

DAREBIN CITY COUNCIL Budget Report – 2011/12

Budget

Mayor's introduction

As Mayor of Darebin I am pleased to present to you the City of Darebin 2011/2012 Budget. This document has been developed in close consultation with the community and promises to deliver high level services and projects that will enhance the quality of life for our residents.

Darebin Council is committed to providing a balanced, community focused budget that delivers quality outcomes, and we are proud of our achievements in this area to date. Key achievements of the previous year's Budget include the installation of an All Abilities Playground at Bundoora Park, redevelopment of Clifton Street Childcare Centre and establishment of the new Darebin Intercultural Centre. In 2010 Council also hosted the Festival of Light and Friendship, Music Feast, Community and Kite Festival as well as other local events, and established a progressive Sustainable Food Program to enhance community food security.

The Darebin Council Budget 2011/2012 builds on Council's recent work by maintaining its existing quality services, expanding others, and introducing several new initiatives. Key new initiatives of the Darebin Council 2011/2012 Budget include projects to support pensioners and families with children, civic infrastructure upgrades involving footpaths, roads and street furniture improvements, and regenerating Darebin's commercial precincts. Council will also renew sporting facilities particularly in Darebin's North, redevelop Reservoir Library, install a co-generation plant at Northcote Aquatic and Recreation Centre to heat the swimming pools, and renew a range of playgrounds and parks.

These are just a few highlights of the City of Darebin's 2011/2012 Budget. Council is very excited about continuing its good work in delivering quality services and programs, and enhancing partnerships with the community to achieve the objectives of this document.

On behalf of the City of Darebin I am proud to commend the City of Darebin 2011/2012 Budget to you.

Copies are available in many formats so if you would like a copy of this document in large print, audio or electronic format, please contact Darebin Customer Service on 8470 8888.

Cr Diana Asmar
Mayor

Chief Executive's summary

The 2011/12 budget proposed in this report presents a financially sound budget that maintains all services from the previous year and proposes a number of new services or significant expansion of existing services. This budget is balanced and community focused. It seeks to maximise meeting multi-pronged community expectations within a modest rate increase of 5%, which will be one of the lowest increases for a metropolitan council in 2011.

The strong financial position of the Council was threatened by significant increases to several externally imposed costs including increases to the EPA Landfill Levy, utilities and fuel costs, insurance premiums and the fire services levy – all of which have been accommodated within the 2011/12 budget. Further uncontrollable external influences from unfunded superannuation liabilities were able to be managed within existing allocations for the 2010/11 financial year and, fortunately, will not have an impact on this budget.

Council is taking measures to maintain or expand our community services. One area that this budget focuses upon is our ageing population. To provide for our ageing population, Council is undertaking a number of new initiatives during 2011/12, many of which will remain in force beyond this budget and will continue as standard services into future financial years. In limiting the rate rise to 5%, Council has carefully taken into account the future impacts of these concessions to the aged as part of our 10 year long term financial plan.

In 2011/12 Council will also be concentrating on becoming a leader in local government arts and culture provision. The proposed redevelopment of the Darebin Arts and Entertainment Centre, in the City of Darebin's heart on the corner of our two busiest roads, will see the creation of an iconic arts and cultural centre.

Planning permits help to protect the amenity of our City. Streamlining the planning process to reduce timeframes and make it easier for businesses and homeowners to apply and receive planning permits will continue to be a priority in 2011/12. One particular initiative that I am looking forward to is the introduction of our online planning permit service.

Council has also invested towards development of a comprehensive advocacy plan for the community on issues and projects which are beyond the direct control of the Council, including:

- Public transport access and convenience
- Urban design, development and amenity including minimisation of the impacts of urban growth around our City
- Preparation for long term service provision for all ages
- Healthy and active living
- Economic growth and jobs for all as well as ensuring the sustainability of our strip shopping centres
- Increased access to better quality open space for all

Rasiah Dev
Chief Executive Officer

Overview

Council has prepared a Budget for the 2011/12 year which seeks to balance the demand for services and renewal of infrastructure with the community’s capacity to pay. The overview provides a quick look at the key features of the budget in terms of rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

1. Consultation

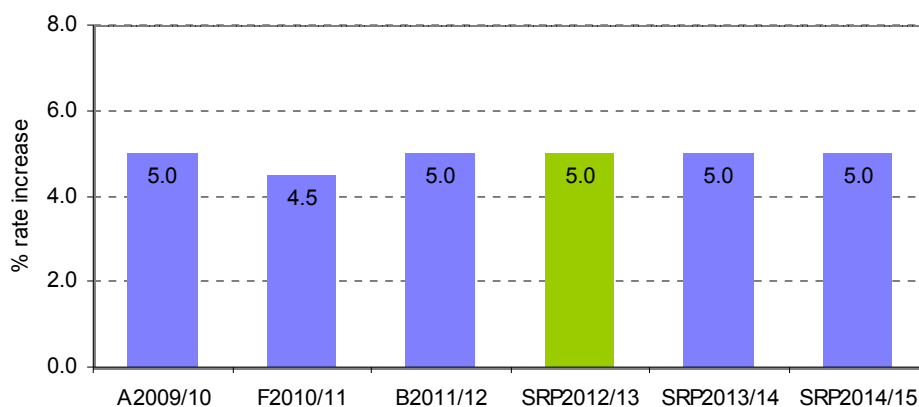
The 2011/12 Annual Budget provides the resources and outgoings required to implement the third year of the 2009/13 Council Plan.

Two public information sessions were held during the public exhibition period to further enhance the communication and consultation of the budget. The information sessions, were held at the Darebin Council Chamber, 350 High Street, Preston on 24 May at 7pm and 26 May at 2pm.

The budget documents were on public display from 11 May 2011 through until 8 June 2011. Written submissions are invited and received by Council by 5pm on 8 June 2011. Submissions were considered by Hearing of Submissions Committee on 14 June 2011.

2. Rates

Rates are Council’s principle source of income; in 2011/12 they represent 68.5% of Darebin’s total income.

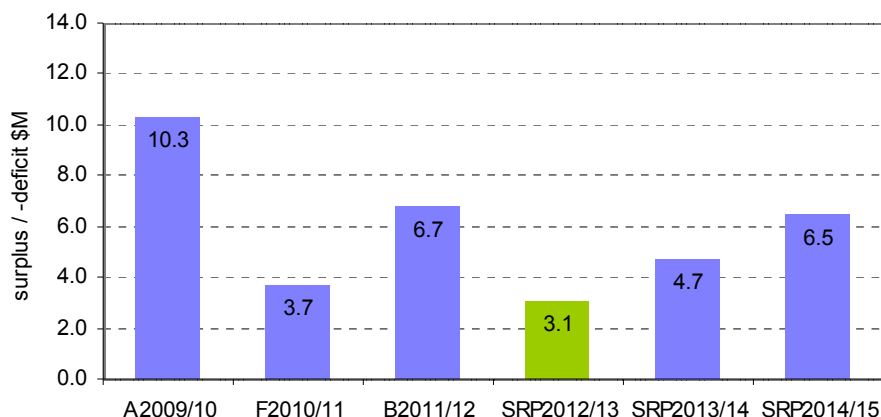


Rates on residential and business property assessments to be increased an average of 5.0% in 2011/12. The council-funded rate rebate provided to residential pensioner ratepayers - on top of the existing State Government pensioner concession – will increase to \$100. A new differential rate on electronic gaming machine land is proposed in the budget and further explained in section 9 of this report. The vacant land differential rates to be increased to encourage greater development in the municipality, whilst introducing an exemption from the higher vacant land differential rate for properties with a valid building permit. In total Council will raise total rates of \$88.8 million, including \$0.50 million generated from supplementary rates.

The level of rates raised allows Council to maintain service levels, introduce a number of new initiatives and deliver a significant capital works program. The rate increase for 2010/11 was 4.5%.

3. Operating result

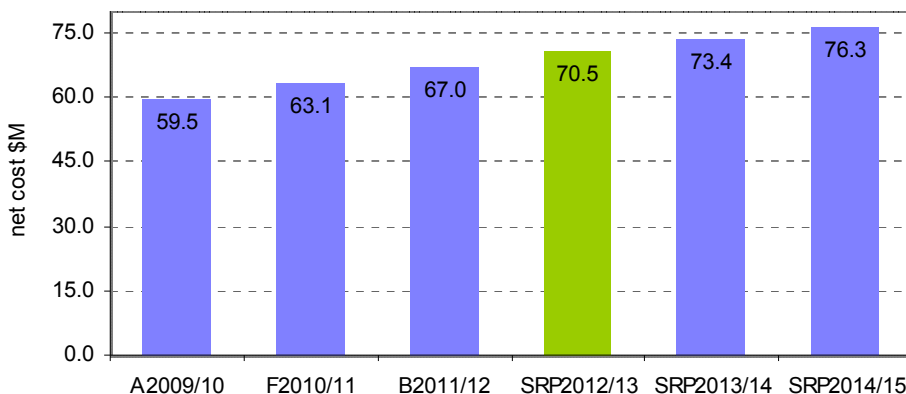
The operating result is a key figure to assess Council’s financial performance. It is calculated by deducting the total expenses for the year from total revenues. While Council is a ‘not-for-profit’ organisation, it should nonetheless generate a surplus in order to ensure financial sustainability in the future.



The expected operating result for the 2011/12 year is a surplus of \$6.73 million, which is higher than the 2010/11 forecast of \$3.72 million. This difference is mainly the result of payment in 2010/11 of \$2.76 million for the funding call from the Defined Benefit Superannuation Fund.

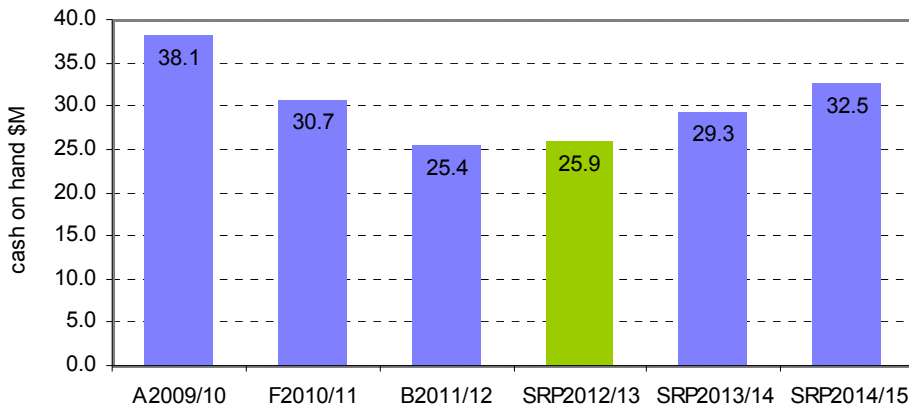
4. Services

Council provides many services to the community. The chart below indicates the cost to council of providing services which are directly related to the performance of Council’s six strategic objectives – leadership and engagement, community wellbeing, liveability and regeneration, celebration and participation, environmental sustainability, and prudence and prosperity.



The net cost of services delivered to the community for the 2011/12 year is expected to be \$67.03 million which is an increase of \$3.89 million or 6.1% over 2010/11. For the 2011/12 year, service levels have been maintained and a number of new activities and initiatives are proposed. The projected net cost for the 2010/11 year is \$63.14 million.

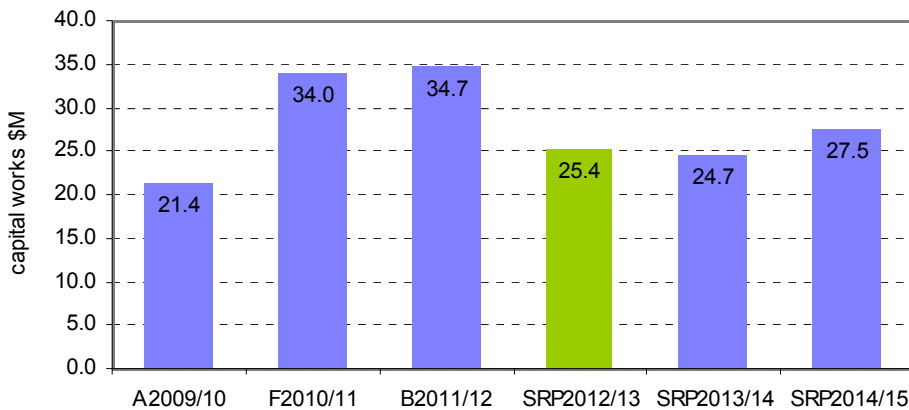
5. Cash and investments



Cash and investments is expected to reduce by \$5.37 million during the 2011/12 year to \$25.36 million as at 30 June 2012. This is due mainly to \$6.46 million of incomplete capital works carried forward from 2010/11 year, including new capital works for which funding was received in 2010/11 year. The reduction in cash and investments is consistent with the projections in Council's Strategic Resource Plan. Cash and investments is projected to be \$30.73 million at 30 June 2011.

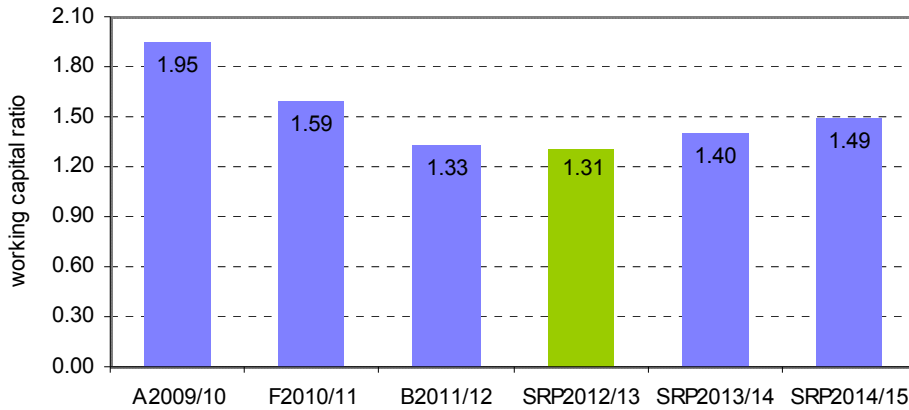
6. Capital works

The Capital Works Program is an essential part of Council's stewardship role in managing the assets required to provide services to the community.



The capital works program for the 2011/12 year is expected to be \$34.70 million of which \$6.46 million relates to projects which will be carried forward from the 2010/11 year. The carried forward component is fully funded from the 2010/11 budget. Of the \$34.70 million of capital funding required, \$19.44 million will come from Council operations, \$5.76 million from external grants and asset sales, with the balance of \$9.50 million from investment reserves and unrestricted cash and investments. 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. Capital works is projected to be \$34.02 million for the 2010/11 year.

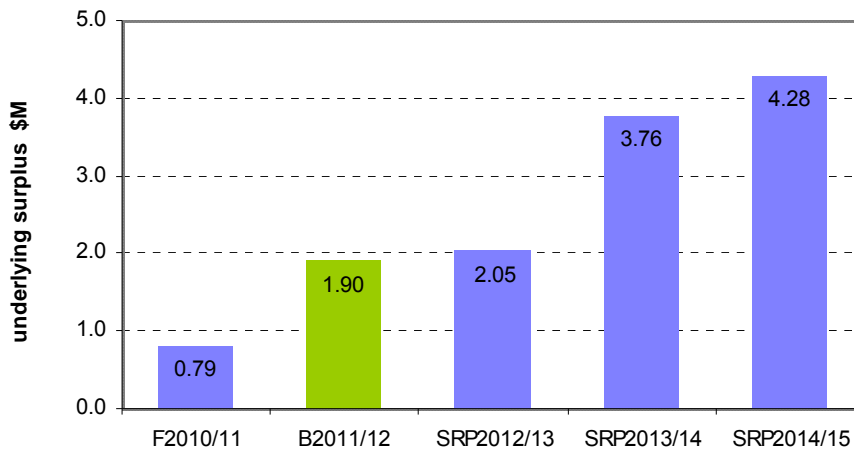
7. Financial position



Working capital represents operating liquidity available to Council. Working capital as at 30 June 2012 is a financially sound 133% of current (or short term) assets against current liabilities, representing Council’s ability to meet its current obligations. This means that for every \$1.00 of current liabilities, Council has \$1.33 worth of current assets.

Net assets (net worth) will increase by \$6.74 million to \$931.19 million and working capital will reduce by \$6.13 million to \$8.47 million as at 30 June 2012. Total net worth is forecast to be \$924.45 million as at 30 June 2011.

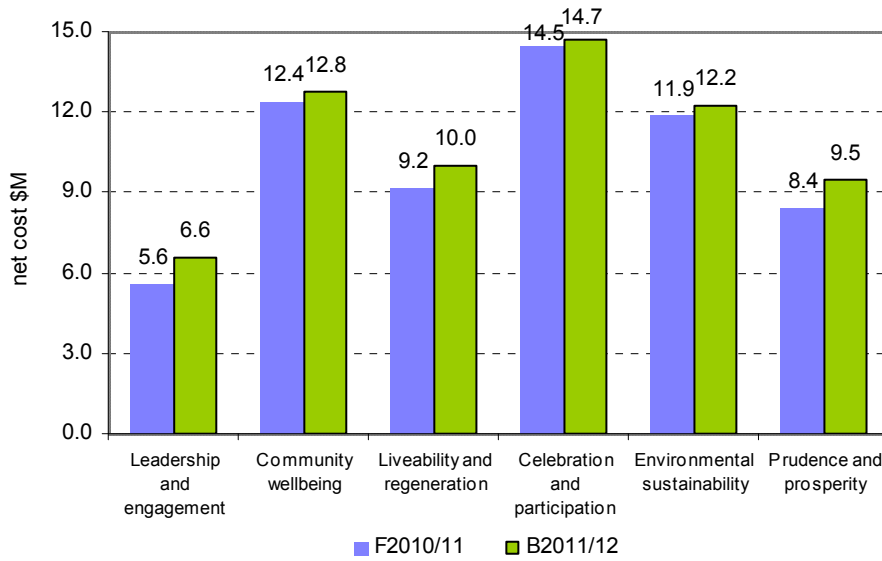
8. Financial sustainability*



* The underlying result excludes the impact of capital grants and contributions received from external parties and the impact of operating grants received in advance.

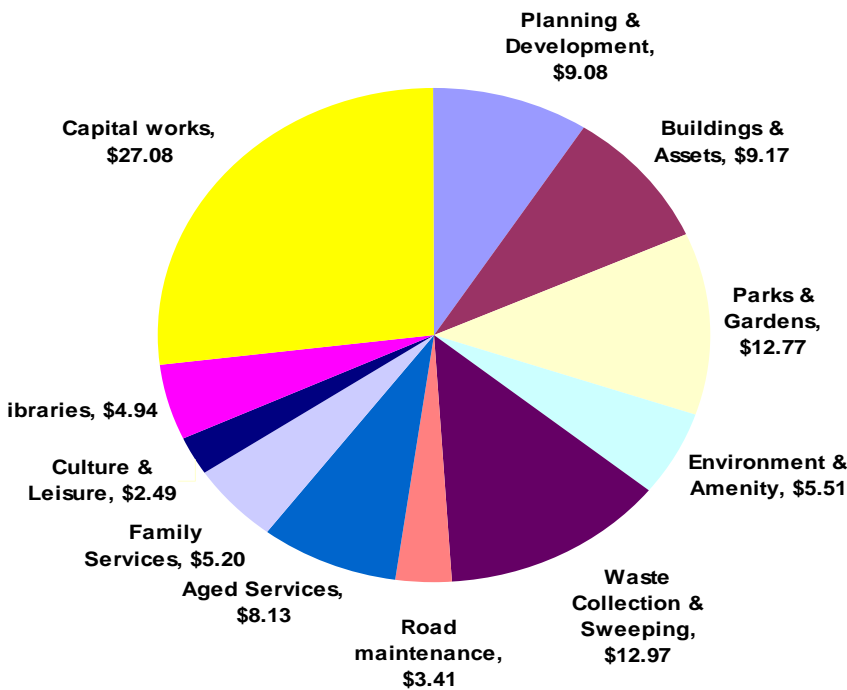
A high level Strategic Resource Plan for the years 2012/13 to 2014/15 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, whilst still achieving the Council’s strategic objectives as specified in the Council Plan. The Plan projects that Council’s operating result will be in surplus across the four year period and the underlying result, which excludes non-operating items such as capital grants and contributions, is also in surplus across the four years.

9. Strategic objectives



The 2011/12 Budget includes a range of activities 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 2009-2013.

10. Where rates are spent



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. Council has a significant responsibility for the stewardship and governance of the assets entrusted to it. I believe that this 2011/12 budget represents a solid continuation of those efforts. More detailed budget information is available throughout this document.

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The preparation of the budget begins with Officers preparing the operating and capital components of the annual budget during February and March. A draft consolidated budget is then prepared and various iterations are considered by Council at briefings from March to May. A 'proposed' budget is then prepared in accordance with the Act and submitted to Council in May 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.

To assist interested persons to understand the budget and make a submission if they wish, Council officers hosted two public information sessions during May. 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 and a copy submitted to the Minister by 31 August each year.

The key dates for the 2011/12 budget process are summarised below.

Action	Date
Officers prepare operating and capital budgets	February/March
Council considers draft budget at informal meetings	April / May
Proposed budget submitted to Council for approval	9 May 2011
Budget available for public inspection	11 May 2011
Public notice advising intention to adopt budget	11 May 2011
Public information forums on budget	24 May 2011 at 7pm 26 May 2011 at 2pm
Submissions period closes	8 June 2011
Submissions considered by Hearing of Submissions Committee	14 June 2011
Budget presented to Council for adoption	27 June 2011
Public notice advising of adoption of the budget	30 June 2011

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1. Linkage to Council Plan

The Annual Budget has been developed within an overall planning framework, which guides the Council in identifying community needs and aspirations over the long term (Council Plan) and short term (Annual Budget) then holding itself accountable (Audited Statements).

1.1 Our Council Plan

The City of Darebin Council Plan 2009-2013 is called *Our People, Our Place, Our Future*.

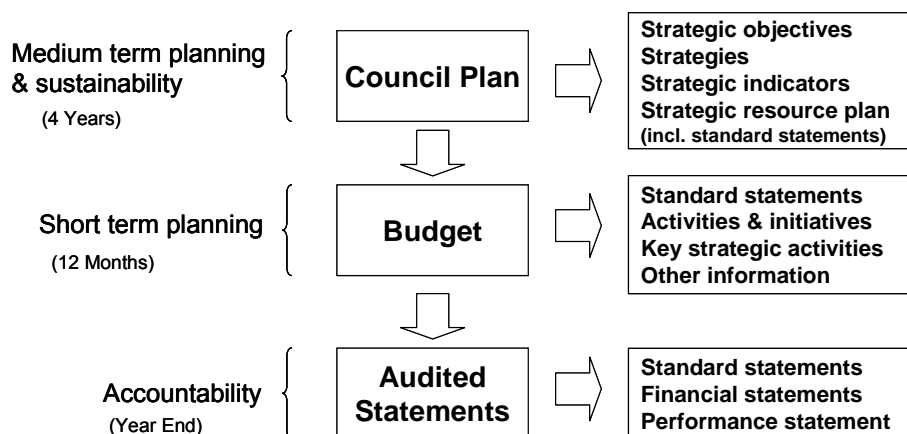
The Council Plan was developed by Council in its first six months in office, and represents our commitment to the community about what we plan to achieve during the four years to June 2013. The plan was developed following extensive community consultation and was adopted in June 2009.

In April 2011, Darebin City Council reaffirmed our commitment to the plan, and committed to develop an annual action plan to ensure complete transparency in the delivery of its promises. That document is being developed in conjunction with this Budget and is titled *Delivering Our Promise – Council Plan Action Plan 2011/2012*.

This section is a summary of that Action Plan.

1.2 Strategic planning framework

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the strategic planning framework of Council.



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 to ensure that there is sufficient time for officers to begin to develop the key Council Activities and Initiatives and Key Strategic Activities in draft form prior to the commencement of the Annual Budget process. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget.

1.3 Our purpose

Our Promise

In its Council Plan, the Darebin City Council has made a promise to the Darebin community:

“As a democratic and accountable local government, we will strive in all that we do to achieve fairness, through innovative and progressive leadership that respects and reflects our diverse community.”

Understanding Our Promise

The City of Darebin made this promise to the Darebin community in June 2009. The promise was carefully constructed to illustrate with just a few words Council’s aspirations for the Darebin community.

“... democratic and accountable local government ...”

The Darebin community values democracy very highly, and Council is committed to a governance process that is fair, open and transparent. For residents to be proud of their democracy, then Council must be doing a good job of focussing on transparency, inclusiveness and leadership. We must also be seen to be making sound decisions and balancing needs appropriately.

Whether it is through Public Question Time at Council meetings, participation in consultation processes or through representation in a formal committee, Darebin’s citizens have the opportunity to actively participate in decision making processes. As a community, we rely on active citizenship to empower ourselves to help shape the decisions which affect us, and to influence the ongoing development of our neighbourhoods.

In making this promise, the Darebin City Council commits to actively and genuinely engaging the community in governance, policy formulation and decision making.

“... strive in all that we do to achieve fairness ...”

As a concept, ‘fairness’ means more to Council than the removal of bias or discrimination. Achieving fairness across all Council programs and services requires careful consideration of the underlying nature of the Darebin community, and addressing and responding to disadvantage in all its manifestations. In a financial sense, ‘equity’ means distributing rates and charges in a way that reflects capacity to pay, and expenditure focussed in areas of greatest need.

Planning and delivery of many of Council’s services considers the challenges faced by Darebin’s most disadvantaged. Whether this disadvantage is manifested in a low disposable income, aboriginality, a high level of disability, poor literacy, or another complicating factor, we make a clear commitment to total inclusiveness in service provision.

In making this promise, the Darebin City Council commits to consider the social impacts of all its decisions, and to use the delivery of programs and services to address the potential imbalance between members of our community.

“... innovative and progressive leadership ...”

As a Council, we plan to move forward. Our community faces many challenges, and needs a response from Council that goes beyond simply continuing to deliver services and managing a series of small, incremental changes. We need new thinking, and new ideas.

Leadership is about ensuring all voices are heard, no matter how loud, and all evidence is considered. There are times when unpopular decisions need to be taken. Change can be difficult, and it can be controversial. Trying new ideas can be challenging, and nothing comes with a guarantee of success. We don’t shy from this.

So whether it is through a comprehensive review of our rating system to ensure an equitable distribution of costs, the exploration of large scale environmental projects or a strong focus on social inclusion, we commit to new ways of thinking and to lead by example.

We will explore all options in coming to decisions which are in the interests of the entire Darebin community, not just the most vocal.

“... respects and reflects our diverse community”

Darebin is not a homogeneous community, where everyone has the same requirements of Council programs and services. Darebin is a diverse city, well known for its cultural and linguistic diversity, but we are also diverse in socio-economic background, aboriginality, employment status and occupation, housing needs and preferences, levels of ability and perhaps most importantly, Darebin’s community has a diverse range of opinions, aspirations and expectations.

This diversity presents immense opportunities for Council, as well as challenges. We can act to harness this diversity, and use it to build a stronger, more resilient community. At the same time, our programs and services need to respond to the community’s varied needs and balance sometime competing demands.

In making this promise, the Darebin City Council commits to ensure that our diversity response is at the core of our governance and decision making practices and that mechanisms are in place to ensure all voices are heard.

1.4 Our Shared Goals

In order to honour our promise to the community, the City of Darebin must ensure that all of its programs, services and initiatives are designed to advance this promise and make a genuine difference in the community. With this in mind, we have determined six goals – commitments to the community about how we will work to ensure that the promise is honoured. Each of these goals is backed up by a series of strategies designed to further the goal. Full detail of these strategies can be found in *Our People, Our Place, Our Future*.

Strategic Objective	Description
Leadership and Engagement	Our goal is to actively engage all members of Darebin’s diverse community - listening, inviting participation and responding to issues of concern. We will provide informed and unambiguous leadership on matters of strategic importance. We will foster a culture of open and accountable governance.
Community Wellbeing	Our goal is to develop a strong physical, social and economic environment that supports and enhances the health and wellbeing of Darebin residents. We will strive for a just and inclusive community that feels connected, understood and valued.
Liveability and Regeneration	Our goal is to ensure our built and natural environment continues to meet the changing needs and expectations of Darebin’s community. We will continue to oversee the development of Darebin’s neighbourhoods, guided by the principles of sustainability, liveability, accessibility, inclusiveness and efficiency. We will hand the municipality to subsequent Councils and future generations in better condition than it is today.
Celebration and Participation	Our goal is a city that celebrates its diversity and where everyone is proud of their community and has a strong sense of belonging. We will support our residents to actively participate in community life in a way that reflects Darebin’s unique characteristics.

Strategic Objective	Description
Environmental Sustainability	Our goal is to demonstrate leadership in climate change action and environmental sustainability, beyond both the local environment and the short term. We will demonstrate, through action, that sustainable behaviour is practical, affordable and necessary. We will develop policy and programs that foster the ongoing development of a sustainable community.
Prudence and Prosperity	Our goal is to underpin our decisions with robust and responsible financial planning and modeling, and to balance spending with a considered understanding of its long term implications. We will ensure the community's capacity to pay is a factor in our budget determinations and will work hard to get the greatest value from our existing resources.

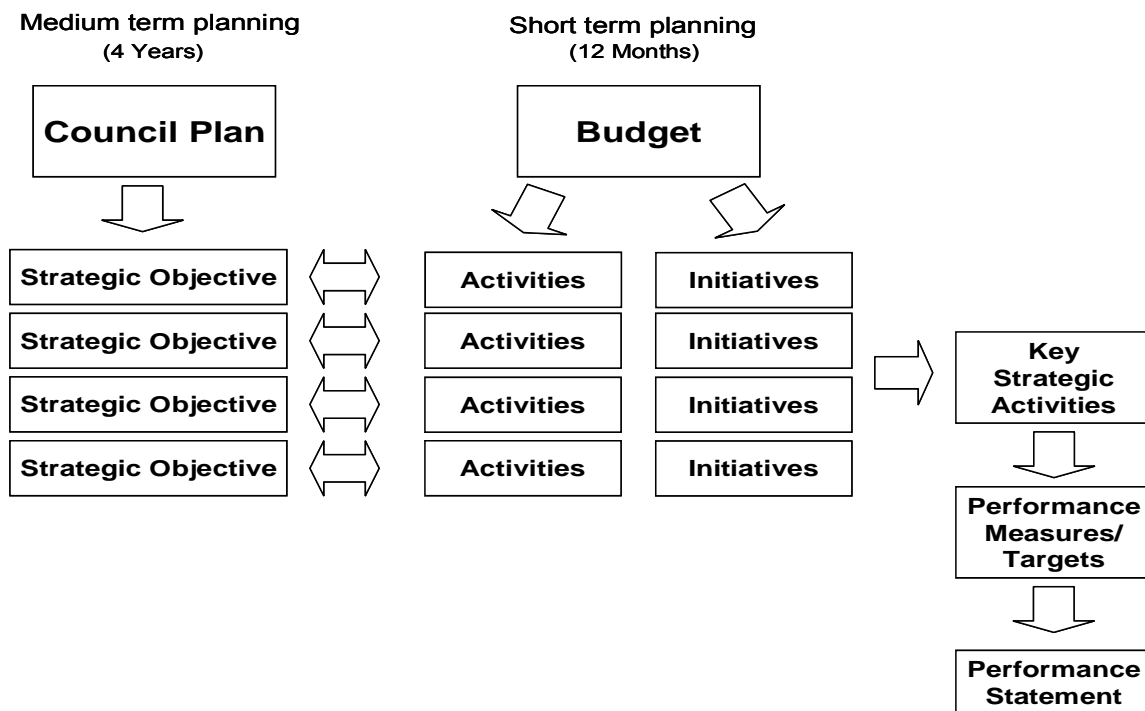
2. Delivering our promise and achieving our goals

Promises are easy to make, but much harder to deliver.

To ensure our ambitious goals are achieved, we deliver a wide range of ongoing services to the community as well as specific projects designed to achieve our objectives. These services and projects are reviewed through an annual business planning process to ensure they continue to provide an effective use of Council resources and that they are achieving Council’s aims. We call these ‘Activities’ and ‘Initiatives’ respectively. We also measure our progress toward our goals using a series of measures we call ‘Key Strategic Activities’.

The City of Darebin delivers Activities and Initiatives from 22 identified Council services. Each contributes to the achievement of the six shared goals set out in *Our People, Our Place, Our Future*. In addition, the City of Darebin has identified a series of Key Strategic Activities for 2011/2012 which help us to measure and understand our progress toward our goals.

The linkages between the Council Plan and Budget can be seen below:



This section provides a description of the Activities and Initiatives funded in our Budget for 2011/2012 and how these will contribute to our goals and strategies. It also includes a number of Key Strategic Activities and performance targets and measures in relation to these.

These Activities and Initiatives are outlined in more detail in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

2.1 Leadership and Engagement

“Our goal is to actively engage all members of Darebin’s diverse community - listening, inviting participation and responding to issues of concern. We will provide informed and unambiguous leadership on matters of strategic importance. We will foster a culture of open and accountable governance.”

This goal, published in *Our People, Our Place, Our Future - City of Darebin Council Plan 2009-2013* is supported through the delivery of a wide range of ongoing programs and services (Activities) as well as a series of specific projects with specific objectives and timeframes (Initiatives).

Of course, most of our Activities and Initiatives contribute to the achievement of a number of the goals outlined in the Council Plan and to assist in the readability of this document it has been necessary to allocate projects according to a ‘best fit’ principle.

This is particularly the case for the Leadership and Engagement goal, as all of Council’s projects have a clearly documented project governance structure, most include meaningful community consultation and many have a strong advocacy component. The ongoing progress of projects is communicated in a way designed to meet the needs of the audience and the ultimate success (or otherwise) of projects is reported publicly through performance reports and Council meetings.

Activities

The City of Darebin will deliver the following services in 2011/2012 which support the achievement of the Leadership and Engagement goal:

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Mayor and Council	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation. Councillors are directly elected by the community and receive an annual allowance which is determined based on guidelines issued by the State Government.	659
		659
Organisational Governance	This service includes direct administrative support to the Mayor and Councillors and includes the Chief Executive Officer and the Executive Management Team, as well as administrative and policy support staff and a number of Council officers with cross-functional responsibilities who report directly to a Director.	2,937
		(15)
		2,922
Communication and Marketing	The Communication and Marketing Department works with local media, undertakes advertising, manages a comprehensive website and creates publications including the Darebin News. The Department also runs civic events including Citizenship Ceremonies, Australia Day, International Women’s Day and official launches and openings.	1,162
		(99)
		1,063
Customer Services	This service provides the customer interface for a number of service units and a wide range of transactions. The aim is to resolve the majority of customer enquiries at the first point of contact. The service is delivered through customer service centres, a telephone call centre, internet site and an after hours emergency service.	2,000
		(41)
		1,959

Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2011/2012 which support the achievement of the Leadership and Engagement goal.

The major initiatives for 2011/2012 are:

- Implement a new internet site content management system.
- Develop a comprehensive and coordinated Strategic Advocacy Plan.
- Build the capacity of parents, schools and community organisations through the Early Home Learning Project in partnership with the Parenting Research Centre.
- Implement user customer satisfaction survey at Darebin's Libraries.
- Review and promote the City of Darebin Customer Service Charter.
- Complete the review of the Rights of Way Strategy.
- Introduce an e-recruitment system.
- Undertake a feasibility study for the extension of Tram Route 112.

More detail about these initiatives can be found in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Advocacy and lobbying	The percentage of respondents who rate Council's performance in representing and lobbying on behalf of the community with other levels of government and private organisations as 'adequate', 'good' or 'excellent'	≥ 75%
Consultation and engagement	The percentage of respondents who rate Council's performance in consulting with the community and leading discussion on key social, economic and environmental issues which could impact on the local area and require decisions by Council as 'adequate', 'good' or 'excellent'	≥ 75%
Councillor leadership	The total number of Councillors in attendance at Council Meetings, Special Council Meetings and Standing Committee Meetings, divided by the number of Councillors expected to attend, expressed as a percentage. Councillors who have been formally granted a leave of absence are not included in the calculation.	≥ 85%
Communication	The percentage of respondents who rate their personal level of satisfaction with Council's communication about its programs and services at 6 or more, on a ten point scale.	≥ 75%

2.2 Community Wellbeing

Our goal is to develop a strong physical, social and economic environment that supports and enhances the health and wellbeing of Darebin residents. We will strive for a just and inclusive community that feels connected, understood and valued.

This goal, published in *Our People, Our Place, Our Future - City of Darebin Council Plan 2009-2013* is supported through the delivery of a wide range of ongoing programs and services (Activities) as well as a series of specific projects with specific objectives and timeframes (Initiatives).

Of course, most of our Activities and Initiatives contribute to the achievement of a number of the goals outlined in the Council Plan and to assist in the readability of this document it has been necessary to allocate projects according to a 'best fit' principle.

Activities

The City of Darebin will deliver the following services in 2011/2012 which support the achievement of the Community Wellbeing goal:

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Aged and Disability	The Aged and Disability Department provides a range of services to assist older people and those with a disability and their carers, who wish to live independently and remain active in the community. The Department works at the individual, group and community level to make a positive difference in the lives of older people, those with a disability and their carers. This is achieved through a range of services and activities including general home care, personal care, respite care, home maintenance, housing support, dementia care, meals and community transport. Ancillary expenditure for buildings etc are reported under other Council services.	14,382 <u>(8,545)</u> 5,837
Community Planning, Partnerships and Performance	This Department responds to the diverse needs and aspirations of the Darebin community by providing strategic policy and planning expertise. It is also responsible for strengthening service improvement and reporting through the development of an organisational performance framework.	2,893 <u>(191)</u> 2,702
Economic Development and Employment	<p>The Economic Development and Employment Department develops and implements strategies and activities to foster and promote a sustainable business sector to provide local employment. The Department works with local trader and business associations to help them improve business performance, and also with neighbouring municipalities to develop and implement regional economic growth.</p> <p>This Department has responsibility for Councils environmental health service which works towards enhancing the wellbeing of residents by providing quality public health services through enforcement of elements of public health legislation including the Food Act, Health Act, Tobacco Act, Environment Protection Act and associated regulations.</p>	1,757 <u>(505)</u> 1,252
Family and Children	<p>The Family and Children Department is responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children and their families.</p> <p>It includes the management of direct child care services (family day care and primary school holiday programs), early childhood resource and liaison, help for services to include children with additional needs, a pre-school enrolment service, centralised child care waiting list, support to play groups, a toy library, maternal and child health services and an immunisation program.</p> <p>The Department also includes a family services team that works with families in need across Darebin.</p>	6,514 <u>(3,544)</u> 2,970

Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2011/2012 which support the achievement of the Community Wellbeing goal.

The major initiatives for 2011/2012 are:

- Conduct a Racism Inquiry and develop an Anti-Racism Strategy
- Partner with Police, State Government and Jika Jika Community Centre to undertake a whole of estate safety and development project at Walker Street, Northcote.
- Develop a Social Inclusion Framework and Audit Tool for the Multicultural Action Plan.
- Analyse vacation care programs within Darebin to identify current and future demands for care.
- Develop a Business Development and Employment Strategy 2012–2015 to foster and promote sustainable business sector and increase local employment.
- Enhance the effectiveness of women's leadership in business by implementing Darebin Women in Business network.
- Facilitate revitalization and promotion of business precincts strip shopping and Vacant Shops Strategy.
- Implement Green Business initiatives to attract and promote green businesses in Darebin.
- Implement Broadband and wireless internet connections around activity centres to bridge the digital divide
- Implement the Home and Community Care Diversity Plan and ongoing continuous improvement actions.
- Examine opportunities for the future development of women in sport, facilities, programs and services through the lens on women's access and participation.
- Conduct a service review of the Home Library Service.
- Implement the Active and Healthy Ageing Strategy.
- Conduct a second Census of Land Use and Employment.
- In relation to the youth strategy develop and commence implementation of the Darebin Youth Strategy 2011-2015.
- Develop a Health and Well Being Policy and Food Act Policy.
- Lead the Graduate Maternal and Child Health Nurse Mentoring Program in partnership with Moreland City Council.
- Review and update the Darebin Libraries Collection Development Policy to ensure it continues to service the present and future needs of the Darebin community.

More detail about these initiatives can be found in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Health and human services	The percentage of respondents who rate Council's performance in meals on wheels, home help, maternal and child health, immunisation, child care, and support for disadvantaged and minority groups as 'adequate', 'good' or 'excellent'	≥ 80%
Response to diversity	The percentage difference in overall satisfaction between respondents from households that speak 'English only' and other households	≤ 5%
Response to locational disadvantage	The percentage difference in overall satisfaction between respondents from the highest scoring precinct and those from the lowest scoring precinct.	≤ 5%

2.3 Liveability and Regeneration

Our goal is to ensure our built and natural environment continues to meet the changing needs and expectations of Darebin's community. We will continue to oversee the development of Darebin's neighbourhoods, guided by the principles of sustainability, liveability, accessibility, inclusiveness and efficiency. We will hand the municipality to subsequent Councils and future generations in better condition than it is today.

This goal, published in *Our People, Our Place, Our Future - City of Darebin Council Plan 2009-2013* is supported through the delivery of a wide range of ongoing programs and services (Activities) as well as a series of specific projects with specific objectives and timeframes (Initiatives).

Of course, most of our Activities and Initiatives contribute to the achievement of a number of the goals outlined in the Council Plan and to assist in the readability of this document it has been necessary to allocate projects according to a 'best fit' principle.

Activities

The City of Darebin will deliver the following services in 2011/2012 which support the achievement of the Liveability and Regeneration goal:

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Assets and Properties	The Assets Department is responsible for improving the way the City's assets are managed. Activities include planning and management of roads, drains and bridges and property management. Darebin has assets to the value of almost \$780 million, with over 600 kilometres of roads, 470 kilometres of drains and 430 properties. The Department is also responsible for the implementation and on-going management of Council's integrated Asset Management System.	1,450 <u>(566)</u> 884
City Development	The City Development Department provides support and advice to Council with respect to the Darebin Planning Scheme as well as delivering services to ensure compliance with Building Legislation and industry standards. The Department has the function of administering the Darebin Planning Scheme and this work is mostly development control, undertaken by the Statutory Planning Unit. The Strategic Planning Unit has the function of maintaining the Darebin Planning Scheme which includes, managing planning scheme amendments, strategic studies and research. The Building Services Unit maintains community awareness and acceptance of Building Legislation and meets, maintains and enforces statutory requirements for the built form and public safety in Darebin.	4,801 <u>(1,437)</u> 3,364
Compliance and Amenity	The Compliance and Amenity Department consists of five units: Animal Management, Local Laws (responsible for enforcing Council Local laws and other State Acts), Planning Enforcement (responsible for enforcing the Planning Act and related provisions), Traffic Enforcement (responsible for enforcing posted parking restrictions to ensure equitable parking and safe traffic flow) and the School Crossings Supervision Service (73 School Crossing Supervisors who work to ensure that school children travel safely to and from schools in heavy trafficked areas).	4,074 <u>(4,040)</u> 34

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Major Projects, Engineering and Transportation	<p>The Major Projects, Engineering and Transportation Department delivers a range of policy development and project management services across areas including activity centres, transport management and safety, major facility development, engineering, facilities maintenance and the management of capital works projects. With responsibility for engineering and infrastructure project management services including design, tendering, supervision and contract management of roads, drains, major buildings and facilities as well as asset management of Council buildings and delivery of a wide range of building maintenance management services, the majority of Council's capital works budget is managed by this Department.</p> <p>The Department also provides professional advice and policy for Council on all traffic management and transport planning matters, including the development of relevant transport strategies and initiatives involving the encouragement of alternative sustainable transport choices, safety, access and mobility.</p>	<p>5,753</p> <p>(50)</p> <p>5,703</p>

Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2011/2012 which support the achievement of the Liveability and Regeneration goal.

The major initiatives for 2011/2012 are:

- Finalise collection of park asset data in order to better manage and maintain our assets.
- Redevelopment of the Reservoir Library relocations and integration with other services at the Reservoir Civic Centre.
- Plant 1,500 new street trees throughout the City to maintain and improve the appearance of the City.
- Review the Asset Management Policy and Strategy.
- Complete the integrated housing strategy for Darebin.
- Deliver the Footpath and Shared Path Replacement Programs on time and within budget.
- Review the City of Darebin Animal Management Strategy.
- Develop and implement a proactive maintenance regime for infrastructure maintenance.
- Undertake development facilitation sessions for the urban renewal strategy for Plenty Road.
- Review non-rateable land holdings within the City.
- Undertake a preliminary feasibility study and activation strategy for the grade separation of the railway line at Reservoir Junction.
- Complete and launch the Walking Strategy following a detailed consultation process.
- Commence Tram Route 86 corridor improvement works in High Street Westgarth with the installation of new all abilities access platforms.
- Open the new function centre at the Preston City Oval.
- Revise the Darebin Planning scheme including the rewriting of a new Municipal Strategic Statement.
- Implement the Darebin Heritage Study review and complete amendment C108 of the Darebin Planning Scheme.
- Complete Reservoir and Northland Structure Plans.
- Complete part two of the Urban Renewal Strategy for High Street.
- Increase resources to ensure waiting times for hard waste collections are kept to a maximum two week wait.
- Open the Lancaster Gate community centre in Bundoora.

More detail about these initiatives can be found in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Traffic management	The percentage of respondents who rate Council's performance in traffic management, the provision of street and off street parking and local road safety as 'adequate', 'good' or 'excellent'	≥ 75%
Parks and open space	The percentage of respondents who rate their personal level of satisfaction with Council's maintenance of parks, reserves and open spaces at 6 or more, on a ten point scale.	≥ 75%
Asset renewal	The amount of capital expenditure budgeted for asset renewal projects (excluding carry-forward works), expressed as a percentage of depreciation, as reported in the most recently published budget report.	> 69%

2.4 Celebration and Participation

Our goal is a city that celebrates its diversity and where everyone is proud of their community and has a strong sense of belonging. We will support our residents to actively participate in community life in a way that reflects Darebin's unique characteristics.

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Of course, most of our Activities and Initiatives contribute to the achievement of a number of the goals outlined in the Council Plan and to assist in the readability of this document it has been necessary to allocate projects according to a 'best fit' principle.

Activities

The City of Darebin will deliver the following services in 2011/2012 which support the achievement of the Celebration and Participation goal:

Council Service	Activity	Expenditure
		Revenue Net Cost \$'000
Arts,Culture and Heritage	The Arts, Culture and Heritage Department aims to enrich the lives of Darebin's diverse community through a program of arts and cultural events and activities, as well as developing policies and strategies to facilitate arts practice in the municipality. The arts and cultural projects, programs, services and facilities provided by Council contribute significantly to the creativity, physical and mental wellbeing, economic development and social cohesiveness of our community.	
	Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection is co-ordinated through this service.	1,310 (79) 1,231

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Leisure, Public Realm and Venues	<p>The Leisure, Public Realm and Venues Department plans and provides the community with a range of active and passive leisure and recreation facilities, programs, projects and services. The Department undertakes recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision.</p> <p>The Department also plans and develops Darebin's open space system in line with Council policies and community expectations and provides landscape and urban design advice.</p> <p>Facility management includes the operation of Darebin Arts and Entertainment Centre and Northcote Town Hall. The Department is responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.</p>	<p>8,003</p> <p><u>(6,278)</u></p> <p>1,725</p>
Libraries, Learning and Youth	<p>Darebin Libraries is responsible for the delivery and management of Council's library service. Through its four static libraries at Fairfield, Northcote, Preston and Reservoir and virtual library at www.darebinlibraries.vic.gov.au, Darebin Libraries provides a quality library service catering for the cultural, educational and recreational needs of the community. Our libraries are convenient, accessible and foster social interaction and community connectedness.</p> <p>This Department operates a youth service. This includes delivery of programs, through the Northland Youth Centre and Darebin Youth Resource Centre and Decibels Youth Music Centre based Reservoir Civic Centre. There is also a Yute program which is a mobile youth outreach program that aim to improve safety as well as social and economic disadvantage in East Reservoir and East Preston. African access program delivering health promotion programs and afterschool holiday and summer camping program.</p>	<p>5,421</p> <p><u>(1,111)</u></p> <p>4,310</p>
Parks and Gardens	<p>Parks and Gardens is responsible for the management and maintenance of approximately 600 hectares of open space within the City of Darebin including 90 playgrounds, 48 sporting ovals, several wetlands, landscaped areas, pathways, seating, garden beds, 700 traffic management devices, waterways, bridges, catchments, dams and in excess of 65,000 street trees and 100,000 trees in parks and reserves. It also provides the management of bushland conservation and parkland areas which are located along approximately 40 kilometres of waterways and other areas of environmental significance. The Department is also responsible for the maintenance of Bundoora Park, and both the Northcote and Bundoora Golf Courses.</p>	<p>8,280</p> <p><u>(814)</u></p> <p>7,466</p>

Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2011/2012 which support the achievement of the Celebration and Participation goal.

The major initiatives for 2011/2012 are:

- Undertake a review of management models at major sporting and recreational facilities - Reservoir Leisure Centre, Northcote Aquatic and Recreation Centre, Darebin Community Sports Stadium, Sullivan and Dole Stadium.
- Develop a feasibility study for the establishment of a community arts hub in the north of the municipality.
- Complete a Business Review and Future Directions report for Bundoora Park.
- Develop strategic plans for the Library Service and Youth Services Life Long Learning.
- Complete an operational review of the Sports ground Fees and Charges Policy.
- Undertake a future development plan for the Northcote Aquatic and Recreation Centre.
- Complete the construction of two new soccer fields at John Cain Memorial Park.
- Initiate three arts activities to enhance community cultural participation and professional arts practice in Reservoir.

More detail about these initiatives can be found in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Connected communities	The mean response to the question “How satisfied are you with feeling part of your community?”, on a ten point scale. The result is converted to a 0 to 100 index.	≥ 70
Recreational facilities	The percentage of respondents who rate Council's performance in sporting facilities, swimming pools, sports fields, playgrounds, arts centres, festivals and library services as 'adequate', 'good' or 'excellent'	≥ 80%
Festivals and events	The percentage of respondents who rate their personal level of satisfaction with Council's festivals and events at 6 or more, on a ten point scale.	≥ 75%

2.5 Environmental Sustainability

Our goal is to demonstrate leadership in climate change action and environmental sustainability, beyond both the local environment and the short term. We will demonstrate, through action, that sustainable behaviour is practical, affordable and necessary. We will develop policy and programs that foster the ongoing development of a sustainable community.

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Of course, most of our Activities and Initiatives contribute to the achievement of a number of the goals outlined in the Council Plan and to assist in the readability of this document it has been necessary to allocate projects according to a 'best fit' principle.

Activities

The City of Darebin will deliver the following services in 2011/2012 which support the achievement of the Environmental Sustainability goal:

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
City Works	The City Works Department is responsible for the collection of domestic garbage and recyclables, green waste and dumped rubbish, street and right of way cleansing, the hard waste collection service, and management of the contract for the operation of the waste transfer station in Reservoir. The Department is responsible for the purchase and maintenance of Council's vehicle, plant and equipment. Ongoing maintenance of Darebin's roads, footpath, drains and Council's extensive network of street, directional, parking, regulatory and advisory signs is also completed by this Department.	18,103 <u>(7,156)</u> 10,947
Environment and Natural Resources	The Environment and Natural Resources Department develops and implements policies and programs that contribute to sustainability within Council operations and the community. The Department also seeks to support and achieve greater integration of environmental and sustainability responsibilities across the organisation. The Department is responsible for the Climate Change Action Plan, Sustainable Water Strategy, Stormwater Management Plan, Sustainable Water Use Plan and the Waste Management Strategy..	1,474 <u>(210)</u> 1,264

Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2011/2012 which support the achievement of the Environmental Sustainability goal.

The major initiatives for 2011/2012 are:

- Develop an Environmentally Sustainable Design checklist for inclusion into the plans approval process for new food or health businesses.
- Increase use of mobile devices and electronic data storage facilities to reduce paper consumption. This includes delivering Council Agendas electronically to Councillors and Executives.
- Convert four sports playing surfaces to warm season turf to reduce water use.
- Commence new recycling contracts and implement a new education program to increase recycling.
- Complete the Circling the Lake Project which will include planting and education.
- Coordinate the Talking My Language Program across four Councils providing targeted environmental information and workshops to Culturally and Linguistically Diverse communities.
- Continue the Sustainable Homes and Communities Program which provides information education and incentives for residents to create more sustainable homes and communities.
- Continue to promote ecological design in new developments as part of the planning approval process.

More detail about these initiatives can be found in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Environmental performance	The percentage of respondents who rate their personal level of satisfaction with Council's overall environmental performance at 6 or more, on a ten point scale.	≥ 75%
Reducing greenhouse emissions	The percentage of respondents who rate Council's performance in supporting a reduction in community greenhouse emissions as 'adequate', 'good' or 'excellent'	≥ 75%

2.6 Prudence and Prosperity

Our goal is to underpin our decisions with robust and responsible financial planning and modelling, and to balance spending with a considered understanding of its long term implications. We will ensure the community's capacity to pay is a factor in our budget determinations and will work hard to get the greatest value from our existing resources.

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Of course, most of our Activities and Initiatives contribute to the achievement of a number of the goals outlined in the Council Plan and to assist in the readability of this document it has been necessary to allocate projects according to a 'best fit' principle.

Activities

The City of Darebin will deliver the following services in 2011/2012 which support the achievement of the Prudence and Prosperity goal:

Council Service	Activity	Expenditure
		Revenue Net Cost \$'000
Corporate Risk Management	This Department is responsible for implementing strategies, policies and operational procedures to minimise or eliminate the exposure of Council to risk. Department services include administration of insurance claims made against Council, assisting in the conduct of risk audits and providing risk management training.	921 (18) 903
Finance and Contracts	The Finance and Contracts Department provides financial services and support to both internal and external customers and includes the management of Council's finances, payment of salaries and wages, support for the procurement and contracting of goods and services, raising and collection of rates and charges, and valuation of properties throughout the municipality.	2,652 (436) 2,216
Information and Governance	The Information and Governance Department provides a range of governance, statutory and corporate support services. Services include the coordination of Council and Committee meetings, records and information management, office support and hall hire services at Darebin Civic Centre and the delivery of strategic and operational computer software and hardware support to the organisation. This Department is also responsible for the implementation and on-going management of Council's integrated Asset Information	4,940 (110)

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
	Management and Customer Request Tracking System.	4,830
Organisational Support and Development	The Organisational Support and Development Department provides support to the organisation on strategic issues such as change management, leadership development and organisation development. The Organisation Development Department also provides a wide ranging level of operational services including employee relations, industrial relations, occupational health and safety, injury management, employment programs, recruitment, workers compensation and training and development. In addition the Department provides risk management support through proactive risk management principles and practices, provision of insurance, management of insurance claims and development of business continuity strategies.	1,558 (2) 1,556

Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2011/2012 which support the achievement of the Prudence and Prosperity goal.

The major initiatives for 2011/2012 are:

- Implement computer software to enable and better manage e-services such as e-payments and online planning applications.
- Undertake a co-ordinated review of organisational strategies to ensure alignment with Council goals and objectives.
- Develop a detailed contract management framework and enhance linkages with Council's contract management system.
- Develop and implement a Business Continuity Framework and Plan.
- Develop a Leadership and Competency Framework.
- Focus on continuous improvement in Council's approach to HACC service delivery to ensure a restorative care and capacity building focus for residents.
- Implement a smoke free workplace program.
- Develop and implement City Works improvement actions in response to the outcomes of the Civic Mutual Plus audit findings and customer satisfaction ratings.
- Develop a human resources strategic plan.
- Implement Council's Injury Management Strategic Plan.
- Implement a field based asset inspection and works order system.
- Introduce an on-line performance management system.
- Improve Council's procurement processes by streamlining purchasing, tendering processes and collaborating with neighbouring Councils.
- Implement the outcomes of Council's Rating Strategy.
- Upgrade Council's financial systems to strengthen governance and compliance and provide timely and accurate information to Managers.
- Develop an Occupational Health and Safety Plan to improve the safety performance of Council.
- Implement Council's Risk Management Framework.
- Review existing customer service standards and implement customer service indicators across the organisation.
- Develop e-services by providing payment and planning online for expediting services.
- Enhance communications by introducing the Internet Site Content Management System.
- Develop a comprehensive and coordinated Strategic Advocacy Plan.
- Complete the review of Property Management and Rights of Way Strategy.

More detail about these initiatives can be found in *Delivering Our Promise - Council Plan Action Plan 2011/2012*.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Financial Sustainability	The result of the most recent published financial sustainability risk assessment undertaken by the Victorian Auditor General's Office following its review of the audited statements.	Low risk
Underlying Surplus	The budgeted underlying surplus reported in the most recently published budget report.	> \$0
Customer Service	The percentage of respondents who have contacted Council in the previous twelve months who rate Council's performance in ease of contact, helpfulness of staff, speed of response and attitude of staff as 'adequate', 'good' or 'excellent'	≥ 75%
Employee Turnover	The equivalent full time number of staff resigning or retiring from the City of Darebin in a given year, expressed as a percentage of the overall number of equivalent full time staff.	5 – 15%

2.7 Performance statement

The Key Strategic Activities detailed in the preceding pages are summarised again in Appendix D. The Key Strategic Activities, their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Local Government Act 1989. The Annual Report for 2010/2011 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation of strategic objectives with budgeted operating result

The net cost of delivering Council's activities and initiatives for the 2011/12 year by strategic objective is shown in the following table

	Budget 2011/12		
	Net cost (revenue)	Expenditure	Revenue
	\$000s	\$000s	\$000s
Leadership and engagement	6,602	6,758	(155)
Community Wellbeing	12,761	25,545	(12,784)
Liveability and regeneration	9,985	16,078	(6,093)
Celebration and participation	14,731	23,015	(8,284)
Environmental sustainability	12,211	19,577	(7,366)
Prudence and prosperity	9,505	10,071	(567)
Other items not attributed to objectives	1,230	1,230	0
Total activities and initiatives	67,026	102,275	(35,249)
Non-attributable items¹	20,125		
Deficit before funding sources	87,150		
Rates (excluding service charges)	88,120		
Capital grants and contributions	5,760		
Funding sources	93,880		
Surplus for the year	6,731		

¹ Includes grants commission, depreciation, major maintenance, proceeds and cost of assets sold and insurance.

3. Budget influences

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

3.1 Snapshot of the City of Darebin

Just five kilometres north of the centre of Melbourne, the City of Darebin includes the suburbs of Alphington, Bundoora, Fairfield, Kingsbury, Northcote, Preston, Reservoir and Thornbury.

A History of Darebin

The City of Darebin has been home to the Wurundjeri people for many thousands of years, and parts of Darebin still hold cultural significance to their descendants. Darebin's Indigenous history is an important part of the community's rich mix of cultures and is acknowledged by Council on formal occasions.

The Batman Treaty, signed on the banks of the Merri Creek in 1835 marked the beginning of the settlement of Melbourne and was the first in a series of events that would change Darebin forever. In 1837 the land north of Melbourne was surveyed by the Government Surveyor, William Hoddle and from 1840, settlers began to live in Darebin. At that time, the lack of public transport meant that Darebin would become home to employees of the many local factories constructed in Northcote, Thornbury and Preston.

In 1856, local government began when the Epping District Roads Board was created and in 1871 the Shire of Darebin was formed, covering an area more than six times the size of Darebin today. In 1994, Victorian Council amalgamations brought together the then Cities of Preston, Northcote and small parts of the Cities of Coburg, Heidelberg and Diamond Valley and the City of Darebin was formed.

The Darebin Community

Over 139,000 people call Darebin home

The population declined steadily from the late 1970s through to the mid-1990s, but has grown since, and is projected to increase by 157,170 by 2021.

One in four Darebin residents was born in a non-English speaking country

Over one quarter of Darebin residents were born in non-English speaking countries and nearly a third were born overseas. The major contributing countries are Italy, Greece, China, the United Kingdom, and India.

Over one third of Darebin's residents speak a language other than English at home

Darebin's residents speak a wide range of languages, with 39% speaking a language other than English at home. The most common other languages are Italian, Greek, Arabic, Mandarin, Macedonian, Cantonese and Hindi. Of those speaking other languages, 23% do not speak English well, or at all.

Over one in 10 Aboriginal and Torres Strait Islander Melbournians lives in Darebin

A total of 1,110 Aboriginal and Torres Strait Islanders live in Darebin contributing 0.9% of the total population. The City of Darebin has the largest proportion of Aboriginal and Torres Strait Islander residents of the 31 municipalities in metropolitan Melbourne, and Darebin's indigenous community is among the largest in Victoria.

One in five Darebin residents is over 60 years of age

One fifth of Darebin's population is aged 60 years and over. Australia's population is ageing and Darebin is no exception. This group of residents is expected to continue to grow over the next two decades to make up one quarter of the population by 2031.

One in four Darebin households earns less than \$500 per week

One in four Darebin households earn less than \$500 per week (\$26,000 per year) compared to less than one in five households across metropolitan Melbourne (18%). While the socio-economic profile of Darebin is changing, with more residents earning higher incomes, it is important to remember that a significant proportion of the population still experiences a level of relatively high socio-economic disadvantage. An important part of Council's role in the community is to provide support to these residents.

Almost one in five Darebin residents has a disability

Over 25,000 Darebin residents are affected by a disability of some kind, including physical disabilities and medical conditions, psychological and intellectual conditions or learning disabilities. These residents include children, adolescents, adults and senior citizens. Of the residents with a disability almost one third require assistance.

Darebin's non-Christian religious community has doubled in five years

The increasing proportion of residents born in China and India is contributing to growth in the local Buddhist and Hindu communities. The proportion of Islamic residents has also increased. There has also been an increase in the proportion of Islamic residents and the proportion of residents with no religious affiliation.

The City of Darebin

The 53 square kilometres that make up the City of Darebin stretch from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle ring suburbs of Reservoir and Bundoora. The municipality has close to 63,000 properties, including over 57,000 homes.

The median residential property price in Darebin is higher than the metropolitan Melbourne average while the median rental price is lower

Over the last decade, a wave of gentrification has radiated outward from Melbourne's inner city. In January 2010 the median house price in Darebin was \$460,000 compared to the metropolitan Melbourne average of \$449,345. Darebin residents are more likely to rent a property to live in than other residents in metropolitan Melbourne. The rental rate of residential dwelling in Darebin is 31.5%, compared to 24.5% for metropolitan Melbourne.

There are over 900 hectares of open space in Darebin

Bordered by the Darebin and Merri Creeks, the City of Darebin contains a diverse range of open spaces, ranging from small, local parks up to major regional parklands such as the All Nations Park in Northcote and Bundoora Park in Bundoora. Added to this are environmentally sensitive areas such as the Central Creek Grasslands, the wildlife reserve at La Trobe University and the Leamington Street Wetlands.

The City of Darebin has assets totaling over \$900 Million.

In addition to cash and investments, the City of Darebin owns, controls, manages or maintains an extensive range of physical assets. These include 530km of roads, 597kms of storm water drains, 300 buildings, 14 road bridges, 450 hectares of parkland and over 45,000 street trees. In 2009/10, depreciation alone ran to a total cost of over \$16 Million.

Darebin's employment profile is as diverse as its community

At the 2006 Census, the Darebin workforce number 40,154. Darebin's employment profile is made up of a wide range of industries, with no one sector dominating. Employment is split roughly equally between four main industry sectors - retail, manufacturing, education and training, health and community services. Together, these four industries employ half of Darebin's working population.

Darebin's unemployment picture is changing

In the past, Darebin's traditional manufacturing base has made the employment market vulnerable to changes in economic conditions. This has been seen in unemployment rates, which have always been higher than the Melbourne average.

However, with an increasing proportion of residents working in white collar jobs, more residents holding university degrees and fewer residents with no post high school qualifications, Darebin's labour force is more resilient than ever before.

The City of Darebin is among the largest employers in the municipality

The City of Darebin itself directly employs over 800 permanent staff on a full or part time basis and many more in casual positions. This makes the City of Darebin one of the municipality's largest employers, and a big part of the local labour market. Many Council employees are also residents of the city, and bring an important local knowledge and understanding to their jobs.

Budget implications

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

- Cultural and linguistic diversity means that Council needs to use a variety of media and other information in languages other than English for communication with residents and use interpreting services for interpersonal communication with residents. Council also draws on the abilities of its bilingual staff to assist with this service
- With one of the largest populations of older persons in Victoria, Council has significant demands for the provision of services such as home care and meals on wheels. The Budget and Strategic Resource Plan are based on Council continuing to meet the demand for these services without a waiting list, with a consequent increase in the cost of these services
- Around 20% of residential ratepayers are entitled to the State Government pensioner rates concession. Council introduced an additional Council-funded rebate of \$50 to pensioner ratepayers in the 2009/10 year. This has been increased to \$100 in 2011/12. In addition to rates, Council offers discounts to pensioners on a range of its user-pay services including the optional green waste collection service, and free animal registration for one dog or cat (introduced in 2011/12). These are reflected in the annual budget.
- Over 25,000 Darebin residents are affected by a disability of some kind and Council has set out measures to ensure appropriate access to buildings and services in its Disability Access and Inclusion Plan. This Plan influences a range of measures in both the operating and capital budgets.

3.2 External influences

In preparing the 2011/12 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:

- The annual inflation rate (CPI) advised by the Australian Bureau of Statistics (ABS) for the March 2011 quarter was 2.9%. The Victorian State Government Budget Papers for 2011/12 forecast CPI at 2.75% for 2011/12.
- Increase in tipping charges for general waste disposal to land fill from \$30 a tonne to \$44 a tonne from the 1 July 2011 – operating budget impact of an additional \$0.40 million in tipping charges.
- The bushfires in 2009 highlighted the importance of ensuring trees are clear of power lines. Additional expenditure of \$0.30 million has been included in the budget to ensure council continues to provide a safe environment for our community.
- Increase in the State Government Fire Brigade Levy by 10.7% to \$1.73 million – operating budget impact of an additional \$0.17 million.
- The costs of utilities, specifically electricity and water charges are expected to increase significantly in the coming years.

3.3 Internal influences

As well as external influences, there are also a number of internal influences which have had a significant impact on the preparation of the 2011/12 Budget. These matters have arisen from events occurring in the 2010/11 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2011/12 year due to internal factors or key Council decisions. These matters and their financial impact are set out below:

- The budgeted capital works program for the 2010/11 year will not be fully completed and \$6.46 million for funding of capital works projects is forecast to be carried forward and completed in the 2011/12 year – Operating budget impact \$0.20 million increase in expenditure;
- Completion of the construction of Lancaster Gate Community Centre will require on-going operating expenditure to deliver exceptional community services and opportunities for residents to connect with their neighbourhood. The 2011/12 budget includes \$0.03 million for operating the centre, with this budget increasing in the coming years as the centre becomes fully operational.

3.4 Budget principles

In response to these and other significant 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 reviewed and increased with reference to market levels, benchmark comparisons, and general CPI levels;
- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Service levels to be maintained at 2010/11 levels with an aim to use less resources and an emphasis on innovation and efficiency;
- Salaries and wages to be increased in line with Collective Agreement outcomes (an increase of 4% or \$42.50 per week);
- Staff levels to be maintained at 2010/11 levels except to meet increased demand for services;
- New initiatives or projects which are not cost neutral to be justified through a business case;
- Real savings in expenditure and increases in revenue identified in 2010/11 to be preserved;
- Operating revenues and expenses arising from completed 2010/11 capital projects to be included; and
- A targeted saving in operating costs to be achieved across all Council departments and service areas through a rigorous review of budgeted income and expenditure.

3.5 Legislative requirements

Under the Local Government Act 1989 (“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 Local Government (Finance and Reporting) Regulations 2004 (“the Regulations”) which support the Act.

The 2011/12 budget, which is included in this report, is for the year 1 July 2011 to 30 June 2012 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flow Statement and Capital Works Statement. These statements have been prepared for the year ending 30 June 2012 in accordance with Australian Accounting Standards and in accordance with the Act and Regulations. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

The budget includes consideration of a number of long term strategies to assist Council in considering the budget in a proper financial management context. These include a Strategic Resource Plan for the years 2011/12 to 2014/15 (section 8), Rating Strategy (section 9) and Other Long Term Strategies (section 10) including borrowings, infrastructure and service delivery.

4. Analysis of operating budget

This section analyses the expected revenues and expenses of the Council for the 2011/12 year.

4.1 Budgeted operating statement

	Forecast	Budget	Var
	2010/11	2011/12	
	\$000s	\$000s	\$000s
Operating revenue	125,732	130,311	4,579
Operating expenditure	(122,314)	(123,714)	(1,400)
Net gain on sale of assets	298	134	(164)
Surplus (deficit) for the year	3,716	6,731	3,015
Grants - capital	(4,734)	(4,996)	(262)
Grants - operating in advance	1,306	0	(1,306)
Maintenance - carried forward	507	164	(343)
Underlying surplus (deficit)	795	1,899	1,105

The underlying result is the net surplus for the year adjusted for capital grants and contributions and timing differences on grants receipt and spent. It is an accepted measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result.

The underlying result for the 2011/12 year is a surplus of \$1.90 million which compares with a \$0.79 million surplus forecast for the 2010/11 year. The 2010/11 projection has benefited from higher contributions and interest income.

4.1.1 Grants – operating in advance

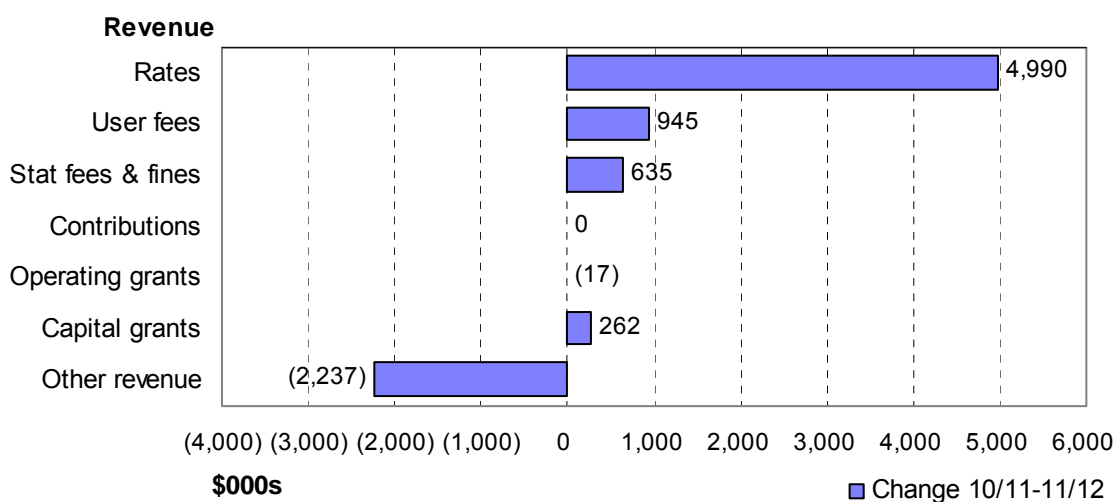
Expenditure of grant funding received in 2010/11 but unspent at the end of the 2010/11 year has not been included in the 2011/12 budget. In 2010/11 the grant funding received in advance and expended in 2010/11 was \$1.30 million. This expenditure is excluded when determining the underlying result.

4.1.2 Maintenance – carried forward projects

Maintenance projects budgeted in 2010/11 budget unspent at the end of the year of \$0.16 million have been included in the 2011/12 budget. When determining the underlying result for 2011/12, this expenditure is excluded as this amount would have been expended in 2010/11 year under normal circumstances and is funded by 2010/11 revenue streams.

4.2 Operating revenue

		Forecast	Budget	
		2010/11	2011/12	Var
	Ref	\$000s	\$000s	\$000s
Rates and charges	4.2.1	84,310	89,300	4,990
User fees	4.2.2	10,293	11,238	945
Statutory fees and fines	4.2.3	4,229	4,864	635
Contributions	4.2.4	2,000	2,000	0
Grants - operating	4.2.5	14,609	14,592	(17)
Grants - capital	4.2.6	4,734	4,996	262
Other	4.2.7	5,557	3,320	(2,237)
Total operating revenue		125,732	130,311	4,579
Net gain on sale of assets	4.2.8	298	134	(164)



4.2.1 Rates and charges (\$4.99 million increase)

Excluding the impact of supplementary rates, the pensioner rate rebate and additional rates on electronic gaming machine land, rates on property assessments will increase by an average of 5.0% over 2010/11 to \$88.15 million. This includes some relief to vacant land property owners with the introduction of an exemption from the higher vacant differential rate when a valid building permit is held. Supplementary rates on property developments are forecast to be \$0.50 million in 2011/12, with special charge scheme rates for retail activity areas forecast to be \$0.28 million. A rate rebate to pensioner ratepayers of \$100, in addition to the rebate provided by the State Government, will continue to be provided in 2011/12 at a cost of \$1.33 million. A new electronic gaming machine land rate will be introduced and raise an additional \$0.16 million in rates. This additional revenue will be used to fund projects to mitigate the impacts of problem gambling, through primary prevention, community awareness and support initiatives. The green waste collection service charge of \$1.54 million is also included in rates and charges for the 2011/12 year. Section 9 "Rating Strategy" and Appendix B "Statutory Disclosures" include a more detailed analysis of the rates and charges to be levied for 2011/12.

4.2.2 User fees (\$0.95 million increase)

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home support services. In setting the budget, the key principles for determining the level of user charges has been to ensure that existing fees and charges are reviewed and increased with reference to market levels, benchmark comparisons, and general service cost charges.

User charges are projected to increase by 9.2% or \$0.95 million compared to 2010/11. The main areas contributing to this increase is the renegotiation of the recycled waste collection contract providing a recovery from recycling waste (\$0.55 million), increases in Reservoir Leisure Centre (\$0.19 million) and Aged and Disability Services (\$0.10 million). A detailed listing of fees and charges is included in Appendix E “Statement of Fees and Charges”.

4.2.3 Statutory fees and fines (\$0.64 million increase)

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Health Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to increase by 15.0% or \$0.64 million compared to 2010/11, due mainly to expected increases in parking fines through enforcement of parking restrictions. A detailed listing of fees and charges is included in Appendix E “Statement of Fees and Charges”.

4.2.4 Contributions (no change)

Contributions relate to monies paid by developers in regard to developer contribution schemes (DCP), public resort & recreation and car parking in accordance with planning permits issued for property development.

Based on review of the expected level of development activity it is anticipated that there will be no change in the amount received in 2011/12.

4.2.5 Operating grants and contributions (\$0.02 million decrease)

Operating government grants and contributions include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards service delivery objectives.

Overall, the level of grants and contributions is forecast to decrease by 0.1% or \$0.02 million compared to 2010/11. Whilst it is anticipated that the funds received from the Victoria Grants Commission will be unchanged for 2011/12 the timing of the grants in 2010/11 and 2011/12 will result in an increase in contributions in 2011/12 (of \$0.37 million). This is partly offset by reduced grants anticipated to be received for early childhood and family support services.

Significant movements in grant and contribution funding are summarised below.

	Forecast 2010/11 \$'000	Budget 2011/12 \$'000	Var \$'000
Victorian Grants Commission	3,498	3,868	370
General Home care	1,125	1,142	17
Respite Care	633	652	19
Early Years & Education planning	50	0	(50)
Early childhood development	133	59	(74)
Talking my language	60	0	(60)
DIAC International students	35	0	(35)
Community Garden	26	0	(26)
Streets Ahead	31	0	(31)

4.2.6 Capital grants and contributions (\$0.26 million increase)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. The amount of capital grants received each year can vary significantly depending on the types of works included in the capital works program each year.

Overall, the level of capital grants and contributions is forecast to increase by 5.5% or \$0.26 million compared to 2010/11. Significant grants and contributions are budgeted to be received in 2011/12 for Reservoir Library Redevelopment (\$3.50 million) and roads to recovery (\$0.44 million).

4.2.7 Other revenue (\$2.24 million decrease)

Other revenue relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

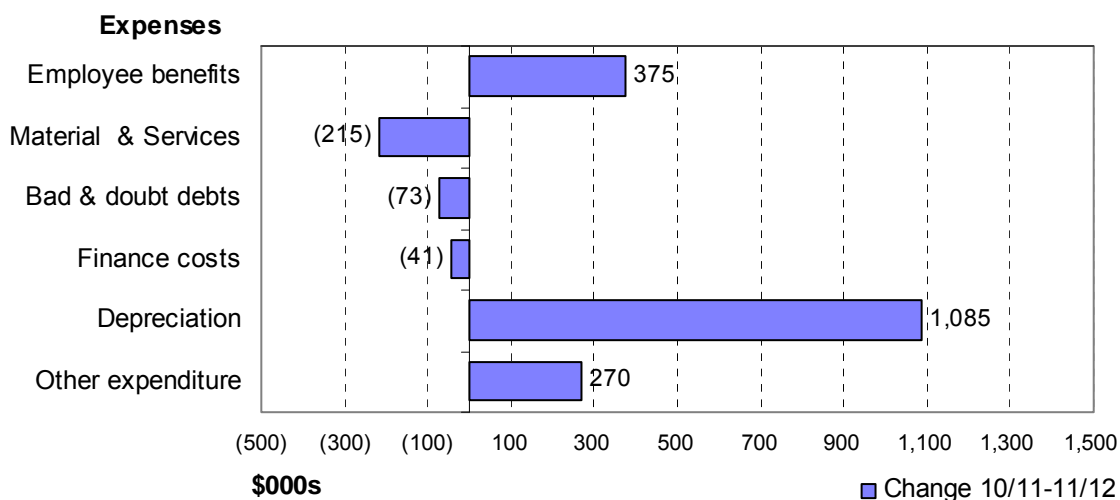
Other revenue is forecast to decrease by 40.2% or \$2.24 million compared to 2010/11. The decrease is due mainly to reduction in interest income (\$1.11 million) and contributions anticipated from Developer Contribution Fund and Public Open Space planning schemes (\$0.59 million).

4.2.8 Net gain on sale of assets (\$0.16 million decrease)

Proceeds from the sale of Council assets is forecast to be \$0.76 million for the 2011/12 year. This is for the planned cyclical replacement of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$0.63 million.

4.3 Operating expenditure

		Forecast 2010/11 \$000s	Budget 2011/12 \$000s	Var \$000s
Employee benefits	4.3.1	63,051	63,426	(375)
Materials and services	4.3.2	32,607	32,393	215
Bad and doubtful debts	4.3.3	755	681	73
Finance costs	4.3.4	203	161	41
Depreciation and amortisation	4.3.5	16,616	17,701	(1,085)
Other	4.3.6	9,083	9,352	(270)
Total operating expenditure		122,314	123,714	(1,400)



4.3.1 Employee benefits (\$0.38 million increase)

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

Employee benefits are forecast to increase by 0.6% or \$0.38 million in total compared to 2010/11. This increase relates to the increase in salary and wages under relevant industrial agreements, employee on-costs such as leave provisions and workers compensation, and resources to meet additional community demand.

4.3.2 Materials and services (\$0.22 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services, major maintenance and utility costs.

Major maintenance is forecast to reduce by 20.3% to \$4.11 million and relates to capital works projects which are considered to be maintenance rather than capital expenditure.

Payments to contractors for the provision of services have increased by 1.16% to \$19.3 million compared to the 2010/11 forecast. The main items contributing to this increase are increased general waste to land filling tipping costs from \$40 per tonne to \$44 per tonne (\$0.46 million), the costs associated with increased pruning of trees away from power lines (\$0.30 million), and a number of new initiatives including introduction of local events for residents, area based hard waste collection (\$0.45 million) and additional programs to promote environmental sustainability. These are partly offset by savings in home delivered meals and transport (\$0.11 million) and discontinuation of programs no longer funded (for example the northern interfaith project \$0.09 million and Best Start 0.09 million).

Utility charges have increased by 7.8% to \$3.31 million compared to 2010/11.

4.3.3 Bad and doubtful debts (\$0.07 million decrease)

Bad and doubtful debts refer to the write-off of revenue not expected to be collected. The provision relates mainly to traffic infringement income and non-collectability of other council debts.

4.3.4 Finance costs (\$0.04 million decrease)

Finance costs include interest, loan establishment fees and other charges. Finance costs are forecast to decrease by \$0.04 million compared to 2010/11. The reduction reflects existing borrowing arrangements which include a reducing interest component over the life of the loans. No new loans are forecast for 2011/12.

4.3.5 Depreciation and amortisation (\$1.09 million increase)

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains, from delivering services to the community. The increase of \$1.09 million for 2011/12 is due to the impact of the capital works program and the full year effect of depreciation on new assets acquired in the 2010/11 year. Refer to section 6 "Analysis of Capital Budget" for a more detailed analysis of Council's capital works program for the 2011/12 year.

4.3.6 Other expenses (\$0.27 million increase)

Other expenses relate to a range of items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items.

Other expenses are forecast to increase by 3.0% or \$0.27 million compared to 2010/11. The increase is primarily due to an increase in the Melbourne Fire Brigade Levy (\$0.17 million).

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2011/12 year.

5.1 Budgeted cash flow statement

		Forecast	Budget	
		2010/11	2011/12	Var
	Ref	\$000s	\$000s	\$000s
Operating activities				
Receipts from customers		103,115	108,643	5,528
Payments to suppliers and employees		(103,947)	(104,268)	(321)
Interest received		2,370	1,249	(1,121)
Government receipts		19,343	19,588	245
Net cash inflow from operating activities	5.1.1	20,880	25,212	4,332
Investing activities				
Proceeds from sale of prop, plant and equip		1,351	764	(587)
Repayment of loans and advances		47	51	4
Payments for property, infrastructure, plant and equipment		(28,866)	(30,597)	(1,730)
Net cash outflow from investing activities	5.1.2	(27,468)	(29,782)	(2,313)
Financing activities				
Finance costs		(203)	(161)	41
Repayment of borrowings		(622)	(637)	(16)
Net cash outflow from financing activities	5.1.3	(824)	(798)	26
Net increase(decrease) in cash held		(7,413)	(5,367)	2,045
Cash and cash equivalents at beg of year		38,141	30,728	(7,413)
Cash & cash equivalents at end of year	5.1.4	30,728	25,361	(5,367)

5.1.1 Operating activities (\$4.33 million increase in cash inflows)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The increase in cash inflows from operating activities is due to a \$5.52 million increase in receipts from customers due to the increase in rates and other charges. These increases are partly offset by \$1.12 million reduction in the interest received.

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

		Forecast	Budget	Var
	Ref	2010/11	2011/12	
		\$000s	\$000s	\$000s
Surplus/(deficit) for the year	4.1	3,716	6,731	3,015
Depreciation	4.3.5	16,616	17,701	1,085
Loss(gain) on sale of assets	4.2.8	(298)	(134)	164
Finance costs	4.3.4	203	161	(41)
Net movement in current assets and liabilities		644	753	109
Cash flows available from operating activities		20,880	25,212	4,332

5.1.2 Investing activities (\$2.31 million increase in cash outflows)

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. The increase in cash outflows from investing activities is due mainly to a \$1.73 million increase in the capital expenditure component of the capital works program. Capital expenditure in 2011/12 includes \$6.46 million relating to projects carried forward from the 2010/11 year.

5.1.3 Financing activities (\$0.03 million decrease in cash outflows)

Financing activities refer to cash generated or used in the financing of Council functions and include borrowings from financial institutions and repayable advances to other organisations. The increase in cash inflows from financing activities reflects the reduction in finance costs as loan borrowing reduces. There are no new loan borrowings budgeted for 2011/12.

5.1.4 Cash and cash equivalents at end of the year (\$5.37 million decrease in cash)

Overall, total cash and investments are forecast to decrease by \$5.37 million to \$25.36 million at 30 June 2012. This is due mainly to the funding of incomplete capital works carried forward from the 2010/11 year of \$6.46 million.

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2012 it will have cash and investments of \$25.36 million, which has been restricted as shown in the following table.

	Ref	Forecast	Budget	Var
		2010/11	2011/12	
		\$000s	\$000s	\$000s
Total cash and investments		30,728	25,361	(5,367)
Restricted cash and investments				
- Statutory reserves	5.2.1	(3,651)	(2,610)	1,041
- Long service leave	5.2.2	(8,496)	(8,961)	(465)
Unrestricted cash and investments	5.2.3	18,582	13,790	(4,761)

5.2.1 Statutory reserves (\$1.04 million decrease)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds earn interest revenue for Council, they are not available for other purposes. The decrease is due to the use of reserve funds on projects in the capital works program over and above any new contributions received in 2011/12.

5.2.2 Long service leave (\$0.47 million increase)

These funds are separately identified as restricted to ensure there are sufficient funds to meet Council's obligations as set out in the Local Government (Long Service Leave) Regulations 2002. The increase in the long service amount reflects the expected growth in long service leave as a result of increases in wages and salaries offset by leave taken.

5.2.3 Unrestricted cash and investments (\$4.76 million decrease)

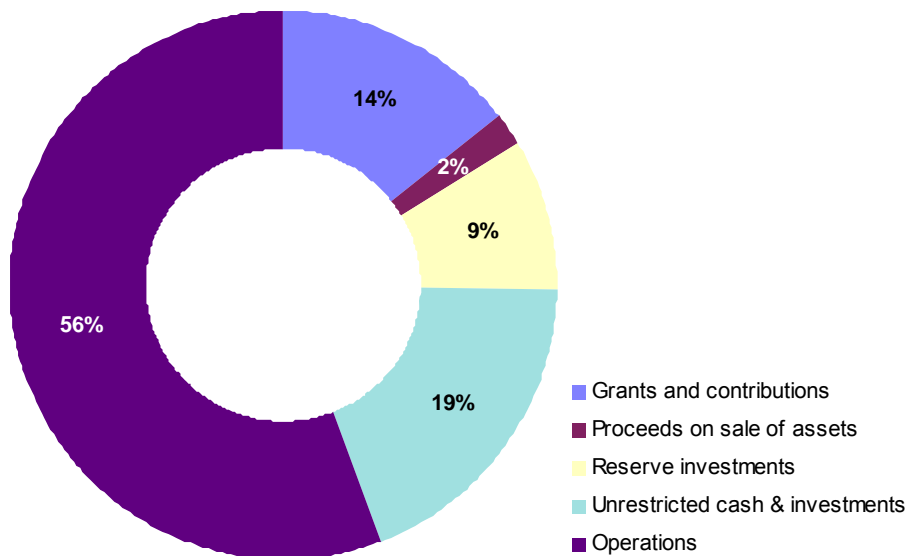
These funds are available to meet Council's cash flow requirements including the running of its operations and unexpected short term needs, and to ensure Council can meet its commitments as and when they fall due. The decrease is due mainly to the funding of incomplete capital works carried forward from the 2010/11 year of \$6.46 million.

6. Analysis of capital budget

This section analyses the planned capital works program for the 2011/12 year and the sources of funding.

6.1 Funding sources

		Forecast	Budget	
	Ref	2010/11	2011/12	Var
		\$000s	\$000s	\$000s
Grants - capital and contributions	6.1.1	4,734	4,996	262
Proceeds on sale of assets	6.1.2	1,351	764	(587)
Total external funds		6,085	5,760	(325)
Internal				
Reserve cash and investments	6.1.3	3,468	3,041	(427)
Unrestricted cash and investments	6.1.4	0	6,461	6,461
Operations	6.1.5	24,466	19,440	(5,026)
Total internal funds		27,934	28,942	1,008
Total funding sources		34,019	34,702	683



Budgeted funding sources 2011/12

6.1.1 Capital grants and contributions (\$5.00 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Reservoir Library redevelopment (\$0.35 million), Roads to Recovery projects (\$0.44 million), Preston City Oval (\$0.10 million), Darebin Creek Trail (stage 2) (\$0.17 million) and Sir Douglas Nicholls Oval Rehabilitation (\$0.15 million).

6.1.2 Proceeds from sale of assets (\$0.76 million)

Proceeds from sale of assets relates to the sales of light and heavy fleet in accordance with Council's fleet replacement program.

6.1.3 Reserve investments (\$3.04 million)

The Council has cash reserves set aside for specific purposes, which it uses to partly fund its annual capital works program. For the 2011/12 year \$3.04 million of reserve funds will be used to partly fund developer contribution scheme projects (\$0.83 million), playgrounds (\$0.62 million), pocket parks renewal (\$0.24 million), sport fields lighting (\$0.45 million), sporting surfaces and infrastructure (\$0.62 million) and other parks and open space works (\$0.28 million). Further analysis is included in Appendix A "Budget Statements".

6.1.4 Unrestricted cash and investments (\$6.46 million)

Included within the unrestricted cash and investments balance at the end of 2010/11 are unspent funds for incomplete works to be carried forward to the 2011/12 year. It is forecast that \$6.46 million will be drawn-down from unrestricted cash and investments to fund the 2011/12 capital works program.

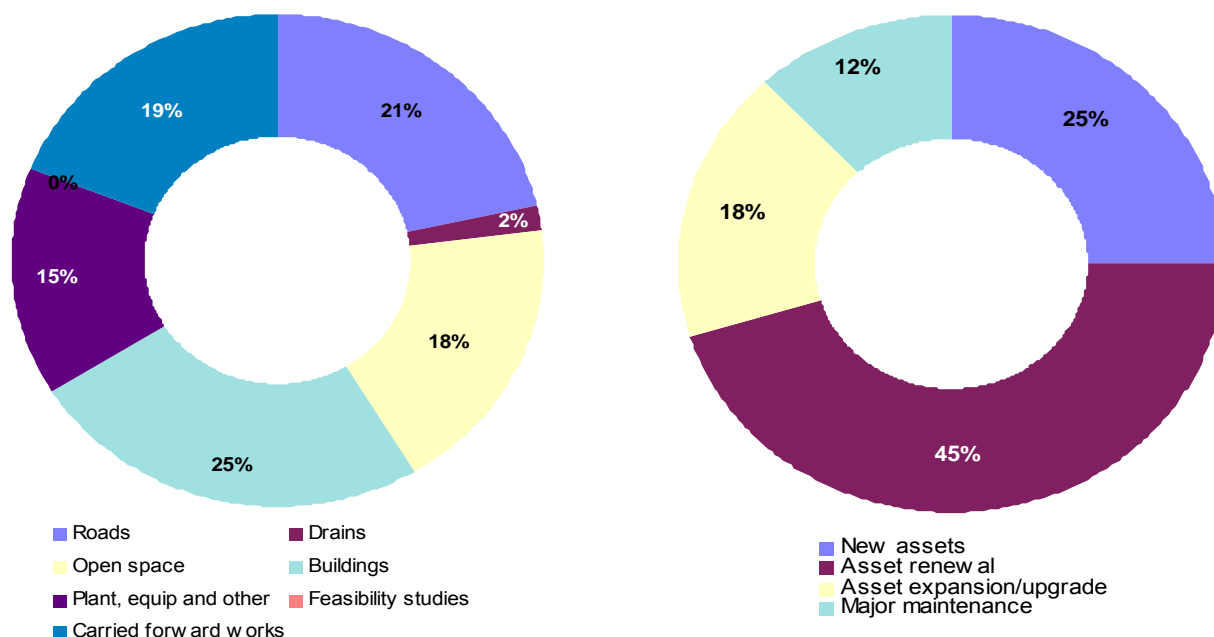
6.1.5 Operations (\$19.44 million)

During the year Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$19.44 million generated from operations will be used to fund the 2011/12 capital works program. Refer section 5 "Analysis of Budgeted Cash Position" for more information on funds from operations.

6.2 Capital works

	Ref	Forecast	Budget	Var
		2010/11	2011/12	
		\$000s	\$000s	\$000s
New works				
Roads	6.2.1	7,360	7,458	98
Drains	6.2.2	808	625	(183)
Open space	6.2.3	6,549	6,373	(176)
Buildings	6.2.4	11,770	8,603	(3,167)
Plant, equipment and other	6.2.5	6,940	5,181	(1,759)
Feasibility studies	6.2.6	592	0	(592)
Total new works		34,019	28,241	(5,778)
Works carried forward from previous year	6.2.7	0	6,461	6,461
Total capital works		34,019	34,702	683
Represented by:				
Capital expenditure				
- Asset renewal	6.2.8	19,502	15,752	(3,750)
- New assets	6.2.8	5,755	8,648	2,893
- Asset expansion / upgrade	6.2.8	3,609	6,197	2,588
Total capital expenditure		28,866	30,597	1,731
Operating expenditure				
- Major maintenance ¹	6.2.8	5,153	4,105	(1,047)
Total capital works program		34,019	34,702	683

1. These items are expensed in the Operating Budget as they do not meet the definition of capital expenditure.



Budgeted capital works for 2011/12

6.2.1 Roads (\$7.46 million)

Roads includes local roads, car parks, footpaths, bike paths, bridges & culverts, declared main roads, traffic devices, street lighting and traffic signals.

For the 2011/12 year, \$7.46 million will be expended on road projects including local road reconstructions (\$0.90 million), road resurfacing (\$2.18 million), roads to recovery projects (\$0.44 million), footpaths (\$1.60 million), bicycle paths and facilities (\$1.42 million) and transport and road safety projects (\$0.92 million).

6.2.2 Drains (\$0.63 million)

Drains includes drains in road reserves, retarding basins and waterways.

For the 2011/12 year, \$0.63 million will be expended on drainage projects including maintenance and flood management.

6.2.3 Open space (\$6.37 million)

Open Space includes parks, playing surfaces, streetscapes, playground equipment, irrigation systems, trees and public art.

For the 2011/12 year, \$6.37 million will be expended on open space projects including Urban design improvements for the Route 86 project (\$1.40 million), playspaces renewal (\$0.62 million), minor works in shopping centres (\$0.50 million), sports grounds surface upgrades (\$1.97 million) including renewing of lighting at sporting reserves, upgrade of Bill Lawry Multi Purpose Sports Facility and Sir Douglas Nicholls Oval, street tree plantings (\$0.48 million) and parks renewal (\$1.18 million) and Creek improvement projects (\$0.22 million)

6.2.4 Buildings (\$8.60 million)

Buildings include community facilities, sports facilities and municipal offices.

For the 2011/12 year, \$8.60 million will be expended on building projects including redevelopment of the Reservoir Library (\$4.00 million), completion of Lancaster Gate community centre (\$0.34 million), sporting pavilions (1.83 million) including Donath Reserve and Mayer Park, cogeneration plant at Northcote Aquatic and Recreation Centre (\$0.40 million), vacant shop strategy (\$0.05 million) and various building maintenance works (\$1.98 million).

6.2.5 Plant, equipment and other (\$5.18 million)

Plant, equipment and other includes information technology, motor vehicles and plant and library product purchases.

For the 2011/12 year, \$5.18 million will be expended on plant, equipment and other projects including the ongoing cyclical replacement of the plant and vehicle fleet (\$3.07 million), upgrade and replacement of information technology (\$0.89 million), library materials purchases (\$0.65 million) and various furniture, plant and equipment (\$0.49 million).

6.2.6 Feasibility studies (\$0.0 million)

For the 2011/12 year, the feasibility studies which will guide the delivery of future capital works projects have been included under the relevant asset category.

6.2.7 Carried forward works (\$6.46 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors such as planning issues, weather delays, reliance on external funding partners and extended consultation. For the 2010/11 year it is forecast that \$6.46 million of capital works will be incomplete and be carried forward into the 2011/12 year. The more significant projects include Oakhill Community Centre redevelopment (\$1.00 million), Tram 86 (\$0.98 million), Reservoir Library (\$0.29 million), road projects (\$0.74 million), Lancaster Gate community centre (\$0.86 million), information technology projects (\$0.61 million) and other plant and equipment projects (\$0.89 million)

Appendix C “Capital Works Program” includes a listing of all capital projects planned for the 2011/12 year and their respective funding sources.

6.2.8 Asset renewal (\$15.75 million), new assets (\$8.65 million) and expansion/upgrade (\$6.20 million)

A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between the 2010/11 and 2011/12 years.

7.1 Budgeted balance sheet

		Forecast	Budget	
		2010/11	2011/12	Var
Ref		\$000s	\$000s	\$000s
Current assets	7.1.1			
Cash and cash equivalents		30,728	25,361	(5,367)
Trade and other receivables		8,466	8,620	154
Other assets		73	73	0
Total current assets		39,267	34,053	(5,213)
Non Current Assets	7.1.1			
Trade and other receivables		218	163	(55)
Property, infrastructure, plant & equipment		909,572	921,839	12,267
Investment property		3,459	3,459	0
Intangibles		777	777	0
Other assets		206	206	0
Total non-current assets		914,232	926,444	12,212
Total assets		953,499	960,498	6,999
Current Liabilities	7.1.2			
Trade and other payables		11,336	11,648	313
Interest-bearing loans and borrowings		622	637	16
Provisions		12,710	13,300	590
Total current liabilities		24,667	25,586	918
Non Current Liabilities	7.1.2			
Interest-bearing loans and borrowings		2,068	1,415	(653)
Provisions		2,311	2,311	0
Total non-current liabilities		4,379	3,726	(653)
Total liabilities		29,046	29,311	265
NET ASSETS		924,454	931,186	6,732
Equity	7.1.3			
Accumulated Surplus		468,903	476,676	7,773
Reserves		455,551	454,510	(1,041)
TOTAL EQUITY		924,454	931,186	6,732

7.1.1 Current assets (\$5.21 million decrease) and Non current assets (\$12.21 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. The decrease in cash and cash equivalents of \$5.37 million is primarily to fund the capital works carried forward from the 2010/11 year.

Trade and other receivables are monies owed to Council by ratepayers and others. The current portion is not expected to change significantly. The non-current portion will reduce in accordance with the repayment of a loan advance previously made by Council to Football Federation Victoria.

Property, infrastructure, plant and equipment is the largest component of Council's balance sheet and represents the value of all the land, buildings, roads, vehicles, equipment etc which has been built up by Council over many years. The increase is the net result of the capital works program

(\$30.60 million of capital expenditure), depreciation of non-current assets (\$17.70 million) and the disposed cost of property, plant and equipment (\$0.63 million).

7.1.2 **Current liabilities (\$0.92 million increase) and Non current liabilities (\$0.65 million decrease)**
Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly compared with 2010/11 levels.

Interest-bearing loans and borrowings are borrowings of Council. The change reflects a reduction the level of loan repayments due within the next 12 months (\$0.64 million) and beyond the next 12 months (\$1.41 million).

Provisions include accrued long service leave and annual leave owing to employees. These are expected to increase by \$0.59 million mainly due to an increase in the long service leave component.

7.1.3 Working Capital (\$6.1 million decrease)

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

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	Forecast 2010/11 \$000s	Budget 2011/12 \$000s	Var \$000s
Current assets	39,267	34,053	(5,213)
Current Liabilities	24,667	25,586	918
Working Capital	14,600	8,468	(6,132)
Long Service Leave Adjustment	5,000	5,000	0
Underlying working capital*	19,600	13,468	(6,132)

* The underlying working capital makes an adjustment to the level of current liabilities to reflect the amount of long service leave payments expected to be made in the following 12 month period rather than long service leave to which staff are presently entitled. The underlying working capital is forecast to be \$13.5 million as at 30 June 2012.

The reduction in working capital of \$6.1 million is primarily to fund the capital works carried forward from the 2010/11 year.

7.1.4 Equity (\$6.73 million increase)

The net increase in total equity of \$6.73 million results directly from the budgeted operating surplus for the year. Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

During the year an amount of \$1.04 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

7.2 Key assumptions

In preparing the Balance Sheet for the year ended 30 June 2012 it was necessary to make a number of assumptions about key assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 3.5% of the annual rates and charges is expected to be uncollected at the end of the 2011/12 year.
- Accounts payable to suppliers of goods and services to Council are forecast to increase by 3.0% in 2011/12. The actual level is influenced particularly by the timing of capital works expenditure. The normal payment cycle is 30 days.
- Other debtors and creditors are to remain largely consistent with 2010/11 levels.
- Employee entitlements have been increased by the indexation impact of future Collective Agreement increases, offset partly by a reduction in leave days outstanding.
- The capital expenditure component of the capital works program to be \$30.60 million
- A total of \$2.0 million to be transferred to reserves representing contributions from developers
- A total of \$3.04 million to be transferred from reserves representing contributions from developers being used to fund the capital works program for the 2011/12 year
- All capital works planned for 2011/12 will be fully expended.

8. Strategic resource plan

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

6.1 Plan development

The City of Darebin has prepared its Strategic Resource Plan (SRP) for the four years 2011/12 to 2013/14 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 principles of fairness and equity underpin decisions about the way in which Council raises income and allocates expenditure to fund the many services it delivers and infrastructure it maintains and upgrades.

There are four key objectives set out in the SRP with measures used to reflect each objective:

Objective	Measure
<p><u>Service levels</u></p> <p>We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities.</p>	<p>Allowance for continuity of services included within the annual budgets throughout the plan period.</p>
<p><u>Asset renewal</u></p> <p>We will continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels.</p>	<p>Increase in the amount of capital expenditure allocated to asset renewal projects in Council's capital works program, expressed as a percentage of the amount required to maintain the assets, as measured by depreciation.</p>
<p><u>Operating performance</u></p> <p>We will ensure that Council generates sufficient ongoing income to fund its services and capital works commitments over the longer term.</p>	<p>Achieve an underlying operating surplus throughout the term of the SRP. The underlying surplus is measured after adjusting for capital grants that are not necessarily ongoing funding sources and timing differences on grants for provision of services.</p>
<p><u>Cash and liquidity</u></p> <p>We will ensure Council holds sufficient cash and other assets in order to meet payment obligations to suppliers and employees.</p>	<p>Achieve a working capital ratio of at least 1.1 : 1 throughout the plan.</p>

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

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

8.2 Financial outcomes

The following table summaries the key financial results for the next four years as set out in the SRP for years 2011/12 to 2013/14. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan			Trend
	2010/11	2011/12	Projections			+/-
			2012/13	2013/14	2014/15	
	\$000s	\$000s	\$000s	\$000s	\$000s	
Net surplus/(deficit)	3,716	6,731	3,100	4,707	6,480	+
Underlying surplus/(deficit)	795	1,899	2,046	3,759	4,280	+
Cash and investments	30,728	25,360	25,949	29,250	32,534	+
Cash from operating activities	20,880	25,212	22,038	24,341	26,766	+
Capital works	34,019	34,702	25,379	24,691	27,530	o

Key to Forecast Trend:

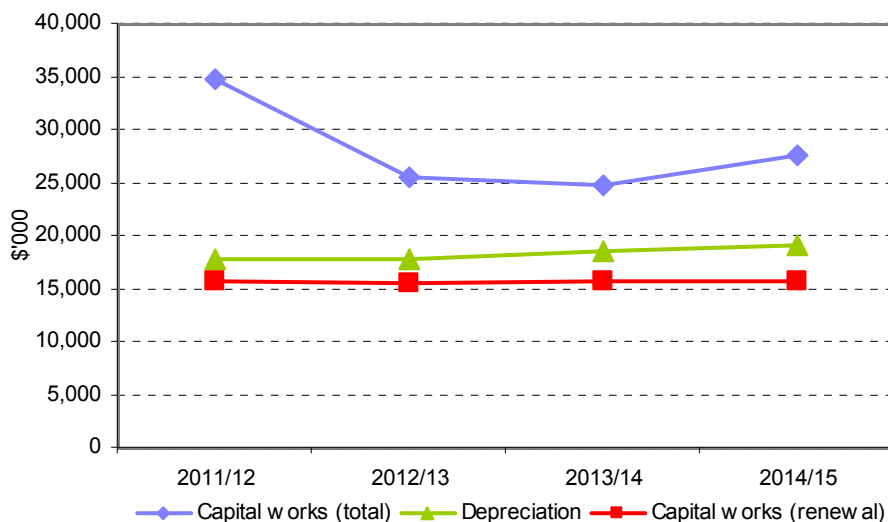
- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The key outcomes against each of the four objectives are set out below.

8.3 Service levels

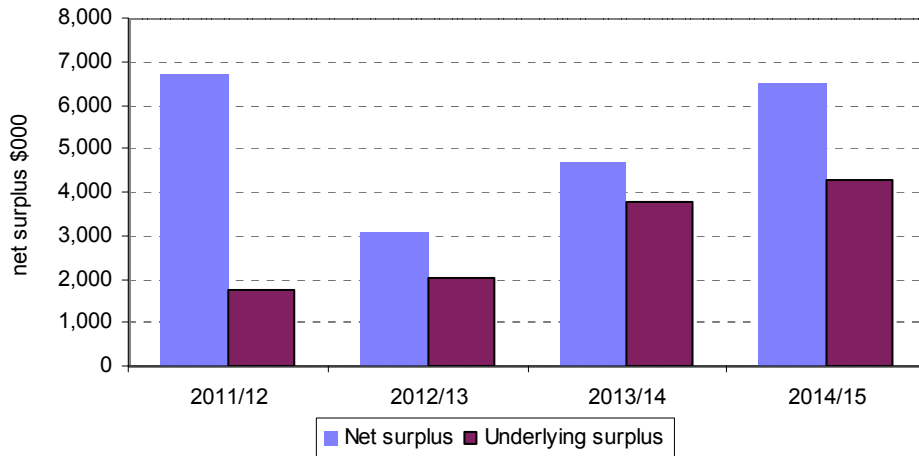
Funding for the maintenance of service levels throughout the four-year period has been included in the Strategic Resource Plan (SRP). Annual service plans are prepared for each Council service area which set out the activities and initiatives that will be undertaken each year in support of the goals outlined in the Council Plan.

Asset renewal



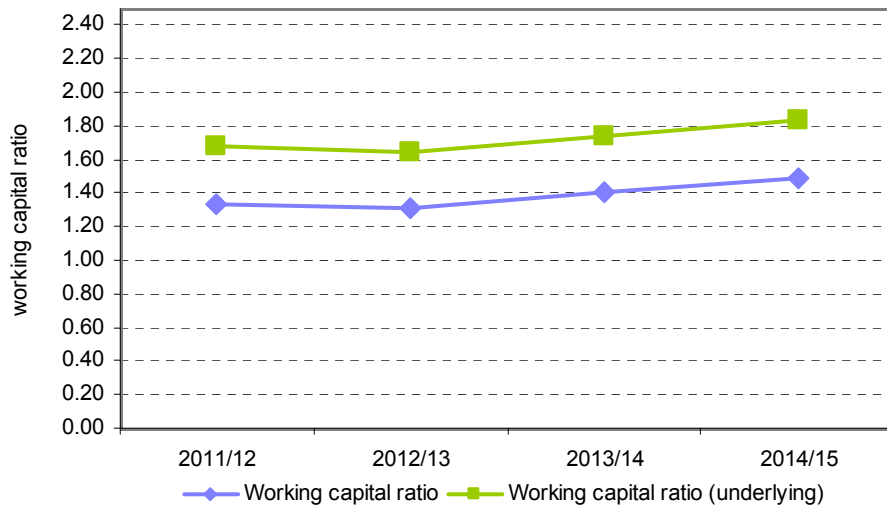
The capital works program over the four year period totals \$112.30 million at an average of \$28.07 million per annum. The graph above sets out asset depreciation, which provides some indication of the required spending on the renewal of assets, together with the forecast capital works and the renewal expenditure over the life of the current SRP. The above graph indicates that the proportion of renewal expenditure is increasing slightly across the plan period.

Operating performance



The SRP forecasts that Council will achieve an underlying operating surplus of \$1.90 million in 2011/12 and growing to \$4.28 million in 2014/15. The underlying surplus is calculated by excluding the impact of capital grants and contributions and timing differences such as operating grants.

Cash and liquidity



Cash and investments are forecast to increase from \$25.36 million to \$32.53 million over the four year period. The increase reflects the need for Council to maintain appropriate working capital levels and includes growth to match against increasing liabilities including employee leave provisions.

The working capital ratio reflects the difference between the current assets and current liabilities on Council’s balance sheet, expressed as a ratio. Council’s working capital ratio is forecast to be 1.33 as at 30 June 2012.

The underlying working capital ratio makes an adjustment to the level of current liabilities to reflect the amount of long service leave payments expected to be made in the following 12 month period rather than long service leave to which staff are presently entitled. The underlying ratio is forecast to be 1.68 as at 30 June 2012.

Summary of financial outcomes

Based on the assumptions and strategies adopted, each of the financial objectives which underpin the SRP have been achieved over the four year period. However, it must be noted that any significant adverse change in the key assumptions, could result in the non-achievement of some or all of the financial objectives and accordingly the financial outcomes must be considered in light of these assumptions. The SRP will be reviewed and updated each year.

8.4 Key financial indicators

The following table summarises Council's current and project performance across a range of key financial indicators.

	Forecast	Budget	Strategic Resource Plan Projections			Trend
	2010/11	2011/12	2012/13	2013/14	2014/15	+ / 0 / -
Underlying result/Underlying revenue	0.7%	1.4%	1.6%	2.8%	3.0%	+
Operating expenses/Assessment	\$1,951	\$1,958	\$2,024	\$2,072	\$2,131	-
Rate revenue/Underlying revenue	68.6%	70.1%	70.7%	71.5%	72.5%	-
Rate revenue/Assessment	\$1,324	\$1,390	\$1,450	\$1,521	\$1,591	-
Debt servicing/Total revenue	0.2%	0.1%	0.1%	0.1%	0.0%	+
Grants/Total revenue	15.4%	15.0%	12.1%	11.7%	12.3%	-
Fees & charges/Total revenue	11.5%	12.4%	12.5%	12.3%	12.1%	o
Financial position						
Indebtedness/Rate revenue	3.2%	2.3%	1.5%	1.0%	0.6%	+
Underlying result/Total assets	0.1%	0.2%	0.2%	0.4%	0.4%	+
Current assets/Current liabilities (raw)	1.59	1.33	1.31	1.40	1.49	+
Current assets/Current liabilities (adj.)	2.03	1.68	1.64	1.74	1.83	o
Total liabilities/Assessment	\$463	\$464	\$465	\$469	\$476	o
Capital expenditure						
Capital works						
- Asset renewal	\$19,502	\$15,752	\$15,419	\$15,719	\$16,191	o
- New assets	\$5,755	\$8,648	\$3,769	\$3,291	\$3,389	-
- Asset expansion / upgrade	\$3,609	\$6,197	\$2,740	\$2,446	\$2,519	o
Cash op act/Net capital outlays	76.0%	84.7%	106.6%	118.8%	115.7%	+
Capital works/Rate revenue	34.8%	34.8%	23.8%	22.0%	21.6%	o
Asset renewal/Total depreciation	117.4%	89.0%	83.7%	82.5%	82.1%	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

9. Rating strategy

This section considers the Council's rating strategy and assumptions underlying the current year rate increase and rating structure.

9.1 Background

The Act provides for Councils to raise income through levying rates on land and property owners. There is currently no other broad-based way for Councils to raise revenue, and rates effectively represents the balance of funds remaining to fund Council's expenditure after income from grants, user fees and other revenues have been considered. Rates and charges comprise approximately 68% of Council's total revenue and this proportion is expected to increase slightly in future years.

9.2 Rating outcomes

Council's ongoing cost increases average approximately 5% per annum each year. This level is linked to wage increases set under relevant industrial agreements, contract price increases, specific increases in various areas which particularly impact on local government, and reduced income from other sources.

Excluding the impact of supplementary rates, the pensioner rate rebate and additional rates on electronic gaming machine land, rates on property assessments will increase by an average of 5.0% over 2010/11 to \$88.15 million. This includes some relief to vacant land property owners with the introduction of an exemption from the higher vacant differential rate when a valid building permit is held. Supplementary rates on property developments are forecast to be \$0.50 million in 2011/12, with special charge scheme rates for retail activity areas forecast to be \$0.28 million. A rate rebate to pensioner ratepayers of \$100, in addition to the rebate provided by the State Government, will continue to be provided in 2011/12 at a cost of \$1.33 million. A new electronic gaming machine land rate will be introduced and raise an additional \$0.16 million in rates. This additional revenue will be used to fund projects to mitigate the impacts of problem gambling, through primary prevention, community awareness and support initiatives. The green waste collection service charge of \$1.54 million is also included in rates and charges for the 2011/12 year.

The level of rates has been set with reference to the objectives outlined in Council's Strategic Resource Plan 2011-2015 which require that Council raise sufficient income to:

- Maintain the scope and standard of ongoing services and allow flexibility to respond to changing community needs
- Increase the amount of expenditure allocated to asset renewal projects included in Council's capital works program
- Ensure the cost of services and capital works commitments are covered without relying on external non-recurrent income sources such as capital grants
- Ensure sufficient cash levels are maintained to meet short-term payment obligations.

For planning purposes, rate increases of 5% have been included in the future years of the SRP, however it is noted that these figures are indicative only and may change in the future to reflect changes in circumstances or assumptions that cannot currently be predicted. The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2011.

Year	Rate increase %	Total Rates & Charges \$000s
2011	5.0	84,310
2012	5.0	89,300
2013	5.0	93,779
2014	5.0	98,865
2015	5.0	104,031

9.3 Rating structure

Three methods of valuing land are allowed under the Act – site value, net annual value and capital improved value. Darebin use capital improved value for rating valuation purposes, along with the majority of other Victorian Councils.

A number of rating options are available for Councils to use which gives some flexibility in how the total amount of rates is allocated. These methods are listed below, together with details of Council's current rating structure:

Rating option	Description	Current Darebin structure
General rate	A general rate is applied to all properties and can be set as either a uniform rate or a number of differential rates.	Darebin applies the differential rates listed below.
Uniform rate	A uniform rate is a single rate in the dollar that is applied to the value of all properties in the municipality.	Darebin does not apply a uniform rate.
Differential rates	<p>Differential rates are different rates in the dollar that are applied to different classes of properties and are permitted if the Council uses Capital Improved Value as the rating valuation base.</p> <p>The Act allows the use of differential rates if the Council considers that this will contribute to the equitable and efficient carrying out of its functions.</p>	<p>The following differential rates for 2011/12:</p> <ul style="list-style-type: none"> • Residential • Business (set at 175% of the residential rate) • Recreational (set at 50% of the business rate) • Residential vacant land (set at 300% of the residential rate) • Business vacant land (set at 200% of the business rate) • Electronic Gaming Machine land (set at 1.71% of business rate)
Municipal charge	A municipal charge to cover some of the administrative costs of the Council. This is a flat-rate charge applied to all properties.	Darebin does not levy a municipal charge.
Service rates and charges	Service rates or annual service charges (or a combination of both) can be levied for provision of a water supply, collection and disposal or waste, and sewerage services.	Darebin levies a service charge for residents who elect to use the optional green waste service, with a discount for pensioners.
Rebates and concessions	The Act allows Councils to grant a rebate or concession in relation to any rate or charge to assist the proper development of all or part of the municipal district, preserve buildings or places that are of historical or environmental interest, or to restore or maintain buildings or places of historical, environmental, architectural or scientific importance.	A rate rebate for pensioners of \$100 is being provided in the 2011/12 rating year to each owner of rateable land who is an "eligible recipient" within the meaning of the State Concessions Act 1986.

The following table summarises the rates to be raised for the 2011/12 year. A more detailed analysis of the rates to be raised is contained in Appendix B “Statutory Disclosures”.

Rate type	How applied	2010/11	2011/12
Residential	cents in \$ of CIV	0.233880	0.245574
Business	cents in \$ of CIV	0.409290	0.429755
Pensioner rebate – residential	Rebate \$ amount	50.00	100.00
Vacant Land – residential	cents in \$ of CIV	0.350820	0.736722
Vacant Land – business	cents in \$ of CIV	0.613935	0.859509
Electronic Gaming Machine Land	cents in \$ of CIV	n/a	0.736722
Green waste – 120 litre	\$ per bin	38.00	40.00
Green waste – 120 litre (pensioner)	\$ per bin	22.00	22.00
Green waste – 240 litre	\$ per bin	66.00	70.00
Green waste – 240 litre (pensioner)	\$ per bin	50.00	50.00

Rating structure review

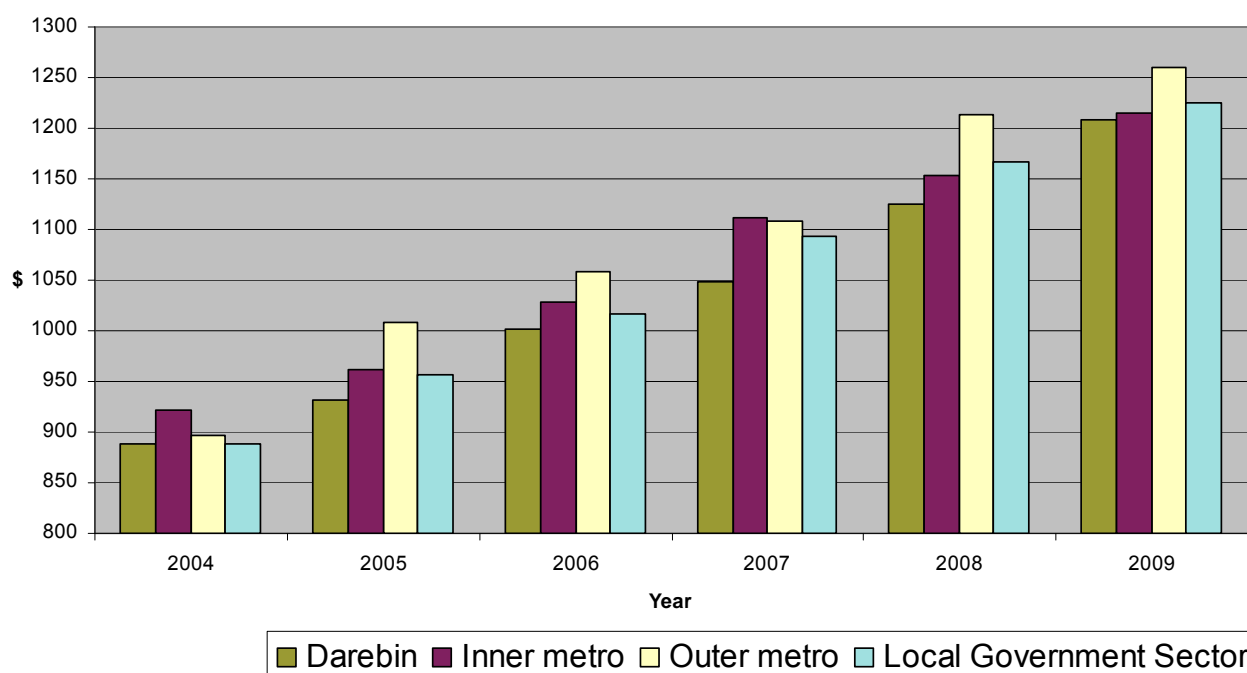
Council has completed a comprehensive review of Darebin’s rating system which has been considering possible rate differential options that can increase the efficiency and equity of the current rating system. This review explored other rating options that are outlined in the previous table and is part of this Council’s commitment to equity throughout the City.

As an outcome of the review for the 2011/12 year, Council is proposing to introduce differential rates on electronic gaming machine land. These rates have been set at 1.7 times the rates for business properties. Council considers the differential rates will contribute to the equitable and efficient performance of its functions. Further information on these rates is included in Appendix B.

Rating levels

Residential rating levels in Darebin overall are 8% lower than the averages for Victorian inner metropolitan Councils and also lower than the overall sector. The below chart is based on the most recent data published by Local Government Victoria and shows average rates per residential assessment for the 2004 to 2009 years.

Rates & Charges per assessment



10. Other strategies

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

10.1 Borrowings

Council has a relatively low level of external borrowings with \$2.69 million outstanding in June 2011. This equates to 3.0% of total rate revenue, and compares with an average borrowing rate of 17.9% of rates for metropolitan Councils in Victoria.

Council has determined that borrowings will be considered as a means of funding strategic infrastructure initiatives with reference to criteria including funding of projects which are:

- iconic in nature
- of a size that could not otherwise be funded through the annual capital works program
- based on a sound business case including consideration of the following factors:
 - the purposes for which the borrowings are being sought including the level of demonstrated community need for the project and the expected life of the infrastructure
 - reasons why the project cannot be funded through normal operational income
 - a clear statement of how the repayments will be funded and the impact on funding otherwise available for recurrent services or capital works
 - any financial return to Council which can be used to meet the loan repayments

Borrowings may also be required in the future as a means of securing a fixed rate of payment for other liabilities Council may face, for example, should there be a future requirement to contribute additional amounts to the local government defined benefit superannuation fund.

Any future borrowings will be considered carefully in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements for borrowing set out by State Government. The relevant State Government prudential requirements for borrowing are set out below, together with Council's actual position at June 2011 and internal limits that Council applies to its own borrowing considerations:

Prudential ratio	Calculation	Rationale	State Govt Limit	Darebin – June 2011	Darebin – internal limits
Liquidity (working capital)	Current Assets : Current Liabilities	Reflects ability to repay current commitments from cash or near cash assets	> 1.1 : 1	1.59 : 1	>1.1 : 1*
Debt commitment	Total loans as a percentage of rate revenue	Reflects total loan levels relative to Council rates	<60%	3.0%	<30%
Debt servicing	Total interest costs as a percentage of total revenue	Reflects the proportion of total revenue that is used to service loan interest	<5%	0.2%	<2%

* Working capital may reduce to a lower amount upon borrowing if financial projections provide for an increase to 1.1 within five years of the borrowings taking place

The following table summarises Council's current and future proposed borrowings and repayments for the next four years, based on existing plans.

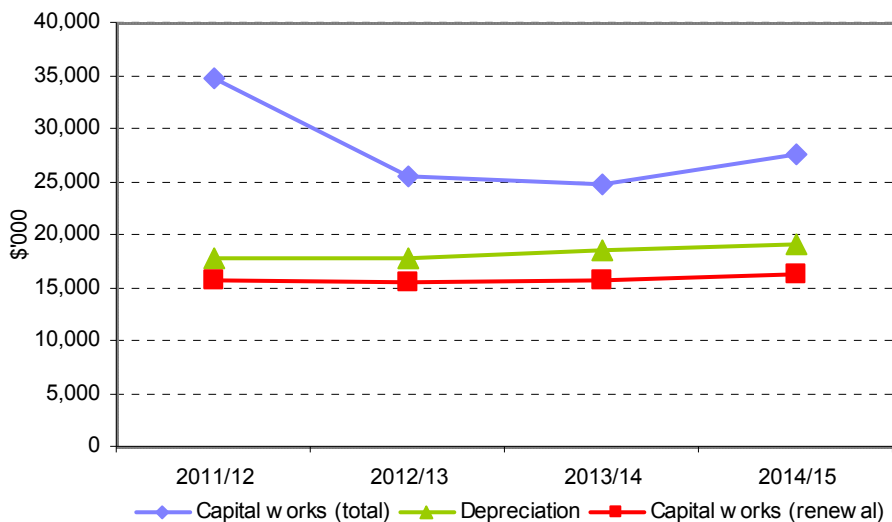
Year	New borrowings	Loan Principal repay	Loan Interest Payable	Balance 30 June
	\$000s	\$000s	\$000s	\$000s
2012	0	637	161	2,052
2013	0	654	118	1,398
2014	0	472	77	926
2015	0	291	54	635

10.2 Infrastructure

Council is developing a more detailed understanding of its future infrastructure requirements based on the knowledge provided by various Asset Management Plans, which sets out future capital expenditure requirements of the Council by class of asset. Asset management plans predict infrastructure consumption, renewal needs and consider infrastructure needs to meet future community service expectations. The key aspects of Council's approach to infrastructure management are:

- A 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; and
- Business Case template for officers to document capital project submissions.

A key objective set out in the Strategic Resource Plan is to continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels. This is measured by the amount of expenditure allocated to asset renewal projects included in Council's capital works program across the plan period.



Council has demands for capital expenditure for both new assets and renewal of existing assets. The above graph indicates that total funding available for capital works exceeds depreciation in each of the four years. Capital works in the 2011/12 year is inflated due to the impact of projects not completed and carried forward from 2010/11. In terms of expenditure specifically on renewal works, expenditure will be lower than depreciation in 2011/12 by \$1.95 million. The future amounts allocated remain below depreciation with the underlying renewal expenditure compared with depreciation expected to remain steady between 85% and 89%. The difference between the level of renewal expenditure and depreciation represents the asset renewal gap and contributes to the level of backlog. This gap is being addressed in future strategies including the use of asset management plans to identify an improved measure of required renewal spending to replace the relatively simple measure of depreciation.

The following table summarises Council's proposed capital works programs including funding sources for the next four years. This includes both capitalised and major maintenance projects.

Year	Total Capital program \$000s	Grants & ContriBs \$000s	Sale of assets \$000s	Loan Borrowin gs \$000s	Investment Reserves \$000s	Unrestricted Cash & Inv \$000s	Operations \$000s
2012	34,702	4,996	764	0	3,041	6,461	19,440
2013	25,379	1,054	1,197	0	2,000	0	21,128
2014	24,691	948	906	0	2,000	0	20,837
2015	27,530	2,200	933	0	1,400	0	22,997

10.3 Service delivery

The key objectives included in Council's Strategic Resource Plan (SRP) (referred to in Section 8) which directly impact the future service delivery strategy are to maintain service levels and to ensure that Council generates sufficient ongoing income to fund its services and capital works commitments over the longer term. With these key objectives as a basis, a number of internal and external influences have been identified which will have a significant impact on the scope and level of services to be provided over the next four years.

As well as the general influences, such as CPI and wage growth, there are also a number of specific influences which relate directly to service areas or activities. The most significant changes are summarised below within the relevant Council department.

	Budget	Strategic Resource Plan Projections		
	2011/12 %	2012/13 %	2013/14 %	2014/15 %
City Works & Development	3.5	5.4	4.8	4.9
City Design & Environment	2.0	4.2	3.2	2.8
Community Services	1.6	8.0	5.9	5.1
Corporate & Business Services	19.8	3.4	1.8	2.7
People & Performance	11.7	4.8	3.2	2.5

City Works & Development

- The higher increase in 2011/12 reflects the Victorian State Government's recently announced increase in tipping charges for general waste disposal to land fill from \$30 a tonne to \$44 a tonne from the 1 July 2011 and the introduction of an area hard waste collection in 2011/12 (\$0.45 million).
- Increases in building maintenance, cleaning and security services have been included in the SRP as expenditure on new and upgraded Council facilities is completed. These costs are expected to increase by \$0.28 million over the four year period.
- Future rises in tipping charges and growth in the number of tenements are expected to result in an increase of \$0.37 million in the net operating costs of this service over the four year period.
- Fuel prices are expected to continue to be volatile in the short-term, although the extent of any change is difficult to predict. Given the uncertainty, the SRP assumes that fuel prices in 2011/12 will remain relatively steady and then increase in line with inflation, although actual budget forecasts will be adjusted to respond to major fuel price changes that may occur.

City Design & Environment

- The increase in expenditure forecast in the SRP relates mainly to additional expenditure for the pruning of trees around power lines and increased tipping charges.
- It is anticipated that revenue received from the operation of facilities including Reservoir Leisure Centre, Darebin Arts and Entertainment Centre, Northcote Town Hall and golf courses will grow in line with expenditure.

Community Services

- Demand for aged and disability services such as general home care, personal care and respite care is predicted to increase due to the impacts of the ageing community in Darebin. The Council contribution included in the SRP is forecast to be around 42% of the total costs of the home support services.
- The high numbers in the table above for 2013/14 reflect the impact of the 2010 negotiated Enterprise Agreement that awarded home carers and maternal health nurses the opportunity to progress to a higher job banding. After removing these impacts the underlying increase in expenditure is around 3.0%.

Corporate & Business Services

- The higher increase in 2011/12 reflects new initiatives relating to Council's focus on the review and development of major projects and assets (\$0.17 million).
- There are a number of IT systems currently being implemented including a new customer service system and asset management system. The annual license cost of maintaining Council's IT systems is expected to increase by \$0.13 million over the four year period.
- Council elections are required to be held every four years with the next election scheduled for November 2012. An allowance of \$0.41 million has been made in the 2012/13 year to cover the cost of the next elections. This is expected to be offset by fines of \$0.10 million in the same year from residents who fail to vote.
- Property valuations for rating purposes are completed bi-annually, with the next valuations to be undertaken in the 2011/12 year. Council engages an external contractor to undertake the valuation of business properties with a cost to Council of \$0.08 million.

People & Performance

- Additional funding for projects to deliver gambling strategies to assist Council to (a) promote the responsible use of electronic gaming machines; (b) better manage the issue of gambling with the community; and (c) reduce the impact of problem gambling is included in 2011/12 and future years. A total of \$0.33 million has been included over the four year period.
- The higher increase in 2011/12 also reflects new initiatives relating to Council's focus on risk and Occupation, Health & Safety issues (\$0.32 million) and professional and leadership development for Council and the community.

The following table summarises Council's current and future proposed service delivery outcomes for the next four years.

Year	Service costs \$000s	Underlying surplus \$000s	Net Surplus \$000s
2012	67,026	1,899	6,731
2013	70,543	2,046	3,100
2014	73,382	3,759	4,707
2015	76,254	4,280	6,480

Overview of appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 10 of this report.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Budget standard statements
B	Statutory disclosures
C	Capital works program
D	Key strategic activities
E	Statement of fees and charges

Budget standard statements

This appendix presents information in regard to the Standard Statements.

The appendix includes the following budgeted information:

- Budgeted standard income statement
- Budgeted standard balance sheet
- Budgeted standard cash flow statement
- Budgeted standard capital works statement
- Budgeted statement of investment reserves

CITY OF DAREBIN
Budgeted Standard Income Statement
 For the four years ending 30 June 2015

	Forecast 2011 \$'000	Budget 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000
<i>Revenues from ordinary activities</i>					
Rates and charges	84,310	89,300	93,779	98,865	104,031
User fees	10,293	11,238	11,367	11,753	12,160
Statutory fees and fines	4,229	4,864	5,076	5,103	5,194
Contributions	2,000	2,000	2,000	2,000	2,000
Grants - operating	14,609	14,592	14,901	15,110	15,446
Grants - capital	4,734	4,996	1,054	948	2,200
Other	5,557	3,320	3,277	3,234	2,391
Total revenues	125,732	130,311	131,453	137,013	143,422
<i>Expenses from ordinary activities</i>					
Employee benefits	63,051	63,426	66,567	69,328	72,279
Materials and services	32,607	32,393	33,382	33,766	34,687
Bad and doubtful debts	755	681	681	681	681
Finance costs	203	161	118	77	54
Depreciation and amortisation	16,616	17,701	18,417	19,057	19,720
Other	9,083	9,352	9,548	9,669	9,801
Total expenses	122,314	123,714	128,713	132,577	137,222
Net gain on disposal of property, infrastructure, plant and equipment	298	134	359	272	280
Net surplus / (deficit)	3,716	6,731	3,100	4,707	6,480

CITY OF DAREBIN
 Budgeted Standard Balance Sheet
 For the four years ending 30 June 2015

	Forecast 2011 \$'000	Budget 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000
Current assets					
Cash and cash equivalents	30,728	25,361	25,948	29,250	32,536
Trade and other receivables	8,466	8,620	8,774	8,928	9,056
Other assets	73	73	73	73	73
Total current assets	39,267	34,053	34,795	38,251	41,664
Non Current Assets					
Trade and other receivables	218	163	104	41	0
Property, infrastructure, plant & equipment	909,572	921,839	924,512	926,277	930,037
Investment property	3,459	3,459	3,459	3,459	3,459
Intangibles	777	777	777	777	777
Other assets	206	206	206	206	206
Total non-current assets	914,232	926,444	929,059	930,760	934,479
Total assets	953,499	960,498	963,853	969,011	976,144
Current Liabilities					
Trade and other payables	11,336	11,648	11,970	12,302	12,644
Interest-bearing loans and borrowings	622	637	654	472	291
Provisions	12,710	13,300	13,890	14,480	15,080
Total current Liabilities	24,667	25,586	26,514	27,254	28,015
Non Current Liabilities					
Interest-bearing loans and borrowings	2,068	1,415	744	454	344
Provisions	2,311	2,311	2,311	2,311	2,311
Total non-current liabilities	4,379	3,726	3,055	2,765	2,655
Total liabilities	29,046	29,311	29,569	30,019	30,669
Net assets	924,454	931,186	934,284	938,992	945,474
Equity					
Accumulated Surplus	468,903	476,676	479,774	484,482	490,964
Asset Revaluation Reserve	451,900	451,900	451,900	451,900	451,900
Other Reserves	3,651	2,610	2,610	2,610	2,610
Total Equity	924,454	931,186	934,284	938,992	945,474

CITY OF DAREBIN
 Budgeted Standard Cash Flow Statement
 For the four years ending 30 June 2015

	Forecast 2011 \$'000	Budget 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000
<i>Cash flows from operating activities</i>					
Receipts from customers	103,115	108,643	113,392	118,793	123,862
Payments to suppliers and employees	(103,947)	(104,268)	(108,584)	(111,841)	(115,826)
	(832)	4,375	4,808	6,952	8,036
Interest received	2,370	1,249	1,276	1,331	1,082
Government receipts	19,343	19,588	15,955	16,058	17,646
Net cash inflow from operating activities	20,880	25,212	22,038	24,341	26,766
<i>Cash flows from investing activities</i>					
Proceeds from sale of prop, plant and equip	1,351	764	1,197	906	933
Repayment of loans and advances	47	51	55	59	63
Payments for property, infrastructure, plant and equipment	(28,866)	(30,597)	(21,928)	(21,456)	(24,133)
Net cash outflow from investing activities	(27,468)	(29,782)	(20,676)	(20,491)	(23,135)
<i>Cash flows from financing activities</i>					
Finance costs	(203)	(161)	(118)	(77)	(54)
Repayment of borrowings	(622)	(637)	(654)	(472)	(291)
Net cash outflow from financing activities	(824)	(798)	(773)	(548)	(345)
Net (decrease)/increase in cash & cash equivalents	(7,413)	(5,367)	588	3,301	3,286
Cash and cash equivalents at beg of year	38,141	30,728	25,360	25,949	29,250
Cash & cash equivalents at end of year	30,728	25,361	25,948	29,250	32,536
<i>Represented by:</i>					
Unrestricted cash and investments	27,077	22,750	23,339	26,640	29,924
Reserves	3,651	2,610	2,610	2,610	2,610
Total cash and investments	30,728	25,361	25,948	29,250	32,536

CITY OF DAREBIN
 Budgeted Standard Capital Works Statement
 For the four years ending 30 June 2015

	Forecast 2011 \$'000	Budget 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000
Roads	7,360	8,293	8,152	8,511	10,262
Drains	808	725	1,240	915	1,291
Open space	6,549	7,738	4,090	4,293	3,770
Buildings	11,770	11,231	4,385	4,217	5,723
Plant, equipment & other	6,940	6,681	7,313	6,707	6,432
Feasibility studies	592	34	200	50	53
Total capital works	34,019	34,702	25,379	24,691	27,530
Represented by:					
Asset renewal	19,502	15,752	15,419	15,719	16,191
New assets	5,755	8,648	3,769	3,291	3,389
Asset expansion / upgrade	3,609	6,197	2,740	2,446	2,519
Capital expenditure	28,866	30,597	21,928	21,456	24,133
Operating expenditure ¹	5,153	4,105	3,451	3,236	3,397
Total capital works	34,019	34,702	25,379	24,691	27,530
New works	34,019	28,241	25,379	24,691	27,530
Carry-forward works		6,461			
Total capital works	34,019	34,702	25,379	24,691	27,530

1 These items are expensed in the Operating Budget as they do not meet the definition of capital expenditure.

Reconciliation of net movement in property, plant and equipment

	Forecast	Budget	Strategic Resource Plan Projections		
	2010/11 \$000s	2011/12 \$000s	2012/13 \$000s	2013/14 \$000s	2014/15 \$000s
Total Capital works	34,019	34,702	25,379	24,691	27,530
Maintenance projects	(5,153)	(4,105)	(3,451)	(3,236)	(3,397)
Depreciation and amortisation	(16,616)	(17,701)	(18,417)	(19,057)	(19,720)
Written down value of assets sold	(1,053)	(630)	(838)	(634)	(653)
Net movement in property, plant and equipment	11,198	12,266	2,673	1,765	3,760

CITY OF DAREBIN
Budgeted Statement of Investment Reserves
 For the year ending 30 June 2011

	Transfers			Budget 30-Jun-12 \$'000
	Forecast	To	From	
	30-Jun-11 \$'000	Reserves \$'000	Reserves \$'000	
Statutory				
Car parking	228	0	0	228
Drainage	14	0	0	14
Developer contributions	1,082	800	(829)	1,053
Public resort and recreation	2,327	1,200	(2,212)	1,315
Total statutory reserves	3,651	2,000	(3,041)	2,610

Statutory disclosures

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget.

The appendix includes the following budget information:

- Borrowings
- Rates and charges
- Differential rates

Statutory disclosures

1. Borrowings

	2010/11 \$	2011/12 \$
Debt redemption	621,649	637,304

2. Rates and charges

The proposed rate in the dollar for each type of rate to be levied

Type of Property	2010/11 cents/\$CIV	2011/12 cents/\$CIV
General rate for rateable residential properties	0.233880	0.245574
General rate for rateable business properties	0.409290	0.429755
General rate for rateable vacant residential properties	0.350820	0.736722
General rate for rateable vacant business properties	0.613935	0.859509
General rate for Electronic Gaming Machine Land	n/a	0.736722
Rate concession for rateable recreational properties	0.204645	0.214877

The estimated amount to be raised by each type of rate to be levied

Type of Property	2010/11 \$	2011/12 \$
Residential	65,091,706	69,473,543
Business	15,577,062	16,568,362
Vacant residential	1,005,205	1,192,443
Vacant business	750,443	686,602
Electronic Gaming Machine land	n/a	369,289
Recreational	20,127	21,133

The estimated total amount to be raised by rates

	2010/11 \$	2011/12 \$
Total rates to be raised*	82,444,543	88,311,372

*Excludes the impact of the Council rate rebate and supplementary rates

The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2010/11 Change %	2011/12 Change %
Residential	(7.0)	5.0
Business	(7.0)	5.0
Vacant residential	new	5.0
Vacant business	new	5.0
Electronic Gaming Machine land	n/a	New
Cultural and recreational	(7.0)	5.0

The number of assessments for each type of rate to be levied compared to the previous year and the total number of assessments

Type of Property	2010/11 No.	2011/12 No.
Residential	57,132	57,967
Business	4,800	4,936
Vacant residential	609	375
Vacant business	144	114
Electronic Gaming Machine land	n/a	9
Cultural and Recreational	9	9
Total property numbers	62,694	63,410

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

The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year

Type of Property	2010/11 \$	2011/12 \$
Residential	27,831,241,00	28,290,268,00
Business	3,805,874,001	3,855,304,000
Vacant residential	286,530,000	161,858,000
Vacant business	122,235,000	79,883,000
Electronic Gaming Machine land	n/a	50,126,000
Cultural and Recreational	9,835,000	9,835,000
Total value of land	32,055,715,00	32,447,274,00

The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	2010/11 \$	2011/12 \$
Green waste service charge – 120 litre bin	38.00	40.00
Green waste service charge – 120 litre bin (pensioner)	22.00	22.00
Green waste service charge – 240 litre bin	66.00	70.00
Green waste service charge – 240 litre bin (pensioner)	50.00	50.00

The estimated total amount to be raised by rates and charges

	2010/11 \$	2011/12 \$
General rates	82,444,543	88,311,372
Service charges	1,404,323	1,540,088
Total rates and charges*	83,848,866	89,851,460

*Excludes the impact of the Council rate rebate and supplementary rates

The estimated total amount of Council rebates in relation to rates

	2010/11 \$	2011/12 \$
Total rebates in relation to rates	635,000	1,333,500

Significant changes

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
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land
- Changes in the number of green waste services provided to residents
- Changes in the number of eligible pensioners

3. Differential rates

3.1 Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.245574% (0.245574 cents in the dollar of CIV) for all rateable Residential Land;
- A general rate of 0.429755% (0.429755 cents in the dollar of CIV) for all rateable Business Land;
- A general rate of 0.736722% (0.736722 cents in the dollar of CIV) for all rateable Vacant Residential Land;
- A general rate of 0.859509% (0.859509 cents in the dollar of CIV) for all rateable Vacant Business Land; and
- A general rate of 0.736722% (0.736722 cents in the dollar of CIV) for all rateable Electronic Gaming Machine Land.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

3.2 Residential Land

3.2.1 Residential Land is any land which does not have the characteristics of Vacant Residential Land, and:

- Is used or designed or adapted primarily for residential purposes; or
- Is unoccupied and is zoned residential under the Darebin Planning Scheme.

3.2.2 The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

3.2.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

3.2.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

3.2.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

3.2.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics set out above.

3.2.7 The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to Residential Land. The land affected by this rate is that which is zoned residential under the Darebin Planning Scheme.

3.2.8 The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011/12 Financial Year.

3.3 Business Land

3.3.1 Business Land is any land which does not have the characteristics of Vacant Business Land, and:

- Is occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Is unoccupied and is zoned other than residential under the Darebin Planning Scheme

3.3.2 The objective of this differential rate, having regard to principles of equity including the capacity to pay of those owning land having the relevant characteristics above, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

3.3.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

3.3.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

3.3.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

3.3.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics set out above.

3.3.7 The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to Business Land. The land affected by this rate is that which is zoned other than residential under the Darebin Planning Scheme.

3.3.8 The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011/12 Financial Year.

3.4 Vacant Residential Land

3.4.1 Vacant Residential Land is any land which is zoned residential under the Darebin Planning Scheme, and:

- On which no dwelling or other building designed or adapted for permanent occupation is constructed; or
- In respect of which no building permit has been issued under the *Building Act* 1993.

3.4.2 The objectives of this differential rate are to:

1. promote responsible land management through appropriate maintenance and development of the land; and
2. ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - Construction and maintenance of infrastructure assets;
 - Development and provision of health and community services; and
 - Provision of economic development and general support services.

3.4.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

3.4.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

3.4.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

3.4.6 The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to Vacant Residential Land. The land affected by this rate is that which is zoned residential under the Darebin Planning Scheme.

3.5 Vacant Business Land

3.5.1 Vacant Business Land is any land which is zoned other than residential under the Darebin Planning Scheme, and:

- On which no building designed or adapted for permanent occupation is constructed; or
- In respect of which no building permit has been issued under the *Building Act* 1993.

3.5.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those owning land having the relevant characteristics described above, are to:

1. promote responsible land management through appropriate maintenance and development of the land so that foregone community and economic development resulting from under utilisation of land is minimised; and
2. ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - Construction and maintenance of infrastructure assets;
 - Development and provision of health and community services; and
 - Provision of economic development and general support services.

3.5.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

3.5.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

3.5.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

3.5.6 The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to Vacant Business Land. The land affected by this rate is that which is zoned other than residential under the Darebin Planning Scheme.

3.6 Electronic Gaming Machine Land

3.6.1 Electronic Gaming Machine Land is any rateable land on which electronic gaming machines (EGMs) are operated.

3.6.2 The following is the background to this differential rate:

- Council is committed to working with the community to encourage responsible gambling and reduce the serious economic and social harm which can result from problem gambling.
- Council is concerned about the prevalence of problem gambling within its municipal district and the nexus between problem gambling and EGMs.
- Council has in place a Darebin Electronic Gaming Machine Policy and Strategic Action Plan 2010-2014 (“Action Plan”). The Action Plan supports mechanisms that promote the return of gaming losses back into the local Darebin community as a way of off-setting the negative impacts that gambling continues to have on local communities.
- Council proposes to use that research and consultation to identify actions that should be taken to reduce problem gambling, and to mitigate the impacts of problem gambling, in its municipal district through primary prevention, community awareness and support initiatives.
- It is the express intention of Council to act in fulfilment of its functions as set out in section 3E of the *Local Government Act 1989* and in pursuance of its objectives as set out in section 3C of that Act.
- For the purposes of section 161(1)(a) and (b) of the *Local Government Act 1989*, Council uses the capital improved value system of valuing land and considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.

3.6.3 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those owning land having the relevant characteristics described above, are to:

3.6.3.1 equitably impose a differential rate on rateable land within the municipal district on which EGMs are operated and thereby to raise revenue to be used to improve the overall quality of life of people in the local community within Council’s municipal district having regard to the social and economic impacts of problem gambling and achieve the best outcomes for that local community in accordance with the primary objectives of Council pursuant to section 3C(1) of the *Local Government Act 1989*; and

3.6.3.2 enable Council to equitably and efficiently carry out its functions including –

(a) advocating and promoting proposals which are in the best interests of the local community;

(b) planning for and providing services and facilities for the local community; and

(c) raising revenue to enable Council to perform its functions.

3.6.4 The money raised by the differential rate from the differential rate will be used to develop and implement strategies to reduce the impact of problem gambling. The gambling strategies will assist Council to:

(a) promote the responsible use of EGMs;

(b) better manage the issue of gambling with the community; and

(c) reduce the impact of problem gambling.

3.6.5 The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

3.6.5.1 For these purposes, EGM has the same meaning as "gaming machine" in section 1.3 of the *Gambling Regulation Act 2003*, that is, any device, whether wholly or partly mechanically or electronically operated, that is so designed that –

(a) it may be used for the purpose of playing a game of chance or a game of mixed chance and skill; and

(b) as a result of making a bet on the device, winnings may become payable and includes any machine declared to be a gaming machine under section 3.1.3 of that Act but does not include –

(c) a lucky envelope vending machine within the meaning of Chapter 8 of that Act; or

(d) interactive gaming equipment that is used or intended to be used for the purposes of interactive games and not for gaming of any other kind.

3.6.5.2 Land which may be subject to the differential rate is all land having the relevant characteristics described above, except land which is otherwise not rateable land pursuant to section 154(2) of the *Local Government Act 1989*. Land which is not rateable land includes, but is not limited to, land held in trust and used exclusively as a sub-branch of the Returned Services League of Australia in accordance with section 154(2)(f)(ii) of the Act.

3.6.6 The use of the land within this differential rate is any rateable land on which EGMs are operated.

3.6.7 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

3.6.8 The characteristics of planning scheme zoning are inapplicable to the determination of this differential rate.

3.6.9 The following are reasons for the use of the differential rate:

3.6.9.1 The land on which EGMs are operated is to be subject to a differential rate so that revenue is raised to develop and implement strategies to reduce the impact of problem gambling within the municipal district.

3.6.9.2 Council will use the amounts derived from the differential rate to fund the following projects:

a) Developing and organising programs through the Intercultural Centre, targeting at risk groups in the community. (Cost = \$80,025); and

b) Providing funding and projects related to gambling and community issues utilising community grants, Darebin's emergency relief networks and not for profit organisations. (Cost = \$80,000)

Total budget allocation: \$160,025.

3.6.10 The following are the reasons for the level of the EGM land differential rate:

- 3.6.10.1 The EGM land differential rate will be levied at 1.72 times the rate for Business Land.
- 3.6.10.2 In the 2011/2012 Financial Year, there will be 9 properties within Council's municipal district which will be subject to the differential rate.
- 3.6.10.3 The total amount raised by the differential rate in the 2011/2012 Financial Year will be \$369,289.
- 3.6.10.4 \$209,264 of the amount referred to in paragraph 3.6.10.3 above will fund the ordinary budget expenditure as per the application of the general rate. This amount represents the money raised had the Business Land differential rate been applied to these properties.
- 3.6.10.5 The remaining \$160,025 of the amount referred to in paragraph 3.6.10.3 will be applied towards the projects detailed in paragraph 3.6.9.2.
- 3.6.10.6 The need to provide funding for the projects detailed in paragraph 3.6.9.2 is the reason for levying the differential rate at 1.72 the rate for Business Land.
- 3.6.10.7 There has been no change in the valuation system, so that section 161(2)(iii) of the *Local Government Act 1989* does not arise.

4. Pensioner rebate

The Budget includes a rebate in relation to rates granted under section 169 of the *Local Government Act 1989*, to assist the proper development of the municipal district. The rebate is in the amount of \$100 to each owner of rateable land who is an 'eligible recipient' within the meaning of the *State Concessions Act 2004*.

Council considers that the granting of the rebate provides a benefit to the Darebin community in that it provides some relief on rates to elderly and other eligible residents in addition to the State Government rates concession, and is consistent with principles of fairness and equity.

Capital works program

This appendix presents a listing of the capital works projects that will be undertaken during the 2011/12 year.

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

- New works for 2011/12
- Works carried forward from 2010/11

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
ROADS				
Alteration of Road Pits by Authorities	\$50,000			\$50,000
Bridge Maintenance	\$45,000			\$45,000
Clarendon St Rehabilitation Works - Clarendon St, between High and Armadale Sts, Thornbury	\$136,000			\$136,000
Council Facility Car Parks	\$50,000			\$50,000
Crack Sealing Program	\$50,000			\$50,000
Gooch St Rehabilitation Works - Gooch St, between Victoria and Wilmoth Sts, Thornbury			\$276,000	\$276,000
Major Patching Repairs of Roads	\$75,000			\$75,000
Monash St Rehabilitation Works - Monash St, between Darebin Rd and dead end, Thornbury		\$118,000		\$118,000
Nash St Rehabilitation Works - Nash St, between Sutch and Auburn Sts, Thornbury			\$168,000	\$168,000
Rights-of-Way Renewal Program	\$65,000			\$65,000
Road Rehabilitation Design Program	\$30,000			\$30,000
Roads Resurface Program	\$1,752,000	\$431,000		\$2,183,000
Spencer St Rehabilitation Works - Spencer St, between Woolton and Beaconsfield Sts, Thornbury		\$280,000		\$280,000
Total Roads	\$2,253,000	\$829,000	\$444,000	\$3,526,000
Allocation			New	
			Expansion/ Upgrade	\$84,200
			Renewal	\$3,141,800
			Maintenance	\$300,000

Details of the road program are provided in the following pages.

Details of Road Surface Program

Street	Block Section	Cost
Ellison Street	Tyler - Shakespeare, Preston	\$23,000
Gower Street	Albert - Chifley, Preston	\$185,000
Junction Street	High - Plenty, Preston	\$32,000
Shakespeare Avenue	Plenty - Tennyson, Preston	\$61,000
Victoria Street	Bailey - Sussex, Preston	\$33,000
Victoria Street	Sussex - Dundas Street, Preston	\$30,000
Allenby Avenue	Rosenthal -Gellibrand, Reservoir	\$122,000
Allenby Avenue	Hughes - Rosenthal, Reservoir	\$35,000
Banbury Road	Thrower - Emma, Reservoir	\$53,000
Banbury Road	Broadhurst - Bogong, Reservoir (Including Roundabout at Broadhurst)	\$65,000
Banbury Road	Luke - Thrower, Reservoir	\$49,000
Banbury Road	Bogong - Luke, Reservoir	\$48,000
Carbine Place	Lightfoot - Trafalgar, Bundoora	\$14,000
Cheddar West Rd	Hickford - Harmer, Reservoir (Including Roundabout at Hickford)	\$80,000
Cheddar West Road	Dole - Llyod, Reservoir	\$40,000
Cheddar West Road	Harmer - Dole, Reservoir	\$38,000
Darebin Boulevard	Invermay - Don, Reservoir	\$64,000
Harmer Street	Mack - Pickett, Reservoir	\$34,000
Harmer Street	Pickett - Cheddar West, Reservoir	\$18,000
Henty Street	Ashley - Spring, Reservoir (Including Roundabout at Ashley)	\$57,000
Henty Street	Pine-George, Reservoir	\$29,000
Henty Street	George - Ashley, Reservoir	\$33,000
Hobbs Crescent	Glasgow - McCasker, Reservoir	\$21,000
Hobbs Crescent	McCasker - Allenby, Reservoir	\$34,000
Hughes Parade	McFadzean - Braithwaite, Reservoir	\$81,000
Hughes Parade	Braithwaite - Rosenthal (South Side), Reservoir	\$52,000
Mack Street	Hickford - Pickett, Reservoir	\$23,000
Marchant Avenue	Cuthbert - Carrol, Reservoir	\$58,000
Marchant Avenue	Carrol - Strathmerton, Reservoir	\$56,000
Mendip Road	Howard - Delaware, Reservoir	\$34,000
Newlands Road	Henty - Arunta, Reservoir	\$69,000
Newlands Road	Arunta - Carawa, Reservoir	\$69,000
Newlands Road	Carawa - Municipal Boundary, Reservoir	\$12,000
Pickett Street	Hickford - Mack, Reservoir	\$38,000
Rodman Street	Rosenthal - Gellibrand, Reservoir	\$52,000
Seston Street	Tyler - Blake, Reservoir	\$34,000
Spratling Street	Henty - Edward, Reservoir	\$46,000
Bastings Street	Bastings - Mitchell, Northcote	\$37,000
Cain Avenue	Simpson - Victoria, Northcote	\$39,000
Cornwell Street	Westgarth - Dead End, Northcote	\$26,000
Fyffe Street	Taylor - Comas, Thornbury	\$38,000
Hillside Avenue	Mitchell - Dead End, Northcote	\$25,000
Keon Street	Taylor - Comas, Thornbury	\$37,000
Maxwell Street	Hillside - French, Northcote	\$14,000
Simpson Street	South - Clarke, Northcote	\$35,000
Wastell Street	Clarke - South, Northcote	\$50,000
White Street	Rayment - Hall, Fairfield/Alphington	\$12,000
White Street	Hall - Darling, Fairfield/Alphington	\$21,000
William Street	Cain - Thomson, Northcote	\$27,000
Total		\$2,183,000

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
FOOTPATHS				
Cherry Street Footpath Construction - Cherry Street, Reservoir	\$20,000			\$20,000
Clifton Street Child Care Centre Walkability - Clifton Street, Northcote	\$40,000			\$40,000
Footpath Renewal Program	\$1,500,000			\$1,500,000
Walking Improvements - Aged and Disability Works	\$40,000			\$40,000
Total Footpaths	\$1,600,000			\$1,600,000
Allocation			New	\$52,000
			Expansion/ Upgrade	\$8,000
			Renewal	\$1,500,000
			Maintenance	\$40,000
BICYCLES				
Darebin Creek Trail (Stage 2) - Gronn Street to Holt Street, Reservoir	\$200,000		\$175,000	\$375,000
Improving Cycling Facilities	\$40,000			\$40,000
Shared Path Renewal Program - Darebin and Merri Creek Trails	\$1,000,000			\$1,000,000
Total Bicycles	\$1,240,000		\$175,000	\$1,415,000
Allocation			New	\$375,000
			Expansion/ Upgrade	
			Renewal	\$1,000,000
			Maintenance	\$40,000
TRANSPORT AND ROAD SAFETY				
Alfred Nuttal Kindergarten - Pedestrian Safety Works - Separation Street, Northcote	\$40,000			\$40,000
Bundoora Park Installation of One Way Speed Humps and Associated Road Works - 1069 Plenty Road, Bundoora	\$25,000			\$25,000
Parking Strategy	\$70,000			\$70,000
Public Transport Partnerships	\$40,000			\$40,000
Risk Assessment and Future Management of Traffic Signals	\$20,000			\$20,000
Safe Travel Program	\$100,000			\$100,000
Signs and Lines	\$40,000			\$40,000
Traffic Management	\$300,000			\$300,000
Traffic Signals Maintenance	\$162,400			\$162,400
Transport Planning	\$120,000			\$120,000
Total Transport and Road Safety	\$917,400			\$917,400
		Allocation	New	\$25,000
			Expansion/ Upgrade	\$340,000
			Renewal	
			Maintenance	\$552,400

Transport and Road Safety Programs are reported under Roads in the main sections of this Budget report.

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
DRAINS				
Fairfield Flood Mitigation and Water Storage - John Cain Reserve, Thornbury	\$300,000			\$300,000
Gilbert Road Flood Mitigation - Academy Avenue to Knox Street, Reservoir	\$30,000			\$30,000
Major Drainage Renewal (STAGE-3) - South side of McComas Street, Reservoir from #33 to Ashton Street as shown on the attached plan., Reservoir	\$100,000			\$100,000
Major Drainage Renewals (Emergency Works)	\$100,000			\$100,000
St Georges Road Drainage Renewal - 105-133 St.Georges Rd, Northcote	\$95,000			\$95,000
Total Drains	\$625,000			\$625,000
		Allocation	New	\$300,000
			Expansion/ Upgrade	\$20,000
			Renewal	\$275,000
			Maintenance	\$30,000

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
OPEN SPACE				
Arterial Roads Strategy- Vic Roads Partnership	\$30,000		\$40,000	\$70,000
Bill Lawry Multi Purpose Sports Facility - Westgarth Street, Northcote		\$150,000	\$70,000	\$220,000
Bundoora Park Golfcourse Tee Reconstruction - 1069 Plenty Road, Bundoora	\$40,000			\$40,000
Creek Improvement Works - Darebin, Edgars and Merri Creeks	\$100,000			\$100,000
Darebin Creek Pump House & Electric Pump to Replace Existing Diesel Pump - 1069 Plenty Road, Bundoora	\$80,000			\$80,000
DISC - Major Event Infrastructure Works - 281 Darebin Road, Thornbury	\$40,000			\$40,000
Edgars Creek Wetland/Edwardes Lake Sediment Basin Management - Leamington Street Wetland and Edgars creek, Reservoir	\$40,000			\$40,000
Goal Post Replacement Program	\$43,000			\$43,000
Green Streets Tree Planting Program	\$480,000			\$480,000
Kendall/Harding Bridge Refurbishment - Kendall Street, Preston	\$20,000		\$20,000	\$40,000
Leisure Minor Works Funding Programme	\$60,000		\$60,000	\$120,000
Leisure Strategy Recommendations	\$95,000			\$95,000
Minor Works in Shopping Centres	\$500,000			\$500,000
Urban renewal project	\$30,000			\$30,000
Seating program for elderly walkers	\$50,000			\$50,000
Murray Road Powerline Relocation - Planning - Murray Road, Preston	\$25,000			\$25,000
Park Asset Renewal		\$175,000		\$175,000
Parks Pathway Improvement Program		\$90,000		\$90,000
Penders Park Half Court - Tharratt Street, Thornbury		\$30,000		\$30,000
Playspaces Renewal Program		\$625,000		\$625,000
Pocket Parks Renewal Program		\$247,000		\$247,000
Preston City Oval Gateway - Cramer Street, Preston	\$100,000		\$100,000	\$200,000
Public Art Refurbishment	\$25,000			\$25,000
Realignment of Tees and Fairways at Northcote Public Golf Course - 143 Normanby road, Thornbury	\$50,000			\$50,000
Recycling In Our Public Places	\$27,000			\$27,000
Route 86 Urban Streetscape Improvements - High Street & Plenty Road	\$1,400,000			\$1,400,000
Sir Douglas Nicholls Oval Rehabilitation - Watt Street, Thornbury		\$445,000	\$150,000	\$595,000
Sporting Practice Nets	\$125,000			\$125,000
Sportsfield Lighting		\$450,000		\$450,000
Sportsground Irrigation Renewals and Upgrades	\$90,000			\$90,000
Street Tree Planting Strategy	\$50,000			\$50,000
Synthetic Wicket Replacement	\$41,000			\$41,000
Warm Season Turf Establishment and Sportsground Upgrades	\$180,000			\$180,000

Total Open Space		\$3,721,000	\$2,212,000	\$440,000	\$6,373,000
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Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
OPEN SPACE				
		Allocation	New	\$1,569,000
			Expansion/ Upgrade	\$908,300
			Renewal	\$2,105,700
			Maintenance	\$1,790,000

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
BUILDINGS				
Air-Conditioning Upgrade & Replacement Program - Council Facilities	\$140,000			\$140,000
Building Painting Program - Council Facilities	\$200,000			\$200,000
Bundoora Park Riding for the Disabled Multi-Use Facility - Plenty Road, Bundoora	\$30,000		\$60,000	\$90,000
Cogeneration at Northcote Aquatic and Recreation Centre	\$400,000			\$400,000
Council Building Energy Efficiency Works	\$80,000		\$20,000	\$100,000
CT Barling Park Pavilion Renewal - Plenty Road, Reservoir	\$50,000			\$50,000
Depot Lighting and Sealing Works - Carawa Drive, Reservoir	\$110,000			\$110,000
Disability Access Upgrades of Existing Council Facilities	\$110,000			\$110,000
Donath Reserve (Central) Pavilion Redevelopment - Harmer Street, Reservoir	\$350,000		\$25,000	\$375,000
Donath Reserve (East) Pavilion Redevelopment - Harmer Street, Reservoir	\$600,000		\$300,000	\$900,000
East Reservoir Neighbourhood House - Outdoor Children's Play Area - 2B Cuthbert street, Reservoir	\$61,000			\$61,000
Electrical Switchboard & Sub-Circuit Wiring Improvements Program - Council Facilities	\$70,000			\$70,000
Essential Services Compliance Program - Council Facilities	\$15,000			\$15,000
Fairfield Library and Community Centre - Library Exterior Signage - 121 Station Street, Fairfield	\$25,000			\$25,000
Floor Restoration & Covering Replacement Program - Council Facilities	\$110,000			\$110,000
Integrated Community Facilities - Feasibility Study - Various Centres across 6 identified hubs	\$60,000			\$60,000
Intercultural Centre - Kelvin Grove, Preston	\$50,000			\$50,000
JE Moore Pavilion Redevelopment - Spratling Street, Reservoir	\$100,000			\$100,000
Lancaster Gate Community Centre - Civil Works - Plenty Road, Bundoora	\$340,000			\$340,000
Library Interior Signage Fairfield and Preston Libraries - 121 Station St Fairfield and 266 Gower St Preston	\$20,000			\$20,000
Major Building Rectification & Repairs Program - Council Facilities	\$100,000			\$100,000
Mayer Park Pavilion Redevelopment - Leinster Grove, Thornbury	\$350,000		\$25,000	\$375,000
Northcote Aquatic and Recreation Centre (NARC) - Master Plan Asset Maintenance Plan - 180 Victoria Road, Northcote	\$90,000			\$90,000
Northcote Town Hall - Block Out Blinds for Main Hall - 189 High Street, Northcote	\$30,000			\$30,000
Northcote Town Hall - Reducing Noise Internal and External from West Wing Spaces - 189 High Street, Northcote	\$12,000			\$12,000

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
BUILDINGS				
Office Accommodation - Preston Municipal Offices, Preston	\$100,000			\$100,000
Power & Light Pole Removals, Replacements or Repairs Program - Council Facilities	\$20,000			\$20,000
Raleigh Street Kindergarten Office Works - 28 Raleigh Street, Thornbury	\$90,000			\$90,000
Reservoir Library Redevelopment - 23 Edwardes Street, Reservoir	\$500,000		\$3,500,000	\$4,000,000
Roof & Plumbing Replacements & Improvements Program - Council Facilities	\$80,000			\$80,000
Roof (Safety) Access Improvements Program - Council Facilities	\$20,000			\$20,000
Site Infrastructure Improvements & External Building Furniture Program - Council Facilities	\$40,000			\$40,000
Sport Pavilion Upgrade Design and Documentation	\$30,000			\$30,000
Sporting Pavilion Bin Enclosures	\$50,000			\$50,000
Urgent Building Maintenance Work - Council Facilities	\$160,000			\$160,000
Vacant Shop Strategy	\$50,000			\$50,000
Water Harvesting	\$30,000			\$30,000
Total Buildings	\$4,673,000		\$3,930,000	\$8,603,000
		Allocation	New	\$675,500
			Expansion/ Upgrade	\$4,183,000
			Renewal	\$2,627,500
			Maintenance	\$1,117,000

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
FLEET				
Plant Replacement- Heavy Vehicles	\$1,938,494		\$290,679	\$2,229,173
Plant Replacement- Light Vehicles	\$363,526		\$473,123	\$836,649
Total Fleet	\$2,302,020		\$763,802	\$3,065,822
		Allocation	New	\$306,582
			Expansion/ Upgrade	
			Renewal	\$2,759,240
			Maintenance	
INFORMATION TECHNOLOGY				
Darebin Broadband Project	\$120,000			\$120,000
IT Server and Communication Systems Upgrade	\$150,000			\$150,000
Library I.T. Strategy	\$100,000			\$100,000
Library PC Replacement	\$40,000			\$40,000
Renewal of PCs and Other User IT and Communication Equipment	\$275,000			\$275,000
Replacement of Content Management System	\$80,000			\$80,000
Upgrade of Phone System Software - High Street, Preston	\$126,000			\$126,000
Total Information Technology	\$891,000			\$891,000
		Allocation	New	\$220,750
			Expansion/ Upgrade	\$401,750
			Renewal	\$268,500
			Maintenance	

Description	2011/2012 Budget			Total Project Cost
	Council Cost	Specific Reserves	External Contributions	
PLANT AND EQUIPMENT				
Art Collection-Purchase and System Upgrade - Bundoora Homestead, 7-27 Snake Gully Drive, Bundoora	\$25,000			\$25,000
Baby Capsule Replacement Program	\$16,000			\$16,000
Bundoora Park Plant & Equipment Purchase Front End Loader - 1069 Plenty Road, Bundoora	\$20,000			\$20,000
Christmas Decorations	\$50,000			\$50,000
Conservation of Art and History Collection - Bundoora Homestead, 7-27 Snake Gully Drive, Bundoora	\$10,000			\$10,000
Darebin Arts & Entertainment Centre (DAEC) Lifecycle Maintenance and Renewal Program - 401 Bell Street, Preston	\$66,000			\$66,000
Library Product Purchase 2011/2012	\$664,000			\$664,000
Northcote Library - Library Furniture Replacement - 32 -38 Separation Street	\$30,000			\$30,000
Northcote Library - Library Shelving and Associated Signage - 32-38 Separation Street, Northcote	\$90,000			\$90,000
Northcote Town Hall - Audio Visual System Four Rooms - 189 High Street, Northcote	\$20,000			\$20,000
Purchase of a Remote Controlled Slope Mower	\$60,000			\$60,000
Replacement of Mobile Garbage, Green Waste and Recycling Bins	\$110,000			\$110,000
Reservoir Civic Centre Replacement of Trestle Tables - 23 Edwardes Street, Reservoir	\$7,500			\$7,500
Visitors Centre Café Furniture Replacement - Plenty Road, Bundoora	\$10,000			\$10,000
Youth Services Equipment Purchases	\$39,000		\$7,000	\$46,000
Total Plant & Equipment	\$1,217,500		\$7,000	\$1,224,500

Allocation		
	New	\$932,750
	Expansion/ Upgrade	\$26,250
	Renewal	\$193,500
	Maintenance	\$72,000

Description	2011/2012 Budget			
	Council Cost	Specific Reserves	External Contributions	Total Project Cost
TOTAL NEW WORKS				
Roads	\$2,253,000	\$829,000	\$444,000	\$3,526,000
Footpaths	\$1,600,000			\$1,600,000
Bicycles	\$1,240,000		\$175,000	\$1,415,000
Transport and Road Safety	\$917,400			\$917,400
Drains	\$625,000			\$625,000
Open Space	\$3,721,000	\$2,212,000	\$440,000	\$6,373,000
Buildings	\$4,673,000		\$3,930,000	\$8,603,000
Fleet	\$2,302,020		\$763,802	\$3,065,822
Information Technology	\$891,000			\$891,000
Plant & Equipment	\$1,217,500		\$7,000	\$1,224,500
TOTAL	\$19,439,920	\$3,041,000	\$5,759,802	\$28,240,722

Allocation	New	\$4,456,582
	Expansion/ Upgrade	\$5,971,500
	Renewal	\$13,871,640
	Maintenance	\$3,941,000

TOTAL CARRIED FORWARD CAPITAL WORKS PROGRAM - 2011/12

Program	External Contributions	Specific Reserves	Council Cost	Total Project Cost
ROADS				
REHAB-WOOLTON: ST GEORGES/LEINSTER			148,739	148,739
REHAB-LANGRIDGE: FAIRFIELD-PERRY			106,471	106,471
REHAB-CRAMER: ST GEORGES/HIGH			492,736	492,736
Total Roads			\$ 747,946	\$ 747,946
TRANSPORT AND ROAD SAFETY				
TRAFFIC MANAGEMENT/ROAD SAFETY			\$ 86,363	\$ 86,363
BUILDINGS				
DISC - ROOF REPAIR			30,000	30,000
JE MOORE - PAVILION CHANGE ROOM			126,500	126,500
RELOCATABLE KINDERGARTEN BUILDING			158,200	158,200
LANCASTER GATE COMMUNITY CENTRE			863,890	863,890
PRESTON CITY OVAL REDEVELOPMENT			123,437	123,437
(UBR) OAKHILL COMMUNITY CENTRE RED.			1,000,000	1,000,000
RESERVOIR LIBRARY			286,000	286,000
NARC POOL WATER SUPPLY LINE REPLACEMENT			40,000	40,000
Total Buildings			\$ 2,628,027	\$ 2,628,027
DRAINS				
DRAINAGE-FLOOD MAPPING			\$ 100,000	\$ 100,000
OPEN SPACE				
SPORTSFIELD LIGHTING - RESERVES			71,835	71,835
ARTS IN PUBLIC PLACES			75,000	75,000
DR ATKINSON RES LIGHTING RENEWAL			88,000	88,000
TRAM 86 CORRIDOR			980,000	980,000
PRESTON CONNECT - STAGE 3			150,000	150,000
Total Open Space			\$ 1,364,835	\$ 1,364,835
PLANT AND EQUIPMENT				
PLANT REPLACEMENT - HEAVY VEH			674,350	674,350
PLANT REPLACEMENT - LIGHT VEH			216,683	216,683
MOBILE SOLUTIONS - DATA COLLECTION			143,000	143,000
IT WEB STRAT INTERNET & E-SERVICES			90,000	90,000
CAMS - CUSTOMER & ASSET MGT SYSTEM			315,000	315,000
IT CORE SYSTEM UPGRADES - VARIOUS			61,000	61,000
Total Roads			\$ 1,500,033	\$ 1,500,033
FEASIBILITY				
BP/COOPERS SETTLEMENT MASTER PLAN			\$ 33,945	\$ 33,945
Total Carried Forward			\$ 6,461,149	\$ 6,461,149

Allocation:	New	4,191,306
	Expansion/Upgrade	225,039
	Renewal	1,880,859
	Maintenance	163,945

Key strategic activities

This appendix presents a number of key strategic activities to be undertaken during the 2011/12 year and performance targets and measures in relation to these.

Strategic Activity	Performance Measure	Performance Target
Leadership and Engagement		
Advocacy and lobbying	The percentage of respondents who rate Council's performance in representing and lobbying on behalf of the community with other levels of government and private organisations as 'adequate', 'good' or 'excellent'	≥ 75%
Consultation and engagement	The percentage of respondents who rate Council's performance in consulting with the community and leading discussion on key social, economic and environmental issues which could impact on the local area and require decisions by Council as 'adequate', 'good' or 'excellent'	≥ 75%
Councillor leadership	The total number of Councillors in attendance at Council Meetings, Special Council Meetings and Standing Committee Meetings, divided by the number of Councillors expected to attend, expressed as a percentage. Councillors who have been formally granted a leave of absence are not included in the calculation.	≥ 85%
Communication	The percentage of respondents who rate their personal level of satisfaction with Council's communication about its programs and services at 6 or more, on a ten point scale.	≥ 75%
Community Wellbeing		
Health and human services	The percentage of respondents who rate Council's performance in meals on wheels, home help, maternal and child health, immunisation, child care, and support for disadvantaged and minority groups as 'adequate', 'good' or 'excellent'	≥ 80%
Response to diversity	The percentage difference in overall satisfaction between respondents from households that speak 'English only' and other households	≤ 5%
Response to locational disadvantage	The percentage difference in overall satisfaction between respondents from the highest scoring precinct and those from the lowest scoring precinct.	≤ 5%
Liveability and Regeneration		
Traffic management	The percentage of respondents who rate Council's performance in traffic management, the provision of street and off street parking and local road safety as 'adequate', 'good' or 'excellent'	≥ 75%
Parks and open space	The percentage of respondents who rate their personal level of satisfaction with Council's maintenance of parks, reserves and open spaces at 6 or more, on a ten point scale.	≥ 75%
Asset renewal	The amount of capital expenditure budgeted for asset renewal projects (excluding carry-forward works), expressed as a percentage of depreciation, as reported in the most recently published budget report.	> 69%

Strategic Activity	Performance Measure	Performance Target
Celebration and Participation		
Connected communities	The mean response to the question “How satisfied are you with feeling part of your community?”, on a ten point scale. The result is converted to a 0 to 100 index.	≥ 70
Recreational facilities	The percentage of respondents who rate Council's performance in sporting facilities, swimming pools, sports fields, playgrounds, arts centres, festivals and library services as 'adequate', 'good' or 'excellent'	≥ 80%
Festivals and events	The percentage of respondents who rate their personal level of satisfaction with Council's festivals and events at 6 or more, on a ten point scale.	≥ 75%
Environmental Sustainability		
Environmental performance	The percentage of respondents who rate their personal level of satisfaction with Council's overall environmental performance at 6 or more, on a ten point scale.	≥ 75%
Reducing greenhouse emissions	The percentage of respondents who rate Council's performance in supporting a reduction in community greenhouse emissions as 'adequate', 'good' or 'excellent'	≥ 75%
Prudence and Prosperity		
Financial Sustainability	The result of the most recent published financial sustainability risk assessment undertaken by the Victorian Auditor General's Office following its review of the audited statements.	Low risk
Underlying Surplus	The budgeted underlying surplus reported in the most recently published budget report'	> \$0
Customer Service	The percentage of respondents who have contacted Council in the previous twelve months who rate Council's performance in ease of contact, helpfulness of staff, speed of response and attitude of staff as 'adequate', 'good' or 'excellent'	≥ 75%
Staff Turnover	The equivalent full time number of staff resigning or retiring from the City of Darebin in a given year, expressed as a percentage of the overall number of equivalent full time staff.	5 – 15%

Statement of fees and charges

This appendix presents a listing of the various statutory and non-statutory fees and charges that will be charged during the 2011/12 year.

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Open Space Planning	Tree removal and replacement due to vehicle crossing or development application	Non-Statutory	✓	400.00
Northcote Aquatic & Recreation Centre	Lockers	Non-Statutory	✓	2.00
	Security Pouch	Non-Statutory	✓	2.80
	Lost Locker Keys	Non-Statutory	✓	15.50
	Swim Entry			
	Children under 2Yrs	Non-Statutory	✓	Free
	Adult Swim - 16Yrs +	Non-Statutory	✓	5.00
	Junior Swim - 2Yrs +	Non-Statutory	✓	3.70
	Concession Swim	Non-Statutory	✓	2.50
	Non Participant Entry	Non-Statutory	✓	3.70
	Family (2 Adults & 3 Child.)	Non-Statutory	✓	13.20
	Family (2 Adults & 3 Child.) concession	Non-Statutory	✓	11.30
	Birthday Parties	Non-Statutory	✓	132.00
	2nd Instructor	Non-Statutory	✓	78.00
	Swim, Spa & Sauna			
	Adult	Non-Statutory	✓	8.80
	Concession - 6am - 4pm	Non-Statutory	✓	7.10
	After Entry	Non-Statutory	✓	4.70
	After Class	Non-Statutory	✓	3.50
	Casual Gym			
	Adult Gym/Swim/Spa/Steam	Non-Statutory	✓	16.50
	Concession	Non-Statutory	✓	13.80
	Access for All	Non-Statutory	✓	4.00
	Active Adults	Non-Statutory	✓	5.80
	Health Consultation	Non-Statutory	✓	55.00
	Child Care			
	Members (Per Child Per Session)	Non-Statutory	✓	4.30
	Non Members	Non-Statutory	✓	6.10
	Occasional Care - 1 Child (2 hours)	Non-Statutory	✓	11.00
	Occasional Care - 2 Children (2 hours)	Non-Statutory	✓	19.60
	Occasional Care - >2 Children (2 hours)	Non-Statutory	✓	23.20
	Family (2 or more from same family)			
	Members (Per Child Per Session)	Non-Statutory	✓	6.00
	Non Members	Non-Statutory	✓	8.20
	20 Visits - Child Pass			
	Members	Non-Statutory	✓	77.40
	Non Members	Non-Statutory	✓	109.80

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Northcote Aquatic & Recreation Centre Cont.	20 Visits - Family Pass			
	Members	Non-Statutory	✓	108.00
	Non Members	Non-Statutory	✓	147.60
	Aqua Memberships			
	Monthly Debit	Non-Statutory	✓	43.50
	Monthly Debit - Concession	Non-Statutory	✓	34.20
	Monthly Debit - Joining fee	Non-Statutory	✓	80.00
	Monthly Debit - Concession joining fee	Non-Statutory	✓	60.00
	Gold Pass(Gym/Aerobics/S/S/S)			
	3 Month	Non-Statutory	✓	370.00
	3 Month - Concession	Non-Statutory	✓	320.00
	6 Month	Non-Statutory	✓	565.00
	6 Month - Concession	Non-Statutory	✓	495.00
	12 Month	Non-Statutory	✓	870.00
	12 Month - Concession	Non-Statutory	✓	775.00
	Monthly Debit	Non-Statutory	✓	68.40
	Monthly Debit - Concession	Non-Statutory	✓	54.70
	Monthly Debit - Joining fee	Non-Statutory	✓	99.00
	Monthly Debit - Concession joining fee	Non-Statutory	✓	80.00
	PrYme membership	Non-Statutory	✓	44.50
	Teenage Memberships			
	Monthly Debit - Gold	Non-Statutory	✓	33.05
	Monthly Debit - Joining Fee	Non-Statutory	✓	55.00
	Tennis only Memberships			
	12 Month	Non-Statutory	✓	450.00
	Monthly Debit	Non-Statutory	✓	32.15
	Monthly Debit - Joining fee	Non-Statutory	✓	66.00
	Tennis Court Hire			
	(6.00am - 4.00pm) half hour	Non-Statutory	✓	9.50
	(6.00am - 4.00pm) one hour	Non-Statutory	✓	17.00
	(4.00pm - 10.00 pm) half hour & weekends	Non-Statutory	✓	12.60
	(4.00pm - 10.00 pm) one hour & weekends	Non-Statutory	✓	19.60
	Five Hour Hire Card	Non-Statutory	✓	85.20
	Junior Tennis Hire			
	(6.00am - 4.00pm) half hour	Non-Statutory	✓	6.40
	(6.00am - 4.00pm) one hour	Non-Statutory	✓	9.50
	(4.00pm - 10.00 pm) half hour & weekends	Non-Statutory	✓	6.40
	(4.00pm - 10.00 pm) one hour & weekends	Non-Statutory	✓	9.50
	Aerobics			
	Adult	Non-Statutory	✓	12.20
	Adult - Concession	Non-Statutory	✓	10.50

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Northcote Aquatic & Recreation Centre Cont.	Teenage	Non-Statutory	✓	5.80
	Boxing Circuit	Non-Statutory	✓	12.20
	Boxing Circuit - Concession	Non-Statutory	✓	10.50
	Fit Ball Class	Non-Statutory	✓	12.20
	Fit Ball Class - Concession	Non-Statutory	✓	10.50
	Yoga	Non-Statutory	✓	12.20
	Yoga - Concession	Non-Statutory	✓	10.50
	Pump Class	Non-Statutory	✓	12.20
	Pump Class - Concession	Non-Statutory	✓	10.50
	Run Squad - Non Member	Non-Statutory	✓	6.50
	Pilates	Non-Statutory	✓	12.20
	Pilates Conc.	Non-Statutory	✓	10.50
		Aqua		
	Aqua Aerobics	Non-Statutory	✓	12.20
	Aqua Aerobics - Concession	Non-Statutory	✓	10.50
	Aqua Movers	Non-Statutory	✓	5.00
	Aqua Movers - Concession	Non-Statutory	✓	5.00
	Swim Lessons			
	Swim School Infants			
	SS Infant Debit	Non-Statutory	✓	19.6
	SS Infant Debit - Concession	Non-Statutory	✓	16.7
	SS Infant per class	Non-Statutory	✓	9.8
	SS Infant per class - Concession	Non-Statutory	✓	8.4
	SS Preschool Debit	Non-Statutory	✓	19.6
	SS Preschool Debit - Concession	Non-Statutory	✓	16.7
	SS Preschool per class	Non-Statutory	✓	9.8
	SS Preschool per class - Concession	Non-Statutory	✓	8.4
	Swim School Primary			
	SS Primary Debit	Non-Statutory	✓	19.6
	SS Primary Debit - Concession	Non-Statutory	✓	16.7
	SS Primary per class	Non-Statutory	✓	9.8
	SS Primary per class - Concession	Non-Statutory	✓	8.4
	Swim Lesson Junior Life			
	SS JLG Debit 1st	Non-Statutory	✓	19.6
	SS JLG Debit - Concession 1st	Non-Statutory	✓	16.7
	SS JLG per class 1st	Non-Statutory	✓	9.8
	SS JLG per class - Concession 1st	Non-Statutory	✓	8.4
	Swim School Adult			
	SS Adult Debit	Non-Statutory	✓	22.7
	SS Adult Debit - Concession	Non-Statutory	✓	19.2
	SS Adult per class	Non-Statutory	✓	11.35
	SS Adult per class - Concession	Non-Statutory	✓	9.6

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Northcote Aquatic & Recreation Centre Cont.	Swim Squad - Concession	Non-Statutory	✓	4.50
	Swim Squad - Casual	Non-Statutory	✓	6.00
	Schools Lessons			
	Child School Entry	Non-Statutory	✓	6.00
	10 Pass Cards			
	Adult Swim (10)	Non-Statutory	✓	45.00
	Adult Swim (10) - Concession	Non-Statutory	✓	22.50
	Child Swim (10)	Non-Statutory	✓	33.30
	Swim, Spa, Sauna (10)	Non-Statutory	✓	79.20
	Swim, Spa, Sauna (10) - Concession	Non-Statutory	✓	63.90
	Family Swim (10)	Non-Statutory	✓	118.80
	Exercise Class (10)	Non-Statutory	✓	106.00
	Exercise Class (10) - Concession	Non-Statutory	✓	92.00
Darebin Community Sports Stadium	Stadium Entry Fees			
	Child (3-15 years)	Non-Statutory	✓	1.50
	Concession (Student, Health Care Card, Pension Card)	Non-Statutory	✓	1.50
	Adult	Non-Statutory	✓	1.90
	Family (2 Adults, 2 Children)	Non-Statutory	✓	4.70
	Facility Hire			
	Indoor Court Hire - Peak	Non-Statutory	✓	41.50
	Indoor Court Hire - Off Peak	Non-Statutory	✓	31.50
	Indoor Court Hire - Peak/ Contracted	Non-Statutory	✓	38.50
	Outdoor Court Hire - Lights Off	Non-Statutory	✓	12.50
	Outdoor Court Hire - Lights On	Non-Statutory	✓	23.50
	Multi Purpose Room Hire	Non-Statutory	✓	21.50
	Mezzanine Hire	Non-Statutory	✓	21.50
	Tennis Court Hire - Lights Off	Non-Statutory	✓	12.50
	Tennis Court Hire - Lights On	Non-Statutory	✓	23.50
	Golden Oldies	Non-Statutory	✓	4.60
	ASP Program	Non-Statutory	✓	4.00
Leisure & Health	Community Outings	Non-Statutory	✓	17.00
Sports Development Program	Grade 1A			
	Sole use of oval	Non-Statutory	✓	6860.33
	Shared use of oval	Non-Statutory	✓	5142.43
	Additional oval sole use	Non-Statutory	✓	3429.65
	Additional oval shared use	Non-Statutory	✓	2568.65
	Grade 1			
	Sole use of oval	Non-Statutory	✓	2263.20
	Shared use of oval	Non-Statutory	✓	1694.33
	Additional oval sole use	Non-Statutory	✓	1130.58

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Sports Development Program	Additional oval shared use	Non-Statutory	✓	846.65
Cont.	Grade 2			
	Sole use of oval	Non-Statutory	✓	2023.35
	Shared use of oval	Non-Statutory	✓	1518.03
	Additional oval sole use	Non-Statutory	✓	1011.68
	Additional oval shared use	Non-Statutory	✓	757.48
	Grade 3			
	Sole use of oval	Non-Statutory	✓	1371.45
	Shared use of oval	Non-Statutory	✓	1029.10
	Additional oval sole use	Non-Statutory	✓	684.70
	Additional oval shared use	Non-Statutory	✓	517.63
	Grade 3A			
	Sole use of oval	Non-Statutory	✓	612.95
	Shared use of oval	Non-Statutory	✓	459.20
	Junior clubs	Non-Statutory	✓	610.90
	Casual Ground Allocations (per day)	Non-Statutory	✓	77.90
Oakhill CommunityCentre	Darebin and non profit organisations (per hour)	Non-Statutory	✓	7.40
	Non Darebin or profit making organisations (per hour)	Non-Statutory	✓	15.30
	Internal Users	Non-Statutory	✓	6.90
	Childrens Party's			
	Per hour	Non-Statutory	✓	15.30
	Bond	Non-Statutory	✓	70.00
	Cleaning	Non-Statutory	✓	40.00
Fairfield Community Room	Darebin and non profit organisations (per hour)	Non-Statutory	✓	7.40
	Non Darebin or profit making organisations (per hour)	Non-Statutory	✓	15.30
	Internal Users	Non-Statutory	✓	6.95
	Childrens Party's			
	Per hour	Non-Statutory	✓	15.30
	Bond	Non-Statutory	✓	70.00
	Cleaning	Non-Statutory	✓	40.00
Donald Street Community Hall	Darebin & non profit organisations (per hour)	Non-Statutory	✓	7.40
	Non Darebin & Profit organisations (per hour)	Non-Statutory	✓	15.30
	Internal Users	Non-Statutory	✓	6.95
	Childrens Party's			
	Per hour	Non-Statutory	✓	15.30
	Bond	Non-Statutory	✓	70.00
	Cleaning	Non-Statutory	✓	40.00
Clyde Street Community Centre	Hall Hire			
	Darebin & non profit Organisations (Per Hour)	Non-Statutory	✓	7.40

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Clyde Street	Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	✓	15.30
Community Centre	Internal Users (Per Hour)	Non-Statutory		6.95
Cont.	Childrens Party's			
	Per hour	Non-Statutory	✓	15.30
	Bond	Non-Statutory	✓	70.00
	Cleaning	Non-Statutory	✓	40.00
Batman Park Hall	Darebin & non profit Organisations (Per Hour)	Non-Statutory	✓	7.40
	Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	✓	15.30
	Internal Users (Per Hour)	Non-Statutory	✓	6.95
Pioneers Retreat	Darebin & non profit Organisations (Per Hour)	Non-Statutory	✓	7.40
	Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	✓	15.30
	Internal Users (Per Hour)	Non-Statutory	✓	6.95
Darebin Arts & Entertainment Centre	Theatre Hire (Community & Not-For-Profit Hirers)			
	- Hourly rate (includes 1 supervising technician)	Non-Statutory	✓	125.00
	- Performance up to 150 minutes (includes ushers)	Non-Statutory	✓	640.00
	- Performance over 150 minutes - per additional hour or part of hour	Non-Statutory	✓	190.00
	Theatre Hire (Commercial Hirers)			
	- Hourly rate (includes 1 supervising technician)	Non-Statutory	✓	130.00
	- Performance up to 150 Minutes (includes ushers)	Non-Statutory	✓	915.00
	- Performance over 150 minutes - per additional hour or part of hour	Non-Statutory	✓	190.00
	Additional Staff - Rate applies across all sections			
	- Front-of-House or Technical staff - per hour / three hour minimum	Non-Statutory	✓	50.00
	- Lighting Board Operator or Sound Desk Operator per hour - 3 hrs min	Non-Statutory	✓	57.50
	Competitions in Theatre			
	- Hourly rate - staged, continuous sessions	Non-Statutory	✓	220.00
	Plus staffing: Technicians, Ushers Kiosk (see rate above)			
	Conference in Theatre			
	- 1 hour event	Non-Statutory	✓	380.00
	- Per additional hour	Non-Statutory	✓	185.00
	- Set up charge (one hour minimum)	Non-Statutory	✓	165.00
	Performance in Grevillea room			
	- Performance up to 150 minutes	Non-Statutory	✓	420.00
	- Rehearsal fee	Non-Statutory	✓	355.00
	- One FOH Supervisor Min 3 Hours (per hour)	Non-Statutory	✓	50.00
	- FOH if kiosk open Min 3 Hours (per hour)	Non-Statutory	✓	50.00
	- Technical & FOH staff per hour each - Min 3 Hours	Non-Statutory	✓	50.00
	Programs, Merchandise & Artworks Sales			

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Darebin Arts & Entertainment Centre Cont.	Eleven per cent of gross sales			
	DAEC ticket fees (Box Office)			
	- Schools	Non-Statutory	✓	1.50
	- Community groups	Non-Statutory	✓	2.00
	- Commercial theatre groups	Non-Statutory	✓	3.00
	- Expos, Festivals, and the like	Non-Statutory	✓	1.50
	- Mailing fee (standard DL envelope)	Non-Statutory	✓	3.00
	Room Hire (Commercial Rate - Based on minimum 4 hours)			
	Grevillia Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	105.00
	- 4 Hours	Non-Statutory	✓	340.00
	- 8 Hours	Non-Statutory	✓	600.00
	- 12 Hours/Daily	Non-Statutory	✓	880.00
	Jacaranda Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	78.00
	- 4 Hours	Non-Statutory	✓	230.00
	- 8 Hours	Non-Statutory	✓	420.00
	- 12 Hours/Daily	Non-Statutory	✓	600.00
	Acacia Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	78.00
	- 4 Hours	Non-Statutory	✓	240.00
	- 8 Hours	Non-Statutory	✓	430.00
	- 12 Hours/Daily	Non-Statutory	✓	600.00
	Studio			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	60.00
	- 4 Hours	Non-Statutory	✓	150.00
	- 8 Hours	Non-Statutory	✓	280.00
	- 12 Hours/Daily	Non-Statutory	✓	380.00
	Waratah Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	42.00
	- 4 Hours	Non-Statutory	✓	120.00
	- 8 Hours	Non-Statutory	✓	170.00
	- 12 Hours/Daily	Non-Statutory	✓	240.00
	Foyer			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	85.00
	- 4 Hours	Non-Statutory	✓	230.00
	- 8 Hours	Non-Statutory	✓	460.00
	- 12 Hours/Daily	Non-Statutory	✓	710.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Darebin Arts & Entertainment Centre Cont.	Room Hire (Non Commercial Rates/Community Groups/City of Darebin - Based on 4 hr min)			
	Grevillia Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	60.00
	- 4 Hours	Non-Statutory	✓	190.00
	- 8 Hours	Non-Statutory	✓	340.00
	- 12 Hours/Daily	Non-Statutory	✓	485.00
	Jacaranda Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	45.00
	- 4 Hours	Non-Statutory	✓	130.00
	- 8 Hours	Non-Statutory	✓	226.00
	- 12 Hours/Daily	Non-Statutory	✓	330.00
	Acacia Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	45.00
	- 4 Hours	Non-Statutory	✓	130.00
	- 8 Hours	Non-Statutory	✓	225.00
	- 12 Hours/Daily	Non-Statutory	✓	330.00
	Studio			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	35.00
	- 4 Hours	Non-Statutory	✓	85.00
	- 8 Hours	Non-Statutory	✓	150.00
	- 12 Hours/Daily	Non-Statutory	✓	220.00
	Waratah Room			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	27.00
	- 4 Hours	Non-Statutory	✓	55.00
	- 8 Hours	Non-Statutory	✓	95.00
	- 12 Hours/Daily	Non-Statutory	✓	145.00
	Foyer			
	- Hourly (additional to minimum i.e.: fifth to seventh hours)	Non-Statutory	✓	43.00
	- 4 Hours	Non-Statutory	✓	140.00
	- 8 Hours	Non-Statutory	✓	230.00
	- 12 Hours/Daily	Non-Statutory	✓	340.00
Northcote Town Hall	Regular Meeting and Room Hire			
	Ground Floor Meeting Room 1			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	17.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	22.00
	- Casual	Non-Statutory	✓	27.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	13.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	17.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Northcote Town Hall Cont.	- Casual	Non-Statutory	✓	21.00
	Ground Floor Meeting Room 2			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	22.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	27.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	17.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	21.00
	- Casual	Non-Statutory	✓	31.00
	First Floor Meeting Room 1			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	22.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	27.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	17.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	21.00
	- Casual	Non-Statutory	✓	31.00
	First Floor Meeting Room 2A			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	22.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	27.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	17.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	21.00
	- Casual	Non-Statutory	✓	31.00
	First Floor Meeting Room 2B			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	22.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	27.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	17.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	21.00
	- Casual	Non-Statutory	✓	31.00
	First Floor Meeting Room 2A & B			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	32.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	42.00
	- Casual	Non-Statutory	✓	62.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	24.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Northcote Town Hall Cont.	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	32.00
	- Casual	Non-Statutory	✓	51.00
	First Floor Meeting Room 3			
	Standard Rate	Non-Statutory	✓	17.00
	- Weekly Booking	Non-Statutory	✓	22.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	27.00
	- Casual			
	Not For Profit Rate	Non-Statutory	✓	13.00
	- Weekly Booking	Non-Statutory	✓	17.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	21.00
	- Casual			
	Roof Top Function Room			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	62.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	71.00
	- Casual	Non-Statutory	✓	82.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	31.00
	- Fortnightly/Monthly/Bi-monthly Booking	Non-Statutory	✓	36.00
	- Casual	Non-Statutory	✓	41.00
	Rehearsals			
	Studio 1			
	Casual Rehearsal Room Hire (weekdays) per hour	Non-Statutory	✓	21.00
	Casual Rehearsal Room Hire (weekdays) 8 hours	Non-Statutory	✓	81.00
	Studio 2			
	Casual Rehearsal Room Hire (weekdays) per hour	Non-Statutory	✓	17.00
	Casual Rehearsal Room Hire (weekdays) 8 hours	Non-Statutory	✓	65.00
	Main Hall			
	Casual Rehearsal Room Hire (weekdays) per hour	Non-Statutory	✓	31.00
	Casual Rehearsal Room Hire (weekdays) 8 hours	Non-Statutory	✓	101.00
	Casual Function and Party Room Hire			
	Roof Top Function Room			
	Standard Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	635.00
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	420.00
	Not For Profit Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	470.00
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	320.00
	First Floor Meeting Room 1			
	Standard Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	350.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$	
Northcote Town Hall Cont.	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	270.00	
	Not For Profit Rate				
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	260.00	
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	200.00	
	First Floor Meeting Room 2A & B				
	Standard Rate				
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	635.00	
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	420.00	
	Not For Profit Rate				
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	470.00	
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	320.00	
	Main Hall				
	Standard Rate				
	- Casual Function Hire (Fri, Sat & Sun) (9 hour booking)	Non-Statutory	✓	1100.00	
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	680.00	
	Not For Profit Rate				
	- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	825.00	
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	470.00	
	Studio Space 1				
	Standard Rate				
	- Casual Function Hire (Fri, Sat & Sun) (9 hour booking)	Non-Statutory	✓	670.00	
	- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	410.00	
	Not For Profit Rate				
- Casual Function Hire (Fri, Sat & Sun) (5:00pm - 1:00am)	Non-Statutory	✓	560.00		
- Casual Function Hire (Fri, Sat & Sun) (5 hour booking)	Non-Statutory	✓	310.00		
Performance/Events/Exhibitions/Festival Hire					
Main Hall					
Standard Rate					
- Weekly Booking	Non-Statutory	✓	4100.00		
- Daily Booking	Non-Statutory	✓	1080.00		
- Per Hour Booking	Non-Statutory	✓	135.00		
Not For Profit Rate					
- Weekly Booking	Non-Statutory	✓	2550.00		
- Daily Booking	Non-Statutory	✓	630.00		
- Per Hour Booking	Non-Statutory	✓	85.00		
Studio Space 1					
Standard Rate					
- Weekly Booking	Non-Statutory	✓	1500.00		
- Daily Booking	Non-Statutory	✓	430.00		
- Per Hour Booking	Non-Statutory	✓	85.00		
Not For Profit Rate					
- Weekly Booking	Non-Statutory	✓	1125.00		
- Daily Booking	Non-Statutory	✓	335.00		

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Northcote Town Hall Cont.	- Per Hour Booking	Non-Statutory	✓	65.00
	Studio Space 2			
	Standard Rate			
	- Weekly Booking	Non-Statutory	✓	1050.00
	- Daily Booking	Non-Statutory	✓	260.00
	- Per Hour Booking	Non-Statutory	✓	68.00
	Not For Profit Rate			
	- Weekly Booking	Non-Statutory	✓	695.00
	- Daily Booking	Non-Statutory	✓	160.00
	- Per Hour Booking	Non-Statutory	✓	43.00
	Civic Square			
	- Weekly Booking	Non-Statutory	✓	525.00
	- Daily Booking	Non-Statutory	✓	130.00
	- Per Hour Booking	Non-Statutory	✓	40.00
	Kitchen Hire			
	Main Hall - standard rate	Non-Statutory	✓	160.00
	Main Hall - not for profit	Non-Statutory	✓	120.00
	1st floor - standard rate	Non-Statutory	✓	80.00
	1st floor - not for profit	Non-Statutory	✓	60.00
	Roof top - standard rate	Non-Statutory	✓	80.00
	Roof top - not for profit	Non-Statutory	✓	60.00
	Cleaning and Repair Bond (Required for Performance/Events/Exhibitions/Festival Hire)	Non-Statutory		600.00
	Ticket Agent Fee - Per Ticket (General Seating)	Non-Statutory	✓	2.50
	Ticket Agent Fee - Per Ticket (Allocated Seating)	Non-Statutory	✓	3.00
	Complimentary Ticket Fee - Per Ticket	Non-Statutory	✓	0.60
	Phone Booking Fee - Per Booking	Non-Statutory	✓	5.00
	Interent Booking Fee - Per Booking	Non-Statutory	✓	2.50
Reservoir Leisure Centre	Swim Entry			
	Children under 3Yrs	Non-Statutory	✓	Free
	Adult Swim - 16Yrs +	Non-Statutory	✓	5.00
	Junior Swim - 3Yrs +	Non-Statutory	✓	3.70
	Concession Swim	Non-Statutory	✓	2.50
	School Swim	Non-Statutory	✓	2.70
	Swim Lesson (Adult/Squad) - 45mins	Non-Statutory	✓	12.00
	Swim Lesson (Child/Parent/Toddler) - 30mins	Non-Statutory	✓	10.00
	Swim Lesson Private - 30min	Non-Statutory	✓	32.00
	Swim Lesson Private (2 Child) - 30 mins	Non-Statutory	✓	42.00
	Swim Lesson Special Needs	Non-Statutory	✓	16.00
	Family (2 Adults & 3 Child.)	Non-Statutory	✓	13.30
	Family Concession	Non-Statutory	✓	11.30
	20 Visit Swim (Adult)	Non-Statutory	✓	84.40

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Reservoir Leisure Centre Cont.	20 Visit Swim (Child)	Non-Statutory	✓	64.90
	20 Visit Swim (Concession)	Non-Statutory	✓	41.20
	Swim, Spa & Sauna			
	Adult	Non-Statutory	✓	8.70
	Concession - 6am - 4pm	Non-Statutory	✓	7.10
	Lockers	Non-Statutory	✓	2.00
	Birthday Parties	Non-Statutory	✓	18.00
	Aerobics & Gymnasium			
	Aqua Aerobics	Non-Statutory	✓	9.50
	Aqua Aerobics Concession	Non-Statutory	✓	7.50
	Aerobics	Non-Statutory	✓	11.00
	Aerobics Concession	Non-Statutory	✓	9.00
	Health Club Casual includes all facilities	Non-Statutory	✓	18.00
	Health Club Guest/concession	Non-Statutory	✓	14.40
	Yoga 90mins	Non-Statutory	✓	15.00
	Yoga 90mins concession	Non-Statutory	✓	12.00
	Pilates	Non-Statutory	✓	16.00
	RPM	Non-Statutory	✓	12.80
	RPM Concession	Non-Statutory	✓	10.20
	Child Care			
	Members (1 Child Per Session)	Non-Statutory	✓	4.30
	Members (extra Child Per Session)	Non-Statutory	✓	2.50
	Non Members (Per Child Per Session)	Non-Statutory	✓	5.80
	Non Members (Extra Child Per Session)	Non-Statutory	✓	2.60
	Occasional Care 2 Sessions	Non-Statutory	✓	15.00
	Occasional Care 2 Sessions (extra child)	Non-Statutory	✓	8.30
	Memberships			
	Health Club			
	Monthly	Non-Statutory	✓	68.00
	Monthly concession	Non-Statutory	✓	54.60
	3 Month	Non-Statutory	✓	370.00
	12 Month	Non-Statutory	✓	855.00
	Results			
	Monthly	Non-Statutory	✓	103.00
	Monthly concession	Non-Statutory	✓	82.40
	6 weeks	Non-Statutory	✓	235.00
	Aquatic			
	Monthly	Non-Statutory	✓	41.50
	Monthly concession	Non-Statutory	✓	33.20
	3 months	Non-Statutory	✓	185.00
	12 months	Non-Statutory	✓	495.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Reservoir Leisure Centre Cont.	Staying Active			
	Monthly	Non-Statutory	✓	46.50
	3 months	Non-Statutory	✓	225.00
	12 months	Non-Statutory	✓	560.00
	Teen Health Club			
	Monthly	Non-Statutory	✓	34.00
	3 months	Non-Statutory	✓	170.00
	12 months	Non-Statutory	✓	465.00
	Note: Concession Memberships 20% Discount to Full Fees			
	Function Room	Non-Statutory	✓	33.00
	Aerobics Room	Non-Statutory	✓	43.00
	Hydro Pool	Non-Statutory	✓	70.00
	Lane Hire	Non-Statutory	✓	28.00
	All Pools	Non-Statutory	✓	280.00
	Consulting Rooms	Non-Statutory	✓	450.00
	NB. "once off" joining fee on monthly debit (\$50 for aqua, \$100 gym,aero, gold 20% discount for concession applies)			
	NB. "once off" joining fee on monthly debit (\$74 staying active and \$60 for teen gym members - no discount for conc)			
Darebin Parks	Oval Mowing - Per Oval	Non-Statutory	✓	230.00
Bundoora Park (incl. Children's Farm)	COOPERS SETTLEMENT:			
	Casual Admission:			
	Adult	Non-Statutory	✓	8.30
	Child	Non-Statutory	✓	6.20
	Family	Non-Statutory	✓	23.00
	Group 15+/Concession Adult	Non-Statutory	✓	6.30
	Educational Programs:			
	One hour session	Non-Statutory	✓	6.50
	Full day Program	Non-Statutory	✓	12.50
	Registered Pre-School/play & kinder groups - Adult admission	Non-Statutory	✓	5.25
	Recreational Programs:			
	Holiday Programs	Non-Statutory	✓	12.50
	Jackaroo & Jillaroo 8 weeks (Price per 3hr session)	Non-Statutory	✓	16.50
	Room Hire:			
	Ibis Room - per 3 hours (Birthday parties)	Non-Statutory	✓	65.00
	Birthday Barn - per 3 hours	Non-Statutory	✓	65.00
	Stables - per 3 hours	Non-Statutory	✓	65.00
	Chapel - per 2 hours	Non-Statutory	✓	190.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Bundoora Park (incl. Children's Farm) cont.	Booking Cancellation Fee (less than 10 working days notice)	Non-Statutory	✓	40.00
	Rides & Activities:			
	Pony Rides (child 1-10 only)	Non-Statutory	✓	2.50
	Tractor Ride of Discovery (adult/ child)	Non-Statutory	✓	2.50
	Book of 10 ride tickets	Non-Statutory	✓	21.00
	Mobile Farm Hire (per 4 hours)	Non-Statutory	✓	490.00
	Mobile Farm Hire (per 6 hours)	Non-Statutory	✓	700.00
	Photo shoot (per 2 hours)	Non-Statutory	✓	100.00
	Community Gardens (per year)	Non-Statutory	✓	85.00
	Community Gardens - Raised Plot (per year)	Non-Statutory	✓	60.00
	Filming (Not For Profit Organisations) - 4 hours	Non-Statutory	✓	180.00
	Filming (Not For Profit/Community Organisations) - Full Day	Non-Statutory	✓	350.00
	Filming Commercial - 4 hours	Non-Statutory	✓	780.00
	Filming Commercial - Full Day	Non-Statutory	✓	1400.00
	Community Gardens Social Group Visits (50 per year)	Non-Statutory	✓	280.00
	BBQ Hire - half day	Non-Statutory	✓	10.00
	BBQ Hire - full day	Non-Statutory	✓	20.00
	BBQ Token	Non-Statutory	✓	2.50
	ADMINISTRATION:			
	Friends of Bundoora Park Annual Membership Fees			
	Family	Non-Statutory	✓	125.00
	Adult	Non-Statutory	✓	38.00
	Additional child in family membership	Non-Statutory	✓	26.00
	PUBLIC OPEN SPACE:			
	Cross Country large per day	Non-Statutory	✓	800.00
	Cross Country small per day	Non-Statutory	✓	350.00
	Dog Club Ground Rentals/Club (July to June)	Non-Statutory	✓	750.00
	Reserved Picnic Area:			
	March 1st to October 31st (weekends - per day)	Non-Statutory	✓	100.00
	March 1st to October 31st (weekdays -per day)	Non-Statutory	✓	90.00
	November 1st to February 28th (weekends per day)	Non-Statutory	✓	215.00
	November 1st to February 28th (weekdays per day)	Non-Statutory	✓	90.00
	Note: Additional \$60 for electricity per site for areas 4,5,6,7,8	Non-Statutory	✓	72.00
	Picnic shelter hire weekends p/h	Non-Statutory	✓	250.00
Bundoora Golf Course	GOLF COURSE:			
	Green Fees:			
	18 holes Weekdays (Adult)	Non-Statutory	✓	24.00
	18 holes Weekdays (Concession)	Non-Statutory	✓	19.00
	18 Hole Weekends/Public Hols. (Adult)	Non-Statutory	✓	26.00
	18 Hole Weekends/Public Hols. (Junior/After Midday)	Non-Statutory	✓	11.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Bundoora Golf Course Cont.	9 Hole Weekdays (Adult)	Non-Statutory	✓	17.00
	9 Hole Weekdays (Concession)	Non-Statutory	✓	14.00
	9 Hole Weekends/Public Hols. (Adult)	Non-Statutory	✓	17.50
	9 Hole Weekends/Public Hols. (Junior/After Middy)	Non-Statutory	✓	9.00
	18 holes Weekdays after 2pm	Non-Statutory	✓	17.00
	Practice Fairway- per hour	Non-Statutory	✓	5.00
	Rentals:			
	Club House Casual Hire (per day - not evenings)	Non-Statutory	✓	225.00
Golf Club Rentals (full year)	Non-Statutory	✓	1400.00	
Northcote Golf Course	Green Fees			
	Adults 9 Holes	Non-Statutory	✓	14.00
	Adults 18 Holes	Non-Statutory	✓	19.00
	Concession 9 Holes	Non-Statutory	✓	11.50
	Concession 18 Holes	Non-Statutory	✓	14.50
	Junior 9 Holes (Weekdays Weekend & Public Holidays after midday)	Non-Statutory	✓	9.00
	Junior 18 Holes (Weekdays Weekend & Public Holidays after midday)	Non-Statutory	✓	11.00
Engineering Services	Build over easement applications	Non-Statutory		150.00
	Subdivisional works - plan checking	Statutory	✓	0.75% of works
	Subdivisional works - supervision	Statutory	✓	2.5% of works
	*Legal Point of Discharge	Statutory		55.55
	*2011/12 amount to be determined by external statutory body			
Darebin Construction Road Openings	Crossing Permits: Residential	Statutory		180.00
	Crossing Permits: Industrial	Statutory		180.00
	Crossing Application Fee	Statutory		85.00
	Inspection Fees	Statutory		155.00
	Road Reinstatement			
	Concrete Footpath 75mm Depth (Per sqm)	Statutory		160.00
	Concrete Footpath 125 - 150mm Depth (Per sqm)	Statutory		195.00
	Deep Lift asphalt road/asphalt concrete road base(Per sqm)	Statutory		235.00
	Bitumen Roads(Per Square Metre)	Statutory		170.00
	Kerb & Channel(Per Metre)	Statutory		170.00
	Road Opening Consent Fee			
	*Arterial Road - Work other than minor works - Conducted on any part of the roadway, shoulder or pathway	Statutory		537.80
	*Arterial Road - Work other than minor works - Not conducted on any part of the roadway, shoulder or pathway	Statutory		298.80

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Darebin	*Arterial Road - Minor works - Not Conducted on any part of the roadway, shoulder or pathway	Statutory		119.50
Construction				
Road Openings Cont.	*Arterial Road - Minor works - Conducted on any part of the roadway, shoulder or pathway	Statutory		137.40
	*Municipal Road speed greater than 50kph - Work other than minor works - Conducted on any part of the roadway, shoulder or pathway	Statutory		537.80
	*Municipal Road speed greater than 50kph - Work other than minor works - Not conducted on any part of the roadway, shoulder or pathway	Statutory		298.80
	*Municipal Road speed greater than 50kph - Minor works - Conducted on any part of the roadway, shoulder or pathway	Statutory		137.40
	Municipal Road speed greater than 50kph - Minor works - Not conducted on any part of the roadway, shoulder or pathway	Statutory		59.80
	*Municipal Road speed not more than 50kph - Work other than minor works - Conducted on any part of the roadway, shoulder or pathway	Statutory		239.00
	*Municipal Road speed not more than 50kph - Work other than minor works - Not conducted on any part of the roadway, shoulder or pathway	Statutory		59.80
	*Municipal Road speed not more than 50kph - Minor works - Conducted on any part of the roadway, shoulder or pathway	Statutory		59.80
	*Municipal Road speed not more than 50kph - Minor works - Not conducted on any part of the roadway, shoulder or pathway	Statutory		59.80
	*2011/12 amount to be determined by external statutory body			
Collection Services	Waste/Recycle Bin Hire per each	Non-Statutory	✓	10.50
	Waste/Recycle Bin not returned per each	Non-Statutory	✓	57.00
	Waste/Recycle Bin deliver,empty, clean, pick up including tipping fee	Non-Statutory	✓	27.50
	Minimum 5 bins at a cost per each			
Transfer Station - Gate Office	RECYCLABLE - Residential Quantities			
	Glass Containers	Non-Statutory	✓	Free
	Paper	Non-Statutory	✓	Free
	Waste Engine oil	Non-Statutory	✓	Free
	Car and household batteries	Non-Statutory	✓	Free
	Clothing - Charity disposal	Non-Statutory	✓	Free
	PET/HDPE Plastic	Non-Statutory	✓	Free
	Paint	Non-Statutory	✓	Free
Transfer Station	Fluorescent light tubes	Non-Statutory	✓	Free

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
- Gate Office Cont.	Gas bottles	Non-Statutory	✓	Free
	Computers	Non-Statutory	✓	Free
	Computer Key boards	Non-Statutory	✓	Free
	Computer printers	Non-Statutory	✓	Free
	Computer monitors	Non-Statutory	✓	Free
	Computer peripherals	Non-Statutory	✓	Free
	WASTE DISPOSAL CHARGE			
	Mixed (general) waste - (M3)	Non-Statutory	✓	54.00
	Mattress/bed base (No)	Non-Statutory	✓	24.00
	Demolition & excavated material (heavy inert) - (M3)	Non-Statutory	✓	110.00
	Clean Concrete - (M3)	Non-Statutory	✓	54.00
	Timber (non compostable) - (M3)	Non-Statutory	✓	54.00
	Tyre - Passenger Car - (No)	Non-Statutory	✓	11.00
	Tyre - Medium 4 Wheel Drive - (No)	Non-Statutory	✓	13.00
	Tyre - Truck - Small - (No)	Non-Statutory	✓	18.00
	Tyre - Truck - Medium - (No)	Non-Statutory	✓	25.00
	Tyre - Truck - Large - (No)	Non-Statutory	✓	45.00
	Tyre - Agriculture - Small - (No)	Non-Statutory	✓	50.00
	Tyre - Agriculture - Large - (No)	Non-Statutory	✓	80.00
	Green Waste - (M3)	Non-Statutory	✓	54.00
	Any Waste - (Car boot load) Flat rate	Non-Statutory	✓	23.00
	Any Waste - (Half Car boot load) Flat rate	Non-Statutory	✓	12.00
	Any Waste - (Station Wagon load) Flat rate	Non-Statutory	✓	30.00
	Minimum charge	Non-Statutory	✓	12.00
	Heavy Inert - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	110.00
	Mixed (General) Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	139.00
	Green Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	139.00
	Timber Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	139.00
	Concrete - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	60.00
Weighbridge Operation	Weighing Charge (per weighing)	Non-Statutory	✓	25.00
Local Laws	Shopping Trolley Release Fees	Non-Statutory	✓	45.00
	Goods on Footpaths			
	Advertising Board (per year)	Non-Statutory		90.00
	Table & Chairs (per year)	Non-Statutory		130.00
	Goods on Footpaths (per year)	Non-Statutory		130.00
	Umbrellas (per year)	Non-Statutory		37.00
	Heaters (Free Standing) (per year)	Non-Statutory		37.00
	Fire Hazard Removal			
	Residential Allotment	Non-Statutory	✓	280.00
Local Laws	Shop Site	Non-Statutory	✓	280.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Cont.	Fire Hazard Infringement 2011/2012 amount to be determined by external statutory body	Statutory		239.00
	Abandoned Vehicle Fees			
	Release Fee	Non-Statutory	✓	300.00
	Storage Fee (per day)	Non-Statutory	✓	40.00
	Towing (per tow)	Non-Statutory	✓	120.00
	Skips on Roads			
	Annual Permit	Non-Statutory	✓	655.00
	Once off permit (less than 3 placements per year)	Non-Statutory	✓	125.00
	Local Law Permits			
	Itinerant Traders (per year)	Non-Statutory		1600.00
Building Supervision	Building Permit Fees			
	Class 10			
	Cost of building works			
	\$0 - \$5,000	Non-Statutory	✓	445.00
	\$5,001 - \$10,000	Non-Statutory	✓	520.00
	Class 1 & 10 (over \$10,000)			
	Cost of building works			
	\$10,001 - \$100,000	Non-Statutory	✓	\$550.00 + 0.006% of building works
	\$100,001 - \$500,000	Non-Statutory	✓	\$1057.00 + 0.0023% of building works
	\$500,001 +	Non-Statutory	✓	POA
	Units			
	Cost per unit	Non-Statutory	✓	\$750/unit or permit fee on cost
	Residential, Commercial & Industrial Class			
	Cost of building works			
	\$0 - \$50,000	Non-Statutory	✓	1200.00 + 0.0081% of building works

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$	
Building Supervision Cont.	\$50,001 - \$300,000	Non-Statutory	✓	3500.00 + 0.0012% of building works	
	\$300,001 - \$600,000	Non-Statutory	✓	4200.00 + 0.0008% of building works	
	\$600,001 - \$1,000,000	Non-Statutory	✓	5000.00 + 0.0004% of building works	
	\$1,000,001 +			POA	
	Lodgement Fees				
	Cost of building works over \$10,000				
	Residential		Statutory		33.30
	Commercial		Statutory		33.30
	Consents and report of Council by the Municipal Building Surveyor				
	Consent and report - per clause		Statutory		222.30
	Precautions over Street Alignment - application fee		Statutory		222.30
	Precautions over Street Alignment - daily charge Domestic		Statutory		285.00
	Precautions over Street Alignment - daily charge Commercial/Residential		Statutory		\$3.00/m ² per week
	Precautions over Street Alignment - daily charge Commercial/Residential Main Roads		Statutory		\$4.50/m ² per week
	Lapsed permits & inspections				
	Extension of time for building permits		Statutory		175.00
	Expired building permits (renewal)		Statutory		325.00
	Lapsed permit inspection		Statutory		160.00
	Additional inspection		Statutory		160.00
	Variation to Existing Building Permits		Non-Statutory	✓	210.00
	Building Inspections				
	Within Darebin - per inspection		Non-Statutory	✓	160.00
Other Municipalities - per inspection		Non-Statutory	✓	185.00	
Any Request for Building Approval					
Particulars under Regulation 327		Statutory		44.40	
Any Request under Section 29A		Statutory		55.55	
Copies of plans					
Domestic Building		Non-Statutory	✓	83.50	
Commercial Building		Non-Statutory	✓	211.50	

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Building Supervision Cont.	Copying Fees			
	A1 Copies (Per Copy)	Non-Statutory	✓	5.80
	A1 Copies (Per Copy)	Non-Statutory	✓	1.25
	A1 Copies (Per Copy)	Non-Statutory	✓	0.65
	Microfilming			
	Domestic Building	Non-Statutory	✓	133.50
	Commercial Building	Non-Statutory	✓	265.00
	Demolitions			
	Domestic Buildings - for Dwelling & Outbuildings	Non-Statutory	✓	375.00
	Commercial Buildings - Per Storey	Non-Statutory	✓	460.00
	Additional Assessment Fee	Non-Statutory	✓	325.00
	Energy assessments			
	5 Star Energy Rating - Flat Rate	Non-Statutory	✓	210.00
Urban Development	Applications for permits under section 47			
	Subdivide Land	Statutory		781.00
	Subdivide an Existing Building	Statutory		386.00
	Subdivide Land into 2 lots	Statutory		386.00
	Realign a common boundary between lots or consolidate land	Statutory		386.00
	To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment act 1987 but for the existence of the restriction.	Statutory		249.00
	To create, vary or remove a restriction within the meaning of the Subdivision Act 1988, or to create or remove a right of way	Statutory		541.00
	To create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant.	Statutory		404.00
	Use only	Statutory		502.00
	To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:			
	Greater than \$10,000 and less than or equal to \$100,000	Statutory		239.00
	Greater than \$100,001	Statutory		490.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
Urban Development Cont.	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
	Less than or equal to \$10,000	Statutory		102.00
	Greater than \$10,000 and less than or equal to \$250,000	Statutory		604.00
	Greater than \$250,000 and less than or equal to \$500,000	Statutory		707.00
	Greater than \$500,000 and less than or equal to \$1,000,000	Statutory		815.00
	Greater than \$1,000,00 and less than or equal to \$7,000,000	Statutory		1153.00
	Greater than \$7,000,000 and less than or equal to \$10,000,000	Statutory		4837.00
	Greater than \$10,000,000 and less than or equal to \$50,000,000	Statutory		8064.00
	Greater than \$50,000,000	Statutory		16130.00
Application for amendments to permits under section 72				
	An application to amend a permit to use land if that amendment is to change the use for which the land may be used.	Statutory		502.00
	An application to amend a permit (other than a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot)- a) to change the statement of what the permit allows; or b) to change any or all of the conditions which apply to the permit; or c) in any way not otherwise provided for in regulation 8B.	Statutory		502.00
	An application to amend a permit (other than a permit to subdivide land) to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is more than \$10,000 and not more than \$100,000.	Statutory		239.00
	An application to amend a permit (other than a permit to subdivide land) to develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000.	Statutory		490.00
	An application to amend a permit to develop land, other than- a) a permit to undertake development ancillary to the use of the land for a single dwelling per lot where the total estimated cost of the development originally permitted and the additional development to be permitted by the amendment is not more than \$100,000; or b) a permit to subdivide land if the estimated cost of any additional development to be permitted by the amendment is \$10,000 or less.	Statutory		102.00
	An application (other than a Class 3 application or a Class 4 application) to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$10,000 and not more than \$250,000.	Statutory		604.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	An application (other than a Class 4 application) to amend a permit if the estimated cost of any development to be permitted by the amendment is more than \$250,000 and not more than \$500,000.	Statutory		707.00
Urban Development Cont.	An application (other than a Class 4 application) to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$500,000.	Statutory		815.00
	An application to amend a permit to- a) subdivide an existing building; or b) subdivide land into 2 lots; or c) effect a realignment of a common boundary between lots or to consolidate 2 or more lots.	Statutory		386.00
	Fees to amend applications			
	Amend an application for a permit after notice of the application has been given under section 52 for every class of application (other than a class 4 application) set out in regulation 7.	Statutory		99.00
	Amend an application to amend a permit after notice of the application has been given under section 52 for every class of application (other than a class 5 application) set out in the table in regulation 8b.	Statutory		99.00
	Certificate of Compliance			
	The fee for an applicant for a certificate of compliance under Section 97N	Statutory		147.00
	Certification			
	Certification for subdivision	Statutory		100 plus 20 per lot
	Certification for any other application	Statutory		100.00
	Satisfaction matters			
	Determination carried out to the satisfaction of Responsible Authority	Statutory		99.00
	Other Fees			
	Planning Enquiries	Non-Statutory	✓	110.00
	Provide a copy of Planning Permit	Non-Statutory	✓	32.00
	Provide a copy of an Endorsed Plan A4 & A3 - total set)	Non-Statutory	✓	37.00
	Provide a copy of an Endorsed Plan (A1- per page)	Non-Statutory	✓	37.00
	Photocopying (A4 documents -10 pages and over per page)	Non-Statutory	✓	0.50
	Photocopying (A3 documents 10 pages and over per page)	Non-Statutory	✓	1.00
	Extensions of Time	Statutory		170.00
	Amended Plans under section 62(3)	Statutory		320.00
	Amended Plans (Secondary Consent)	Non-Statutory		320.00
	Retrieval of files before 2001 (1-5 files)	Non-Statutory	✓	27.00
	Retrieval of files before 2001 (6-10 files)	Non-Statutory	✓	22.00
	Retrieval of files before 2001 (11-15 files)	Non-Statutory	✓	16.00
	Retrieval of files before 2001 (15 plus files)	Non-Statutory	✓	11.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Advertising			
	0 to 10 letters	Non-Statutory	✓	100.00
	Per additional letter (after 10 letters)	Non-Statutory	✓	6.00
	Per site notice	Non-Statutory	✓	120.00
Animal Control Cont.	Dogs			
	Unsterilised Dogs	Non-Statutory		102.00
	Sterilised Dogs	Non-Statutory		40.00
	State Concession	Non-Statutory		20.00
	Cats			
	Unsterilised Cats	Non-Statutory		56.00
	Sterilised Cats	Non-Statutory		22.00
	State Concession	Non-Statutory		11.00
	Other Animal Registration			
	Admin Fee for new animals	Non-Statutory	✓	4.50
	Domestic Animal Businesses	Non-Statutory		185.00
	Replacement Tags	Non-Statutory	✓	6.00
	Permit Fee	Non-Statutory		45.00
	Domestic (Feral & Nuisance)Animals Act			
	Inspection of registration of a dog or cat, making a record of the information contained in the registration and preparation of a certificate	Non-Statutory		40.00
Traffic Enforcement	Parking Fines			
	Not within parking bay	Statutory		60.00
	Excess of time limit (Non Statutory)	Statutory		60.00
	In a no parking area	Statutory		60.00
	Contrary to parking area requirement	Statutory		60.00
	Expired meter	Statutory		60.00
	Loading Zone etc.	Statutory		119.00
	No Standing, Within 9m clearway, school crossing etc.	Statutory		119.00
	2011/2012 amount to be determined by external statutory body			
	Residential Parking Permit (Type 1)	Non-Statutory		30.00
	Residential Parking Permit (Type 2)	Non-Statutory		50.00
Asset Protection	Building Asset Permit			
	Building Asset Permit	Non-Statutory		260.00
	Building Asset Permit - Bond	Non-Statutory		1360.00
Home Care - Client	General Home Care Service			

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Low Level Fees			
	SINGLE - under \$34,232 pa			
	Home care - per hour	Non-Statutory		4.90
	Personal care - per hour	Non-Statutory		2.65
	Respite care (adult & children) - per hour	Non-Statutory		2.65
Home Care – Client Cont.	COUPLE - under \$55,692 pa			
	Home care - per hour	Non-Statutory		5.65
	Personal care - per hour	Non-Statutory		2.65
	Respite care (adult & children) - per hour	Non-Statutory		2.65
	FAMILY - under \$61,225 pa (plus and extra \$5,533 for each additional child)			
	Home care - per hour	Non-Statutory		5.80
	Personal care - per hour	Non-Statutory		2.65
	Respite care (adult & children) - per hour	Non-Statutory		2.65
	Medium Level Fees			
	SINGLE - over \$34,232 pa but under \$73,334 pa			
	Home care - per hour	Non-Statutory		8.30
	Personal care - per hour	Non-Statutory		7.55
	Respite care (adult & children) - per hour	Non-Statutory		4.05
	COUPLE - over \$55,692 pa but under \$98,036 pa			
	Home care - per hour	Non-Statutory		11.45
	Personal care - per hour	Non-Statutory		7.55
	Respite care (adult & children) - per hour	Non-Statutory		5.00
	FAMILY with 1 child - over \$61,225 pa but under \$103,240 pa (plus an extra \$5,533 for each additional child)			
	Home care - per hour	Non-Statutory		14.75
	Personal care - per hour	Non-Statutory		7.55
	Respite care (adult & children) - per hour	Non-Statutory		5.30
	High Level Fees			
	SINGLE - over \$73,334 pa			
	Home care - per hour	Non-Statutory		31.90
	Personal care - per hour	Non-Statutory		42.70
	Respite care (adult & children) - per hour	Non-Statutory		38.85
	COUPLE - over \$98,036 pa			
	Home care - per hour	Non-Statutory		31.90
	Personal care - per hour	Non-Statutory		42.70
	Respite care (adult & children) - per hour	Non-Statutory		38.85
	High Level Fees			
	FAMILY with 1 child - over \$103,240 pa (plus an additional \$5,533 for each additional child)			
	Home care - per hour	Non-Statutory		31.90
	Personal care - per hour	Non-Statutory		42.70
	Respite care (adult & children) - per hour	Non-Statutory		38.85
Home Maintenance - Client	Note: Fees do not include cost of materials			
	Low Level Fees			

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	SINGLE - under \$34,232 pa - per hour	Non-Statutory		9.80
	COUPLE - under \$55,692 pa - per hour	Non-Statutory		11.25
	FAMILY - under \$61,225 pa - per hour	Non-Statutory		11.25
	Medium Level Fees			
Home Maintenance - Client Cont.	SINGLE - over \$34,232 pa but under \$73,334 pa - per hour	Non-Statutory		14.65
	COUPLE - over \$55,692 pa but under \$98,036 pa - per hour	Non-Statutory		16.10
	FAMILY - over \$61,225 pa but under \$103,240 pa - per hour	Non-Statutory		16.75
	High Level Fees			
	SINGLE - over \$73,334 pa - per hour	Non-Statutory		49.05
	COUPLE - over \$98,036 - per hour	Non-Statutory		49.05
	FAMILY(with 1 child) - over \$103,240 pa (plus \$5,533 for each additional child) - per hour	Non-Statutory		49.05
Community Aged Care Packages	Fee Range	Non-Statutory		\$7.90 to \$55.60
Transport Service	Cost of transport per client per day	Non-Statutory		3.50
Darebin City Catering	Delivered Meals			
	Low Level Fee Range	Non-Statutory		6.50
	Medium Fee Range	Non-Statutory		6.50
	High Level Fee Range	Non-Statutory		6.50
	CACPS (Internal)	Non-Statutory		6.50
Dementia Care	Planned Activity Group (PAG) - Per Visit	Non-Statutory		9.50
	CACPS Charges (Internal) - Per Visit	Non-Statutory		9.50
	Flexible Respite (per day)	Non-Statutory		9.50
Brokerage	General Home Care - per hour	Non-Statutory	✓	42.00
	Personal Care - per hour	Non-Statutory	✓	44.60
	Respite Care - per hour	Non-Statutory	✓	44.60
	Home Maintenance - per hour	Non-Statutory	✓	58.15
	Delivered Meal - per meal	Non-Statutory	✓	7.15
	Dementia Care - per visit	Non-Statutory	✓	50.15
	Dementia Care CACPS - per visit	Non-Statutory	✓	10.45
Toy Library Service	Miscellaneous - Fines (as of 1st Jan)	Non-Statutory		1.50
	Joining Fee (as of 1st Jan)	Non-Statutory	✓	25.00
	Annual Fee (as of 1st Jan)	Non-Statutory	✓	27.50
	Renewal Fee - Group/Service	Non-Statutory	✓	55.00
Children Services Liaison	Darebin Children Services Association Membership	Non-Statutory	✓	30.00
School Holiday Program	5-12 Year Holiday Program (Full Daily Fee - per child)	Non-Statutory		42.50
	Excursion Fee	Non-Statutory		50.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Booking Fee	Non-Statutory		3.00
	Late Pick up Fee - per 15 minutes	Non-Statutory		7.50
	Late Pick up Fee after 15 minutes late - per minute	Non-Statutory		1.00
	Late payment fee	Non-Statutory		15.00
Pre - Schools	Central Pre-School Enrolment Booking Fee	Non-Statutory	✓	25.00
Family Day Care	Per 50 hours care	Non-Statutory		300.00
	Admin levy - per hour	Non-Statutory		0.70
	Late payment fee	Non-Statutory		10.00
	Core hours 8am to 6pm Monday to Friday - per hour minimum 3	Non-Statutory		5.50
	Before 8am and after 6pm - per hour	Non-Statutory		6.00
	Weekend care - per hour	Non-Statutory		7.55
	Public holiday - per hour	Non-Statutory		10.65
	Meals - breakfast	Non-Statutory		2.50
	Meals - lunch	Non-Statutory		3.00
	Meals - dinner	Non-Statutory		4.00
	Meals - snacks (each)	Non-Statutory		2.00
	Travel for kindergarten or playgroup pick ups	Non-Statutory		2.00
	Late pick up fee - per hour (charged by carer)	Non-Statutory		10.00
Baby Capsules	Fee for six month rental	Non-Statutory	✓	75.00
	Fee for six month rental (concession)	Non-Statutory	✓	40.00
	Refundable Deposit	Non-Statutory		20.00
Youth Services	DAREBIN YRC			
	Hire Fees - Hall /Facility	Non-Statutory	✓	40.00
	Participants Fees	Non-Statutory	✓	8.00
	DECIBELS			
	Recording and mixing for under 25s (including engineer) per hour	Non-Statutory	✓	35.00
	Recording and mixing for general public (including engineer) per hour	Non-Statutory	✓	45.00
	Rehearsals - 3 hour session (under 25s only, preference given to High School Age Bands)	Non-Statutory	✓	30.00
	Copies of Final Master CDs (per CD)	Non-Statutory	✓	5.00
	Copies of Final Master Session and audio dada DVD (per DVD)	Non-Statutory	✓	10.00
	PA Hire small PA	Non-Statutory	✓	55.00
	PA Hire large PA	Non-Statutory	✓	110.00
	HOLIDAY PROGRAMS AMD YOUTH GROUPS			
	Programs	Non-Statutory	✓	9.00
	Camps (per day)	Non-Statutory	✓	10.00
	After school program (per week)	Non-Statutory	✓	5.00
	Events	Non-Statutory	✓	5.00
Maternal & Child Health	PLAYGROUPS			
	Hire Fees-Activity Room (per group)	Non-Statutory		15.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Room Hire Fairfield Activity room - weekends per hour	Non-Statutory		15.00
	BREAST PUMP HIRE (ELECTRIC)			
Maternal & Child Health Cont.	Bond	Non-Statutory	✓	80.00
	1st week	Non-Statutory	✓	15.00
	Thereafter	Non-Statutory	✓	10.00
	Breast pump	Non-Statutory	✓	50.00
Immunisation	VACCINES			
	Hep A (per dose) Paediatric	Non-Statutory		42.00
	Twinrix (per dose) Paediatric	Non-Statutory		55.00
	Hep A (per dose) Adult	Non-Statutory		65.00
	Hep B (per dose) Adult	Non-Statutory		21.00
	Twinrix (per dose) Adult	Non-Statutory		68.00
	Flu	Non-Statutory		25.00
	Meningococcal C	Non-Statutory		77.00
	Varicella	Non-Statutory		60.00
	Boostrix	Non-Statutory		35.00
Senior Citizen Centres	Northcote Senior Citizens Centre 18a Bent Street	Non-Statutory	✓	7.25
	Reservoir Senior Citizens Centre Wright Street	Non-Statutory	✓	7.25
	East Reservoir Senior Citizens Centre 7a Strathmerton Street	Non-Statutory	✓	7.25
	East Preston Senior Citizens Centre Donald Street	Non-Statutory	✓	7.25
	Leinster Grove Community Centre 99 Leinster Grove Thornbury	Non-Statutory	✓	7.25
	Regent Centre - Rear Program Area 4 Robinson Road Reservoir	Non-Statutory	✓	66.00
Library - Loan materials & equipment	Library Fines			
	Per day Fine	Non-Statutory		0.25
	Maximum Fine per member per book	Non-Statutory		7.00
	Replacement membership cards	Non-Statutory	✓	3.00
Library - User pays services	Copying Fees			
	Standard black & white (A4)	Non-Statutory	✓	0.20
	Standard black & white (A3)	Non-Statutory	✓	0.40
	Colour (A4)	Non-Statutory	✓	2.20
	Colour (A3)	Non-Statutory	✓	3.00
	Reservation Fee	Non-Statutory	✓	1.00
	Inter Library Loan (Public library)	Non-Statutory	✓	1.00
	Inter Library Loan (Non Victorian public library)	Non-Statutory	✓	14.20
	Damaged and Lost Books Fine	Non-Statutory	✓	Repl. Cost
	Printing (per copy)	Non-Statutory	✓	0.20

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Digital Images			
	Per digital image - CDROM or Disc (300 or 600dpi) private use or research	Non-Statutory	✓	10.00
	Per digital image - CDROM or Disc (300 or 600dpi) publication or commercial use	Non-Statutory	✓	20.00
Library - User pays services	Annual fee per digital image for use on a web page	Non-Statutory	✓	15.00
Cont.	Meeting Room hire			
	NON PROFIT ORGANISATIONS			
	<3 hour - weekday (per Hour)	Non-Statutory	✓	16.50
	3 hour - weekday	Non-Statutory	✓	39.00
	6 hour - weekday	Non-Statutory	✓	78.00
	Per hour weekend (to 3 hours)	Non-Statutory	✓	27.00
	3 hour - weekend	Non-Statutory	✓	66.00
	7 hour - weekend	Non-Statutory	✓	110.00
	COMMERCIAL ORGANISATIONS			
	<3 hour - weekday (per Hour)	Non-Statutory	✓	33.00
	3 hour - weekday	Non-Statutory	✓	76.50
	6 hour - weekday	Non-Statutory	✓	121.00
	Per hour weekend (to 3 hours)	Non-Statutory	✓	49.00
	3 hour - weekend	Non-Statutory	✓	111.00
	7 hour - weekend	Non-Statutory	✓	131.00
Library - Merchandising	Library Bags	Non-Statutory	✓	2.50
	Sponge Club Library Bags	Non-Statutory	✓	2.00
	USB Stick (2gb)	Non-Statutory	✓	10.00
	CD	Non-Statutory	✓	1.00
	Individual Book Packs	Non-Statutory	✓	27.00
	10 Book Packs Per Annum	Non-Statutory	✓	210.00
	11 Book Packs Per Annum	Non-Statutory	✓	231.50
Revenue Services	Land Certificates	Statutory		20.00
	Land Certificates (Urgent)			50.00
	Credit card fee for payment of rates	Non-Statutory		0.7%
Valuations	Valuation Certificate	Non-Statutory		10.00
	Fees - Provision of supplementary valuation information (per sup. valuation)	Non-Statutory	✓	59.93
Records Management	F.O.I. Application fee	Statutory		24.40
	F.O.I. Photocopying (per A4 page)	Statutory		0.20
	F.O.I. Search Fee (per Hour)	Statutory		20.00
	F.O.I. Inspection Supervision (per Hour)	Statutory		20.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$	
Municipal Buildings & Halls	Preston City Hall				
	Mon - Fri (Day Rate) Per Hour	Non-Statutory	✓	50.20	
	Mon to Fri (Night Rate) Per Hour	Non-Statutory	✓	102.55	
	Saturday Per Hour	Non-Statutory	✓	102.55	
	Sunday & Public Holidays Per Hour	Non-Statutory	✓	102.55	
Municipal Buildings & Halls cont.	Security Deposit Bond	Non-Statutory		250 - 500	
	(Community Group rates are 70% of scheduled fee)				
	Preston Shire Hall				
	Mon - Fri (Day Rate) Per Hour	Non-Statutory	✓	46.80	
	Mon to Fri (Night Rate) Per Hour	Non-Statutory	✓	98.10	
	Saturday Per Hour	Non-Statutory	✓	98.10	
	Sunday & Public Holidays Per Hour	Non-Statutory	✓	98.10	
	(Community Group rates are 70% of scheduled fee)				
	Tea & Coffee Service per cup	Non-Statutory	✓	2.20	
	Tea, Coffee & Biscuits Service per cup	Non-Statutory	✓	3.00	
	Side Plates	Non-Statutory	✓	0.50	
	Glass Hire	Non-Statutory	✓	0.42	
	Audio Visual Hire (commercial hire rates) - per item	Non-Statutory	✓	40.00	
	Portable Sound System (with 3 microphones) per day	Non-Statutory	✓	225.50	
	Portable Stage with skirt (Community) per day	Non-Statutory	✓	113.00	
	Portable Stage with skirt (Commercial) per day	Non-Statutory	✓	225.50	
	Health Protection	Premises inspection fee	Non-Statutory		175.00
		Food Act plans approval	Non-Statutory		145.00
		Food registrations - Class 1 & 2	Non-Statutory		395.00
Transfer of registration - Class 1 & 2		Non-Statutory		197.50	
Food registrations - Class 3		Non-Statutory		385.00	
Food registrations - Class 3 (exempt)		Non-Statutory		148.00	
Transfer of registration - Class 3		Non-Statutory		192.50	
Food premises with more than 5 employees (extra \$16 per employee)		Non-Statutory		16.00	
Food registration - Class 2 - out of school care program		Non-Statutory		117.00	
Food registration sport club/canteen (for 6 months operation)		Non-Statutory		197.50	
Health Act plans approval		Non-Statutory		80.00	
Health Act registration		Non-Statutory		97.00	
Health Act transfer of registration		Non-Statutory		48.50	
Health Act (prescribed accommodation) 4 - 10 beds		Non-Statutory		204.00	
Transfer of registration (prescribed accommodation) 4 - 10 beds		Non-Statutory		102.00	
Health Act (prescribed accommodation) 11 - 15 beds		Non-Statutory		240.00	
Transfer of registration (prescribed accommodation) 11 - 15 beds		Non-Statutory		120.00	
Health Act (prescribed accommodation) 16 - 20 beds		Non-Statutory		280.00	

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Transfer of registration (prescribed accommodation) 16 - 20 beds	Non-Statutory		140.00
	Health Act (prescribed accommodation) over 20 beds	Non-Statutory		340.00
	Transfer of registration (prescribed accommodation) over 20 beds	Non-Statutory		170.00
	Head lice combs	Non-Statutory	✓	6.00
Reservoir Civic Centre	Function Hall:			
	Commercial - per hour	Non-Statutory	✓	36.50
	Community - per hour	Non-Statutory	✓	15.90
	Meeting Room:			
	Commercial - per hour	Non-Statutory	✓	18.20
	Community - per hour	Non-Statutory	✓	7.80
	Combined Function Hall and Meeting Room:			
	Commercial - per hour	Non-Statutory	✓	43.60
	Community - per hour	Non-Statutory	✓	18.60
	UN Room:			
	Exclusive Use - per 4 hour session	Non-Statutory	✓	11.50
	Shared Use - (Community Groups Only) - per session	Non-Statutory	✓	5.70
	Equipment for Hire (Commercial Use):			
	Portable PA System - per booking	Non-Statutory	✓	24.60
	Lecturn - per booking	Non-Statutory	✓	12.00
	Overhead Projector - per booking	Non-Statutory	✓	18.30
	TV and Video Unit - per booking	Non-Statutory	✓	18.30
	Crockery and Cutlery - per person	Non-Statutory	✓	1.00
	Other:			
	Booking Deposit (when required)	Non-Statutory	✓	50.00
	Refundable Security Bond (when required)	Non-Statutory		250.00
	Special Cleaning Fee (when required)	Non-Statutory	✓	76.00
Risk Services	Casual Hirers Public Liability Scheme			
	Under 10 People or \$11.00/8hr booking	Non-Statutory	✓	3.30
	11-20 People or \$15.40/8hr booking	Non-Statutory	✓	4.40
	21-30 People or \$18.70/8hr booking	Non-Statutory	✓	5.50
	21-30 People \$36.30 per day or part thereof	Non-Statutory	✓	36.30
	31-40 People \$48.40 per day or part thereof	Non-Statutory	✓	48.40
	41-50 People \$60.50 per day or part thereof	Non-Statutory	✓	60.50
	51-100 People \$72.60 per day or part thereof	Non-Statutory	✓	72.60
	101-500 People \$96.80 per day or part thereof	Non-Statutory	✓	96.80
	501-1000 People \$145.20 per day or part thereof	Non-Statutory	✓	145.20
Merrilands Community Centre	Stadium Hire			
	Stadium Hire - All External groups	Non-Statutory	✓	32.00

	Description	Fee Status	Taxable Supply	2011/12 (inc GST if applic) \$
	Internal - stadium hire	Non-Statutory		26.80
	Multipurpose Hire			
	Multipurpose Hire - Darebin & non profit per hour	Non-Statutory	✓	7.20
	Multipurpose Hire - Darebin & profit organisations per hour	Non-Statutory	✓	14.60
Merrilands Community Centre	Multipurpose Hire - Internal per hour	Non-Statutory		7.20
Cont.	Activity Room			
	Activity Room - Darebin & non profit per hour	Non-Statutory	✓	16.00
	Activity Room - Darebin & profit organisations per hour	Non-Statutory	✓	32.00
	Activity Room - Internal per hour	Non-Statutory		12.80
	Functions			
	External charge per hour	Non-Statutory	✓	32.00
	Bond (refundable)	Non-Statutory	✓	250.00
	Security	Non-Statutory	✓	140.00
	Cleaning service charge (deductible from bond if required)	Non-Statutory	✓	100.00