	500	-	-	-	-	-	500
Customer Request System	270	-	270	-	-	-	-	-	270
Enterprise Record Management System	60	-	60	-	-	-	-	60	-
GIS Software	200	-	200	-	-	-	-	200	-
HR/Payroll System	150	-	150	-	-	-	-	150	-
Inter/Intranet Software	240	-	240	-	-	-	-	240	-
Laptop/Tablet Replacement Program	100	-	100	-	-	-	-	100	-
Mobile Devices	80	-	80	-	-	-	-	80	-
Network Infrastructure	300	-	300	-	-	-	-	300	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other Software	100	-	100	-	-	-	-	100	-
PC Replacement Program	220	-	220	-	-	-	-	220	-
Property and Rating	200	-	200	-	-	-	-	-	200
Unified Communications	600	-	600	-	-	-	-	-	600
Total Information Systems	3,062	-	3,062	-	-	-	-	1,492	1,570
Library Resources									
Library Resources	470	-	470	-	-	-	-	-	470
Opening Day Collection - North Fitzroy Community Hub	180	180	-	-	-	-	-	-	180
Total Library Resources	650	180	470	-	-	-	-	-	650
Other General Assets									
Plant & Equipment									
Buses	40	-	40	-	-	-	5	35	-
Cycles	15	-	15	-	-	-	-	15	-
Mechanical Plant	50	-	50	-	-	-	-	50	-
Passenger Cars	780	-	780	-	-	-	540	240	-
Trucks	310	-	310	-	-	-	97	213	-
Total Plant & Equipment	1,195	-	1,195	-	-	-	642	553	-
Other Projects									
Ticket Machines	250	-	250	-	-	-	-	250	-
North Richmond Public Plaza	20	20	-	-	-	-	20	-	-
Total Other Projects	270	20	250	-	-	-	20	250	-
Total Other General Assets	1,465	20	1,445	-	-	-	662	803	-
Total New Capital Works 2016/17	35,722	10,215	25,021	485	-	1,281	8,122	12,819	13,500

Works carried forward from the 2015/16 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
BUILDINGS									
North Fitzroy Community Hub Project	4,680	4,680	-	-	-	-	-	4,680	-
Richmond Recreation Centre	100	-	100	-	-	-	-	100	-
Total Buildings	4,780	4,680	100	-	-	-	-	4,780	-
OPEN SPACE INFRASTRUCTURE									
Rushall Reserve	600	600	-	-	-	-	-	600	-
Williams Reserve	405	-	405	-	-	-	-	405	-
Total Open Space Infrastructure	1,005	600	405	-	-	-	-	1,005	-
INFORMATION SYSTEMS									
GIS	140	-	-	140	-	-	-	140	-
Total Information Systems	140	-	-	140	-	-	-	140	-
TOTAL CARRIED FWD WORKS 2015/16	5,925	5,280	505	140	-	-	-	5,925	-

Summary

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
6.3 Summary									
BUILDINGS	18,153	10,640	7,462	51	-	50	-	4,603	10,378
ROAD INFRASTRUCTURE	10,183	220	9,529	434	-	1,231	291	8,611	3,122
OPEN SPACE INFRASTRUCTURE	8,174	4,835	3,339	-	-	-	7,169	1,005	-
INFORMATION SYSTEMS	3,202	-	3,062	140	-	-	-	3,202	-
LIBRARY RESOURCES	470	-	470	-	-	-	-	470	-
OTHER GENERAL ASSETS	1,465	20	1,445	-	-	-	662	803	-
TOTAL CAPITAL WORKS	41,647	15,715	25,307	625	-	1,281	8,122	18,744	13,500

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.

Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 57.9% 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 Victorian community.

While maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.5% in line with the rate cap. This will raise total rates and charges for 2016/17 of \$101.9 million, including \$1.6 million generated from supplementary rates.

7.1.1 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/\$NAV	2016/17 cents/\$NAV	Change
General rates	0.04622	0.04136	-10.51%

7.1.2 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	68,006,859	73,177,948	7.6%
Commercial	21,058,552	20,413,578	-3.1%
Industrial	6,771,611	6,772,212	0%
Total amount to be raised by general rates	95,837,022	100,363,738	4.5%

7.1.3 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	2016/17	Change
Residential	42,116	44,292	5.2%
Commercial	5,664	5,747	1.5%
Industrial	1,590	1,561	-1.8%
Total number of assessments	49,370	51,600	4.5%

7.1.4 The basis of valuation to be used is the Net Annual Value (NAV)

7.1.5 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	1,471,364,535	1,769,292,746	20.25%
Commercial	455,615,720	493,546,350	8.32%
Industrial	146,508,290	163,734,240	11.76%
Total value of land	2,073,488,545	2,426,573,336	17.03%

7.1.6 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
Non Rateable Garbage Charge	335	348	3.9%
Bridge Road Charge 100	127	132	3.9%
Bridge Road Charge 150	195	203	4.1%
Bridge Road Charge 250	324	337	4.0%
Total	981	1,020	4.0%

7.1.7 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
Non Rateable Garbage Charge	49,580	56,724	14.4%
Bridge Road Charge 100	8,509	8,712	2.4%
Bridge Road Charge 150	11,505	11,977	4.1%
Bridge Road Charge 250	149,364	155,020	3.8%
Total	218,958	232,433	6.2%

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

	2015/16 \$	2016/17 \$	Change
General rates	95,861,022	100,363,738	4.7%
Supplementary Rates	2,000,000	1,600,000	-20.0%
Rates and charges	97,861,022	101,963,738	4.2%

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

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

- The making of supplementary valuations (2016/17: estimated \$1,600,000 and 2015/16: \$2,000,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that residential land becomes business land and vice versa.

Budget Analysis

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

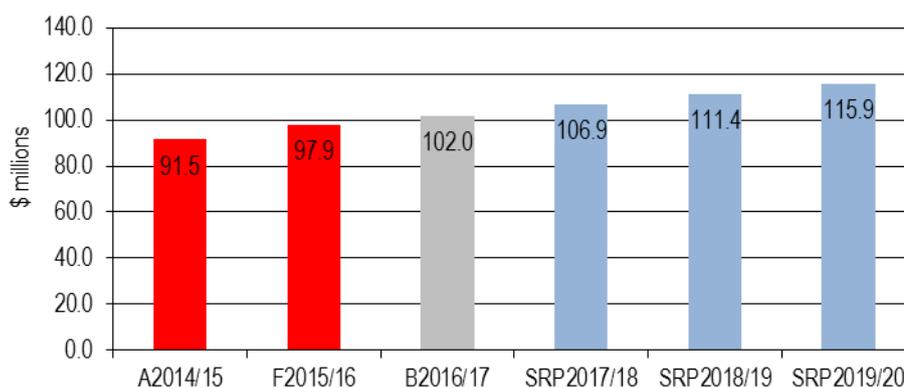
This section includes the following analysis and information:

- 1 Summary of financial position
- 2 Budget influences
- 3 Analysis of operating budget
- 4 Analysis of budgeted cash position
- 5 Analysis of capital budget
- 6 Analysis of budgeted financial position
- 7 Strategic resource plan
- 8 Summary of other strategies
- 9 Rating strategy

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 and strategic objectives of the Council.

Total rates and charges



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

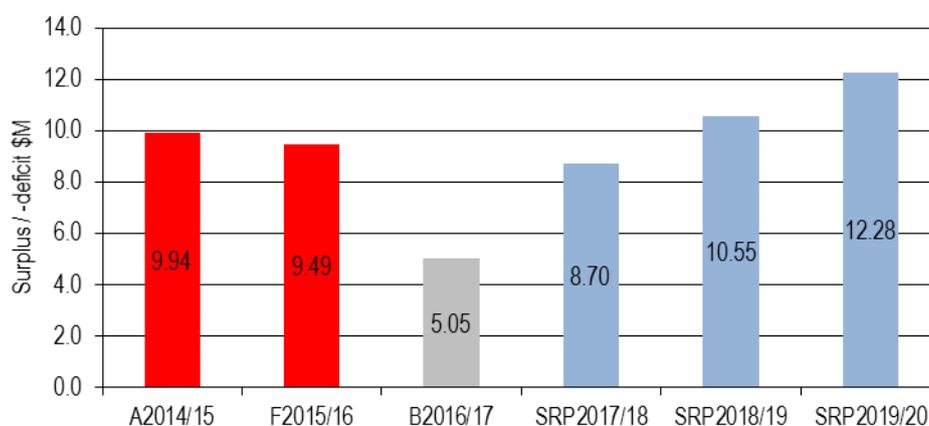
For 2016/17 a rate increase of 2.5% is proposed, raising total rates of \$101.9 million including \$1.6 million of supplementary rates.

This will result in an increase in total revenue from rates and service charges of 4.2%. This increase will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget including:

- EBA negotiated wage increases;
- Additional costs imposed by other layers of Government (such as Landfill Levy; Fire Services Property Levy administration; fees and charges for various services such as VicRoads data for parking enforcement activities);
- Higher costs of materials and contracted services; and
- Maintenance costs associated with existing Council infrastructure.

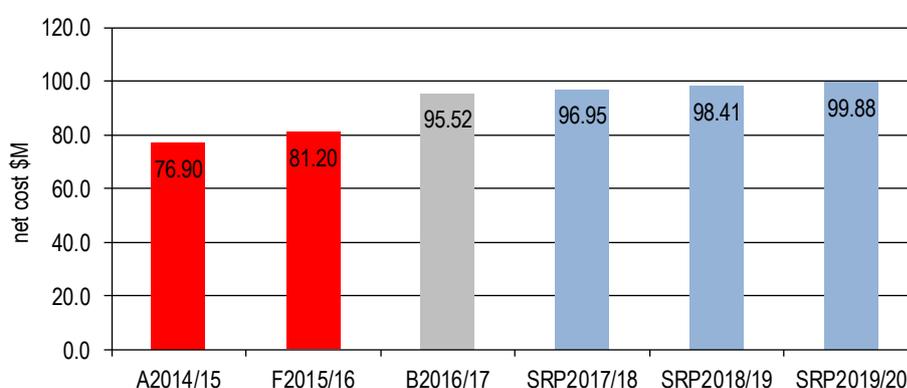
This rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2015/16 year was 4.5%). Refer also Sections 7 and 10 for more information.

Operating result



The expected operating result for the 2016/17 year is a surplus of \$5.05 million, which is a decrease of \$4.4 million over the 2015/16 forecast. This surplus provides the necessary cash resources to fund Council's significant capital works program for 2016/17. The lower operating result is mainly due to expected increases in a number of fees, including increased waste management collection, recycling and disposal costs. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is a surplus of \$0.57 million, which is a decrease of \$3.9 million over 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 \$9.49 million).

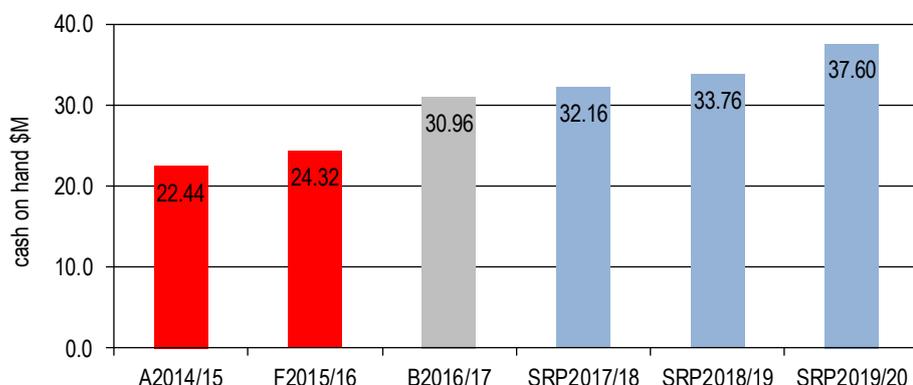
Services



The net cost of services delivered to the community for the 2016/17 year is expected to be \$95.52 million which is an increase of \$14.3 million over 2015/16. The main reason for this increase is the lower rate increase and lower income expected, as well as increased costs of providing a number of services, including waste management. 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 \$81.2 million).

Refer Section 2 for a list of services.

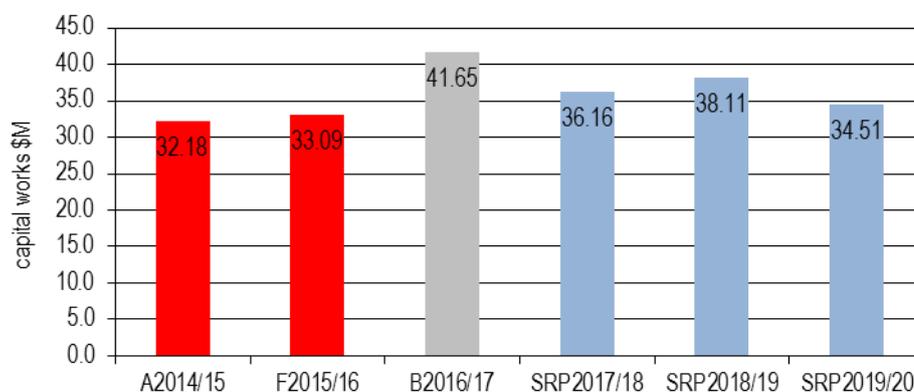
Cash and investments



Cash and investments are expected to increase by \$6.64 million during the year to \$30.96 million as at 30 June 2017. This is mainly due to new borrowings anticipated through the financial year in line with Council's financial strategy. (Cash and investments are forecast to be \$24.32 million as at 30 June 2016).

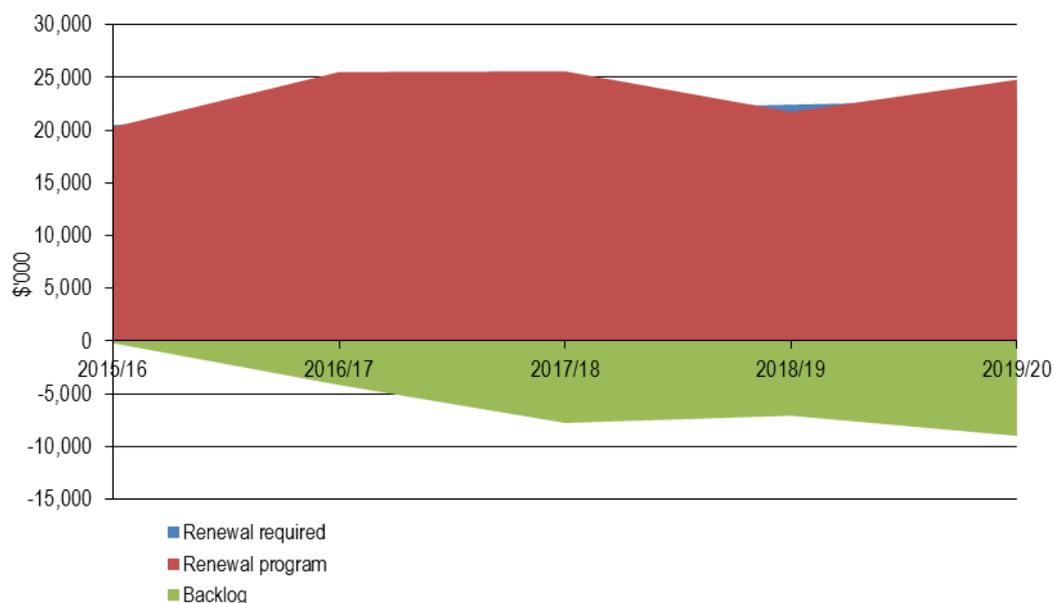
Refer also Section 3.4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

Capital works



The capital works program for the 2016/17 year is expected to be \$41.65 million of which \$6 million relates to projects which will be carried forward from the 2015/16 year. The carried forward component is fully funded from the 2015/16 budget. Of the \$41.65 million of capital funding required, \$1.28 million will come from external grants, \$8.12 million from contributions, \$13.5 million from borrowings, with the balance of \$18.7 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major building projects including the completion of the North Fitzroy Library and Community Hub project (Capital works is forecast to be \$33.09 million for the 2015/16 year).

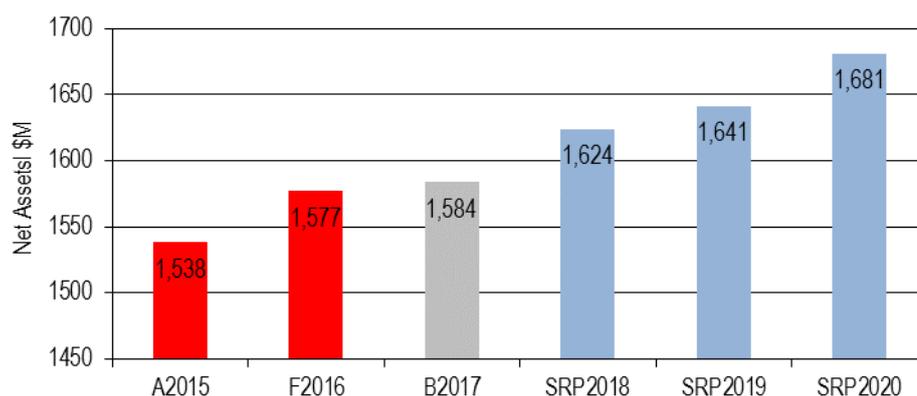
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog and indicates that there is not currently a backlog (i.e.: Council is spending more than required on its renewal program).



The asset renewal program has been increased to \$25.5 million in the 2016/17 year which exceeds the expected renewal required.

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

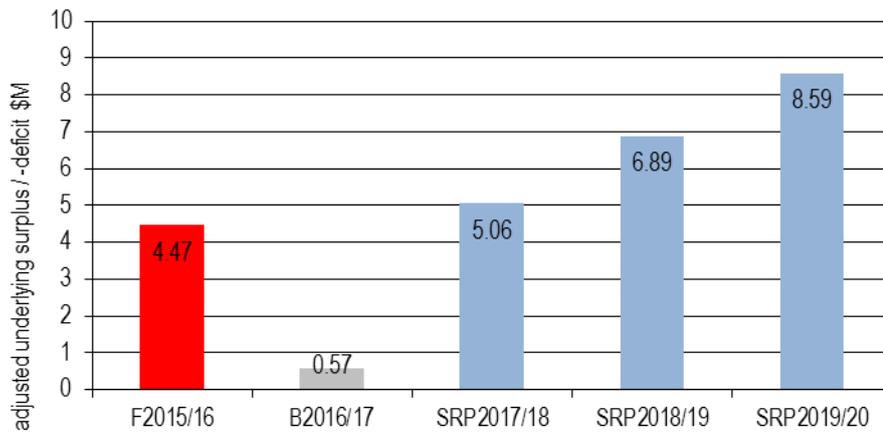
Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$7.2 million to \$1,584 million as at 30 June 2017. This is mainly due to the capitalisation of infrastructure expenditure as part of the capital works program. (Net assets is forecast to be \$1,577 million as at 30 June 2016).

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

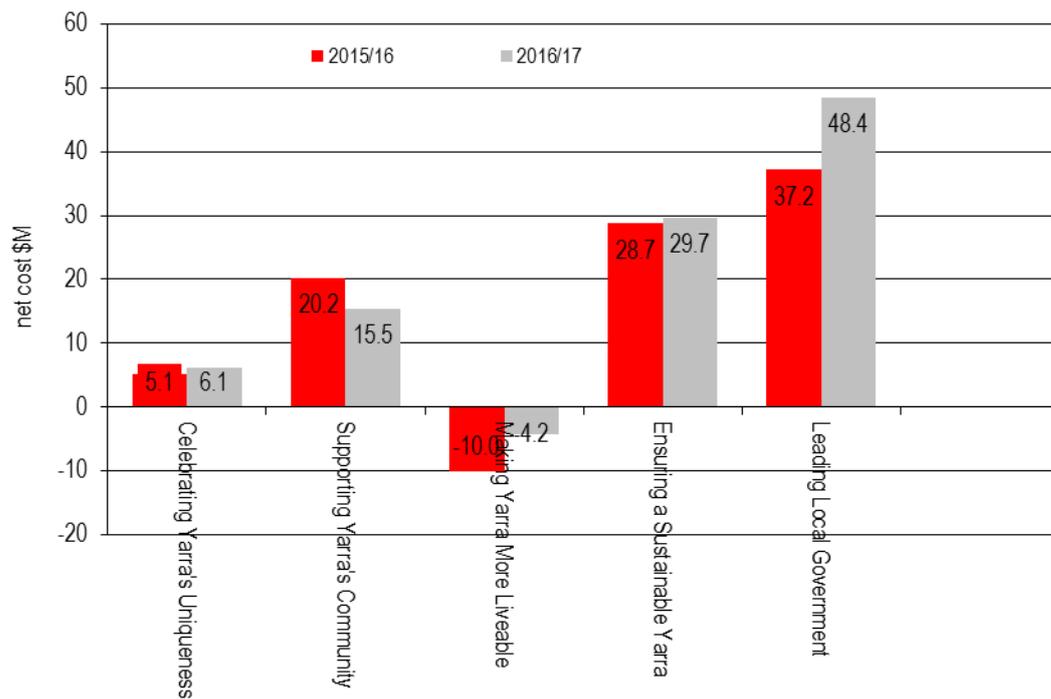
Financial sustainability



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 Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decrease between 2015/16 and 2016/17 however an increasing surplus over the four year period from 2016/17.

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

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.

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

9 Budget influences

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

Snapshot of Yarra

The City of Yarra is an inner metropolitan municipality which is home to a diverse community of people. Yarra is one of Australia's smallest inner city municipalities at 19.5 square kilometres, and features lively arts and entertainment precincts, vibrant shopping and café strips, and numerous sports and recreational facilities.

The City of Yarra was created in June 1994. The new municipality merged the former municipalities of: Collingwood; Richmond; Fitzroy; (including the annexed part of Carlton North); Northcote (Alphington & Fairfield: South of Heidelberg Road only).

Yarra is made up of three wards - Langridge Ward, Melba Ward and Nicholls Ward. Each ward has three Councillors who are democratically elected for a four-year term. Council is responsible for maintaining essential community infrastructure and delivers a wide range of services, including street cleaning, maintenance of parks and gardens, and home and community care to a diverse and eclectic community.

Population

Yarra has a population of 86,506 (at 30 June 2014) and a diverse community profile. Over the previous decade, the City's population had been growing at an average rate of 3.6%, almost double the rate of growth for Victoria. Yarra's forecast population growth is about 1.3% each year over the next 18 years, predicted to reach an estimated population of 110,512 by 2031.

Cultural diversity

Yarra is a culturally and linguistically diverse municipality. Many different cultural groups live in Yarra and many different languages are spoken at home by residents.

Housing

Most Yarra residents (52%) live in medium density housing, while 26% occupy high density dwellings and 21% live in detached houses. House prices in Yarra have risen dramatically in recent years.

Yarra also has a significant amount of public housing, with 33% of Victoria's high-rise public housing located in Yarra in 2011. There are just under 5,000 public housing dwellings in the city and these make up 11% of Yarra's households, and 6% of all Victoria's public housing stock.

Education and occupation

Overall, Yarra has a well-educated population. More Yarra residents hold a degree or higher qualification (45% of those 15 years or older) than the Greater Melbourne average (24%).

Employment rates among Yarra residents are relatively high, with at least 69% of residents aged 15 years and over (45,198 people) in the labour force. The main employment groups are professionals (43%), managers (15%) and clerical and administrative roles (12%).

Council Assets

Council manages approximately \$1,511 million worth of assets, road and infrastructure includes 260 kilometres of road pavement, 491 kilometres of footpaths, 491 kilometres of kerb and channel, 170 kilometres of storm water pipes and 85 kilometres of laneways.

Council's community and recreation services requires for the management and upkeep of 161 buildings and structures. There are 3 Town Halls, 5 Libraries, 3 Swimming Pools & Recreation Centres, 3 neighbourhood houses, 10 childcare centres, 230 hectares of open space, 35 playgrounds and 15 sporting fields maintained.

Budget implications

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

- Over time, the changing demographics of Yarra will continue to result in demand for different services and service levels. The long term budgetary planning process needs to factor in these changes, particularly when considering capital infrastructure (like, for example: North Fitzroy Community Hub, GTV 9 community centre, new parks and open space, etc.) to support service delivery;
- The constant stream of higher density development in Yarra results in the need to replace infrastructure such as drains, pathways and other community facilities to cater for the higher density. These costs are generally funded from rates, while some are borne by developers. However, the income received from new dwellings does not fully offset the significant net infrastructure costs into the future; and
- More than 6% of ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved. In addition, Council provides services to older people such as 'Home Help' and 'Delivered Meals' which are subsidised.

External influences

In preparing the 2016/17 budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Consumer Price Index (CPI) increases on goods and services of 2.5% per annum;
- Continued financial commitment to the employee Enterprise Agreement which was renegotiated effective from the 2013/14 year (for 4 years) – this is the final year of the agreement;
- Council's obligations in regard to servicing debt funding under the current arrangement (LGFV) and modelling repayment levels over a longer term to support cash flow requirements in earlier years ensuring appropriate liquidity levels,
- Administration of the Fire Services Property Levy which will continue to be collected by Council on behalf of the State Government;
- 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 supervision, 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;
- Introduction of the *Fair Go Rates* system which caps rate increases at 2.5% for 2016/17.
- Other state government imposed levies, including the Landfill Levy, which impose on Council.

Internal influences

As well as external influences, there are also a number of internal influences that are expected to have a significant impact on 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 are set out below:

- Maintaining and improving existing services to meet competing demands;
- Wage increases resulting in additional employee costs;
- Additional staffing levels to support service delivery, some of which has a consequential positive income impact;

- Above CPI increases in the cost of raw materials and some contract expenditures; and
- The costs of upgrading and maintaining Council infrastructure to meet community expectations.

Budget principles

In response to the external and internal 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:

- Existing fees and charges to be increased in line with CPI, market level or service cost increases, concession fees to be maintained;
- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Service levels to be maintained at 2015/16 levels with an emphasis on innovation, efficiency and continuous improvement;
- Salaries and wages to be increased in line with Council's Enterprise Bargaining agreement;
- Construction and material costs to increase in line with, or in some instances higher than, CPI;
- New initiatives or new employee proposals which 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; and
- Life-cycle costs arising from completed 2015/16 capital projects to be included.

Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include:

- A Strategic Resource Plan for 2017/18 to 2019/20 (section 14);
- Rating Information (section 15); and
- Other Strategies (section 16) including borrowings and asset management.

10 Analysis of operating budget

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

Budgeted income statement

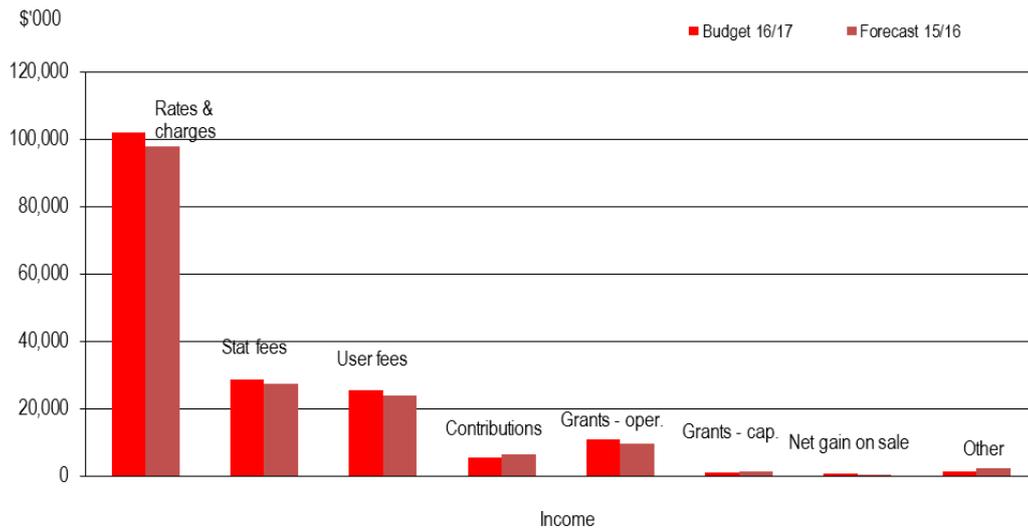
	Forecast		
	Actual	Budget	Variance
	2015/16 \$'000	2016/17 \$'000	\$'000
Total income	169,887	176,192	6,305
Total expenses	(160,401)	(171,143)	(10,742)
Surplus (deficit) for the year	9,486	5,048	(4,438)
Grants –non-recurrent capital	(462)	(475)	(13)
Contributions - non-monetary assets	0	0	0
Capital contributions - other sources	(4,555)	(4,000)	555
Adjusted underlying surplus (deficit)	4,469	573	(3,896)

10.1.1 Adjusted underlying surplus (\$3.9 million decrease)

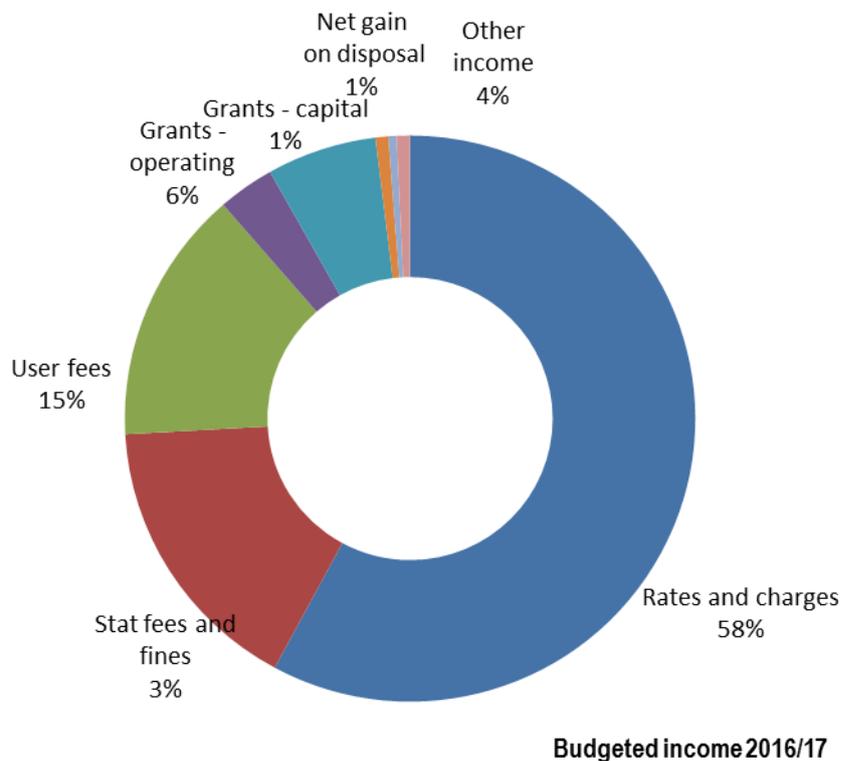
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives 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 \$0.57 million, a decrease of \$3.9 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 development activity each year.

Income

Income Types	Forecast		
	Actual	Budget	Variance
	2015/16 \$'000	2016/17 \$'000	\$'000
Rates and charges	97,861	101,964	4,103
Statutory fees and fines	27,385	28,617	1,232
User fees	23,913	25,574	1,661
Contributions - monetary	6,490	5,644	(846)
Grants - operating	9,748	10,975	1,227
Grants - capital	1,401	1,281	(120)
Net gain on disposal of property, infrastructure, plant & equip.	650	803	153
Other income	2,439	1,334	(1,105)
Total income	169,887	176,192	6,305



Source: Section 3



10.1.2 Rates and charges (\$4.1 million increase)

It is proposed that income raised by all rates and charges be increased by 4.2% or \$4.1 million over 2016/17 to \$101.96 million. This includes increases of General Rates of 2.5% (following the *Fair Go Rates* system) and supplementary rates of \$1.6 million.

The increase in General Rates is reflective of the continuing higher costs of providing Council services impacted by:

- EBA negotiated wage increases;

- Additional costs imposed by the other layers of Government (such as, but not limited to: Landfill levy, Fire Services Property Levy administration, fees and charges for services such as VicRoads data for parking enforcement activities);
- Higher costs of materials and contracted services; and
- Maintenance costs associated with existing Council infrastructure.

Section 7 – Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/17 and the rates and charges information specifically required by the Regulations.

10.1.3 Statutory fees and fines (\$1.23 million increase)

Statutory fees relate mainly to parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to increase by 4.5% or \$1.23 million compared with 2015/16. This is mainly due to the expected increase in fines following the implementation of the new parking technology.

A listing of statutory fees is included in Appendix A.

10.1.4 User fees (\$1.66 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, 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 reflective of the increase in service costs.

User charges are projected to increase by 6.95% or \$1.66 million over 2015/16. The main area contributing to the increase is leisure services (\$0.31 million) due to expected increased patronage of Council facilities. Council has also anticipated an increase in fees for Construction with regard to building permits and road occupation fees and permits (\$0.8 million).

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

10.1.5 Contributions - monetary (\$0.84 million decrease)

Contributions mainly 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 by \$0.84 million or 13% compared with 2015/16 due mainly to the completion of a number of major property developments within the municipality during the 2015/16 year.

10.1.6 Net gain on disposal of property, infrastructure, plant and equipment (\$0.15 million increase)

Net proceeds from the disposal of Council assets is forecast to be \$0.8 million for 2016/17 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet

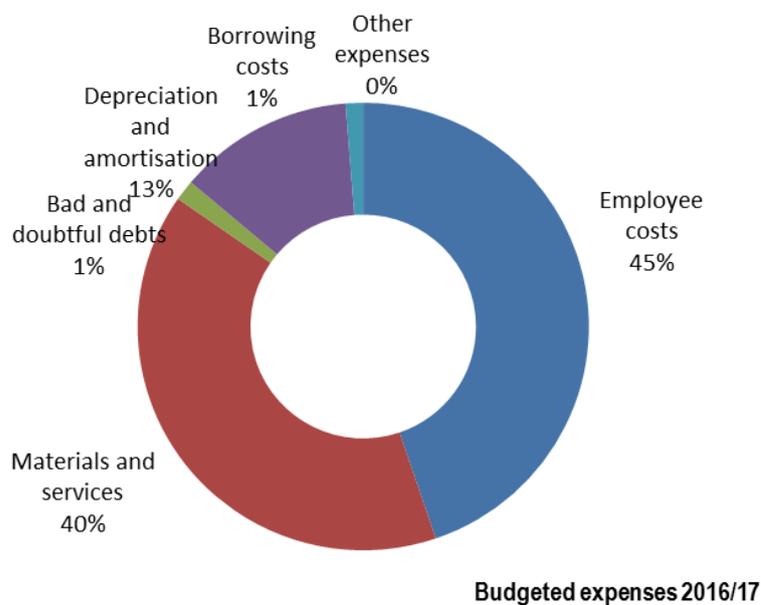
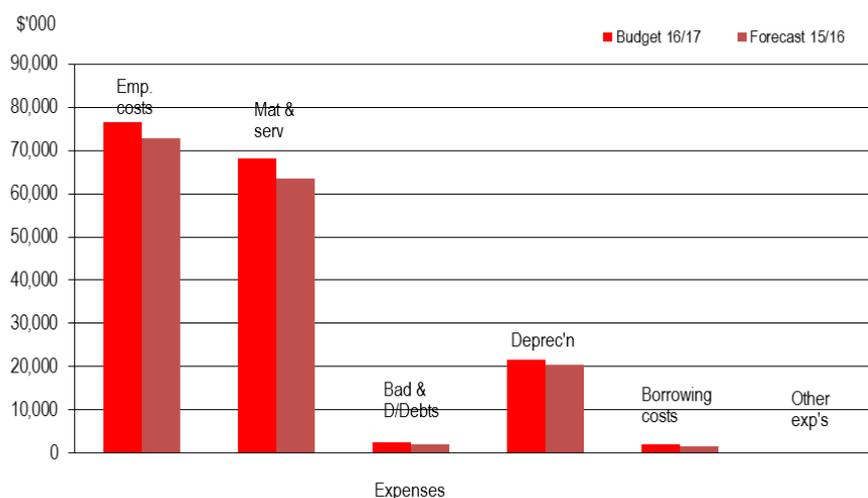
10.1.7 Other income (\$1.1 million decrease)

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items.

Other income is forecast to decrease by 45.3% or \$1.1 million compared with 2015/16. This is mainly due to the sales of Council held laneways which were undertaken in 2015/16.

Expenses

Expense Types	Forecast	Budget	Variance
	Actual	2016/17	
	2015/16	\$'000	\$'000
Employee costs	72,765	76,650	3,885
Materials and services	63,506	68,253	4,747
Bad and doubtful debts	2,120	2,540	420
Depreciation and amortisation	20,499	21,561	1,062
Borrowing costs	1,511	2,139	628
Total expenses	160,401	171,143	10,742



Source: Section 3

10.1.8 Employee costs (\$3.89 million increase)

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

Employee costs are forecast to increase by 5.3% or \$3.89 million compared with 2015/16. This increase is mainly due to:

- Application of the final increase of Council's Enterprise Bargaining Agreement (EBA) of 4%;
- Increases for increments for staff not at the top of bands;
- Increases in staff numbers to provide essential services in Planning and Placemaking, Community Wellbeing and City Works and Assets;

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
CEO	7,100	5,742	1,358
Corporate, Business and Financial Services	17,464	14,461	3,003
Community Wellbeing	20,268	14,209	6,059
City Works & Assets	11,302	10,905	397
Planning & Placemaking	9,170	8,350	820
Total permanent staff expenditure	65,305	53,668	11,637
Casuals and other expenditure	10,219		
Capitalised labour costs	1,126		
Total expenditure	76,650		

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

Department	Budget 2016/17 FTE	Comprises	
		Permanent Full Time	Permanent Part Time
CEO	69.55	54	15.6
Corporate, Business and Financial Services	185.19	143.96	41.2
Community Wellbeing	241.29	166.35	74.9
City Works & Assets	115.27	111.32	4.0
Planning & Placemaking	86.31	78.18	8.1
Total	697.61	553.81	143.8
Casuals and other	107.36		
Capitalised labour costs	12		
Total staff	816.97		

10.1.9 Materials and services (\$4.75 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 7.5% or \$4.75 million compared with 2015/16.

The increase is mainly due to the Council waste management contracts, cleaning contracts, and anticipated legal expenses.

10.1.10 Bad and doubtful debts (\$0.42 million increase)

Bad and doubtful debts is projected to increase by \$0.42 million or 19.81% compared with 2015/16 due mainly to an increase in parking fines forwarded to the Infringements Court for collection and a consequent reduction in collection rates.

10.1.11 Depreciation and amortisation (\$1.06 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 \$1.06 million for 2016/17 is due mainly to the completion of the 2015/16 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.

10.1.12 Borrowing costs (\$0.63 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the existing borrowings of \$32.5 million, as well as a planned increase of \$13.5 million in 2016/17.

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 other organisations. These activities also include repayment of the principal component of loan repayments for the year.

Budgeted cash flow statement

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Cash flows from operating activities			
<i>Receipts</i>			
Rates and charges	97,715	101,846	4,131
User fees and fines	50,860	52,437	1,577
Grants - operating	9,748	10,976	1,228
Grants - capital	1,401	1,281	(120)
Interest	405	469	64
Other receipts	6,490	5,644	(846)
<i>Payments</i>			
Employee costs	(70,946)	(74,733)	(3,788)
Other payments	(63,506)	(68,252)	(4,746)
	(134,452)	(142,985)	(8,533)
Net cash provided by operating activities	32,167	29,666	(2,500)
Cash flows from investing activities			
Payments for property, infrastructure, plant & equip.	(29,558)	(38,903)	(9,345)
Proceeds from sale of property, infrastructure, plant & equipment	788	5,603	4,815
Net cash used in investing activities	(28,770)	(33,300)	(4,530)
Cash flows from financing activities			
Finance costs	(1,511)	(2,139)	(628)
Proceeds from borrowings	0	13,500	13,500
Repayment of borrowings	0	(1,091)	(1,091)
Net cash used in financing activities	(1,511)	10,270	11,781
Net decrease in cash and cash equivalents	1,885	6,637	4,751
Cash and cash equivalents at the beginning of the year	22,435	24,320	1,885
Cash and cash equivalents at end of the year	24,320	30,957	6,637

11.1.1 Operating activities (\$2.5 million decrease)

The decrease in cash inflows from operating activities is due mainly to a decrease in other receipts (including reimbursements and contributions) as well as an increase in other payments due to higher waste contract costs and legal settlements and higher employee costs. These were partly offset with higher collections from rates and user fees and fines.

The net cash flows from operating activities does not equal the surplus (deficit) 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	9,486	5,048	(4,438)
Depreciation	20,499	21,561	1,062
Loss (gain) on disposal of property, infrastructure, plant & equipment	650	803	153
Finance costs	1,511	2,139	628
Net movement in current assets and liabilities	21	115	94
Cash flows available from operating activities	32,167	29,666	(2,501)

11.1.2 Investing activities (\$4.53 million increase)

The large increase in payments for investing activities represents the planned large increase in capital works expenditure disclosed in Section 10 of this budget report. Proceeds from sale of assets are forecast to increase by \$4.8 million due to proposed settlement of land sales during 2016/17.

11.1.3 Financing activities (\$11.78 million increase)

New borrowings of \$13.5 million are proposed during 2016/17. The total of principal repayments is projected to be \$1.09 million and finance charges is projected to be \$2.14 million.

11.1.4 Cash and cash equivalents at end of the year (\$6.64 million increase)

Overall, total cash and investments is forecast to increase by \$6.64 million to \$30.96 million as at 30 June 2017, reflecting Council's strategy of using excess cash and investments to enhance existing assets and create new infrastructure. This is consistent with Council's Strategic Resource Plan (see Section 8), which forecasts a reduction in the capital works program from 2017/18 onwards to balance future cash budgets.

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 \$30.96 million, which has been restricted as shown in the following table.

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total cash and investments	24,320	30,957	6,637
Restricted cash and investments			
- Statutory reserves	(17,091)	(12,091)	5,000
- Cash held to carry forward capital works	(6,000)	0	6,000
- Trust funds and deposits	(1,000)	(1,000)	0
Unrestricted cash and investments	229	17,866	17,637
- Discretionary reserves	0	0	0
Unrestricted cash adjusted for discretionary reserves	229	17,866	17,637

11.1.5 Statutory reserves (\$12.09 million)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

11.1.6 Cash held to fund carry forward capital works

At this stage there are no funds forecast to be held at 30 June 2017 to fund capital works budgeted but not completed in the financial year. Section 6.2 contains further details on capital works funding.

11.1.7 Unrestricted cash and investments (\$17.87 million)

The amount shown is in accordance with the definition of unrestricted cash included in Section 3 of the Regulations which excludes statutory reserves, carry forward capital project funding and trust funds from the total cash balance held at the end of each year to determine the unrestricted cash component.

11.1.8 Discretionary reserves (\$0 million)

There is no amount shown as discretionary reserves, as Council does not anticipate the need for the use of a discretionary reserve in 2016/17.

Discretionary reserves are predominantly earmarked by Council through a resolution and not restricted by a statutory purpose. Any decisions about future use of these funds would be reflected in Council's Strategic Resource Plan and any changes in future use of the funds would be made in the context of the future funding requirements set out in the plan.

11.1.9 Unrestricted cash adjusted for discretionary reserves (\$17.87 million)

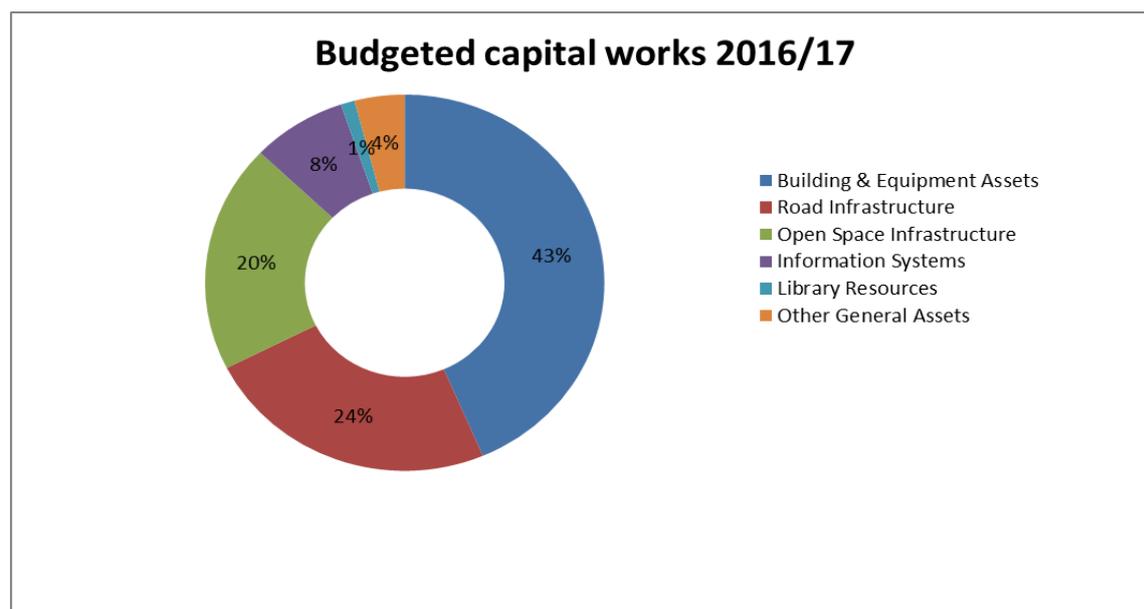
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

12 Analysis of capital budget

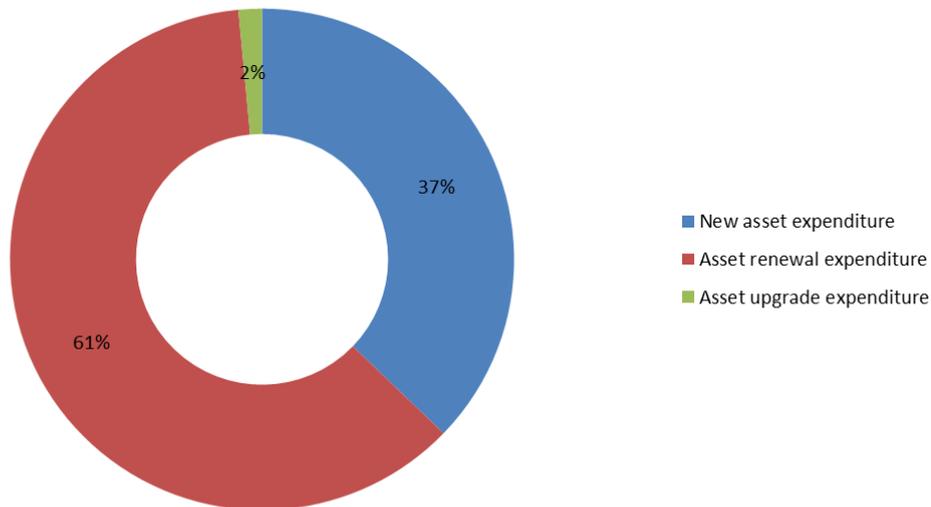
This section analyses the planned capital works expenditure budget for the 2016/17 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

Capital works expenditure

Capital Works Areas	Forecast		Variance \$'000
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Works carried forward			
Buildings	0	4,780	4,780
Open Space Infrastructure	0	1,005	1,005
Information Systems	0	140	140
Total works carried forward	0	5,925	5,925
New works			
Buildings	14,730	13,373	(1,357)
Road Infrastructure	9,456	10,183	727
Open Space Infrastructure	3,910	7,169	3,259
Information Systems	2,587	3,062	475
Library Resources	774	470	(304)
Other General Assets	1,631	1,665	(166)
Total new works	33,089	35,722	2,633
Total capital works expenditure	33,089	41,647	8,558
Represented by:			
New asset expenditure	10,475	15,715	5,240
Asset renewal expenditure	20,931	25,306	4,375
Asset upgrade expenditure	1,682	625	(1,057)
Asset expansion expenditure	0	0	0
Total capital works expenditure	33,089	41,647	8,558



Budgeted capital works 2016/17



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

12.1.1 Carried forward works (\$5.93 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 \$5.93 million of capital works will be incomplete and be carried forward into the 2016/17 year. The most significant project is the North Fitzroy Library and Community Hub development (\$4.9 million).

12.1.2 Buildings (\$13.37 million)

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

For the 2016/17 year, \$13.37 million will be expended on building and building improvement projects. The more significant projects include completion of the North Fitzroy Library and Community Hub project (\$5.0 million), Roof restorations at Collingwood and Fitzroy Town Halls (\$2.20 million), Richmond Recreation Centre redevelopment works (\$0.88 million), Adaptive Assets Program (\$0.75 million), Fitzroy Pool and Spa Works (\$0.7 million) and Parking Sensor Technology (\$0.75 million).

12.1.3 Road Infrastructure (\$10.18 million)

Infrastructure includes roads, bridges, footpaths and cycle ways, drainage, car parks and other structures.

For the 2016/17 year, \$9.96 million will be expended on road projects. The more significant projects include road re-sheeting works (\$2.80 million), footpaths (\$2.41 million), drainage works (\$1.37 million), kerb and channel works (\$0.96 million) and lanes (\$0.91 million).

12.1.4 Open Space Infrastructure (\$7.17 million)

Open Space Infrastructure includes recreation, leisure and community facilities, parks, open space and streetscapes.

For the 2016/17 year, \$7.17 million will be expended on open space infrastructure projects. The more significant projects include playgrounds (\$0.82 million), sports reserve improvements (\$0.96 million), land acquisition (\$3.4 million), arboriculture (\$0.40 million) and pathways and parks (\$0.84 million).

12.1.5 Information Systems, Library Resources and Other General Assets (\$5 million)

For the 2016/17 year, \$3.06 million will be expended on information systems, \$0.47 million on library resources and \$1.69 million on other general assets.

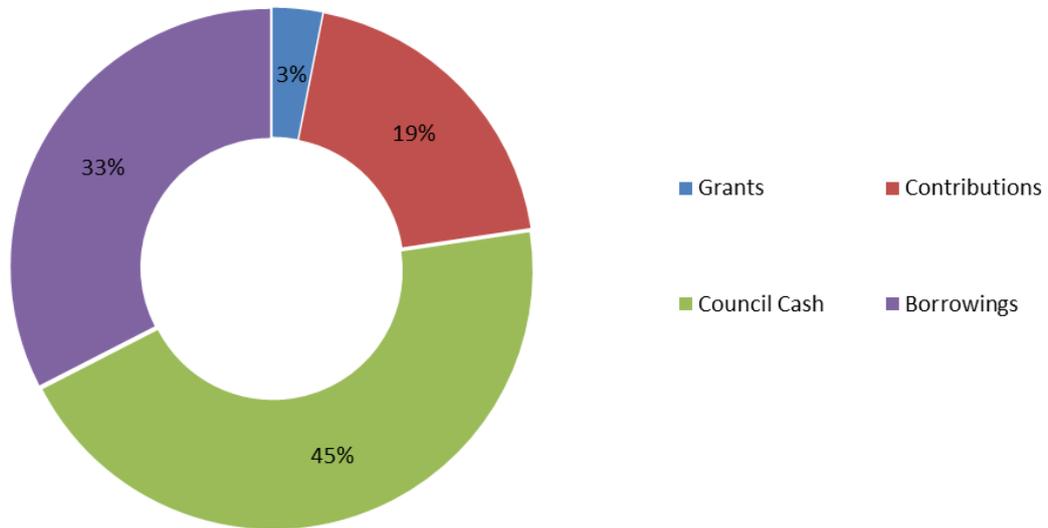
12.1.6 Asset renewal (\$25.3 million), new assets (\$15.7 million), and upgrade (\$0.63 million)

A distinction is made between expenditure on new assets, asset renewal and upgrade. 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 upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

Funding sources

Sources of funding	Forecast		Variance
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Works carried forward			
<i>Current year funding</i>			
Council cash	0	5,925	5,925
Total works carried forward	0	5,925	5,925
New works			
<i>Current year funding</i>			
Grants	1,401	1,281	(120)
Contributions	4,500	8,122	3,622
Borrowings	0	13,500	13,500
Council cash	27,188	12,769	(14,419)
Total new works	33,089	35,672	2,583
Total funding sources	33,089	41,647	8,508

Budgeted total funding sources 2016/17



Source: Section 6

12.1.7 Carried forward works (\$5.93 million)

For the 2015/16 year it is forecast that \$5.93 million of capital works will be incomplete and be carried forward into the 2016/17 year. Significant funding is required for the North Fitzroy Library and Community Hub works which has commenced and initially sourced from Council cash (\$4.68 million).

12.1.8 Grants and contributions (\$9.4 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Roads to Recovery and Black Spot Program (\$1.2 million) and North Fitzroy Library and Community Hub (\$0.05 million). Contributions include developer contributions received for open space development

12.1.9 Council borrowings (\$13.50 million)

Council intends on borrowing \$13.50 million mainly to fund the North Fitzroy Library and Community Hub development, which has commenced and will be constructed over 2 financial years, and borrowings to fund other key capital works projects planned during the year.

12.1.10 Council cash - proceeds from sale of assets (\$5.7 million)

Proceeds from sale of assets include property and motor vehicle sales.

12.1.11 Council cash - reserve cash (\$7.1 million)

Council has 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 Open Space acquisition and development. Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$7.1 million will be generated from operations to fund the 2016/17 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 financial performance indicators.

Budgeted balance sheet

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Current assets			
Cash and cash equivalents	24,320	30,957	6,637
Trade and other receivables	11,523	11,734	211
Financial assets	0	0	0
Other assets	1,512	1,513	1
Total current assets	37,356	44,204	6,848
Non-current assets			
Trade and other receivables	25	25	0
Investments in associates and joint ventures	230	230	0
Property, infrastructure, plant and equipment	1,607,191	1,620,956	13,764
Total non-current assets	1,607,446	1,621,211	13,764
Total assets	1,644,802	1,665,415	20,613
Current liabilities			
Trade and other payables	16,158	16,320	(162)
Trust funds and deposits	4,667	4,900	(233)
Provisions	12,672	13,230	(558)
Interest-bearing loans and borrowings	0	1,142	(1,142)
Total current liabilities	33,497	35,591	(2,094)
Non-current liabilities			
Provisions	2,014	2,102	(89)
Interest-bearing loans and borrowings	32,500	43,767	(11,267)
Total non-current liabilities	34,514	45,870	(11,356)
Total liabilities	68,011	81,461	(13,450)
Net assets	1,576,791	1,583,954	7,163
Equity			
Accumulated surplus	590,534	602,697	12,163
Reserves	986,257	981,257	(5,000)
Total equity	1,576,791	1,583,954	7,163

Source: Section 3

13.1.1 Current Assets (\$6.85 million increase) and Non-Current Assets (\$13.76 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. These balances are projected to increase during the year after funding the capital works program. Non-current assets are

expected to increase due to the capitalisation of infrastructure expenditure as part of the capital works program planned for the year.

13.1.2 Current Liability (\$2.09 million increase) and Non-Current Liability (\$11.35 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to slightly increase from 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 despite factoring in an increase for Collective Agreement outcomes.

Current and non-Current liability is expected to increase mainly due to loan liability which has principle and interest payments scheduled over the life of the new loan facility.

13.1.3 Equity (\$7.16 million increase)

Accumulated surplus is expected to be \$12.16 million higher as a result of the projected operating surplus which is required as funding for the capital works program. The Open Space Reserve is expected to reduce due to asset acquisitions planned during the year.

Key assumptions

In preparing the 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 99.5% of total rates and charges raised will be collected in the 2016/17 year (2015/16: 99% forecast actual)
- Trade creditors to be based on total capital and operating expenditure. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2015/16 levels
- Proceeds from the sale of property in 2016/17 of \$5.70 million is estimated to be received.
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$1.09 million
- Total capital expenditure to be \$41.65 million
- A total of \$10 million to be transferred from reserves representing the internal funding of the capital works program for open space works in the 2016/17 year.

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.

Plan development

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

- Maintain existing service levels
- Achieve an operating surplus each year
- Maintain a strong capital expenditure program
- Improve Council's cash position into the future.

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

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

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

Financial resources

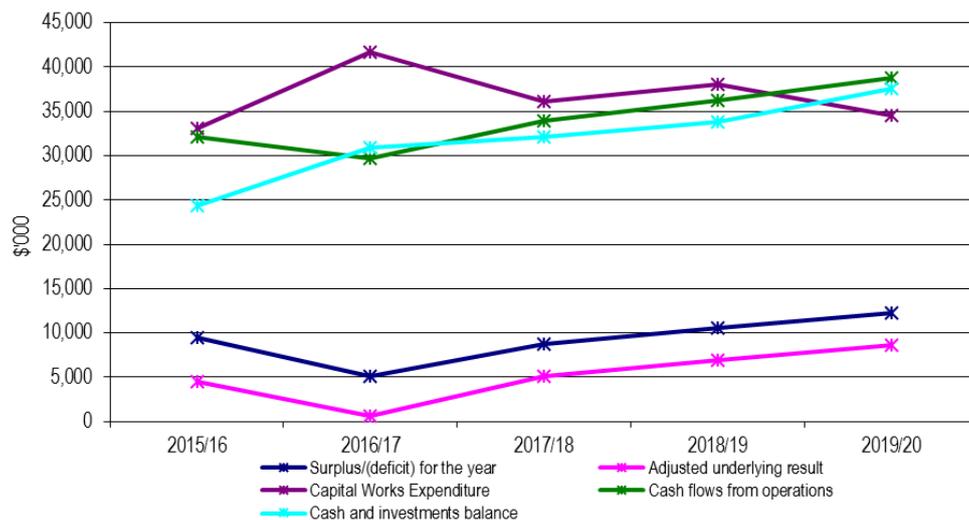
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	9,486	5,048	8,703	10,555	12,278	+
Adjusted underlying result	4,469	573	5,059	6,887	8,585	+
Cash and investments balance	24,320	30,957	32,163	33,763	37,598	+
Cash flows from operations	32,167	29,666	33,890	36,186	38,787	+
Capital works expenditure	33,089	41,647	36,155	38,110	34,505	o

Key to Forecast Trend:

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

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (Section 8)** - Cash and investments is forecast to increase over the four year period from \$30.96 million to \$37.6 million, which indicates a balanced budget on a cash basis in each year
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.25%.
- **Service delivery strategy (Section 16)** – Service levels have been maintained throughout the four year period. Operating surpluses are forecast in the years 2016/17 to 2019/20 as a result of identifying efficiency savings. However, excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is improving over the four year period. The adjusted 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)** – New borrowings of \$13.5 million are proposed in year 1 (2016/17). Borrowings are forecast to increase from \$32.5 million to \$46 million in 2016/17 with principal and interest repayments occurring over the 4 years.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$150.42 million at an average of \$37.6 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. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

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 57.9% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given the change to bi-annual general revaluations, and recent significant increases in 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 2016/17 year.

Year	Yarra City Council*	Average Large Council	General Rate Rise Yarra City Council
2011/12	5.59%	6.88%	3.50%
2012/13	6.32%	6.76%	4.90%
2013/14	6.53%	7.12%	4.40%
2014/15	7.75%	6.15%	5.40%
2015/16	4.20%	6.58%	4.50%
Average increase	6.08%	6.70%	4.54%
Average per capita 2015/16	\$1,094.00	\$986.50	

*Source: Council's Strategic Resource Plan 2016/17 to 2019/20 which includes total rate revenue raised including supplementary growth.

*Averages determined from the increase in 'Total Budgeted Rate Revenue, Municipal Charge and Waste Management for Financial Year' in the Municipal Association of Victoria's annual Rate Package (<http://www.mav.asn.au/about-local-government/local-government-finance/Pages/council-rates-property-valuations.aspx>).

The table indicates that over the past five years Council's rate increases have been 0.6% lower than the average of other comparative councils for total rate revenue raised and the average rate per capita was \$108 higher than the average of comparative councils in 2015/16.

Current year rates and charges

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	General Rate Increase %	Total Rates Raised \$'000
2015/16	4.5%	97,715
2016/17	2.5%	101,964
2017/18	2.25%	106,939
2018/19	2.03%	111,359
2019/20	2.03%	115,867

Rating structure

Council's rating structure is based on a common rate for the entire municipality with no municipal charge and no separate garbage charge. The potential implementation of a municipal charge is seen by Council to be regressive in nature and not in keeping with an equitable distribution of the rate burden, or Council's environmental, social and financial objectives.

Council applies the Net Annual Value (NAV) basis for rating which provides an equitable distribution of the rate burden for an inner-urban municipality such as Yarra, which has a high incidence of rental property.

Adoption of an alternative valuation/rating basis would require major re-education and potentially result in a significant redistribution of the rate burden, and undesirable implications for the community.

The rating strategy is premised on the utilisation of social equity mechanisms such as rebates, concessions and waivers as the most appropriate method of addressing the income-based issues of individual ratepayers.

The following table summarises the rates to be determined 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	Total Raised \$000's	Change
General Rate	Cents in \$ of NAV	0.04622	0.04136	100,363	4.5%
Bridge Road Charge 100	\$ per property	127	132	8	4%
Bridge Road Charge 150	\$ per property	195	203	12	4%
Bridge Road Charge 250	\$ per property	324	337	155	4%
Non-Rateable Garbage Charge	\$ per property	335	348	56	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 January 2016 for the 2016/17 year. The outcome of the general revaluation indicates at this stage an increase in property valuations throughout the municipality.

The next final 'valuation return' will be completed and reported to Council in June 2016 which will be used as the basis for striking a 'rate in the \$' to generate general rate income for the 2016/17 year.

Further information regarding the valuation process and calculation of general rate income will be contained in the 2016/17 rate and valuation notice, which will be distributed to ratepayers in early August 2016.

In aggregate, total rates and charges will increase by 4.2% compared with 2015/16. This will be achieved by reducing the rate in the dollar to offset the 17% increase in property valuations across the municipal district following the general revaluation.

16 Summary of other strategies

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

Borrowings

Council recognises that long term borrowings can be a useful tool for funding renewal of existing and major new assets. It also recognises that while borrowings enhance the capacity of Council's short term capital program, debt repayment and borrowing costs limit the capacity of future capital programs. It is, therefore, important that the utilisation of debt as a funding tool is applied judiciously.

The SRP includes the results of an analysis of Council's debt position against both State averages and large council averages over a number of different indicators. It also shows the results of the 'obligations' indicators that are part of the prescribed financial reporting indicators. The outcome of the analysis highlighted that additional debt could be accommodated.

For the 2016/17 year, Council has decided to take out new borrowings of \$13.5 million to fund the capital works program. The following table sets out future proposed borrowings, 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
2015/16	0	0	1511	32,500
2016/17	13,500	1,091	2,139	44,909
2017/18	0	1,142	2088	43,767
2018/19	0	1,195	2035	42,572
2019/20	0	1,250	1980	41,322

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

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	32,500,000	32,500,000
Total amount proposed to be borrowed	0	13,500,000
Total amount projected to be redeemed	0	(1,091,000)
Total amount of borrowings as at 30 June	32,500,000	44,909,000

Council has current borrowings of \$32.5 million which was required to settle the Vision Super unfunded defined benefit superannuation liability; acquisition of 345 Bridge Road property; funding for the energy performance contract requirements and also acquiring the Connie Benn Centre operations. Further borrowings of \$13.5 million are proposed in 2016/17 principally allocated to the North Fitzroy Community Hub project which has commenced and will be constructed over 2 financial years but also funding for other key capital works projects as detailed in the Capital works program (Section 6).

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.

At present Council is able to achieve the renewal program required with \$25.5 million allocated in 2016/17, which exceeds requirements by \$4.17 million. This increases to \$9 million over the four year SRP period.

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

Summary of funding sources					
Year	Total Capital Program \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2015/16	33,089	1,401	4,500	27,188	0
2016/17	41,647	1,281	8,122	18,744	13,500
2017/18	36,155	865	8,189	27,101	0
2018/19	38,110	889	7,955	29,266	0
2019/20	34,505	914	3,146	30,445	0

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 and 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.

Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. 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:

	2016/17	2017/18	2018/19	2019/20
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Average Weekly Earnings	1.5	1.5	1.5	1.5
Rate increases	4.2	4.9	4.1	4.0
Property growth	8.0	7.5	4.0	5.0
Wages growth	4.5	3.5	3.5	3.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	3.0	3.0	3.0	3.0

Appendix A

Fees and charges schedule

The City of Yarra provides a range of services to the community. Some of these services have an associated fee or charge levied.

Council's Pricing Policy ensures that fees are set in line with community support objectives in mind.

When setting fees and charges factors considered include the users capacity to pay, equity in the subsidisation of services, community service obligations, statutory or service agreement limitations and results of benchmarking of similar services.

The fees marked with asterisk are set by State Government statute (Statutory Fees); Council has no ability to alter the fee. These fees are fixed and result in a growing cost to the general ratepayer to provide services as the level of cost recovery is diminished over time. Fees will be amended in line with any increases should these be determined by State Government over the course of the 2016/17 year.

The GST legislation requires that Council's fees and charges are to include GST (taxable supply) unless they are identified for specific exemption from GST.

Council may be required to further amend the GST status of specific fees and charges when the ATO approves and issues further legislation or regulations. The impact of further ATO amendments may therefore require Council to alter prices in this schedule to reflect changes in the GST status of particular goods or services.

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/17 year.

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Fees and Charges Description	GST Status	2015/2016 Adopted Fee	2016/17 Proposed Fee
PROPERTY & RATING FEES			
Land information certificates*	GST Free	\$20.00	\$24.80
Land information certificates - 24 hour turnaround	GST Free	\$60.00	\$64.80
Land information certificates - express fax service	GST Free	\$60.00	\$64.80
Garbage Charge - Properties exempt from Rates	GST Free	\$345.00	\$359.00
Valuation Certificate	Taxable	\$19.00	\$20.00
Retrospective Valuation Certificate	Taxable	\$88.00	\$91.50
Payment Arrangement fee (Rates – Referred for Legal Action)	Taxable	New Fee	\$5.50 per month
GOVERNANCE SUPPORT			
Freedom of information requests	GST Free	\$27.00	\$28.00
LIBRARIES			
Overdue Items	GST Free	\$0.20 per day	\$0.20 per day
Damaged Books	Taxable	Cost + \$11	Cost + \$11.50
Damaged Magazines	Taxable	Cost + \$3.30	Cost + \$3.50
Lost Item	Taxable	Cost + \$11	Cost + \$11.50
Lost Card	Taxable	\$3.60	\$3.70
Inter Library Loans	Taxable	\$16.50	\$17.20
Reservations	GST Free	No Charge	No Charge
Word Processing	Taxable	No Charge	No Charge
Internet Access	Taxable	No Charge	No Charge
Printing from Computers	Taxable	\$0.20 per page	\$0.20 per page
Library Bags	Taxable	\$2.50	\$2.60
Photocopies			
Photocopies A4	Taxable	\$0.20	\$0.20
Photocopies A3	Taxable	\$0.40	\$0.40
Photocopies A4 (colour)	Taxable	\$1.00	\$1.00
Photocopies A3 (colour)	Taxable	\$2.00	\$2.00
Meeting Rooms			
Commercial	Taxable	\$80.00	\$90.00
Community	Taxable	\$9.60	\$15.00
Groups with Library/Council Links	Taxable	No Charge	No Charge
Security Deposit	Taxable	\$96.00	\$100.00
Theatrette			
Commercial	Taxable	\$210.00	\$220.00
Community	Taxable	\$68.00	\$70.00
Security Deposit	Taxable	\$100.00	\$100.00
Training Room			
Commercial	Taxable	\$180.00	\$187.20
Community	Taxable	\$42.00	\$43.70

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Security Deposit	Taxable	\$132.00	\$137.30
Book Sales			
Hardbacks	Taxable	\$2.00	\$2.50
Paperbacks	Taxable	\$1.00	\$1.50
Magazines	Taxable	\$0.50	\$0.50
Finance			
Dishonoured Cheque Administration Fee	Taxable	\$32.00	\$33.30
Dishonoured Direct Debt Administration Fee	Taxable	\$32.00	\$33.30
AGED & DISABLED			
Home Care, Personal Care and Respite Care			
Home Care General Low Fee Range			
Home Care General Low fee range - Single Up to \$26,520	GST Free	\$3.70	\$3.85
Home Care General Low fee range - Single \$26,520 to \$36,438	GST Free	\$5.70	\$5.95
Home Care General Low fee range - Couple Up to \$55,770	GST Free	\$5.90	\$6.15
Home Care General Low fee range - Family Up to \$61,647	GST Free	\$5.90	\$6.15
Home Care General Medium Fee Range			
Home Care General Medium fee range - Single \$36,438 to \$50,797	GST Free	\$8.20	\$8.55
Home Care General Medium fee range - Single \$50,797 to \$65,156	GST Free	\$10.60	\$11.00
Home Care General Medium fee range - Single \$65,156 to \$79,514	GST Free	\$13.00	\$13.50
Home Care General Medium fee range - Couple \$55,770 to \$72,613	GST Free	\$9.60	\$10.00
Home Care General Medium fee range - Couple \$72,613 to \$89,456	GST Free	\$12.20	\$12.70
Home Care General Medium fee range - Couple \$89,456 to \$106,298	GST Free	\$14.40	\$15.00
Home Care General Medium fee range - Family \$61,647 to \$78,412	GST Free	\$9.60	\$10.00
Home Care General Medium fee range - Family \$78,412 to \$95,177	GST Free	\$12.20	\$12.70
Home Care General Medium fee range - Family \$95,177 to \$111,941	GST Free	\$14.40	\$15.00
Home Care General High Fee Range			
Home Care General High Range - Single Above \$79,514	GST Free	\$31.50	\$32.80
Home Care General High Range - Couple Above \$106,298	GST Free	\$31.50	\$32.80
Home Care General High Range - Family Above \$111,941	GST Free	\$31.50	\$32.80
Personal Care			
Personal Care Low Fee Range			
Personal Care Low fee range - Single Up to \$26,520	GST Free	\$3.60	\$3.75

**City of Yarra
2016/2017 Budget
Proposed Fees and Charges**

Personal Care Low fee range - Single \$26,520 to \$36,438	GST Free	\$4.40	\$4.60
Personal Care Low fee range - Couple Up to \$41,100	GST Free	\$3.60	\$3.75
Personal Care Low fee range - Couple \$41,100 to \$55,770	GST Free	\$4.40	\$4.60
Personal Care Low fee range - Family Up to \$46,977	GST Free	\$3.60	\$3.75
Personal Care Low fee range - Family \$46,977 to \$61,647	GST Free	\$4.40	\$4.60
Personal Care Medium Fee Range			
Personal Care General Medium fee range - Single \$36,438 to \$50,797	GST Free	\$6.70	\$7.00
Personal Care General Medium fee range - Single \$50,797 to \$65,156	GST Free	\$7.10	\$7.40
Personal Care General Medium fee range - Single \$65,156 to \$79,514	GST Free	\$7.80	\$8.10
Personal Care General Medium fee range - Couple \$55,770 to \$72,613	GST Free	\$6.70	\$7.00
Personal Care General Medium fee range - Couple \$72,613 to \$89,456	GST Free	\$7.10	\$7.40
Personal Care General Medium fee range - Couple \$89,456 to \$106,298	GST Free	\$7.80	\$8.10
Personal Care General Medium fee range - Family \$61,647 to \$78,412	GST Free	\$6.70	\$7.00
Personal Care General Medium fee range - Family \$78,412 to \$95,177	GST Free	\$7.10	\$7.40
Personal Care General Medium fee range - Family \$95,177 to \$111,941	GST Free	\$7.80	\$8.10
Personal Care High Fee Range			
Personal Care General High Range - Single Above \$79,514	GST Free	\$35.30	\$36.70
Personal Care General High Range - Couple Above \$106,298	GST Free	\$35.30	\$36.70
Personal Care General High Range - Family Above \$111,941	GST Free	\$35.30	\$36.70
Respite Care			
Respite Care Low Fee Range			
Respite Care Low fee range - Single Up to \$26,520	GST Free	\$2.50	\$2.60
Respite Care Low fee range - Single \$26,520 to \$36,438	GST Free	\$3.00	\$3.10
Respite Care Low fee range - Couple Up to \$41,100	GST Free	\$2.50	\$2.60
Respite Care Low fee range - Couple \$41,100 to \$55,770	GST Free	\$3.00	\$3.10
Respite Care Low fee range - Family Up to \$46,977	GST Free	\$2.50	\$2.60
Respite Care Low fee range - Family \$46,977 to \$61,647	GST Free	\$3.00	\$3.10
Respite Care Medium Fee Range			
Respite Care General Medium fee range - Single \$36,438 to \$50,797	GST Free	\$3.30	\$3.45
Respite Care General Medium fee range - Single \$50,797 to \$65,156	GST Free	\$4.10	\$4.30
Respite Care General Medium fee range - Single \$65,156 to \$79,514	GST Free	\$4.40	\$4.60

**City of Yarra
2016/2017 Budget
Proposed Fees and Charges**

Respite Care General Medium fee range - Couple \$55,770 to \$72,613	GST Free	\$3.30	\$3.45
Respite Care General Medium fee range - Couple \$72,613 to \$89,456	GST Free	\$4.10	\$4.30
Respite Care General Medium fee range - Couple \$89,456 to \$106,298	GST Free	\$4.40	\$4.60
Respite Care General Medium fee range - Family \$61,647 to \$78,412	GST Free	\$3.30	\$3.45
Respite Care General Medium fee range - Family \$78,412 to \$95,177	GST Free	\$4.10	\$4.30
Respite Care General Medium fee range - Family \$95,177 to \$111,941	GST Free	\$4.40	\$4.60
Respite Care High Fee Range			
Respite Care General High Range - Single Above \$79,514	GST Free	\$32.50	\$33.80
Respite Care General High Range - Couple Above \$106,298	GST Free	\$32.50	\$33.80
Respite Care General High Range - Family Above \$111,941	GST Free	\$32.50	\$33.80
Home Maintenance			
Home Maintenance Low Fee Range			
Home Maintenance Low fee range - Single Up to \$26,520	GST Free	\$4.10	\$4.25
Home Maintenance Low fee range - Single \$26,520 to \$36,438	GST Free	\$6.40	\$6.65
Home Maintenance Low fee range - Couple Up to \$41,100	GST Free	\$4.10	\$4.25
Home Maintenance Low fee range - Couple \$41,100 to \$55,770	GST Free	\$7.50	\$7.80
Home Maintenance Low fee range - Family Up to \$46,977	GST Free	\$4.10	\$4.25
Home Maintenance Low fee range - Family \$46,977 to \$61,647	GST Free	\$7.50	\$7.80
Home Maintenance - Medium Fee Range			
Home Maintenance Medium Fee Range Single - \$36,438 to \$79,514	GST Free	\$15.80	\$16.40
Home Maintenance Medium Fee Range Couple - \$55,770 to \$106,298	GST Free	\$15.80	\$16.40
Home Maintenance Medium Fee Range Family - \$61,647 to \$111,941	GST Free	\$15.80	\$16.40
Home Maintenance - High Fee Range			
Home Maintenance High Range - Single Above \$79,514	GST Free	\$45.80	\$47.60
Home Maintenance High Range - Couple Above \$106,298	GST Free	\$45.80	\$47.60
Home Maintenance - Family Above \$111,941	GST Free	\$45.80	\$47.60
Delivered / Centre Meals			
Delivered / Centre Meals -Low Fee Range			
Delivered / Centre Meals Single up to \$36,438	GST Free	\$6.00	\$6.20
Delivered / Centre Meals Couple Up to \$55,770	GST Free	\$6.00	\$6.20
Delivered / Centre Meals Family Up to \$61,647	GST Free	\$6.00	\$6.20

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Delivered / Centre Meals - Medium Fee Range			
Delivered / Centre Meals Single - \$36,438 to \$79,514	GST Free	\$7.70	\$8.00
Delivered / Centre Meals Couple - \$55,770 to \$106,298	GST Free	\$7.70	\$8.00
Delivered / Centre Meals Family - \$61,647 to \$111,941	GST Free	\$7.70	\$8.00
Delivered / Centre Meals - High Fee Range			
Delivered / Centre Meals- Single Above \$79,514	GST Free	\$20.10	\$20.90
Delivered / Centre Meals - Couple Above \$106,298	GST Free	\$20.10	\$20.90
Delivered / Centre Meals - Family Above \$111,941	GST Free	\$20.10	\$20.90
Willowview			
Willowview - High Care			
Willowview - Outing Group			
WillowView - Low Fee Range Single up to \$36,438	GST Free	\$7.40	\$7.70
WillowView - Low Fee Range Couple Up to \$55,770	GST Free	\$7.40	\$7.70
WillowView - Low Fee Range Family Up to \$61,647	GST Free	\$7.40	\$7.70
WillowView - Medium Fee Range Single - \$36,438 to \$79,514	GST Free	\$7.40	\$7.70
WillowView - Medium Fee Range Couple - \$55,770 to \$106,298	GST Free	\$7.40	\$7.70
WillowView - Medium Fee Range Family - \$61,647 to \$111,941	GST Free	\$7.40	\$7.70
WillowView - High Fee Range - Single Above \$79,514	GST Free	\$18.70	\$19.45
WillowView - High Fee Range - Couple Above \$106,298	GST Free	\$18.70	\$19.45
WillowView - High Fee Range - Family Above \$111,941	GST Free	\$18.70	\$19.45
Additional charge applies to Willowview Outing Group only if meal provided by the service	GST Free	\$4.60	\$4.80
Home Care Packages (HCP)			
<i>**Rates negotiable in special circumstances. Refer Aged & Disability Services - Home Care Packages Policy</i>			
Linkage Program- Monthly Case Management Fee	Taxable	0-\$258 per month	0-\$258 per month
<i>**Based upon HACC services used and other services as negotiated</i>			
All Meals	Taxable	\$18.60	\$19.35
Home/Personal/Respite Care (8.00am to 6.00pm Monday to Friday)	Taxable	\$43.30	\$45.00
Home/Personal/Respite Care (6.00pm to 8.00am Monday to Friday)	Taxable	\$91.90	\$95.60
Home/Personal/Respite Care (6.00pm Friday to 8.00am Monday)	Taxable	\$91.90	\$95.60
Adult Day Care	Taxable	\$31.90	\$33.20
PARKING SERVICES			
Parking Fees - meters/ticket machines (per hour)	Taxable	\$3.80	\$4.00
Parking Fines - Road Safety Act/Road Safety Regulations*	GST Free	\$72-\$144.50	\$72-\$144.50
All Day Parking (various locations)	Taxable	\$10.00 per day	\$11.00 per day

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Occupation of parking bays - parking meter/first day	Taxable	\$53.00	\$55.00
Occupation of parking bays - parking meter/subsequent day	Taxable	\$26.00	\$27.00
Parking Permits - 1st Resident permit	GST Free	\$34.00	\$36.00
Parking Permits - 2nd Resident permits	GST Free	\$87.00	\$91.00
Parking Permits - 3rd Resident permits	GST Free	\$164.00	\$171.00
Parking Permits - Business - 1st permit	Taxable	\$119.00	\$124.00
Parking Permits - Business - 2nd and subsequent permits	Taxable	\$218.00	\$230.00
Parking Permits - Disabled	GST Free	No Charge	No Charge
Parking Permits - 1st Visitor permit	GST Free	\$34.00	\$36.00
Parking Permits - 2nd Visitor permits	GST Free	\$87.00	\$91.00
Parking Permits - 3rd Visitor permits	GST Free	\$164.00	\$171.00
Vehicle tow-away - impounding fee	Taxable	\$387.00	\$403.00
Derelict vehicles/pound fee - abandoned/unregistered vehicle	Taxable	\$387.00	\$403.00
Courtesy Letter Costs (set by Regulation)*	GST Free	\$24.43	\$25.40
LOCAL LAWS/LEGISLATIVE SERVICES			
Footpath Trading -Application/ Inspection fee (Non-refundable)	GST free	new fee	\$50.00
Footpath heaters	GST free	new fee	\$100.00
Footpath awning/screening fee	GST free	new fee	\$200.00
Planter Box/Tubs (Excludes Tables & Chairs) Footpath trading only	GST free	No charge	\$100.00
Additional miscellaneous item Footpath trading	GST free	new fee	\$50.00
Mobile Food Vans - Normal Rate	GST free	\$2,300.00	\$2,400.00
Mobile Food Vans - Concession Rate (Yarra Resident Only)	GST free	\$1,650.00	\$1,700.00
Significant tree Application fee(Non-refundable)	GST free	New fee	\$130.00
Significant Tree Permit- Removal	GST free	New fee	\$200.00
Significant Tree Permit- Pruning only	GST free	New fee	\$100.00
Excess Animal Permit- Application Fee (Non Refundable)	GST free	New fee	\$50.00
Cat trap- rental per week	GST free	New fee	\$20.00
Commercial dog walking permit (annual permit)	GST free	New fee	\$100.00
Excess Animal Permit-Fee	GST free	New fee	\$50.00
Temporary Public Space Licences	GST free	\$58.60	\$62.00
Local law permit application fee(As required)	GST free	New fee	\$50.00
Busking Permit (Monthly charge)	GST free	\$12.10	\$13.00
General Local Law Permit	GST free	\$302.00	\$314.00
Temporary Public space permit- Promotional Short Term (1) < 3 days	GST free	\$58.60	\$100.00
Temporary Public space permit- Promotional Short Term (2) > 3 days where admin/detailed review required	GST free	\$160.50	\$160.50
Local Laws permit Inspection fee- After hours	GST free	New fee	\$100.00

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Miscellaneous / Impound release Fee	GST free	\$97.60	\$102.00
Shopping Trolley Release fees	GST free	\$57.30	\$60.00
ANIMAL CONTROL			
COMMUNITY AMENITY - (Local Laws and Animal Control)			
Dog Registration			
Standard Maximum Fee	GST Free	\$180.00	\$188.00
Standard Reduced Fee	GST Free	\$55.00	\$60.00
Concessional Maximum Fee	GST Free	\$90.00	\$94.00
Concessional Reduced Fee	GST Free	\$16.00	\$17.00
Registration – Declared menacing, dangerous & restricted breed dogs	GST Free	\$300.00	\$320.00
Cat Registration			
Standard Maximum Fee	GST Free	\$100.00	\$105.00
Standard Reduced Fee	GST Free	\$33.30	\$35.00
Concessional Maximum Fee	GST Free	\$50.00	\$52.00
Concessional Reduced Fee	GST Free	\$12.00	\$12.50
Replacement Animal Registration tag	Taxable	New Fee	\$5.00
Animal Pound Release fees			
Release fee - Dog	Taxable	\$85.00	\$90.00
Release fee - Cat	Taxable	\$33.00	\$35.00
Livestock (small)	Taxable	\$52.00	\$55.00
Livestock (large)	Taxable	\$180.00	\$200.00
Registration of Domestic Animal Business			
Annual Registration Fee	Taxable	\$360.00	\$380.00
Transfer Fee	Taxable	\$26.00	\$27.00
Request for copy of dog/cat registration certificate (per entry)	Taxable	\$94.00	\$98.00
Service Requests - Animal Control	Taxable	\$69.00	\$72.00
Inspection of Dog/Cat register (per entry)	GST Free	\$18.70	\$20.00
Deposit Cat trap(Refundable)	GST Free	New Fee	\$100.00
FOOD PREMISES			
Class 1 or Class 2 Premises			
Renewals	GST Free	\$520.00	\$540.00
Additional fee for each employee over 10.	GST Free	\$26.00	\$27.00
New Registrations			
Application fee	GST Free	\$260.00	\$270.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	GST Free	\$260.00	\$270.00
Re-inspection Fee	GST Free	\$130.00	\$135.00
Additional Assessment Fee (Section 19H)		New Fee	\$270.00
Class 3 and Not for Profit Class 1 and 2 Food Premises			

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Renewals	GST Free	\$260.00	\$270.00
Additional fee for each employee over 10.	GST Free	\$13.00	\$13.50
New Registrations	GST Free		
Application fee		\$130.00	\$135.00
Registration fee		Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	GST Free	\$130.00	\$135.00
Re-inspection Fee	GST Free	\$65.00	\$67.50
Additional Inspection Fee Under 19(H)		New Fee	\$135.00
Not for Profit Class 3 Food Premises			
Renewals	GST Free	\$130.00	\$135.00
Additional fee for each employee over 10.	GST Free	\$6.50	\$6.75
New Registrations	GST Free		
Application fee		\$65.00	\$67.50
Registration fee		Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	GST Free	\$65.00	\$67.50
Re-inspection Fee	GST Free	\$65.00	\$67.50
Additional Inspection Fee Under 19(H)		New Fee	\$135.00
Temporary and mobile food premises registered via "Streatrader" and short term registrations on request of proprietor.			
Once-off events (no more than two consecutive days operation) and component/s (per component) attached to a fixed registered (not Class 4) premises.			
Class 1 and 2.			\$67.50
Class 3.			\$33.75
Not for profit organisations - all classes.			No Charge
Short term registrations (less than 12 months), temporary and mobile food premises that are not "once off" events or components of a fixed registered premises, components of notified (Class 4) premises.			
Registrations for a period of up to 3 months.			1/4 annual renewal fee
Registrations for a period of 3 to 6 months.			1/2 annual renewal fee
Registrations for a period of more than 6 months will be treated as a 12 month registration.			Full annual renewal fee
Re-inspection Fee (temp and mobile food premises).		\$65.00	\$67.50
PRESCRIBED ACCOMMODATION PREMISES			
Commercial			
Renewals			
Premises accommodating not more than 5 persons	GST Free	\$240.00	\$250.00
Additional fee for each additional person than can be accommodated in excess of 5	GST Free	\$24.00	\$12.50

City of Yarra 2016/2017 Budget Proposed Fees and Charges

New Registrations			
Application fee	GST Free	\$120.00	\$125.00
Registration fee	GST Free	Pro-rata of renewal fee	Pro-rata of renewal fee
Transfers	GST Free	\$120.00	\$125.00
Not For Profit			
Renewals			
Premises accommodating not more than 5 persons	GST Free	\$120.00	\$125.00
Additional fee for each additional person than can be accommodated in excess of 5	GST Free	\$12.00	\$6.25
New Registrations	GST Free		
Application fee		\$60.00	\$62.50
Registration fee		Pro-rata of renewal fee	Pro-rata of renewal fee
Transfers	GST Free	\$60.00	\$62.50
PREMISES PROVIDING PERSONAL SERVICES (Hairdressers, Beauty Salons, Ear Piercing, Tattooing, Skin Penetration)			
Renewals	GST Free	\$165.00	\$172.00
New Registrations	GST Free		
Application fee		\$82.50	\$86.00
Registration fee		Pro-rata of renewal fee	Pro-rata of renewal fee
Transfer Fee	GST Free	\$82.50	\$86.00
<i>If proprietor is a not for profit/charitable organisations above will be discounted by 50%. No current applicant are NFP</i>			
OTHER FEES			
Overdue Registration Renewal Fee	GST Free	\$130.00	\$135.00
Waste Water System Approval	GST Free	\$290.00	\$258.00
Information/Service Fees			
Copy of Certificate of Analysis for person from whom sample obtained	Taxable	No Charge	No Charge
Copy of Registration Certificate - Only available to current proprietor	Taxable	\$46.00	\$48.00
Extract of premises register	GST Free	No Charge	No Charge
Professional services (EHO) as requested			
Rate per hour	Taxable	\$130.00	\$136.00
LOCAL LAWS/LEGISLATIVE SERVICES			
Public Space Licences			
Items on Footpath:			
Advertising Sign - per sign (licensed)	GST Free	\$158.20	\$165.00
Advertising Sign - per sign (unlicensed)	GST Free	\$106.70	\$112.00
Goods Display	GST Free	\$366.90	\$382.00

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Tables & Chairs:			
Licensed premises - per table over 800mm(Including benches)	GST free	New Fee	\$85.00
Licensed Premises - per table up to 800mm	GST Free	\$71.10	\$74.00
Licensed Premises - per chair (600mm =1 Chair)	GST Free	\$65.40	\$68.00
Unlicensed Premises - per table over 800mm (including benches)	GST Free	New Fee	\$85.00
Unlicensed Premises - per table up to 800mm	GST Free	\$71.10	\$74.00
Unlicensed Premises - per chair (600mm = 1 Chair)	GST Free	\$14.50	\$20.00
Real Estate Sign License	GST Free	\$704.00	\$740.00
Mobile Food Van public land (Once off day rate)	GST Free	New fee	\$314.00
Mobile food van private land (Once off day rate)	GST Free	New fee	\$150.00
Local Laws application and permit fee- Political parties (Election caretaker periods only)		New Fee	\$0.00
Local Law application and permit fee- charity/non for profit		New Fee	\$0.00
Kerb Market			
Gleadell Street Market (per stall)	Taxable	\$78.00	\$82.00
Other			
Miscellaneous / Impound Fee	Taxable	\$97.60	\$102.00
Planning Enforcement			
Liquor Licensing Advice Requests	Taxable	\$141.10	\$150.00
RECREATION			
Multi-purpose Sporting Facilities - Casual Fees			
Victoria Park			
Commercial per hour	Taxable	\$250.00	\$260.00
Concession 1 per hour	Taxable	\$75.00	\$78.00
Concession 2 per hour	Taxable	\$35.00	\$36.00
Concession 3 per hour	Taxable	No Charge	No Charge
Victoria Park Sherrin Stand Change Rooms (per session 3 hr maximum)			
Commercial	Taxable	\$250.00	\$260.00
Concession 1	Taxable	\$78.00	\$82.00
Concession 2	Taxable	\$35.00	\$36.00
Concession 3	Taxable	No Charge	No Charge
Casual Sports Ground Hire - Bastow Reserve No1, Fletcher Reserve 1, Yambla Reserve, Ramsden Street Reserve, Fairfield Park Reserve, Burnley Oval, W.T. Peterson, Loughnan Oval, Citizens Oval, Alphington Park Oval - per session, maximum of 3 hours			
Commercial	Taxable	\$300.00	\$315.00
Concession 1	Taxable	\$75.00	\$78.00
Concession 2	Taxable	\$27.00	\$28.00
Concession 3	Taxable	No Charge	No Charge

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Casual Sports Ground Hire - Bastow Reserve No 2, Fletcher Reserve 2, Coulson Reserve, Alfred Crescent Oval, Walker Street, Alain Bain Reserve - per session, minimum 3 hours			
Commercial	Taxable	\$150.00	\$160.00
Concession 1	Taxable	\$42.00	\$45.00
Concession 2	Taxable	\$14.00	\$15.00
Concession 3	Taxable	No Charge	No Charge
Casual Pavilion Hire - Alfred Crescent, Alphington, Burnley, Coulson, Fairfield, Gillon, Graham, Johnson, Ramsden - New Fee			
Commercial fee - per hour	Taxable	\$100.00	\$105.00
Concession 2 - per hour	Taxable	\$17.60	\$18.00
Casual Hire - Stanton Street Hall (Table Tennis) - New Fee			
Commercial fee - per hour	Taxable	\$100.00	\$105.00
Concession 1 - per hour	Taxable	\$30.00	\$31.00
Concession 2 - per hour	Taxable	\$24.00	\$25.00
Concession 3 - per hour	Taxable	\$18.00	\$19.00
Key Bond for all sporting facilities - Casual	GST Free	\$91.00	\$95.00
Key Bond for all sporting facilities - Seasonal	GST Free	\$410.00	\$426.00
Note: Concession 1 = Non Yarra Based -Not For Profit Community Organisations & Yarra Based Private Schools			
Concession 2 = Registered Not for profit Yarra Community Groups and sporting clubs			
Concession 3 = Yarra based State and Catholic schools			
Pavilions - Seasonal Fee Per Team			
Category A: Graham, Johnson, Coulson, Ramsden, Fairfield, Burnley, Alfred Cres and Fitzroy Grandstand			
Senior Team	Taxable	\$400.00	\$416.00
Junior Team	Taxable	\$296.00	\$308.00
Category B: Yambla, Citizens, Bain and Alphington			
Senior Team	Taxable	\$200.00	\$208.00
Junior Team	Taxable	\$148.00	\$154.00
Sportsgrounds - Seasonal Fee Per Team			
Turf Cricket: Loughnan, Citizens (Summer Turf Wicket)			
Senior Team	Taxable	\$3,035.00	\$3,156.00
Cricket Synthetic			
Senior Team	Taxable	\$1,225.00	\$1,274.00
Junior Team	Taxable	\$325.00	\$338.00
Football			

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Senior Team	Taxable	\$1,030.00	\$1,070.00
Junior Team	Taxable	\$560.00	\$582.00
Soccer			
Senior Professional Team	Taxable	\$4,020.00	\$4,180.00
Senior Team	Taxable	\$720.00	\$748.00
Junior Team	Taxable	\$280.00	\$291.00
Permit to hire Park for Commercial Fitness Trainers			
Annual Licence Fee	GST Free	\$260.00	\$282.00
CONSTRUCTION MANAGEMENT SUPPORT UNIT			
Out of Hours Permit	GST Free	\$160.50	\$166.90
Asset Protection Permit			
Works less than \$500K Application Fee	Taxable	\$220.00	\$228.80
Works more than \$501K Application Fee	Taxable	\$662.00	\$688.50
Local Law Vehicle Crossing Permit			
Private Single Dwelling Vehicle Crossing	GST Free	\$410.00	\$426.40
Commercial/Industrial Vehicle Crossing	GST Free	\$511.00	\$630.00
Profile Design Service	Taxable	\$235.00	\$244.40
Consent (RMA 2004) *^			
Permit	GST Free	\$74.00	\$77.00
Inspection (Mon - Fri)	Taxable	\$135.00	\$140.40
Inspection (Weekends) - Minimum	Taxable	\$410.00	\$426.40
Local Law Road Occupation Permit			
Counter Fast Track Assessment Fee	GST Free	New Fee	\$50.00
Private Single Dwelling and local shop trader Occupancy per sq. metre per week	Taxable	\$4.50	\$4.68
Commercial License/Occupancy per square metre per week	Taxable	\$7.50	\$8.50
Plant and Equipment - Permits - Private single dwelling and local shop traders.	GST Free	\$142.00	\$147.70
Plant and Equipment - inspections (Mon to Fri) Business hours for private single dwelling and local shop traders.	Taxable	\$135.00	\$140.40
Plant and Equipment Inspection - all out of hours minimum fee	Taxable	\$410.00	\$426.40
Plant and Equipment Permit -Commercial - local road lane closure, footpath occupation, laneway closure	Taxable	New Fee	\$250.00
Plant and Equipment Permit - Commercial - local road closure	Taxable	New Fee	\$350.00
Plant & Equipment Inspection - Commercial - (Monday to Friday business hours) includes house modules.	Taxable	New Fee	\$250.00
Plant & Equipment Permits - Commercial collector road, lane closure, footpath occupation	Taxable	New Fee	\$350.00
Plant & Equipment Permit - Commercial collector road closure.	Taxable	New Fee	\$500.00
Plant & Equipment Permit - House Module	Taxable	New Fee	\$500.00

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Skip placement - per day unmetered	GST Free	\$21.00	\$21.80
Skip placement - per day metered	GST Free	\$57.00	\$59.30
Container Permit - (20') per day	GST Free	\$122.00	\$126.90
Container Permit - (40') per day	GST Free	\$243.00	\$252.70
Filming in municipality/commercial still photography (per film):			
Commercial Profit Making-Film/Ad Producers-Major impact: Permit	Taxable	\$1,114.00	\$1,158.60
Filming (incl ads/still photography) inspection (Mon to Fri)	Taxable	\$135.00	\$140.40
Filming (incl ads/still photography) inspection (Weekends)	Taxable	\$410.00	\$426.40
Small budget productions (incl films & ads)- Minor impact: Permit	Taxable	\$373.00	\$387.90
Student Filming (including still photography)	GST Free	No Charge	No Charge
Non Profit Making Filming (including still photography)	GST Free	No Charge	No Charge
Road / Footpath Openings			
Consent (RMA 2004) *^			
Permit	GST Free	\$74.00	\$77.00
Inspection (Mon - Fri)	Taxable	\$135.00	\$140.40
Inspection (Weekends) - Minimum	Taxable	\$410.00	\$426.40
Road reinstatement (See notes)			
Road - deep lift asphalt/concrete/bluestone (per square metre) (minimum charge \$400)	GST Free	\$275.00	\$286.00
Road - asphalt/concrete <100mm (per square metre) (minimum charge \$250)	GST Free	\$173.00	\$179.90
Footpath - residential - asphalt (as per YSD33 RAF) less than 60mm (per square metre) (minimum charge \$250)	GST Free	\$137.00	\$142.50
Footpath - industrial - asphalt / concrete (as per YSD33 IAF & CF) greater than 60mm & less than equal to 100mm (per square metre) (minimum charge \$520)	GST Free	\$200.00	\$208.00
Footpath - industrial - concrete with asphalt surface (as per YSD33 ICAF) <=170mm (per square metre) (minimum charge \$520)	GST Free	\$245.00	\$254.80
Vehicle Crossings - residential <150mm (per square metre) (minimum charge \$520)	GST Free	\$200.00	\$208.00
Vehicle Crossing - Industrial >150mm - per square metre (min charge \$400)	GST Free	\$271.00	\$281.80
Kerb/Channel/Concrete (per lineal metre) (minimum charge \$350)	GST Free	\$219.00	\$227.80
Kerb/Channel/Bluestone (per lineal metre) (minimum charge \$350)	GST Free	\$241.00	\$250.60

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Dressed bluestone kerb and channel (new) (minimum charge \$600)	GST Free	\$665.00	\$691.60
Dressed bluestone kerb and channel (existing) (minimum charge \$500)	GST Free	\$300.00	\$312.00
Footpath asset inspection (per inspection)	Taxable	\$384.00	\$399.40
<i>Notes:</i>			
<i>* Areas greater than 40m² or greater than 30 lineal metres Council may consider a reduced charge</i>			
<i>** Traffic Management charges will be considered by Council dependant on site conditions and activity</i>			
<i>*** Concrete Footpath to nearest joint</i>			
<i>**** Concrete Vehicle Crossing to nearest joint usually 1/2 width or full width for small vehicle crossing up to 1.2m</i>			
<i>*^ In accordance with the Road Management Act 2004</i>			
CHILD CARE			
Outside School Hours Care			
After School Care Fee - Regular	GST Free	\$15.00 Jul-Dec 2015	\$16.00 Jul-Dec 2016
After School Care Fee - Regular	GST Free	\$16.00 Jan-Jun 2016	\$17.00 Jan - June 2017
After School Care Fee - Casual	GST Free	\$18.00 Jul-Dec 2015	\$19.00 Jul-Dec 2016
After School Care Fee - Casual	GST Free	\$19.00 Jan-Jun 2016	\$20.00 Jan - June 2017
After School Care Fee - Curriculum Day	GST Free	\$37.50 Jul-Dec 2015	\$45.00 Jul-Dec 2016
After School Care Fee - Curriculum Day	GST Free	\$45.00 Jan-Jun 2016	\$47.00 Jan - June 2017
After School Care Fee - Curriculum Half Day	GST Free	\$24.50 Jul-Dec 2015	\$26.00 Jul-Dec 2016
After School Care Fee - Curriculum Half Day	GST Free	\$26.00 Jan-Jun 2016	\$27.00 Jan - June 2017
After School Care Fee - End of Term	GST Free	\$21.00 Jul-Dec 2015	\$22.00 Jul-Dec 2016
After School Care Fee - End of Term	GST Free	\$22.00 Jan-Jun 2016	\$23.00 Jan - June 2017
After School Care Fee - End of Year	GST Free	\$23.00 Jul-Dec 2015	\$25.00 Jul-Dec 2016
After School Care Fee - End of Year	GST Free	\$25.00 Jan-Jun 2016	\$26.00 Jan-Jun 2017
Vacation Care Fee - All Day	GST Free	\$43.50 Jul-Dec 2015	\$50.00 Jul-Dec 2016
Vacation Care Fee - All Day	GST Free	\$50.00 Jan-Jun 2016	\$52.00 Jan-Jun 2017
Vacation Care Excursion Fee - All Day	GST Free	\$50.50 Jul-Dec 2015	\$60.00 Jul-Dec 2016
Vacation Care Excursion Fee - All Day	GST Free	\$60.00 Jan-Jun 2016	\$62.50 Jan - Jun 2017
Long Day Care			
One to Four Days (per Day)	GST Free	\$102.00 Jul-Dec 2015	\$109.00 Jul-Dec 2016
One to Four Days (per Day)	GST Free	\$109.00 Jan-Jun 2016	\$113.50 Jan - Jun 2017

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Pre School 3 Year Olds			
1 Session per Term	GST Free	\$229.00 Jul – Dec 2015	\$240.00 Jul – Dec 2016
1 Session per Term	GST Free	\$240.00 Jan – Jun 2016	\$249.50 Jan - Jun 2017
Health Care Card Holders			
Health Care 1 session per term	GST Free	\$113.00	\$122.00
Pre School 4 Year Olds			
July to December	GST Free	\$344.00	\$357.80
January to June 2017	GST Free	\$358.00	\$372.00
Occasional child care			
OCC Casual	GST Free	\$9.00	\$10.00
OCC Member	GST Free	\$6.00	\$6.50
Concession	GST Free	\$3.00	\$3.20
10 OCC sessions	GST Free	\$65.00	\$74.00
25 OCC sessions	GST Free	\$175.00	\$185.00
Youth Services			
Teenage Holiday Programs	Taxable	\$17.50	\$19.00
Teenage Holiday Programs - Concession	Taxable	\$3.00	\$3.20
Hire of Meeting Rooms - Connie Benn Centre			
Community Meeting Room			
Concessional Rate Half Day	Taxable	New Fee	\$30.00
Concessional Rate Full Day	Taxable	New Fee	\$100.00
Commercial Rate Half Day	Taxable	New Fee	\$50.00
Commercial Rate Full Day	Taxable	New Fee	\$180.00
Community Kitchen			
Concessional Rate Half Day	Taxable	New Fee	\$40.00
Concessional Rate Full Day	Taxable	New Fee	\$70.00
Commercial Rate Half Day	Taxable	New Fee	\$100.00
Commercial Rate Full Day	Taxable	New Fee	\$180.00
Training Room			
Concessional Rate Half Day	Taxable	New Fee	\$50.00
Concessional Rate Full Day	Taxable	New Fee	\$100.00
Commercial Rate Half Day	Taxable	New Fee	\$100.00
Commercial Rate Full Day	Taxable	New Fee	\$180.00
Consultation Room			
Concessional Rate per hour	Taxable	New Fee	\$30.00
Concessional Rate Full Day	Taxable	New Fee	\$80.00
Commercial Rate per hour	Taxable	New Fee	\$40.00
Commercial Rate Full Day	Taxable	New Fee	\$150.00
Playgroup Room 2			
Concessional Rate per 2 hour session	Taxable	New Fee	\$40.00

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Commercial Rate per hour	Taxable	New Fee	\$30.00
Commercial Rate Full Day	Taxable	New Fee	\$150.00
Front Room			
Concessional Rate Half Day	Taxable	New Fee	\$20.00
Concessional Rate Full Day	Taxable	New Fee	\$50.00
Commercial Rate Half Day	Taxable	New Fee	\$30.00
Commercial Rate Full Day	Taxable	New Fee	\$100.00
MATERNAL & CHILD HEALTH			
Vaccine			
Immunisation - vaccinations	GST Free	Fee varies with Vaccine	Fee varies with Vaccine
Vaccine			
Immunisation - alternative vaccinations	GST Free	Fee varies with Vaccine	Fee varies with Vaccine
Vaccine			
Infant screening program 0 to 4 years	GST Free	No Charge	No Charge
New/Existing Mothers Screening program (Infants 0 to 4 years)	GST Free	No Charge	No Charge
General parenting advice & support	GST Free	No Charge	No Charge
Assessment & referral service	GST Free	No Charge	No Charge
Outreach for geographically isolated young mothers	GST Free	No Charge	No Charge
Outreach for young mothers of Koori/different ethnic backgrounds	GST Free	No Charge	No Charge
PLANNING/SUBDIVISION			
Amendments to Planning Scheme*			
Request to amend planning scheme	GST Free	\$798.00	\$798.00
Consideration of submissions to Amendment and reference to panel*	GST Free	\$798.00	\$798.00
Adoption of an Amendment	GST Free	\$524.00	\$524.00
Approval of an Amendment	GST Free	\$798.00	\$798.00
Applications for permits under s.47 of the Act*			
Class 1 Application for use only	GST Free	\$502.00	\$502.00
To develop land for a single dwelling per lot:*			
Class 2 \$10,000 to \$100,000	GST Free	\$239.00	\$239.00
Class 3 More than \$100,000	GST Free	\$490.00	\$490.00
To develop land (other than for a single dwelling per lot):*			
Class 4 Less than \$10,000	GST Free	\$102.00	\$102.00
Class 5 \$10,000 - \$250,000	GST Free	\$604.00	\$604.00
Class 6 \$250,000 - \$500,000	GST Free	\$707.00	\$707.00
Class 7 \$500,000 - \$1m	GST Free	\$815.00	\$815.00
Class 8 \$1m - \$7m	GST Free	\$1,153.00	\$1,153.00
Class 9 \$7m - \$10m	GST Free	\$4,837.00	\$4,837.00
Class 10 \$10m - \$50m	GST Free	\$8,064.00	\$8,064.00

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Class 11 >\$50m	GST Free	\$16,130.00	\$16,130.00
Subdivision*			
Class 12 Subdivide an existing building	GST Free	\$386.00	\$386.00
Class 13 Subdivide land into 2 lots	GST Free	\$386.00	\$386.00
Class 14 Effect a realignment or consolidate two or more lots	GST Free	\$386.00	\$386.00
Class 15 Subdivide land (other than Class 12, 13 or 14)	GST Free	\$781.00	\$781.00
Class 16 Remove a restriction if land has been used or developed >2 years	GST Free	\$249.00	\$249.00
Class 17 Create or remove a restriction or right of way	GST Free	\$541.00	\$541.00
Class 18 Create or remove an easement other than right of way	GST Free	\$404.00	\$404.00
Fees to amend applications*			
Request to amend an application for permit	GST Free	\$102.00	\$102.00
Applications for amendments to permit under s.72 of the Act*			
Class 1. To change the use	GST Free	\$502.00	\$502.00
Class 2. To change what the permit allows, change conditions, etc.	GST Free	\$502.00	\$502.00
To develop land for a single dwelling per lot:*			
Class 3. \$10,000 to \$100,000	GST Free	\$239.00	\$239.00
Class 4. More than \$100,000	GST Free	\$490.00	\$490.00
To develop land (other than for a single dwelling per lot):*			
Class 5. \$10,000 or less	GST Free	\$102.00	\$102.00
Class 6. \$10,001 - \$250,000	GST Free	\$604.00	\$604.00
Class 7. \$250,001 - \$500,000	GST Free	\$707.00	\$707.00
Class 8. More than \$500,000	GST Free	\$815.00	\$815.00
Subdivision*			
Class 9. Subdivision	GST Free	\$386.00	\$386.00
Other Fees			
Application for Certificate of Compliance*	GST Free	\$147.00	\$147.00
Application for planning certificate*	GST Free	\$18.20	\$18.20
Determination whether anything is to Council's satisfaction*	GST Free	\$102.00	\$102.00
Request to extend expiry date of a permit	Taxable	\$230.00	\$400.00
Request to amend a permit / plans (other than under s.72)	Taxable	\$460.00	\$475.00
Property enquiry	Taxable	\$220.00	\$230.00
Advertising Letters and Notices (5 or more notices)	Taxable	\$4.90 per notice	\$5.50 per notice
On site notices	Taxable	\$52.00	\$55.00
Notice in a Newspaper	Taxable	\$1,161.60	\$1,161.60
Plans to comply with Condition 1 of the permit. Second and subsequent assessments.	Taxable	\$110.00	\$150.00
Public Photocopier (per copy)	GST Free	\$0.20	\$0.50

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Plan photocopying (larger than A3)	taxable	\$14.00	\$16.00
<i>Denotes Statutory Charges regulated by Stat Government and cannot be increased</i>			
BUILDING CONTROL/REGULATION			
Lodgement Fees (building work permit)			
Value \$5,000 and greater*	GST Free	\$37.40	Adopt Statutory fee
Building permit levy for a Building greater than \$10,000 (statutory fee) - Residential Only*	GST Free	cost x 0.00128	cost x 0.00128
Certificate S327 (incl. Flood Certificate)*	GST Free	\$49.90	Adopt Statutory fee
Property information request (incl Solicitor 's request fee) (statutory Fee) (incl inspections owner/builder projects)*	GST Free	\$49.90	Adopt Statutory fee
		(fast Track additional \$49.90)	Statutory fee x 2
BUILDING PERMIT FEES			
Class 1 & 10			
Demolish - detached dwelling	Taxable	\$1,077.00	\$1,120.10
Demolish - attached dwelling	Taxable	\$1,404.00	\$1,460.20
Demolish - commercial building	Taxable	\$1195.00 min \$748/floor	\$1195.00 min \$748/floor
Swimming Pools	Taxable	\$994.00	\$1,033.80
Fences (Class 10 Structure)	Taxable	\$780.00	\$811.20
Carpports, Garages, Shed etc. (Class 10 Structure)	Taxable	\$1,008.00	\$1,048.30
Alterations & Additions - Up to \$10,000	Taxable	\$1,060.00	\$1,102.40
Alterations & Additions - \$10,001 - \$20,000	Taxable	\$1,325.00	\$1,378.00
Alterations & Additions - \$20,001 - \$50,000	Taxable	\$1,820.00	\$1,892.80
Alterations & Additions - \$50,001- \$150,000	Taxable	\$2,385.00	\$2,480.40
Alterations & Additions - \$150,001- \$230,000	Taxable	\$2,649.00	\$2,755.00
Alterations & Additions - \$230,001- \$300,000	Taxable	\$3,047.00	\$3,168.90
Alterations & Additions - \$300,001-\$400,000	Taxable	\$3,125.00	\$3,250.00
New dwellings : single	Taxable	\$2,742.00	\$2,851.70
New dwellings : 2 attached	Taxable	\$4,224.00	\$4,393.00
New Multiple Class 1 developments (Quotation)	Taxable	\$1,940/unit	\$1,940/unit
Class 2, 3, 4, 5, 6, 7, 8 and 9			
Miscellaneous commercial work e.g. remove hydrant hose	Taxable	\$880.00	\$915.20
Up to \$30,000	Taxable	\$1,219.00	\$1,267.80
\$30,001 - \$50,000	Taxable	\$1,563.00	\$1,625.50
\$50,001 - \$100,000	Taxable	\$2,332.00	\$2,425.30
\$100,001 - \$300,000	Taxable	\$3,166.00	\$3,292.60
\$300,001 - \$500,000	Taxable	\$4,000.00	\$4,160.00
Class 2 (Residential fit outs)	Taxable	\$1,368.00	\$1,422.70
Over \$500,000 (quotation based on consulting building surveyors schedule)	Taxable	Quotation + 10%	Quotation + 10%

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Extension of permit/application 3 /6/ 12 months	Taxable	\$550/\$650/\$790	\$550/\$650/\$790
Miscellaneous			
Building Record search Class 1 & 10	GST Free	\$89.00	\$92.60
Building Record search Class 2 - 9	GST Free	\$150.00	\$156.00
Consent & Report applications (other than demolition)*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Consent and Report applications (demolition)*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Consent and Report for Legal Point of Discharge*	GST Free	Adopt Statutory fee	Adopt Statutory fee
Report and consent advertising*	Taxable	\$90.20	\$93.80
Consulting charge out rate p/hr i.e. dilapidation surveys	Taxable	\$186.00	\$193.40
Inspection within City of Yarra	Taxable	\$186.00	\$193.40
Inspection outside City of Yarra	Taxable	Quotation + 10%	Quotation + 10%
Variation to Building Permit (change of details)	Taxable	\$439.00	\$456.60
Variation to Building Permit (amended documentation)	Taxable	\$660.00 (minimum)	\$660.00 (minimum)
Additional Occupancy Permits	Taxable	\$128.00	\$133.10
Siting Approval Public Entertainment – 1 Structure	Taxable	\$390.00	\$405.60
Siting Approval Public Entertainment – 2-5 Structures	Taxable	\$575.00	\$598.00
Siting Approval Public Entertainment – 6-9 Structures	Taxable	\$780.00	\$811.20
Siting Approval Public Entertainment – 10+ Structures	Taxable	\$1,050.00	\$1,092.00
Public Entertainment Permits (temporary) Site up to 1,000m ² (Max. 5 structures 200 sq.m ea.)	Taxable	\$1,353.00	\$1,407.10
Public Entertainment Permits (temporary) Site 1,001 m ² to 5,000m ² (Max. 5 structures 200 sq.m ea.)	Taxable	\$1,490.00	\$1,549.60
Public Entertainment Permits (temporary) Site 5,001 m ² to 10,000m ² (Max. 5 structures 200 sq.m ea.)	Taxable	\$2,250.00	\$2,340.00
Public Entertainment Permits (temporary) Site 10,001m ² + (Max.10 structures 200 sq.m ea.)	Taxable	\$3,250.00	\$3,380.00
Public Entertainment Permits (temporary) additional structures over limit (per additional structure)	Taxable	\$110.00	\$114.40
Liquor Licence Reports (desktop check from scale drawings supplied by applicant - up to 500m ² of building)	Taxable	\$770.00	\$800.80
Liquor Licence Reports (site check and measure up to 500m ² of building)	Taxable	\$1,100.00	\$1,144.00
Change of Use/Combined Allotment Statements	Taxable	\$690.00	\$717.60
A1 Copies - per copy	Taxable	\$15.00	\$15.60
A3 Copies - per copy	Taxable	\$1.70	\$1.80
A4 Copies - per copy	Taxable	\$0.80	\$0.80
Emergency work/cost recovery	Taxable	Cost + 20%	Cost + 20%
Additional Consulting Services re Building Permits	Taxable	Quotation + 10%	Quotation + 10%
Final Inspection - (Class 1 & 10) Lapsed Building Permit - No Works	Taxable	\$356.00	\$370.20

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Final Inspection - (Class 2 - 9) Lapsed Building Permit - No Works	Taxable	\$492.00	\$511.70
Additional Mandatory Inspections	Taxable	\$179.30	\$186.50
Computation checking	Taxable	Quotation + 10%	Quotation + 10%
Certification fee	Taxable	Building Permit fee x 350% with a minimum fee of \$3,700.00 - Refer C.O.W	Building Permit fee x 350% with a minimum fee of \$3,700.00 - Refer C.O.W
Adjoining Property Owners Details (4 or more/search)	Taxable	New Fee	\$50.00
Report & Consent Advertising	Taxable	\$90.00	\$93.60
Alternative Solution/ Dispensation/ Change of Use determination	Taxable	\$660.00 for first determination + \$66.00 per additional item	\$660.00 for first determination + \$66.00 per additional item
HIRE OF TOWN HALLS			
Commercial Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (mid-week)	Taxable	New Fee	\$1,700.00
Concession Collingwood Town Hall, Fitzroy Town Hall & Reading Room Full day (mid-week)	Taxable	New Fee	\$1,020.00
Commercial Richmond Town Hall full day (mid-week)	Taxable	New Fee	\$1,500.00
Concession Richmond Town Hall Full day (mid-week)	Taxable	New Fee	\$900.00
Commercial Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (Fri to Sun, Public Holidays)	Taxable	New Fee	\$2,200.00
Concession Collingwood Town Hall, Fitzroy Town Hall & Reading Room full day (Fri to Sun, Public Holidays)	Taxable	New Fee	\$1,320.00
Commercial Richmond Town Hall Full day Fri to Sun, Public Holidays)	Taxable	New Fee	\$1,800.00
Concession Richmond Town Full Day (Fri to Sun, Public Holidays)	Taxable	New Fee	\$1,080.00
Additional hourly commercial hire	Taxable	\$82.00	\$180.00
Additional hourly concession hire	Taxable	\$82.00	\$108.00
Half Day (Mon to Thurs)	Taxable	\$640.00	\$665.00
Kitchen Use Only - per hour	Taxable	(\$144 min./4hrs)	\$150 for 4 hours
Kitchen Use Only - per day	Taxable	\$220.00	\$250.00
Balcony	Taxable	\$420.00	\$400.00
Security Deposit	GST Free	\$800.00	minimum of \$1000
Insurance	Taxable	\$76.00	\$79.00
COMMUNITY HALLS			
Collingwood Senior Citizens Centre, Edinburgh Gardens Community Room			
Commercial hire - per hour	Taxable	\$60.00	\$62.50
Concession hire - per hour	Taxable	\$21.00	\$22.00
Groups auspiced by Council business units	Taxable	No Charge	No Charge

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Loughnan Hall, Mark Street Hall, Richmond Senior Citizens Centre, The Stables, Yarra Community Youth Centre, Connie Benn Centre Meeting Room.			
Commercial hire - per hour	Taxable	\$53.50	\$55.00
Concession hire - per hour	Taxable	\$17.60	\$18.00
Groups auspiced by Council business units	GST Free	No Charge	No Charge
Security Deposit	GST Free	\$100.00	minimum of \$100
Insurance	Taxable	\$27.00	\$27.00
PARKS AND OPEN SPACE			
Event Application Fee	Taxable	New Fee	\$50.00
Market Permit (Commercial Operators)	Taxable	New Fee	\$350.00
Market Permit (Concession)	Taxable	New Fee	\$140.00
Occupancy Fee for events	Taxable	New Fee	\$2 for every 5m2 (if required)
Occupancy Fee for events (Concession)	Taxable	New Fee	\$0.8 for every 5m2 (if required)
Permit to hire designated areas of Parks, Reserve or Rotunda			
Commercial Use	Taxable	\$150.00	\$150.00
Concession Use		No Charge	No Charge
Event Permit - in addition to Permit to use a Park or Reserve			
Event Permit - Up to 100 persons with no structures and minimum risks			
Commercial Use – charged per event day	Taxable	\$159.00	\$100.00
Concession	GST Free	No Charge	No Charge
Event Permit - 100 persons 500 or with minimal structures and risks			
Commercial Use – charged per event day	Taxable	\$200.00	\$250.00
Concession	Taxable	\$140.00	\$100.00
Event Permit -500 or more persons or with significant structures or risks, as assessed by council officer			
Commercial Use – charged per event day	Taxable	New Fee	\$350.00
Concession	Taxable	New Fee	\$100.00
YARRA LEISURE CENTRES			
Casual Entry			
Adult Swim	Taxable	\$6.00	\$6.50
Concession Swim	Taxable	\$2.80	\$3.25
Child Swim	Taxable	\$3.00	\$3.25
Family Swim	Taxable	\$14.00	\$15.00
Adult Swim, Spa & Sauna	Taxable	\$12.00	\$12.50
Swim Upgrade to S/S/S	Taxable	\$6.00	\$6.20
Swim Upgrade to S/S/S Concession	Taxable	\$3.00	\$3.10
Swim, Spa & Sauna (concession)	Taxable	\$6.00	\$6.25

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Locker	Taxable	\$2.00	\$2.00
City of Yarra Pensioner Swim	GST Free	No Charge	No Charge
Spectator	GST Free	\$2.00	\$2.00
Bulk Tickets			
10 Adult Swims	Taxable	\$54.00	\$58.50
10 Concession Swim	Taxable	\$26.60	\$29.25
25 Adult Swims	Taxable	\$115.00	\$130.00
25 Adult Swims Concession	Taxable	\$55.00	\$65.00
10 Child Swims	Taxable	\$27.00	\$29.25
25 Child Swims	Taxable	\$60.00	\$65.00
10 Adult Swim & Locker Concession	Taxable	\$30.00	\$31.20
25 Adult Swim & Locker Concession	Taxable	\$67.00	\$69.70
10 Swim, Spa, Sauna & Steam Concession	Taxable	\$50.00	\$56.25
10 Swim, Spa, Sauna & Steam, Locker Concession	Taxable	\$70.00	\$72.80
25 Swim, Spa, Sauna & Steam Concession	Taxable	\$114.60	\$125.00
25 Swim, Spa, Sauna & Steam, Locker	Taxable	\$269.00	\$279.80
10 Group Fitness	Taxable	\$130.00	\$144.00
10 Group Fitness Concession	Taxable	\$65.00	\$72.00
25 Group Fitness	Taxable	\$290.00	\$320.00
25 Group Fitness Concession	Taxable	\$145.00	\$160.00
Lane Hire			
Commercial Lane Hire 25 metres	Taxable	\$43.90	\$46.00
Community Groups 25 Metres	Taxable	\$34.60	\$36.00
Commercial Lane Hire 50 metres	Taxable	\$57.50	\$60.00
Community Healthy Programs (Yarra Residents)	Taxable	No Charge	No Charge
Monthly Debit Fees			
Joining Fee	Taxable	\$125.00	\$99.00
Full (fortnightly)**	Taxable	\$44.70	\$44.95
Full Concession (fortnightly)**	Taxable	\$21.50	\$22.48
Full Student (fortnightly)**	Taxable	\$40.20	\$41.80
Off Peak (fortnightly)**	Taxable	\$38.80	\$40.40
Off Peak Concession (fortnightly)**	Taxable	\$18.50	\$20.20
Off Peak Student (fortnightly)**	Taxable	\$34.90	\$36.30
Aquatic (fortnightly)**	Taxable	\$29.00	\$30.20
Aquatic Concession (fortnightly)**	Taxable	\$14.00	\$15.10
Aquatic Student (fortnightly)**	Taxable	\$23.95	\$24.90
Family 2 people (fortnightly)**	Taxable	\$78.50	\$81.60

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Family 3 people (fortnightly)**	Taxable	\$89.00	\$92.60
Family 4 people (fortnightly)**	Taxable	\$99.00	\$103.00
Family 2 people Concession (fortnightly)**	Taxable	\$35.60	\$40.80
Family 3 people Concession (fortnightly)**	Taxable	\$41.10	\$46.30
Family 4 people Concession (fortnightly)**	Taxable	\$44.30	\$51.50
Full 50 plus (fortnightly)**	Taxable	\$39.00	\$40.46
Multi-Sport (fortnightly)**	Taxable	\$54.00	\$54.00
Multi-Sport Concession (fortnightly)**	Taxable	\$25.90	\$27.00
Multi-Sport Student (fortnightly)**	Taxable	\$45.30	\$47.10
Corporate (fortnightly)**	Taxable	\$38.90	\$40.50
Junior Gym (fortnightly)**	Taxable	\$20.90	\$21.70
Two Week Trial	Taxable	\$62.00	\$64.50
Program Classes			
Group Fitness	Taxable	\$15.00	\$16.00
Group Fitness (Concession)	Taxable	\$7.00	\$8.00
Gym			
Gym, Swim, Spa, Sauna & Steam	Taxable	\$23.50	\$24.40
Gym Concession	Taxable	\$11.50	\$12.20
10 x Gym, Swim, Spa, Sauna & Steam, Locker	Taxable	\$200.00	\$219.60
10 x Gym, Swim, Spa, Sauna & Steam, Locker Concession	Taxable	\$100.00	\$109.80
LLLS Casual Fee	Taxable	\$7.20	\$7.50
10 x LLLS Locker	Taxable	\$72.00	\$75.00
10 x LLLS Casual Fee Concession	Taxable	\$35.00	\$37.50
25 x LLLS Casual	Taxable	\$180.00	\$187.50
LLLS Joining Fee	Taxable	\$39.10	\$43.00
Gym over 60's	Taxable	\$5.00	\$5.20
Personal Training			
½ hr (Casual)	Taxable	\$54.00	\$56.20
1 hr (Member)	Taxable	\$70.00	\$72.80
10 Visit Pass Member – ½ Hr	Taxable	\$425.10	\$442.10
10 Visit Pass Member – 1 Hr	Taxable	\$630.00	\$655.20
Tennis Courts (Per Hour)			
Peak	Taxable	\$26.80	\$27.90
Off Peak	Taxable	\$22.50	\$23.40
Peak Concession	Taxable	\$13.70	\$13.95
Off Peak Concession	Taxable	\$11.00	\$11.70
Member Peak (Member)	Taxable	\$20.50	\$21.30
Member Off Peak (Member)	Taxable	\$15.30	\$15.90
Crèche			
Crèche Casual	GST Free	\$5.70	\$5.90

City of Yarra 2016/2017 Budget Proposed Fees and Charges

Crèche Member	GST Free	\$5.50	\$5.70
Concession	GST Free	\$2.70	\$2.95
10 Crèche	GST Free	\$55.40	\$57.60
25 Crèche	GST Free	\$138.80	\$144.40
Swim Lessons			
NEW: Start Up Fee (All Aquatic Programs)	Taxable	New Fee	\$30.00
Swim Lessons Child - per lesson	GST Free	\$14.00	\$15.50
Child - Concession per lesson	GST Free	\$6.50	\$7.75
One on One Lessons	Taxable	\$47.00	\$50.00
NEW: Two on One Lessons	Taxable	New Fee	\$90.00
Swim Lesson Child Fortnightly Debit**	GST Free	\$22.00	\$24.44
Swim Lesson Child - Concession Fortnightly Debit**	GST Free	\$10.50	\$12.22
School Lessons	GST Free	\$7.80	\$8.00
School Lessons Concession	GST Free	\$3.80	\$4.00
School Lane Hire	Taxable	\$47.10	\$49.00
District Squad (fortnightly)**	GST Free	\$24.00	\$26.16
Pre-State Squad (fortnightly)**	GST Free	\$35.00	\$38.15
State Squad (fortnightly)**	GST Free	\$45.00	\$49.05
National Squad (fortnightly)**	GST Free	\$52.00	\$56.68
District Squad Concession (fortnightly)**	GST Free	\$12.00	\$13.08
Pre-State Squad Concession (fortnightly)**	GST Free	\$16.00	\$19.08
State Squad Concession (fortnightly)**	GST Free	\$20.00	\$24.53
Programs - Myotherapy			
½ hr (Member)	Taxable	\$46.00	\$47.80
½ hr (Casual)	Taxable	\$55.00	\$57.20
1 hr (Member)	Taxable	\$83.00	\$86.30
1 hr (Casual)	Taxable	\$95.00	\$98.80
Multi-Sport Programs			
Squads	Taxable	\$15.00	\$16.00
Squads - Concession	Taxable	\$6.60	\$8.00
10 x Squads	Taxable	\$135.00	\$144.00
10 x Squads – Concession	Taxable	\$60.80	\$72.00
MD Swim Squad (fortnightly)**	Taxable	\$54.00	\$54.00
Two Week Trial	Taxable	\$74.10	\$77.10
Two Week Trial HD Concession	Taxable	\$30.00	\$38.55
Miscellaneous			
Replacement Card	Taxable	No Charge	No Charge
Lost Locker Key	Taxable	\$9.40	\$9.80
Shower	Taxable	\$3.40	\$3.50

City of Yarra 2016/2017 Budget Proposed Fees and Charges

BURNLEY GOLF COURSE			
9 Holes - Adult	Taxable	\$18.50	\$19.20
9 Holes - Concession/Junior	Taxable	\$13.60	\$14.10
18 Holes - Adult	Taxable	\$23.90	\$24.90
18 Holes - Concession/Junior	Taxable	\$18.20	\$18.90
1 Hour Lesson	Taxable	\$113.00	\$113.00
1/2 Hour Lesson	Taxable	\$55.80	\$55.80
6 Lesson Voucher	Taxable	\$278.50	\$278.50
Clinic	Taxable	\$113.00	\$113.00
Mini Clinic	Taxable	\$20.00	\$20.00
Twilight	Taxable	\$0.00	\$0.00
Buggy Hire	Taxable	\$5.00	\$5.00
9 Hole Cart Hire	Taxable	\$24.90	\$25.90
9 Hole Single Cart Hire	Taxable	\$17.00	\$17.70
18 Hole Cart Hire	Taxable	\$41.30	\$43.00
18 Hole Single Cart Hire	Taxable	\$28.00	\$29.10
Practice Fees	Taxable	\$3.50	\$3.60
Competition Fees	Taxable	\$4.00	\$4.00
Hire Set	Taxable	\$13.70	\$14.20
ENGINEERING PLANNING			
Traffic Surveys (counts) - classified counts	GST Free	\$105.00	\$109.50
Parking signs - sign changes	Taxable	\$178.00	\$185.00
Drainage Fees (Levy)			
Area of Development:			
0 - 400m ²	GST Free	\$11.20	\$11.50
401 - 500m ²	GST Free	\$14.20	\$15.00
501 - 600m ²	GST Free	\$18.60	\$19.00
601 - 700m ²	GST Free	\$20.00	\$20.50
701 - 800m ²	GST Free	\$21.50	\$22.50
801 - 900m ²	GST Free	\$23.00	\$24.00
901 - 1000m ²	GST Free	\$24.40	\$25.00
1001m ² + (negotiable fee)	GST Free	\$24.40	\$25.00
WASTE MANAGEMENT			
Compost Bins 220lt BMW	Taxable	\$29.00	\$31.00
Hungry Bin	Taxable	\$259.00	\$270.00

**City of Yarra
2016/2017 Budget
Proposed Fees and Charges**

Worm Farms RELN	Taxable	\$76.00	\$79.00
Worm Farms BMW	Taxable	\$46.00	\$48.00
Garbage 80lt MGB	GST Free	\$75.00	\$105.00
Garbage 120lt MGB	GST Free	\$110.00	\$140.00
Garbage 240lt MGB	GST Free	\$220.00	\$255.00
Residential (and Multi-Unit Developments per unit/apartment) MRB 120lt plus 80lt MGB	GST Free	\$75.00	\$175.00
Commercial Mobile Recycling Bin 120lt	GST Free	\$75.00	\$105.00
Commercial Mobile Recycling Bin 240lt	GST Free	\$75.00	\$105.00
Relocation of Street Litter Bins	Taxable	\$345.00	\$450.00
Commercial Mobile Recycling Bin 240lt plus 240lt Waste Bin	GST Free	\$220.00	\$255.00
Green Mobile Garbage Bin (GMGB)	GST Free	\$100.00	\$104.00

***Denotes Statutory Fee**

Appendix B

Budget processes

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 Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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.

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

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

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	
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget submitted to Council for approval	Apr
6. ESC advises whether rate variation submission is successful	Apr/May
7. Public notice advising intention to adopt budget	Apr/May
8. Budget available for public inspection and comment	Apr/May
9. Public submission process undertaken	Apr/May
10. Submissions period closes (28 days)	May
11. Submissions considered by Council	May
12. Budget and submissions presented to Council for adoption	Jun
13. Copy of adopted budget submitted to the Minister	Jul
14. Revised budget where a material change has arisen	