

# DAREBIN CITY COUNCIL Budget Report – 2012/13

## Budget

## Mayor's introduction

I am pleased to present the 2012/13 Budget to Darebin residents. This Budget allows Council to continue delivering quality services to the community, improve the city's roads, buildings and parks, and provide funding for a number of new initiatives to meet the needs of our diverse Darebin population.

The Budget reflects the priorities set out in the Council Plan 2009-2013, which has a strong focus on ensuring fairness and equity in the decisions we make. This is particularly relevant to the way Council raises income and allocates expenditure. The principle of fairness has guided the way we have decided to fund the many services Council delivers and the community assets we maintain and upgrade.

Over \$90 million has been allocated to deliver a wide range of Council services. This includes home support for aged residents and those with a disability, programs for young people and families, waste and recycling collection, operating four libraries across the City, a range of arts, cultural and leisure events and programs and many more services set out in this budget report.

Council is required to revalue all rateable properties every two years. The 2012/13 rates will be based on the valuations undertaken as at 1 January 2012. While there has been an increase in total valuations averaging 10.77% during the period (from 1 January 2010 to 1 January 2012), the average ratepayer will see a 4.6% increase in their rates. This relatively low rate outcome, one of the lowest in Victoria, has been achieved despite some significant cost increases outside Council's control. These include a 10% increase in landfill tipping fees set by the State Government and the anticipated increase in electricity and landfill charges as a result of the Federal Government's carbon tax. The rates raised by Council allow us to maintain service levels, introduce a number of new initiatives and deliver a significant capital works program.

We will continue to offer the Council-funded rate rebate of \$100 to residential pensioner ratepayers - on top of the existing State Government pensioner concession. This will help ease the rate burden for over 12,000 pensioner property owners in Darebin and demonstrates Council's commitment to fairness and equity. There is also some relief for vacant residential land property owners. A resident will now have 18 months after their property becomes vacant to obtain a valid building permit. Council will reduce debt significantly in 2013, electing to repay a loan due to be redeemed in 2017. Council will be debt-free by 2016 with less than \$0.50 million outstanding by 2014.

A key focus in the Budget is Council's commitment to community engagement, with a particular focus on upgrading community assets. These projects include the redevelopment of Keon Park Community Hub, which will incorporate two kindergarten rooms, two maternal child health rooms and two community rooms; the completion of the Reservoir Library redevelopment; new funding to upgrade pavilions at CT Barling Park, Hayes Park and Preston Oval; and modernising Neighbourhood Houses.

Council is also maintaining its focus on the environment, with new funding allocated to complete the installation of a cogeneration plant (using natural gas to produce electricity at high efficiency, close to where it's needed) at Northcote Aquatic and Recreation Centre, the introduction of an e-waste service (for computers and televisions) and projects to encourage diversion of waste from landfill.

This Budget was developed through a rigorous process of consultation and review and Council endorses the delivery of community outcomes while being fiscally prudent and responsible.

**Cr Steven Tsitas**  
**Mayor**

## Chief Executive’s summary

Council has prepared a Budget for the 2012/13 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

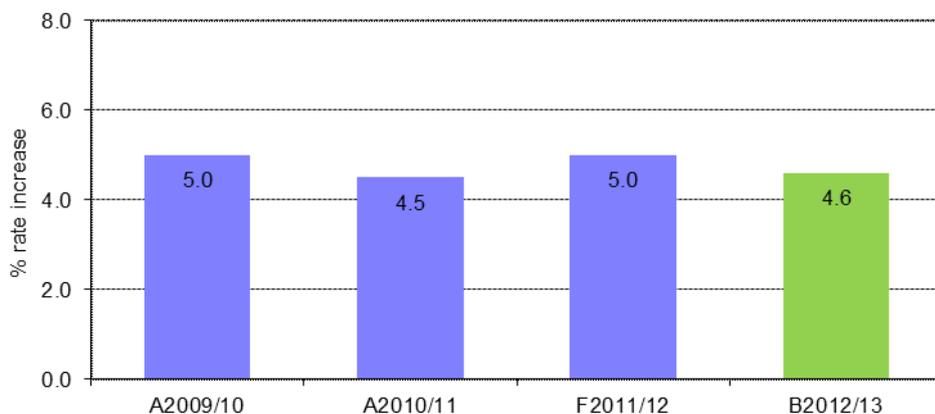
The 2012/13 Annual Budget provides the resources and outgoings required to implement the last year of the 2009/13 Council Plan.

Two public information sessions were held during the public exhibition period to further enhance the communication and consultation of the proposed budget. The information sessions, were held at the Darebin Council Chamber, 350 High Street, Preston on Monday 21 May at 1:30pm and Wednesday 23 May at 6:30pm.

The budget documents were on public display from 9 May 2012 through until 7 June 2012. Written submissions were invited and twenty-three received by Council by 5pm on 7 June 2012. Submissions were considered by Hearing of Submissions Committee on 12 June 2012.

### 2. Rates

Rates are Council’s principle source of income; in 2012/13 they represent 67.4% of Darebin’s total income.



Rates on residential and business property assessments to be increased an average of 4.6% in 2012/13. The council-funded rate rebate provided to residential pensioner ratepayers - on top of the existing State Government pensioner concession – of \$100, will again be provided.

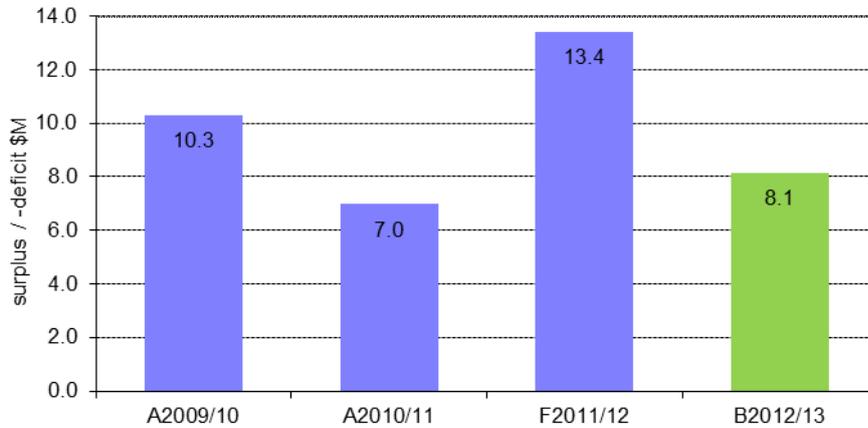
The vacant land differential rates, introduced in 2010/11 to encourage greater development in the municipality, will be retained. However, in response to community concerns raised last year, the vacant land differential rates for residents will only apply to land that has been vacant for more than 18 months and a valid building permit has not been obtained.

In total Council will raise total rates of \$92.54 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 2011/12 was 5.0%.

### 3. Operating result

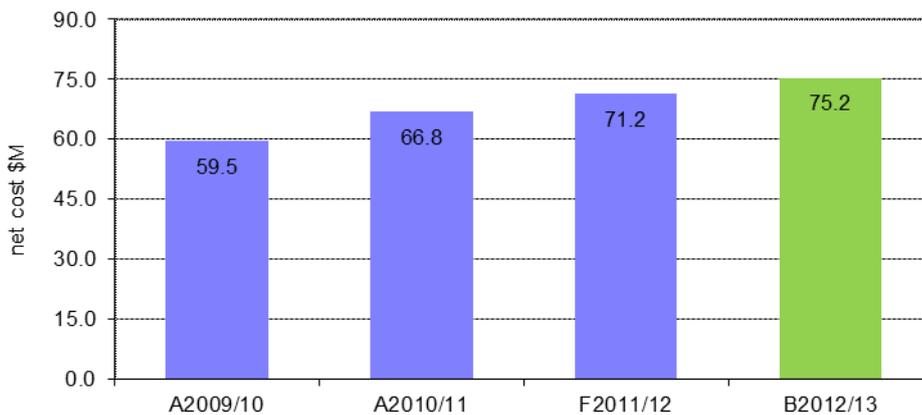
The operating result is a key figure to assess Council’s financial performance. It is calculated by deducting the total expenses for the year from total revenues. While Council is a ‘not-for-profit’ organisation, it should nonetheless generate a surplus in order to ensure financial sustainability in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



The expected operating result for the 2012/13 year is a surplus of \$8.14 million, which is lower than the 2011/12 forecast of \$13.42 million. The 2011/2012 forecast includes \$2.44 million of grant funding received in advance for 2012/13 from the Victorian Grants Commission. The 2012/13 operating surplus includes external capital works funding of \$10.23 million which will help to deliver a significant capital works program.

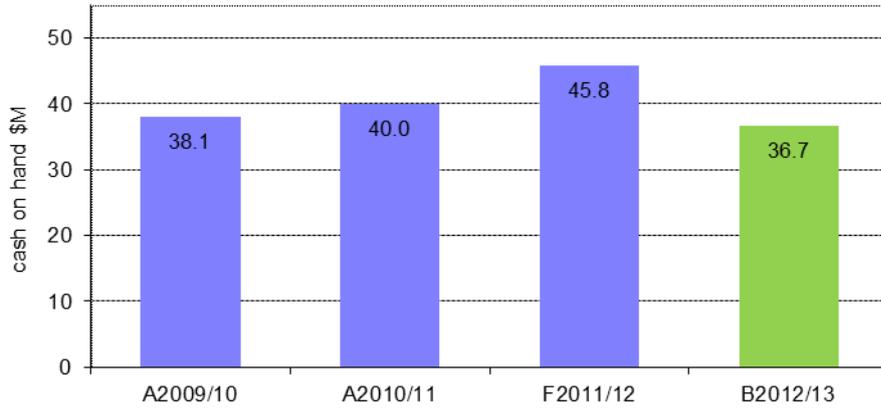
### 4. Services

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 2012/13 year is expected to be \$75.17 million which is an increase of \$3.95 million or 5.51% over 2011/12. For the 2012/13 year, service levels have been maintained and a number of new activities and initiatives are proposed. The projected net cost for the 2011/12 year is \$71.22 million.

5. Cash and investments

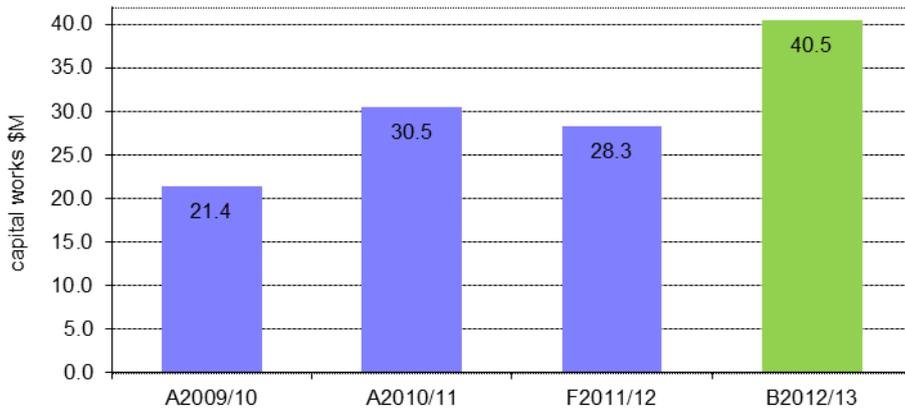


Cash and investments are expected to reduce by \$9.06 million during the 2012/13 year to \$36.74 million as at 30 June 2013. This is due mainly to \$8.37 million of incomplete capital works carried forward from 2011/12 year, including new capital works for which funding was received in 2011/12 year, the repayment of loans of \$1.43 million and the receipt in 2011/12 of 50% of the Victorian Grants Commission grant for 2012/13 (\$2.44 million received in 2011/12). The loan repayment of \$1.43 million includes the payment of \$0.77 million to accommodate the early repayment of a major loan due to mature in 2017.

The reduction in cash and investments is consistent with the projections in Council's Strategic Resource Plan. Cash and investments is projected to be \$45.79 million at 30 June 2012.

6. Capital works

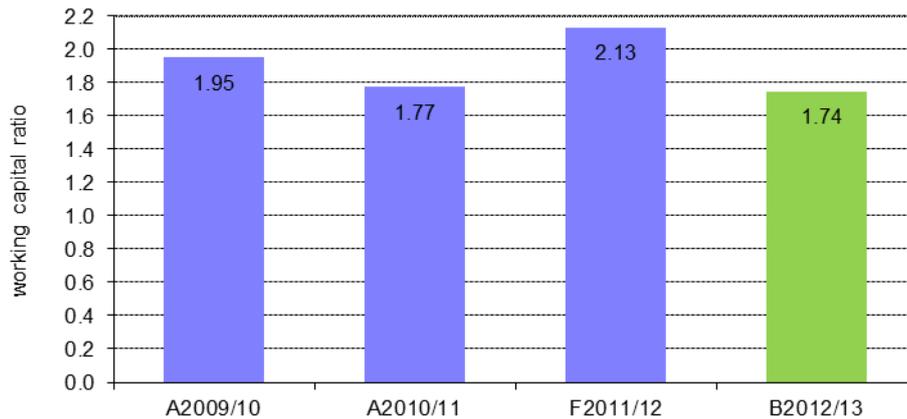
The Capital Works Program is an essential part of Council's stewardship role in managing the assets required to provide services to the community.



The capital works program for the 2012/13 year is expected to be \$40.50 million of which \$8.37 million relates to projects which will be carried forward from the 2011/12 year. The carried forward amounts are mostly committed and includes \$4.06 million for the redevelopment of the Reservoir Library and \$0.91 million for the redevelopment of Oakhill Community Centre, which are mainly funded by Federal and State Governments. The carried forward component is fully funded from the 2011/12 budget.

Of the \$40.50 million of capital funding required, \$20.85 million will come from Council operations, \$9.28 million from external grants and asset sales, with the balance of \$10.37 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 \$28.30 million for the 2011/12 year.

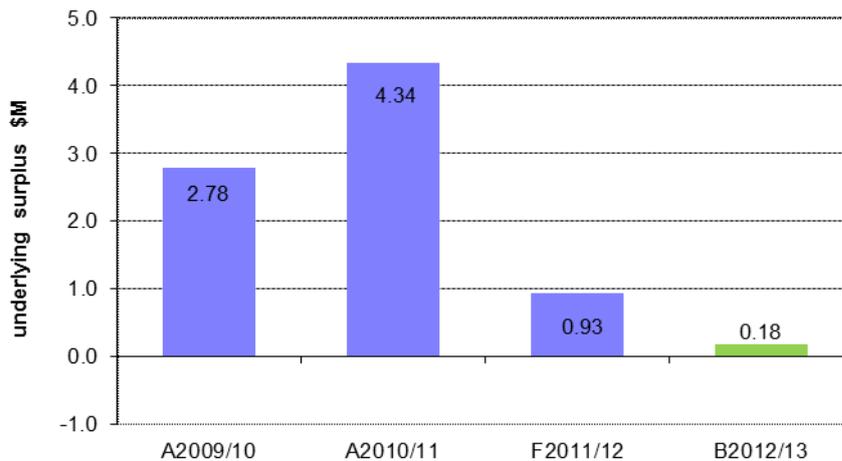
## 7. Financial position



Working capital represents operating liquidity available to Council. Working capital as at 30 June 2013 is a financially sound 174% 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 \$1.74 worth of current assets.

Net assets (net worth) will increase by \$8.14 million to \$949.28 million and working capital will reduce by \$9.50 million to \$19.40 million as at 30 June 2013. Total net worth is forecast to be \$941.14 million as at 30 June 2012.

## 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.

The underlying result shows the operating result excluding the impact of capital grants and contributions received from external parties and the impact of operating grants received in advance. It is the true financial operating result for the organisation.

The underlying surplus for 2012/13 is a small surplus of \$0.18 million. The underlying surplus for 2011/12 is expected to be \$0.93 million. This surplus may be required to fund to a defined benefit superannuation benefits call. The quantum of this liability is yet to be advised by the Superannuation Fund.

## 9. Financial Ratios

Each year the Auditor-General performs an analysis of all Victorian Councils against 6 indicators of financial sustainability. The table below provides Darebin's rating for each of these indicators.

The overall Darebin rating for the 2013 Budget is a low risk of financial sustainability concerns, with all indicators rated as low.

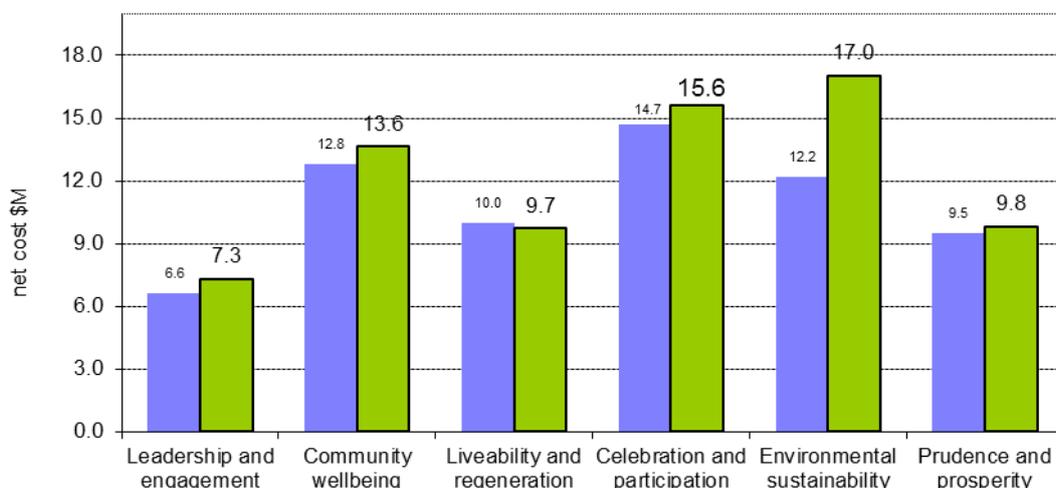
	Actual	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	+/0/-
Underlying Result %	2.4%	3.6%	0.7%	0.1%	0.1%	0.1%	0.2%	+
Liquidity	1.95	1.77	2.13	1.74	1.76	1.77	1.81	o
Self financing %	22.5%	18.5%	23.2%	21.3%	18.9%	18.1%	17.9%	o
Indebtedness %	5.0%	4.2%	3.4%	2.3%	2.1%	1.9%	1.8%	+
Capital replacement	102.3%	146.0%	136.3%	193.2%	128.7%	123.4%	121.5%	o
Renewal Gap	80.5%	83.4%	97.8%	141.6%	101.3%	97.1%	95.6%	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

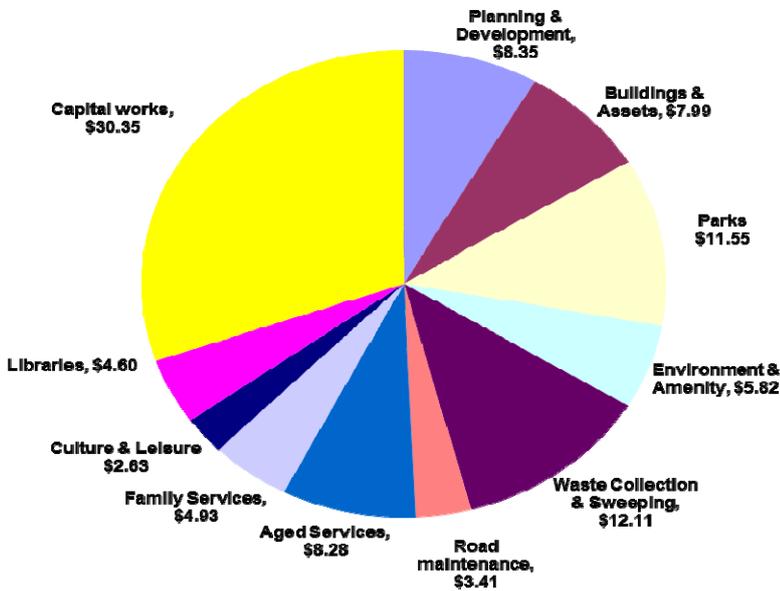
\* Renewal Gap is a comparison of the spending on existing assets through renewing, restoring and replacing existing assets with depreciation. A ratio below 100% indicates a gap between spending on renewing assets and depreciation. The ratio of 141.6% in the 2012/13 budget is impacted by the carry forward of capital funding from 2011/12.

## 10. Strategic objectives



The 2012/13 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.

11. 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. The 2012/13 budget represents a solid continuation of those efforts. More detailed budget information is available throughout this document.

**Rasiah Dev**  
**Chief Executive**

## 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 December and January. 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 2012/13 budget process are summarised below.

Action	Date
Officers prepare operating and capital budgets	December/January
Council considers draft budget at informal meetings	April / May
Proposed budget submitted to Council for approval	7 May 2012
Budget available for public inspection	9 May 2012
Public notice advising intention to adopt budget	9 May 2012
Public information forums on budget	21 May 2012 at 1:30pm 23 May 2012 at 6:30pm
Submissions period closes	7 June 2012
Submissions considered by Hearing of Submissions Committee	12 June 2012
Budget presented to Council for adoption	18 June 2012
Public notice advising of adoption of the budget	20 June 2012

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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).

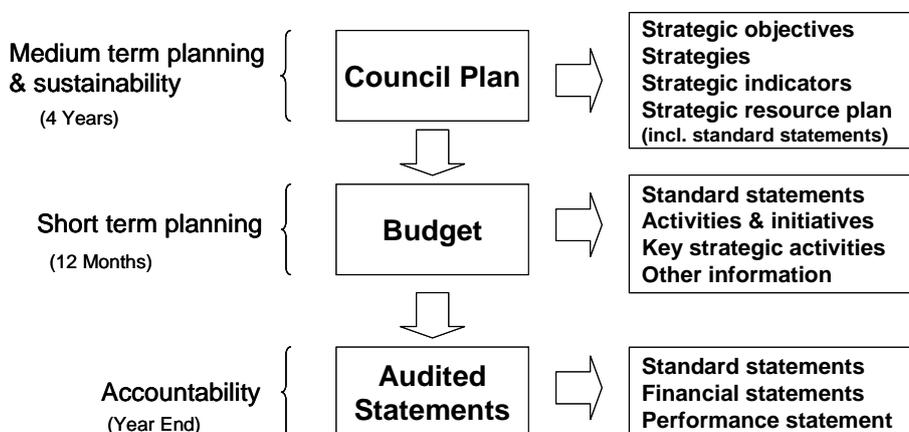
## 1.1 Our Council Plan

The City of Darebin Council Plan 2009-2013 is called Our People, Our Place, Our Future and was developed by Council in its first six months in office. The Plan represents our commitment to the community, identifying 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.

Although the Plan has been reviewed annually in line with legislation, Council believes that the goals and strategies identified in the Plan are still relevant, and no changes have been made to the Plan in the past 3 years.

## 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
<b>Leadership and Engagement</b>	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.
<b>Community Wellbeing</b>	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.
<b>Liveability and Regeneration</b>	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.
<b>Celebration and Participation</b>	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
<b>Environmental Sustainability</b>	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.
<b>Prudence and Prosperity</b>	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.

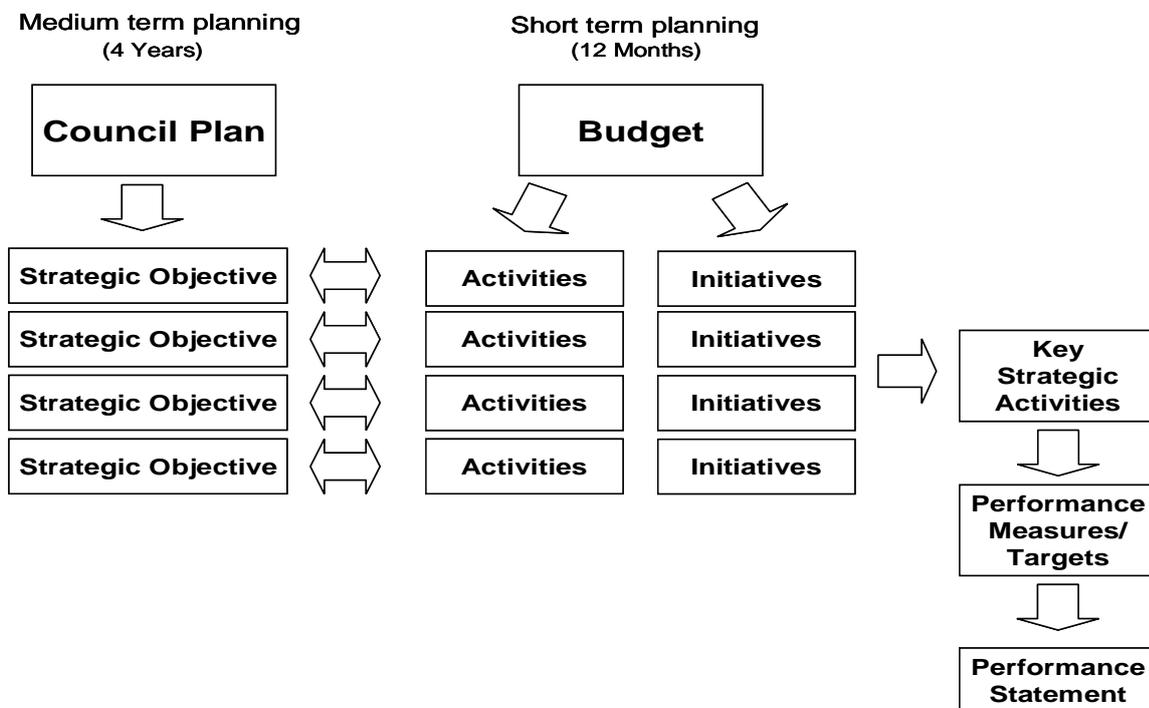
## 2. Delivering our promise and achieving our goals

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 services and Key Strategic Activities funded in our Budget for 2012/2013 and how these will contribute to our goals and strategies. Each Key Strategic Activity has a number of performance targets and measures to assist us in meeting expectations.

## 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 the Council Plan 2009-2013, is supported through the delivery of a wide range of ongoing programs and services as well as a series of Key Strategic Activities.

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.

### Services

The City of Darebin will deliver the following services in 2012/2013 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. The 2012/13 Budget includes provision for conducting Councillor elections in October 2012.	1,116 (120) 996
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.	3,111 (15) 3,096
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.	1,183 (12) 1,171
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.	2,082 (46) 2,036

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2012/2013 which support the achievement of the Leadership and Engagement goal.

The major initiatives for 2012/2013 are:

- Conduct the municipal general election in October 2012
- Complete an induction program for the newly elected Darebin City Councillors
- Develop the City of Darebin Council Plan 2013-2017

- Review key governance policies including the Governance Local Law, Councillor Code of Conduct and Councillor Support and Expenses Policy
- Improve Council services and events at Customer Service Centres by using TV screens
- Update and implement the Customer Feedback Policy
- Implement improved media monitoring, analysis and reporting
- Implement a new social media strategy
- Develop a long-term online strategy for Darebin
- Develop and implement a refreshed Culturally and Linguistically Diverse (CALD) communication strategy

### Key strategic activities

In addition to the everyday services that Council provides, we will also undertake many specific projects in 2012/2013 which support the achievement of the Leadership and Engagement goal, as identified below:

Key Strategic Activity	Performance Measure	Performance Target
Increase the number of communication strategies developed for key projects	Identified key projects with a communication strategy	≥ 75%
	% of respondents who rate their level of satisfaction with Council's communication about its programs and services at 6 or more, on a 10 point scale	≥ 75%
An engaged community that is essential to the development of strategies, policies, and implementation of projects	Projects that require consideration by Council comply with Darebin Community Engagement Policy	100%
	% of respondents who rate Council's performance in consulting and engaging directly with the community on key local issues requiring decisions by Council at 6 or more, on a 10 point scale	≥ 75%
Advocacy and Lobbying	% of respondents who rate Council's performance in lobbying on behalf of the community, (this includes making representations to State and Federal government and other organisations on key issues that affect the local community) at 6 or more, on a 10 point scale	≥ 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%

## 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 the Council Plan 2009-2013, is supported through the delivery of a wide range of ongoing programs and services as well as a series of Key Strategic Activities.

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.

### Services

The City of Darebin will deliver the following services in 2012/2013 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. is reported under other Council services.	15,503 <u>(8,981)</u> 6,522
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.	3,302 <u>(390)</u> 2,912
Economic Development and Employment	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.  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.	1,665 <u>(517)</u> 1,148
Family and Children	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.  It includes the management of 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.	5,549

	The Department also includes a family services team that works with families in need across Darebin.	(2,487) 3,062
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### Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2012/2013 which support the achievement of the Community Wellbeing goal.

The major initiatives for 2012/2013 are:

- Implementation of an inaugural Same Sex Attracted and Gender Diverse Action Plan
- Implementation of a new Multicultural Action Plan
- Implementation of an inaugural Aboriginal Action Plan
- Implementation of an inaugural Human Rights Action Plan
- Develop a Food Safety Video for educational purposes
- Support the Active and Health Ageing Advisory Board
- Develop and implement a HACC diversity plan
- Review the model for the delivery of Maternal and Child Health Services
- Review the Primary School Holiday Program in consultation with stakeholder groups
- Establish the provision of integrated early year services from the Lancaster Gate site
- Undertake an assessment of Year 1 of the Darebin Early Years Strategy, Infrastructure Plan and Early Years Plan

### Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Maternal and Child Health services are inclusive and integrated for all families	% of children attending MCH 4 months Key Ages and Stages assessment	85%
	% of children fully immunised at 5 years of age	90%
	% satisfaction with services provided by Maternal and Child Department by annual survey	≥ 85%
Develop a framework that focuses on the improvement of attitudes, knowledge and behaviour of the aged care workforce in relation to diversity	% of clients from diverse <sup>1</sup> backgrounds accessing HACC services	45%
	Clients who rate their satisfaction with HACC services as good or excellent	75%
	Difference in overall HACC service satisfaction between respondents from non-English speaking and 'English only' backgrounds	≤ 5%

<sup>1</sup> Diversity in this instance refers age, gender, sexual identity, physical and cognitive ability, spiritual, religious and cultural backgrounds, beliefs, ethnicity, refugee status, language, socio-economic circumstances and needs, people from Aboriginal and Torres Strait Islander backgrounds, people from Culturally and Linguistically Diverse backgrounds, people living with dementia, people living in rural and remote areas, people experiencing financial disadvantage, including people who are homeless and/or at risk.

Strategic Activity	Performance Measure	Performance Target
Deliver actions from the Business development Employment Strategy (BDES) to develop and implement employment initiatives and support and promote the benefits of employing local	Identified actions from the BDES to be implemented	30 June 2013
	Number of actions implemented	5
	Number of jobs within the City of Darebin	Increase in number of jobs by $\geq 333$
Develop a plan to support employment and learning opportunities for disadvantaged and local groups within the community	Development of the plan completed	30 April 2013
	Information and engagement sessions with local business and education providers	2 sessions
	Willingness to participate based on information and engagement sessions	60%

### 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 2012/2013 which support the achievement of the Liveability and Regeneration goal:

Council Service	Activity	Expenditure
		Revenue Net Cost \$'000
Assets and Properties	The Assets and Properties 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 \$900+ 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.	1,368 (607) 761

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
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.	4,987 <u>(1,637)</u> 3,350
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).	4,319 <u>(4,236)</u> 83
Major Projects, Engineering and Transportation	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.  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.	5,580 <u>(47)</u> 5,533

### Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2012/2013 which support the achievement of the Liveability and Regeneration goal.

The major initiatives for 2012/2013 are:

- Develop a Sports Infrastructure Provision Policy
- Complete Stage 1 of Reservoir Junction Advocacy Strategy
- Deliver the Safe and Sustainable Schools Program
- Complete the review of the Bicycle Strategy

- Investigate the feasibility of implementing mobile inspection reporting for facility maintenance
- Develop a parks and open space booking policy and process

## Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Providing sports ground playing surfaces fit for competition usage across the municipality	Sports grounds delivered ready for competition use on time	95%
	Number of sports ground playing surfaces across the municipality	≥ 52
	Availability of sports ground playing fields for public use	95%
	% 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 10 point scale	≥ 75%
	Sports grounds delivered ready for competition use on time	95%
Leisure and aquatic centre services are inclusive and integrated for all families	Amount of time that the aquatic centres are available for public use <sup>2</sup>	90%
	Number of Learn to Swim participants	≥ 1,700
	Average number of participants per group fitness class	≥ 18
	% of respondents who rate Council's leisure centres and sports facilities at 6 or more, on a 10 point scale	≥ 80%
Delivery of Capital Works Program	% of projects completed within +/- 10% of approved budget	95%
	Amount of capital funding spent by 30 June 2013	90%
	% of Capital Works Projects completed by 30 June 2013	90%
	Number of projects completed by completion dates identified in the Plan	90%
Provide quality, reliable and efficient asset maintenance, collection and cleansing services	% bins collected on scheduled day <sup>3</sup>	≥ 99.9%
	Vehicle service achieved as per manufacturers' service schedule	≥ 95%
	Compliance with Road Management Plan timeframes for works response and defect inspections	≥ 85%
	% of total waste received at the Resource Recovery Centre that is recovered and diverted from landfill	≥ 38%
Traffic management	% of respondents who rate Council's performance in traffic management at 6 or more, on a 10 point scale	≥ 75%

<sup>2</sup> Related to water activities only

<sup>3</sup> Data based on missed bin complaints and number of bin lifts in one year

## 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.*

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 2012/2013 which support the achievement of the Celebration and Participation goal:

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Arts, Culture and Venues	<p>The Arts, Culture and Venues 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.</p> <p>Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, Darebin Arts and Entertainment Centre and Northcote Town Hall is co-ordinated through this service.</p>	<p>3,585</p> <p><u>(1,516)</u></p> <p>2,069</p>
Leisure and Public Realm	<p>The Leisure and Public Realm 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>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>6,486</p> <p><u>(5,757)</u></p> <p>729</p>

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
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 <a href="http://www.darebinlibraries.vic.gov.au">www.darebinlibraries.vic.gov.au</a>, 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>5,551</p> <p><u>(1,102)</u></p> <p>4,449</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>8,404</p> <p><u>(34)</u></p> <p>8,370</p>

### Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2012/2013 which support the achievement of the Celebration and Participation goal.

The major initiatives for 2012/2013 are:

- Develop a business plan for Coopers Settlement incorporating landscape and promotion plans
- Develop Free Exercise in the Parks program
- Launch new artistic program at Northcote Town Hall
- Development of a Community Learning Strategy
- Investigate the introduction of E-Books to the Library collection
- Redevelopment of the Darebin Libraries Local History website
- Introduction of a Library e-newsletter to library patrons

## Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Develop an updated Arts and Cultural Strategy 2013 - 2018	Strategy adopted by Council	30 June 2013
	Number of community engagement sessions held	5
	Difference in satisfaction with arts and cultural facilities and services between the highest and lowest scoring precincts	< 5%
	% of respondents who rate their personal level of satisfaction with Council's festivals and events at 6 or more, on a 10 point scale	≥ 75%
Ensure the library service collections and resources reflect and meet the diverse needs of the community	Budget allocated to LOTE resources	20%
	Number of customers accessing the Home Library Service	5% increase
	Number of visits to website/s	≥ 240,000
	Number of annual visits	≥ 700,000
	Number of annual loans	≥ 1,300,000
Connected communities	The mean response to the question "How satisfied are you with feeling part of your community?", on a 10 point scale (the result is converted to a 0 to 100 index)	≥ 70

## 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 2012/2013 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.	19,244 <u>(3,464)</u> 15,780
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.	1,492 <u>(251)</u> 1,241

## Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2012/2013 which support the achievement of the Environmental Sustainability goal.

The major initiatives for 2012/2013 are:

- Implement a plastic bag recycling trial to determine the viability of including these in household recycling
- Implement TV recycling in-line with the new Federal program
- Promote the cool shade program to improve comfort in the heat and reduce summer cooling bills
- Connect four sports fields to the centralised irrigation system for improved water management
- Continue to develop and populate the street tree asset

## Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Consultation and implement programs to promote waste reduction in the community and increase diversion rate	Community waste-related education workshops/programs	3
	Amount of waste collected diverted from landfill	50%
	% of respondents who rate their personal level of satisfaction with Council's waste collection services at 6 or more, on a 10 point scale	≥ 85%

Strategic Activity	Performance Measure	Performance Target
Establish a business sustainability network and promote green business	Establish a business sustainability network	2 meetings by 30 April 2013
	Green Business Attraction Strategy developed and adopted	100% complete
	Number of participants in environmentally sustainable programs and networks	≥ 20
Greenhouse reduction commitment	Report on annual carbon inventory	31 December 2012
	Implement approved energy efficiency measures approved through the capital budget	80%
	The percentage of respondents who rate Council's performance in supporting a reduction in community greenhouse emissions as at 6 or more, on a 10 point scale	≥ 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 2012/2013 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.	922 (18) 904
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, support for the procurement and contracting of goods and services, raising and collection of rates and charges, and valuation of properties throughout the municipality.	2,528 (486) 2,042

Council Service	Activity	Expenditure
		Revenue
		Net Cost
		\$'000
Information and Governance	<p>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.</p> <p>This Department is also responsible for the implementation and on-going management of Council's integrated Asset Information Management and Customer Request Tracking System.</p>	<p>5,087</p> <p><u>(108)</u></p> <p>4,979</p>
People and Development	<p>The People and Development Department provides support to the organisation on strategic issues such as change management, leadership development and organisation development. The People and 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.</p>	<p>1,882</p> <p><u>1,882</u></p>

### Initiatives

In addition to the ongoing services described above, the City of Darebin will undertake many specific projects in 2012/2013 which support the achievement of the Prudence and Prosperity goal.

The major initiatives for 2012/2013 are:

- Develop and implement a Digital Strategy for the City of Darebin
- Develop a Business Communications Strategy
- Commence implementation of Australian Standard AS/NZS 4801:2001 OHS Management System
- Implement a new online reporting system for Council's public liability and property insurance claims
- Create learning opportunities for disadvantaged groups within our community with the aim of increasing knowledge base, skills and employability
- Create an effective (tailored) on boarding process for new employees or those employees transferring to new roles or Departments that ensures they have the right information to be effective, become engaged sooner and stay with Council
- Implement an online eTendering portal for all Council Tenders and Quotations
- Improve Council's capital works project management processes by implementing a centralised system and providing specialised business support
- Expand e-services by providing direct payment of rates using credit cards and implementing SMS rate payment reminders
- Continuous improvement of online facilities to the public such as improved online facilities with additional transaction types

- Enhanced Business Continuity Plan including the ability to access Council systems from any Internet connected computer and a backup generator to be used in the event of major electrical interruptions
- Health Officers to be provided with access to relevant information on site, and be able to complete transactions on the spot
- Establish a model for tendering of management of leisure facilities
- Review Council's Asset Management Strategy
- Review the Asset Management Policy
- Review Council's Road Management Plan
- Work with the Land Titles Office to develop an electronic land titles register

## 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
Develop and implement Service Plus	Plan implementation	30%
	Inquiries resolved at the first point of contact	75%
	Difference in overall customer service satisfaction between respondents from non-English speaking and 'English only' backgrounds	≥ 5%
	Number of survey respondents rating the helpfulness of staff at 6 or more on a 10 point scale	90%
Maintain identified key systems so that Darebin staff can perform their role in an efficient manner <sup>4</sup>	Upgrade computers to Windows 7 and Office 2010	90%
	% of time that identified key systems available for use (outages less than 15 minutes are not included)	≥ 97%
Ensure Council's insurance policies meet current business needs and protect Council's assets	Annual insurance review completed to ensure they meet changing risk profiles for Victoria as determined by Global Re-insurers	Review findings and recommendations presented to Council for endorsement by 30 May 2013
Maintain our commitment to ensuring Council is a leader in health and safety of its staff, contractors and citizens	Ensuring that Council keeps its business partners (contractors and suppliers) safe while working at the City of Darebin	The City of Darebin's business partners have access to our OHS briefings and Safety Alerts
	WorkCover premium held at current levels after allowing for government adjustments and health CPI increases	≤ 2%

<sup>4</sup> key systems are identified as telephone, internet, email, Objective, Pathway Property System, Computron system, Shariket community services and GIS

Strategic Activity	Performance Measure	Performance Target
	Council's commitment to WorkSafe's return to work target of 13 weeks is met <sup>5</sup>	100%
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 2012/2013 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 2012/13 year by strategic objective is shown in the following table

	Budget 2012/13		
	Net cost (revenue)	Expenditure	Revenue
	\$000s	\$000s	\$000s
Leadership and engagement	7,300	7,492	(192)
Community Wellbeing	13,644	26,019	(12,375)
Liveability and regeneration	9,727	16,254	(6,527)
Celebration and participation	15,618	24,027	(8,409)
Environmental sustainability	17,021	20,736	(3,715)
Prudence and prosperity	9,807	10,419	(612)
Other items not attributed to objectives	2,060	2,060	0
<b>Total activities and initiatives</b>	<b>75,177</b>	<b>107,007</b>	<b>(31,831)</b>
Non-attributable items <sup>1</sup>	18,317		
<b>Deficit before funding sources</b>	<b>93,493</b>		
Rates (excluding service charges)	93,253		
Capital grants and contributions	8,385		
<b>Funding sources</b>	<b>101,638</b>		
<b>Surplus for the year</b>	<b>8,144</b>		

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

<sup>5</sup> Excluding claims requiring major surgery or treatment

## 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 141,000 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 158,941 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**

The City of Darebin has the second largest population of Aboriginal and Torres Strait Islanders residents in metropolitan Melbourne. A total of 1,108 Aboriginal and Torres Strait Islanders live in Darebin contributing 0.9% of the total population.

##### **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 decade to make up 20% of the population by 2021.

##### **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. Darebin is the fifth most disadvantaged municipality in metropolitan Melbourne, according to the Index of Relative 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 over 64,000 properties, including over 58,000 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 2012 the median house price in Darebin was \$507,000 compared to the metropolitan Melbourne average of \$530,000. 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 totalling 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 2011/12, depreciation alone ran to a total cost of over \$17 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 which was 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 2012/13 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 2012 quarter was 1.6%.
- The introduction of a carbon price by the Federal Government commencing at a fixed price of \$23 from 1 July 2012 will have a significant impact on the costs of waste disposal, energy and general cost inputs – operating budget impact of an additional \$0.70 million. The impact of the carbon tax has been offset by savings within the organisation and has not resulted in an increase in rates.
- Increase in tipping charges for general waste disposal to land fill from \$44 a tonne to \$48.40 a tonne from the 1 July 2012 (a 10% increase). This levy is payable to the State Government upon disposal of waste into landfill – operating budget impact of an additional \$0.120 million in tipping charges.
- Increase in the State Government Fire Brigade Levy by 4.47% to \$1.79 million – operating budget impact of an additional \$0.07 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 2012/13 Budget. These matters have arisen from

events occurring in the 2011/12 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2012/13 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 2011/12 year will not be fully completed and \$8.37 million for funding of capital works projects is forecast to be carried forward and completed in the 2012/13 year – Operating budget impact \$0.25 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 2012/13 budget includes \$0.03 million for operating the centre, with this budget increasing in the coming years as the centre becomes fully operational.
- The Intercultural Centre will be operational for the full 2012/13 year. The 2012/13 budget includes \$0.02 million for operating the centre.

### 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 2011/12 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 2011/12 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 2011/12 to be preserved;
- Operating revenues and expenses arising from completed 2011/12 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 2012/13 budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 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 2013 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 2013/14 to 2015/16 (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 2012/13 year.

### 4.1 Budgeted operating statement

		Forecast 2011/12	Budget 2012/13	Var
	Ref	\$000s	\$000s	\$000s
Operating revenue	4.2	138,140	138,461	321
Operating expenditure	4.3	(125,134)	(130,585)	(5,451)
Net gain on sale of assets	4.2.8	418	269	(150)
<b>Surplus (deficit) for the year</b>		<b>13,425</b>	<b>8,144</b>	<b>(5,280)</b>
Grants - capital	4.2.6	(5,958)	(8,385)	(2,428)
(Profit)/loss on sale of assets		(418)	(269)	150
Grants - operating in advance	4.1.1	(2,159)	2,444	4,603
Capital Contributions - DCP/POS	4.1.2	(3,970)	(2,000)	1,970
Maintenance - carried forward	4.1.3	13	250	237
<b>Underlying surplus (deficit)</b>		<b>933</b>	<b>184</b>	<b>(748)</b>

The underlying result is the net surplus for the year adjusted for capital grants and contributions and timing differences on grants receipt and spent. This year the definition has been updated to exclude the profit made on sale of property, plant and equipment. 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 2012/13 year is a surplus of \$0.18 million which compares with a \$0.93 million surplus forecast for the 2011/12 year. The 2011/12 projection has benefited from higher contributions and interest income and may be required to fund a shortfall in the defined benefit superannuation fund.

#### 4.1.1 Grants – operating in advance

Expenditure of grant funding received in 2011/12 but unspent at the end of the 2011/12 year has not been included in the 2012/13 budget. In 2011/12 the grant funding received in advance and expended in 2011/12 was \$0.28 million.

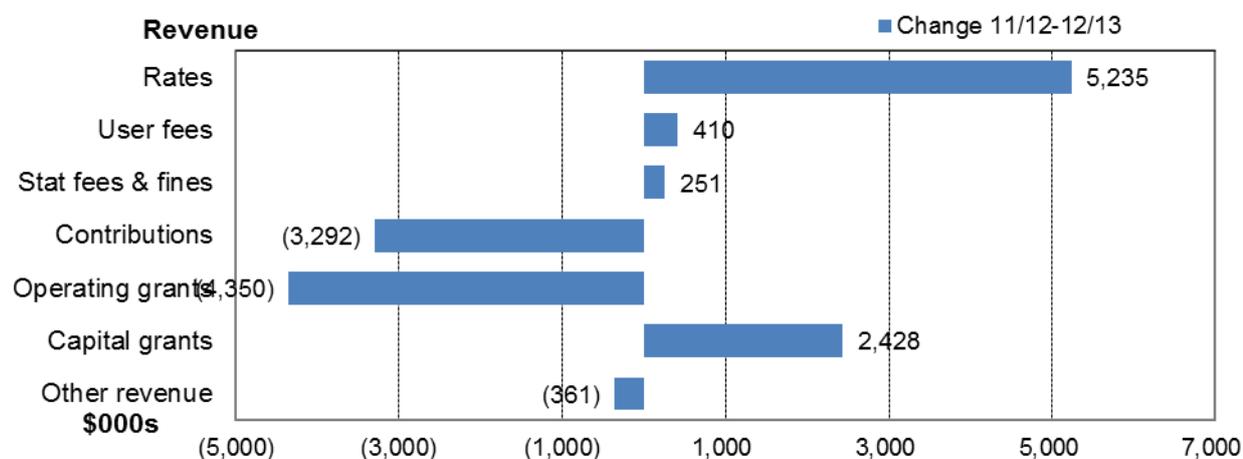
The Victorian Grants Commission recently announced that 50% of the grant funding to be provided in 2012/13 will be paid in 2011/12. The 2011/2012 forecast has been updated to include \$2.44 million of Victorian Grant Commission funding received in advance for 2012/13. This funding is excluded from 2011/12 when determining the underlying result and included in 2012/13 when determining the underlying surplus.

#### 4.1.2 Maintenance – carried forward projects

Maintenance projects budgeted in 2011/12 budget unspent at the end of the year of \$0.25 million have been included in the 2012/13 budget. When determining the underlying result for 2012/13, this expenditure is excluded as this amount would have been expended in 2011/12 year under normal circumstances and is funded by 2011/12 revenue streams.

### 4.2 Operating revenue

	Ref	Forecast	Budget	Var
		2011/12	2012/13	
		\$000s	\$000s	\$000s
Rates and charges	4.2.1	89,489	94,724	5,235
User fees	4.2.2	11,331	11,741	410
Statutory fees and fines	4.2.3	4,951	5,202	251
Contributions	4.2.4	5,292	2,000	(3,292)
Grants - operating	4.2.5	17,384	13,034	(4,350)
Grants - capital	4.2.6	5,958	8,385	2,428
Other	4.2.7	3,736	3,375	(361)
<b>Total operating revenue</b>		<b>138,140</b>	<b>138,461</b>	<b>321</b>
Net gain on sale of assets	4.2.8	418	269	(150)



#### 4.2.1 Rates and charges (\$5.23 million increase)

Excluding the impact of supplementary rates, the pensioner rate rebate and increase in differential rates for vacant business land and electronic gaming machine land, it is proposed that rates on property assessments be increased by an average of 4.6% over 2011/12 to \$93.33 million. This includes some relief to vacant residential land property owners with the introduction of an exemption from the higher vacant differential rate when a valid building permit is held and obtained within 18 months of the land becoming vacant. Supplementary rates on property developments are forecast to be \$0.50 million in 2012/13, 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 2012/13 at a cost of \$1.24 million. The higher differential rate for electronic gaming machine land rate will raise an additional \$0.27 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 \$1.91 million is also included in rates and charges for the 2012/13 year. Section 9 "Rating Strategy" and Appendix B "Statutory Disclosures" include a more detailed analysis of the rates and charges to be levied for 2012/13.

#### 4.2.2 User fees (\$0.41 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 3.6% or \$0.41 million compared to 2011/12. The main areas contributing to this increase is the full year impact of renegotiation of the recycled waste collection contract providing a recovery from recycling waste (\$0.21 million), increases in patronage at Darebin Arts & Entertainment Centre and Northcote Town Hall (\$0.12 million) and the

Reservoir Leisure Centre (\$0.11 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 (\$0.25 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 5.1% or \$0.25 million compared to 2011/12, due mainly to expected increases in parking and planning fines through enforcement of parking restrictions and planning requirements. A detailed listing of fees and charges is included in Appendix E “Statement of Fees and Charges”.

#### 4.2.4 Contributions (\$3.29 million reduction)

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.

The 2011/12 contribution reflects the high level of development being undertaken in the municipality. Based on review of the expected level of development activity it is anticipated that development will slow in 2012/13 resulting in a reduction of the contributions received from developers received in 2012/13.

#### 4.2.5 Operating grants and contributions (\$4.35 million reduction)

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 increase by 2.77% or \$0.41 million compared to 2011/12. However, the timing of the Victorian Grants Commission payment for 2012/13 has distorted the amount of grants received in 2011/12 and 2012/13. In 2011/12, 50% (\$2.44 million) of the Victorian Grants Commission for 2012/13 will be received. The 2012/13 budget reflects the lower amount being received. The annual contribution from the Victorian Grants Commission is budgeted to increase by \$0.12 million.

A reduction in grants funding is budgeted from discontinuing the Family Day Care service (\$0.18 million), a different process employed for the allocation of grants for the inclusion support program (0.25 million) and conclusion of once-off grant programs.

Significant movements in grant and contribution funding are summarised below.

	Forecast	Budget	
	2011/12	2012/13	Var
	\$'000	\$'000	\$'000
Victorian Grants Commission	6,001	<b>2,444</b>	(3,556)
Home Support Service Delivery	4,483	<b>4,684</b>	201
Respite Care	731	<b>675</b>	(56)
Inclusion Support Program	588	<b>344</b>	(244)
Family Day Care	184	<b>0</b>	(184)
Muslims Reaching Out Project	100	<b>10</b>	(90)
Access for all abilities	132	<b>0</b>	(132)

#### 4.2.6 Capital grants and contributions (\$2.43 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 41% or \$2.43 million compared to 2011/12. Significant grants and contributions are budgeted to be received in 2012/13 for Keon Park Community Hub (\$3.80 million), CT Barling Park Pavilion Renewal (\$2.50 million) and cogeneration at leisure facilities (\$0.48 million).

#### 4.2.7 Other revenue (\$0.36 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.

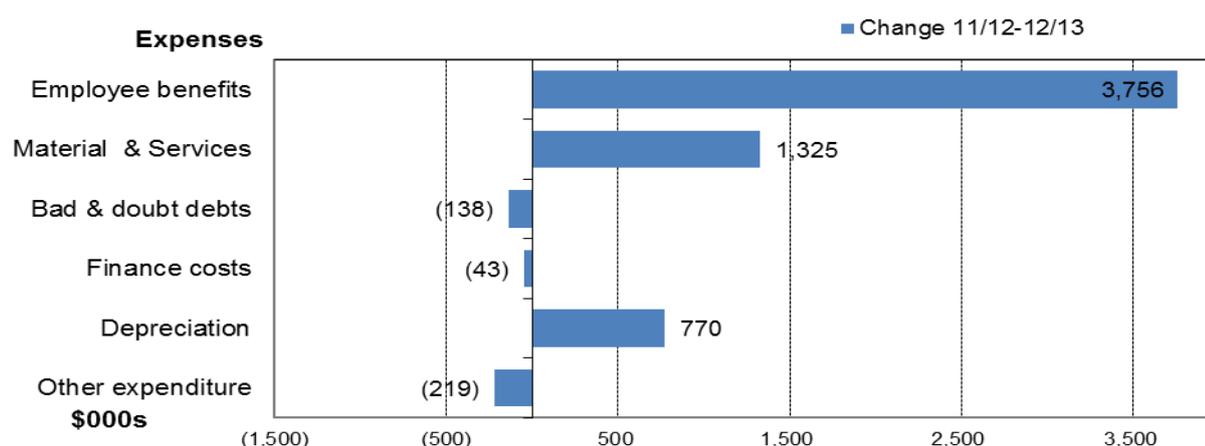
Other revenue is forecast to decrease by 9.7% or \$0.36 million compared to 2011/12. The decrease is due mainly to reduction in interest income (\$1.04 million).

#### 4.2.8 Net gain on sale of assets (\$0.15 million decrease)

Proceeds from the sale of Council assets is forecast to be \$0.89 million for the 2012/13 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 2011/12	Budget 2012/13	Var
	Ref	\$000s	\$000s	\$000s
Employee benefits	4.3.1	63,844	67,600	3,756
Materials and services	4.3.2	33,162	34,487	1,325
Bad and doubtful debts	4.3.3	782	643	(138)
Finance costs	4.3.4	161	118	(43)
Depreciation and amortisation	4.3.5	17,701	18,471	770
Other	4.3.6	9,484	9,266	(219)
<b>Total operating expenditure</b>		<b>125,134</b>	<b>130,585</b>	<b>5,451</b>



#### 4.3.1 Employee benefits (\$3.75 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 5.9% or \$3.75 million in total compared to 2011/12. 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 (\$1.32 million increase)

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 increase by \$0.65 million to \$4.82 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 decreased by 2.32% to \$19.4 million compared to the 2011/12 forecast. The main items contributing to this reduction is transfer of the Family Day Care service to an external not for profit provider (\$0.30 million), reduction in the use of contractors employed in animal control and local laws (\$0.15 million) and discontinuation of programs no longer funded (for example the L2P learner driver support program \$0.04 million, Muslims reaching out project (\$0.02 million) and Edwardes Lake: Circling the lake (\$0.08 million). This was partly offset by the increased general waste to land filling tipping costs from \$44 per tonne to \$48.40 per tonne (\$0.20 million), cost of conducting the Council election in October 2012 (\$0.38 million) and a number of new initiatives including the removal of chewing gum from footpaths (\$0.14 million), safe and sustainable school travel (\$0.02 million) and graffiti management (\$0.02 million).

Utility charges budgeted in 2012/13 appear have increased by 22.68% to \$4.19 million compared to 2011/12. This includes an allowance of \$0.70 million for the impact of the carbon tax. Excluding the impact of the carbon tax, utility charges are anticipated to increase by 2.1%. It is anticipated that electricity and tipping costs will increase as a result of the introduction of the carbon tax on 1 July 2012. Whilst \$0.70 million has been included in the 2012/13 budget to accommodate this increase, the financial impact of the introduction of the carbon tax is uncertain.

#### 4.3.3 Bad and doubtful debts (\$0.13 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 2011/12. The reduction reflects existing borrowing arrangements which include a reducing interest component over the life of the loans. No new loans are forecast for 2012/13.

The loan of \$1.45 million taken out in 2007 will be repaid in full in 2012/13. This will reduce future years finance costs by approximately \$0.07 million per annum.

#### 4.3.5 Depreciation and amortisation (\$0.77 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 \$0.77 million for 2012/13 is due to the impact of the capital works program and the full year effect of depreciation on new assets acquired in the 2011/12 year. Refer to section 6 "Analysis of Capital Budget" for a more detailed analysis of Council's capital works program for the 2012/13 year.

#### 4.3.6 Other expenses (\$0.22 million decrease)

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 reduce by 2.3% or \$0.22 million compared to 2011/12. The decrease is primarily due to the change in the management of the inclusion support program grant (\$0.15 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 2012/13 year.

### 5.1 Budgeted cash flow statement

		Forecast 2011/12	Budget 2012/13	Var
	Ref	\$000s	\$000s	\$000s
<b>Operating activities</b>				
Receipts from customers		113,549	114,957	1,408
Payments to suppliers and employees		(109,803)	(110,441)	(638)
Interest received		2,333	1,291	(1,043)
Government receipts		23,342	21,419	(1,923)
<b>Net cash inflow from operating activities</b>	5.1.1	<b>29,421</b>	<b>27,227</b>	<b>(2,195)</b>
<b>Investing activities</b>				
Proceeds from sale of prop, plant and equip		1,121	896	(225)
Repayment of loans and advances		165	55	(110)
Payments for property, infrastructure, plant and equipment		(24,133)	(35,686)	(11,552)
<b>Net cash outflow from investing activities</b>	5.1.2	<b>(22,847)</b>	<b>(34,735)</b>	<b>(11,888)</b>
<b>Financing activities</b>				
Finance costs		(161)	(118)	43
Repayment of borrowings		(637)	(1,433)	(796)
<b>Net cash outflow from financing activities</b>	5.1.3	<b>(798)</b>	<b>(1,551)</b>	<b>(753)</b>
<b>Net increase(decrease) in cash held</b>		<b>5,776</b>	<b>(9,058)</b>	<b>(14,834)</b>
Cash and cash equivalents at beg of year		40,020	45,796	5,776
<b>Cash &amp; cash equivalents at end of year</b>	5.1.4	<b>45,796</b>	<b>36,738</b>	<b>(9,058)</b>

#### 5.1.1 Operating activities (\$2.19 million reduction in cash inflows)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The reduction in cash inflows from operating activities is due to the receipt in 2011/12 of 50% of the Victorian Grants Commission grant for 2012/13 (\$2.44 million) and \$1.04 million reduction in the interest received. These reductions are partly offset by \$1.41 million increase in receipts from customers due to the increase in rates and other charges.

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

		Forecast 2011/12	Budget 2012/13	Var
	Ref	\$000s	\$000s	\$000s
<b>Surplus/(deficit) for the year</b>	4.1	13,425	8,144	(5,280)
Depreciation	4.3.5	17,701	18,471	770
Loss(gain) on sale of assets	4.2.8	(418)	(269)	150
Finance costs	4.3.4	161	118	(43)
Net movement in current assets and liabilities		(1,447)	762	2,209
<b>Cash flows available from operating activities</b>		<b>29,421</b>	<b>27,227</b>	<b>(2,195)</b>

#### 5.1.2 Investing activities (\$11.88 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 mainly due to \$11.55 million increase in the capital expenditure component of the capital works program. Capital

expenditure in 2012/13 includes \$8.37 million relating to projects carried forward from the 2011/12 year.

### 5.1.3 Financing activities (\$0.75 million increase 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 outflows from investing activities is due to the early repayment of a debt taken out in 2007 for the refurbishment of Reservoir Leisure Centre (\$0.79 million). This debt was to be fully repaid in 2017. There are no new loan borrowings budgeted for 2012/13

### 5.1.4 Cash and cash equivalents at end of the year (\$9.06 million decrease in cash)

Overall, total cash and investments are forecast to decrease by \$9.06 million to \$36.74 million at 30 June 2013. This is due mainly to the funding of incomplete capital works carried forward from the 2011/12 year of \$8.37 million, the early repayment of a loan (0.79 million) and the receipt of 50% of the 2012/13 Victorian Grants Commission grant (\$2.44 million) in 2011/12.

## 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 2013 it will have cash and investments of \$36.34million, which has been restricted as shown in the following table.

		Forecast 2011/12	Budget 2012/13	Var
	Ref	\$000s	\$000s	\$000s
<b>Total cash and investments</b>		<b>45,796</b>	<b>36,738</b>	(9,058)
Restricted cash and investments				
- Statutory reserves	5.2.1	(7,636)	(7,637)	(1)
- Long service leave	5.2.2	(8,496)	(8,961)	(465)
<b>Unrestricted cash and investments</b>	5.2.3	29,665	<b>20,141</b>	(9,524)

### 5.2.1 Statutory reserves (no change)

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.

### 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 (\$9.52 million decrease)

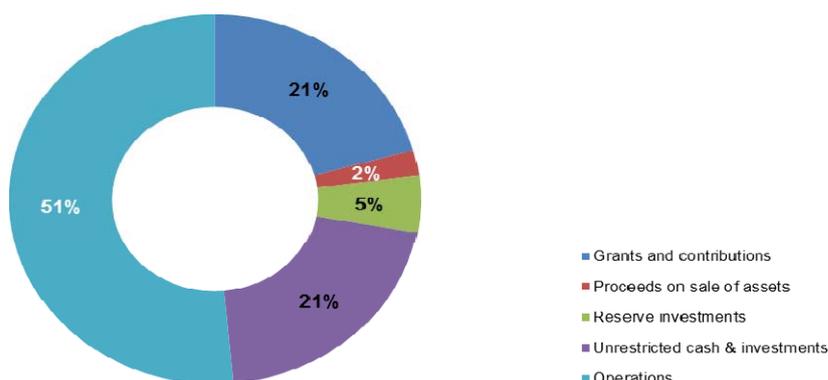
These funds are available to meet Council's cash flow requirements including the running of its operations and unexpected short term needs, and to ensure Council can meet its commitments as and when they fall due. The decrease is due mainly to the funding of incomplete capital works carried forward from the 2011/12 year of \$8.37 million and the receipt of 50% of the 2012/13 Victorian Grants Commission grant (\$2.44 million) in 2011/12.

## 6. Analysis of capital budget

This section analyses the planned capital works program for the 2012/13 year and the sources of funding.

### 6.1 Funding sources

		Forecast 2011/12	Budget 2012/13	Var
	Ref	\$000s	\$000s	\$000s
<b>External</b>				
Grants - capital and contributions	6.1.1	5,958	8,385	2,428
Proceeds on sale of assets	6.1.2	1,121	896	(225)
<b>Total external funds</b>		<b>7,079</b>	<b>9,281</b>	<b>2,203</b>
<b>Internal</b>				
Reserve cash and investments	6.1.3	3,041	2,000	(1,041)
Unrestricted cash and investments	6.1.4	7,765	8,372	607
Operations	6.1.5	10,418	20,848	10,431
<b>Total internal funds</b>		<b>21,223</b>	<b>31,220</b>	<b>9,997</b>
<b>Total funding sources</b>		<b>28,302</b>	<b>40,502</b>	<b>12,200</b>



**Budgeted funding sources 2012/13**

#### 6.1.1 Capital grants and contributions (\$8.38 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 Keon Park Community Hub (\$3.80 million), CT Barling Park Pavilion Renewal (\$2.50 million), cogeneration at leisure facilities (\$0.49 million), and roads (\$0.58 million).

#### 6.1.2 Proceeds from sale of assets (\$0.89 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 (\$2.0 million)

The Council has cash reserves set aside for specific purposes, which it uses to partly fund its annual capital works program. For the 2012/13 year \$2.00 million of reserve funds will be used to partly fund developer contribution scheme projects (\$0.80 million), playgrounds (\$0.70 million), pocket parks renewal (\$0.25 million), parks asset renewal (\$0.20 million), and other parks and open space works (\$0.05 million). Further analysis is included in Appendix A "Budget Statements".

6.1.4 Unrestricted cash and investments (\$8.37 million)

Included within the unrestricted cash and investments balance at the end of 2011/12 are unspent funds for incomplete works to be carried forward to the 2012/13 year. It is forecast that \$8.37 million will be drawn-down from unrestricted cash and investments to fund the 2012/13 capital works program.

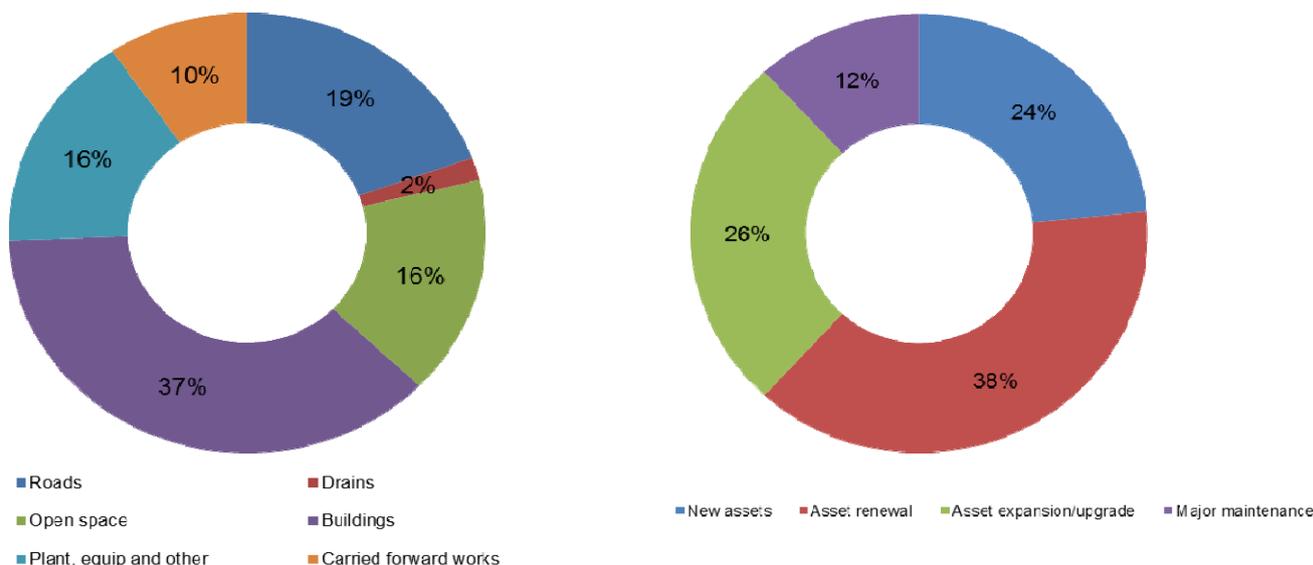
6.1.5 Operations (\$20.85 million)

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 \$20.85 million generated from operations will be used to fund the 2012/13 capital works program. Refer section 5 “Analysis of Budgeted Cash Position” for more information on funds from operations.

6.2 Capital works

		Forecast 2011/12 \$000s	Budget 2012/13 \$000s	Var \$000s
<b>New works</b>				
Roads	6.2.1	7,260	6,928	(332)
Drains	6.2.2	625	589	(36)
Open space	6.2.3	6,068	5,707	(361)
Buildings	6.2.4	2,174	13,226	11,052
Plant, equipment and other	6.2.5	4,410	5,680	1,270
<b>Total new works</b>		<b>20,537</b>	<b>32,130</b>	<b>11,593</b>
Works carried forward from previous year	6.2.6			
- Externally funded projects			4,971	4,971
- Other projects		7,765	3,401	(4,364)
<b>Total capital works</b>		<b>28,302</b>	<b>40,502</b>	<b>12,200</b>

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



**Budgeted capital works for 2012/13**

6.2.1 Roads (\$6.93 million)

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

For the 2012/13 year, \$6.93 million will be expended on road projects including local road reconstructions (\$0.99 million), road resurfacing (\$1.98 million), roads to recovery projects (\$0.58

million), footpaths (\$0.96 million), bicycle paths and facilities (\$1.09 million) and transport and road safety projects (\$1.32 million).

#### 6.2.2 Drains (\$0.59 million)

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

For the 2012/13 year, \$0.59 million will be expended on drainage projects including maintenance and flood management.

#### 6.2.3 Open space (\$5.71 million)

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

For the 2012/13 year, \$5.71 million will be expended on open space projects including playspaces renewal (\$0.72 million), minor works in shopping centres (\$0.35 million), streetscapes improvement – intermodal areas – High Street Northcote (\$0.80 million), pocket parks renewal (\$0.25 million), sports grounds surface upgrades (\$1.17 million) including installation of warm season turf, upgrade of sportsfield lighting, sporting practice nets and rehabilitation work at Sir Douglas Nicholls oval, street tree plantings (\$0.48 million) and Edwardes Lake Park playspace (\$0.45 million).

#### 6.2.4 Buildings (\$13.22 million)

Buildings include community facilities, sports facilities and municipal offices.

For the 2012/13 year, \$13.22 million will be expended on building projects including completion of the Reservoir Library redevelopment (\$0.68 million), Keon Park Community Hub (\$4.80 million) and CT Barling Park Pavilion (3.26 million) and other sporting pavilions (1.26 million) including Hayes Park, Preston City Oval and Donath Reserve (Central), cogeneration plant at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre (\$0.82 million), modernising Neighbourhood Houses (\$0.22 million) and various building maintenance works (\$2.19 million).

#### 6.2.5 Plant, equipment and other (\$5.68 million)

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

For the 2012/13 year, \$5.68 million will be expended on plant, equipment and other projects including the ongoing cyclical replacement of the plant and vehicle fleet (\$3.30 million), upgrade and replacement of information technology (\$1.21 million), library materials purchases (\$0.68 million) including the purchase of books, audio visual, magazines, newspapers and online/e-resources in languages other than English and various furniture, plant and equipment (\$0.49 million).

#### 6.2.6 Carried forward works (\$8.37 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 2011/12 year it is forecast that \$8.37 million of capital works will be incomplete and be carried forward into the 2012/13 year. Of this carry forward, \$4.97 million relates to Oakhill Community Centre redevelopment (\$0.91 million) and Reservoir Library (\$4.06 million) for which external funding was received later than anticipated.

The remaining carry forward capital of \$3.40 million includes pavilion projects (\$1.92 million), information technology projects (\$0.60 million) and other plant and equipment projects (\$0.88 million). Excluding the two externally funded projects, it is anticipated that 89% of the 2011/12 capital works program will be delivered by 30 June 2012.

Appendix C “Capital Works Program” includes a listing of all capital projects planned for the 2012/13 year and their respective funding sources.

**6.2.7 Asset renewal (\$15.59 million), new assets (\$9.52 million) and expansion/upgrade (\$10.57 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 2011/12 and 2012/13 years.

### 7.1 Budgeted balance sheet

		Forecast	Budget	
	Ref	2011/12	2012/13	Var
		\$000s	\$000s	\$000s
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		45,796	36,738	(9,058)
Trade and other receivables		8,620	8,774	154
Other assets		73	73	0
<b>Total current assets</b>		<b>54,489</b>	<b>45,585</b>	<b>(8,904)</b>
<b>Non Current Assets</b>	7.1.1			
Trade and other receivables		163	104	(59)
Property, infrastructure, plant & equipment		911,454	928,042	16,588
Investment property		3,664	3,664	0
Intangibles		500	500	0
Other assets		206	206	0
<b>Total non-current assets</b>		<b>915,987</b>	<b>932,516</b>	<b>16,529</b>
<b>Total assets</b>		<b>970,476</b>	<b>978,101</b>	<b>7,625</b>
<b>Current Liabilities</b>	7.1.2			
Trade and other payables		11,648	11,970	322
Interest-bearing loans and borrowings		637	320	(318)
Provisions		13,300	13,890	590
<b>Total current liabilities</b>		<b>25,586</b>	<b>26,180</b>	<b>594</b>
<b>Non Current Liabilities</b>	7.1.2			
Interest-bearing loans and borrowings		1,415	300	(1,115)
Provisions		2,334	2,334	0
<b>Total non-current liabilities</b>		<b>3,749</b>	<b>2,634</b>	<b>(1,115)</b>
<b>Total liabilities</b>		<b>29,334</b>	<b>28,813</b>	<b>(521)</b>
<b>NET ASSETS</b>		<b>941,141</b>	<b>949,286</b>	<b>8,144</b>
<b>Equity</b>	7.1.3			
Accumulated Surplus		481,605	489,749	8,144
Reserves		459,536	459,537	1
<b>TOTAL EQUITY</b>		<b>941,141</b>	<b>949,286</b>	<b>8,145</b>

#### 7.1.1 Current assets (\$8.90 million decrease) and Non current assets (\$16.53 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 \$9.06 million is primarily to fund the capital works carried forward from the 2011/12 year, early repayment of a loan and the receipt of 50% of the 2012/13 Victorian Grants Commission grant (\$2.44 million) in 2011/12.

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 (\$35.68 million of capital expenditure), depreciation of non-current assets (\$18.47 million) and the disposed cost of property, plant and equipment (\$0.63 million).

**7.1.2 Current liabilities (\$0.59 million increase) and Non current liabilities (\$1.12 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 2011/12 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 (\$0.32 million) and beyond the next 12 months (\$1.11 million). The repayment of the loan initiated in 2007 for the redevelopment of stage 2 of the Reservoir Leisure Centre is to be repaid in full in 2012/13. The total outstanding debt as at 30 June 2012 is to be reduced by \$1.43 million in 2012/13, which includes \$0.77 million related to the early repayment.

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 Equity (\$8.14 million increase)

The net increase in total equity of \$8.14 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 no amount is budgeted to be transferred from other reserves to accumulated surplus.

## 7.2 Key assumptions

In preparing the Balance Sheet for the year ended 30 June 2013 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 2012/13 year.
- Accounts payable to suppliers of goods and services to Council are forecast to increase by 3.0% in 2012/13. 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 2011/12 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 \$35.70 million
- A total of \$2.0 million to be transferred to reserves representing contributions from developers
- A total of \$2.0 million to be transferred from reserves representing contributions from developers being used to fund the capital works program for the 2012/13 year
- All capital works planned for 2012/13 will be fully expended.
- One loan, with a balance at 30 June 2012 of \$0.92 million to be fully repaid at the commencement of 2012/13.

## 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 2012/13 to 2015/16 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 2012/13 to 2015/16. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan Projections			Trend
	2011/12	2012/13	2013/14	2014/15	2015/16	+/0/-
	\$000s	\$000s	\$000s	\$000s	\$000s	
Net surplus/(deficit)	13,425	8,144	5,905	5,300	5,421	-
Underlying surplus/(deficit)	933	184	133	120	232	+
Cash and investments	45,796	36,737	38,257	40,232	42,579	+
Cash from operating activities	22,297	25,212	27,227	25,697	25,784	o
Capital works	28,302	40,502	29,589	29,668	30,368	o

Key to Forecast Trend:

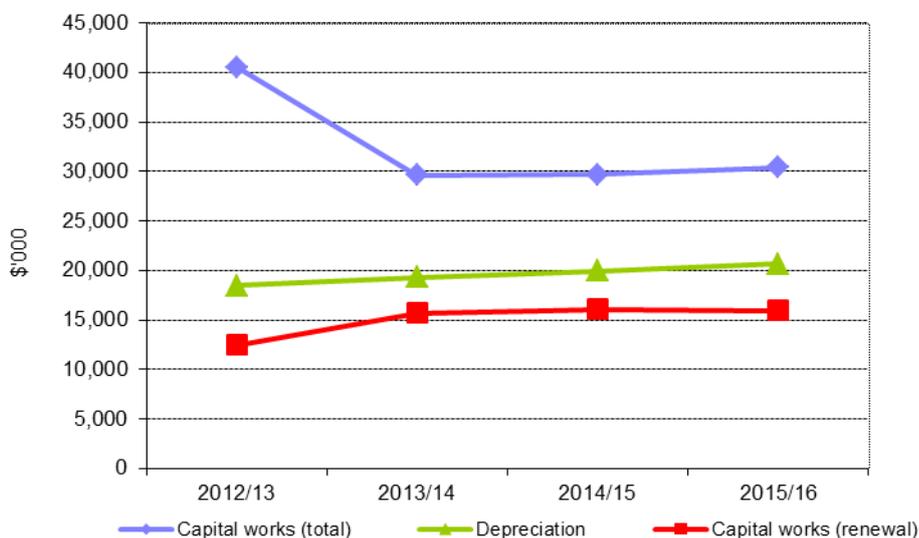
- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

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

### 8.3 Service levels

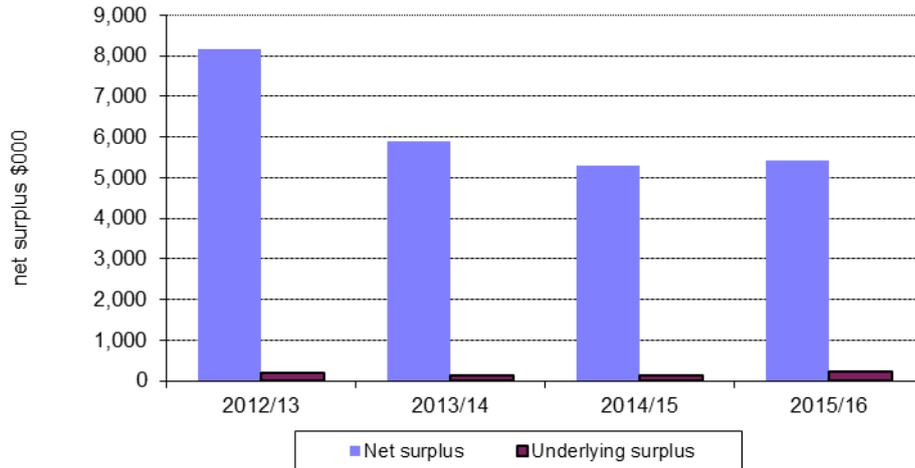
Funding for the maintenance of service levels throughout the four-year period has been included in the Strategic Resource Plan (SRP). Annual service plans are prepared for each Council service area which set out the activities and initiatives that will be undertaken each year in support of the goals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

#### Asset renewal



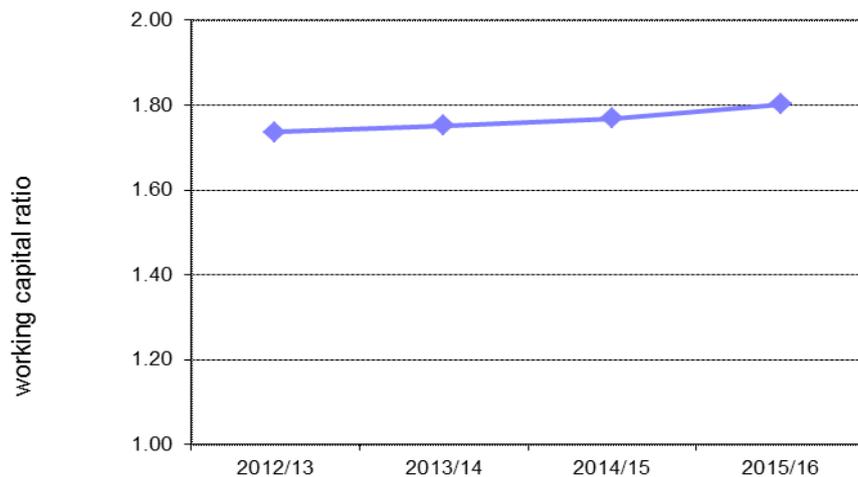
The capital works program over the four year period totals \$130.25 million at an average of \$32.56 million per annum. The graph above sets out asset depreciation, which provides some indication of the required spending on the renewal of assets, together with the forecast capital works and the renewal 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 \$0.18 million in 2012/13 and growing to \$0.23 million in 2015/16. 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 \$36.74 million to \$42.59 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 1.74 as at 30 June 2013.

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			Trend + / 0 / -
	2011/12	2012/13	2013/14	2014/15	2015/16	
<b>Financial Performance</b>						
Underlying result/Underlying revenue	0.7%	0.1%	0.1%	0.1%	0.2%	+
Operating expenses/Assessment	\$1,973	\$2,036	\$2,104	\$2,188	\$2,269	-
Rate revenue/Underlying revenue	69.3%	72.5%	72.1%	72.5%	73.1%	-
Rate revenue/Assessment	\$1,386	\$1,448	\$1,518	\$1,589	\$1,662	-
Debt servicing/Total revenue	0.1%	0.1%	0.0%	0.0%	0.0%	+
Grants/Total revenue	16.9%	15.5%	13.3%	13.0%	12.6%	-
Fees & charges/Total revenue	11.8%	12.2%	12.2%	12.1%	11.9%	0
<b>Financial position</b>						
Indebtedness/Rate revenue	2.3%	0.7%	0.3%	0.2%	0.0%	+
Indebtedness/Realisable Assets	0.4%	0.1%	0.1%	0.0%	0.0%	+
Underlying result/Total assets	0.1%	0.0%	0.0%	0.0%	0.0%	0
Net realisable assets/ Assessment	\$8,867	\$8,728	\$8,578	\$8,426	\$8,274	-
Current assets/Current liabilities	2.13	1.74	1.76	1.77	1.81	+
Total liabilities/Assessment	\$463	\$449	\$456	\$466	\$475	0
<b>Capital expenditure</b>						
Capital works						
- Asset renewal	\$12,425	\$15,589	\$16,036	\$15,933	\$16,222	+
- New assets	\$6,821	\$9,523	\$5,284	\$5,250	\$5,346	-
- Asset expansion / upgrade	\$4,888	\$10,574	\$3,474	\$3,451	\$3,514	-
Cash op act/Net capital outlays	128.8%	78.4%	107.8%	109.0%	110.3%	+
Capital works/Rate revenue	27.5%	38.4%	25.3%	23.9%	23.1%	0
Asset renewal/Total depreciation	97.8%	141.6%	101.3%	97.1%	95.6%	0

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 67% 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 5.0% 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 and the pensioner rate rebate it is proposed that rates on property assessments be increased by an average of 4.6% over 2012/13 to \$93.33 million.

This includes some relief to vacant residential land property owners. The higher vacant land residential rate will only apply when the land has been vacant for more than 18 months and a valid building permit is not held.

Supplementary rates on property developments are forecast to be \$0.50 million in 2012/13, 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 2012/13 at a cost of \$1.24 million. The green waste collection service charge of \$1.90 million is also included in rates and charges for the 2012/13 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.

### 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	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.  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.	The following differential rates are proposed for 2012/13: <ul style="list-style-type: none"> <li>Residential</li> <li>Business (set at 175% of the residential rate)</li> <li>Recreational (set at 50% of the business rate)</li> <li>Residential vacant land (set at 300% of the residential rate)</li> <li>Business vacant land (set at 400% of the residential rate)</li> <li>Electronic Gaming Machine land (set at 400% of residential rate)</li> </ul>
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 provided in the 2012/13 rating year to each owner of rateable land who is an "eligible recipient" within the meaning of the State Concessions Act 2004.

The following table summarises the rates to be raised for the 2012/13 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

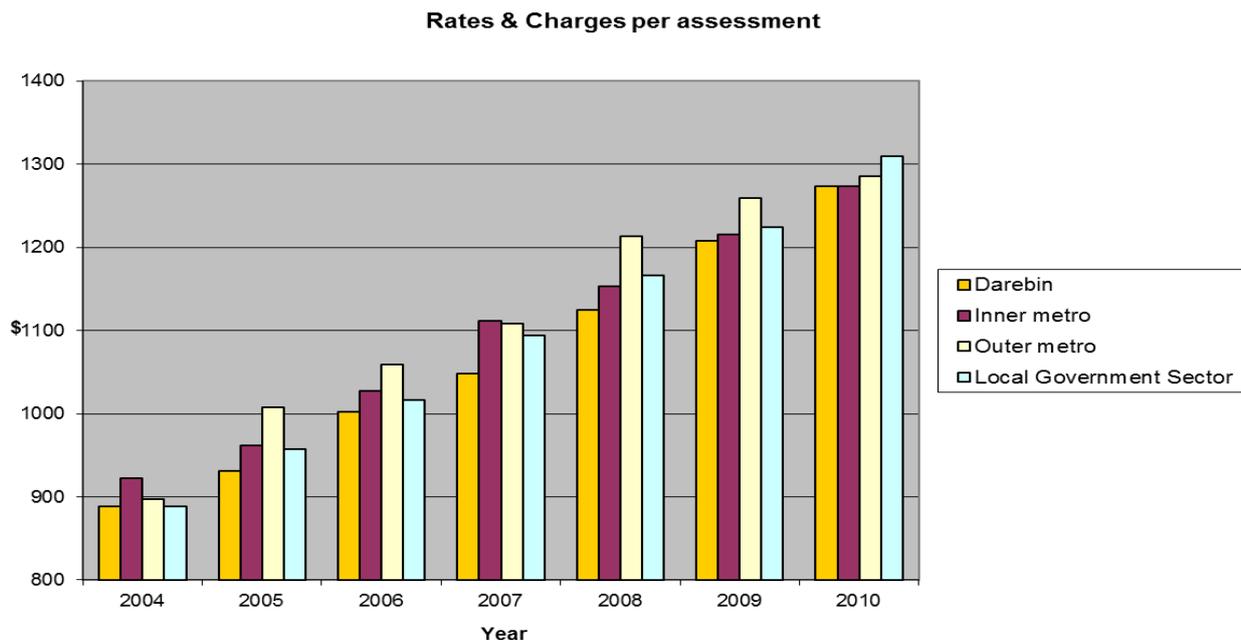
Rate type	How applied	2011/12	2012/13
Residential	cents in \$ of CIV	0.245574	<b>0.230691</b>
Business	cents in \$ of CIV	0.429755	<b>0.403710</b>
Pensioner rebate – residential	Rebate \$ amount	100.00	<b>100.00</b>
Vacant Land – residential	cents in \$ of CIV	0.736722	<b>0.692074</b>
Vacant Land – business	cents in \$ of CIV	0.859509	<b>0.922765</b>
Electronic Gaming Machine Land	cents in \$ of CIV	0.736722	<b>0.922765</b>
Green waste – 120 litre	\$ per bin	40.00	<b>45.00</b>
Green waste – 120 litre (pensioner)	\$ per bin	24.00	<b>26.00</b>
Green waste – 240 litre	\$ per bin	70.00	<b>85.00</b>
Green waste – 240 litre (pensioner)	\$ per bin	54.00	<b>57.00</b>

#### 9.4 Rating structure

In consideration of the community respond in 2011/12 to the differential vacant land rate for residential properties, the differential rate has been retained at 3 times the non-vacant residential differential rate. In addition, the higher vacant land residential rate will only apply when the land has been vacant for more than 18 months and a valid building permit is not held. Further information on these rates is included in Appendix B.

### 9.5 Rating levels

Residential rating levels in Darebin overall are 8.5% 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 2010 years.



### 9.6 General revaluation of properties

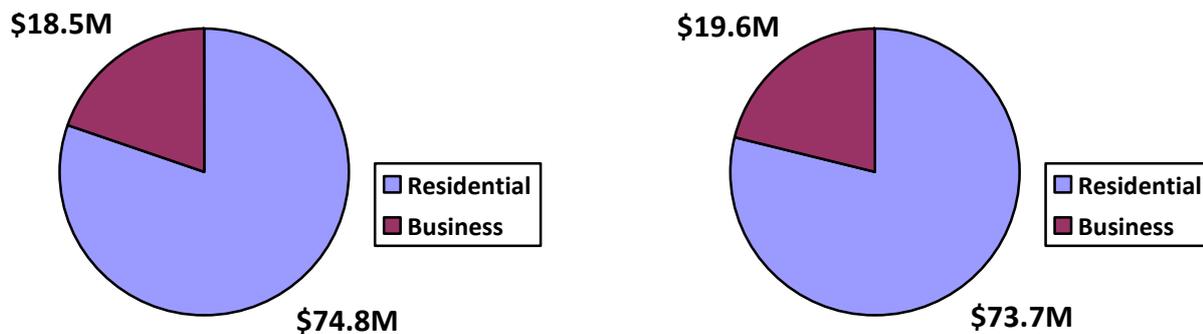
All Victorian Councils are required under the Valuations of Land Act 1960 to revalue properties every two years. Councils across the state simultaneously revalue properties within their municipalities in what’s known as the 2012 revaluation. This new revaluation replaces the 2010 revaluation which the last rates round was based on.

The new valuations will apply to 2012/13 rates. The valuation of your property (C.I.V) will be clearly identified on your Valuation & Rate Notice 2012/13 and has been assessed on property values as at 1 January 2012.

Property values are determined by qualified valuers comparing each property to the recent sales figures of similar properties in the neighbourhood. The key factors are location, land size, type of house and condition.

The general revaluation process enables Council to re-apportion the rate income across the municipality in accordance with movements in property value. Properties which have increased in value by more than the average will receive a rate increase of more than the headline rate of 4.6%. Properties with an increase in value less than the average will receive a rate increase less than 4.6%.

As illustrated below, the total rates raised for 2012/13 is \$93.3m. Both pre and post the 2012 valuations, the total amount raised in rates remain unchanged. The allocation of the rates between residential and business and between individual rate payers will be the only change.



**Pre 2012 Valuations Total \$93.3m**

**After 2012 Valuations Total \$93.3m**

Overall, property valuations across the municipal district have increased on average by 10.7% for the two years from 1 January 2010 to 1 January 2012. Of this increase, residential properties have increased by 9.9% and business properties by 17.4%.

The following table summarises the average valuation changes between the 2010 and 2012 general revaluations for residential properties by suburb, together with the average rating changes between the 2011/12 and 2012/13 years. Rates for individual properties will vary depending on their individual valuation outcomes.

2012 Revaluation

Suburb	Valuation Change (decrease)	Rating Change (decrease)
Alphington	15.58%	8.13%
Bundoora	1.49%	-4.87%
Coburg	10.56%	4.30%
Fairfield	12.27%	5.30%
Kingsbury	6.45%	-0.52%
Macleod	6.60%	-0.25%
Northcote	10.02%	2.88%
Preston	8.76%	2.06%
Reservoir	8.81%	1.96%
Thornbury	13.53%	6.51%
<b>Average residential</b>	9.86%	2.93%
<b>Average business</b>	17.43%	10.13%
<b>Average Residential &amp; Business</b>	10.77%	4.31%

In 2010 the median residential property was \$459,000. This has increased to \$507,000 in 2012. The increase in rates for 2012/13 on this median property is less than 82 cents per week.

## 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 12.8% 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	1.77 : 1	>1.1 : 1*
Debt commitment	Total loans as a percentage of rate revenue	Reflects total loan levels relative to Council rates	<60%	3.2%	<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 2012/13 budget includes the repayment of a loan undertaken in 2007 for the redevelopment of the Reservoir Leisure Centre. This loan was to be fully repaid in 2017.

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

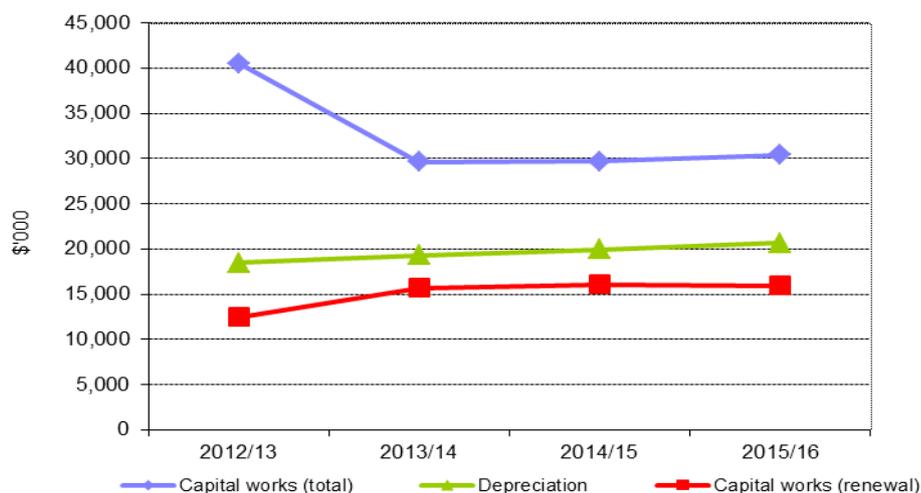
Year	New borrowings \$000s	Loan Principal repay \$000s	Loan Interest Payable \$000s	Balance 30 June \$000s
2013	0	1,433	118	619
2014	0	320	28	300
2015	0	128	16	172
2016	0	136	7	36

## 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 2012/13 year is inflated due to the impact of projects not completed and carried forward from 2011/12. In terms of expenditure specifically on renewal works, expenditure will be lower than depreciation in 2012/13 by \$6.05 million. The future amounts allocated remain below depreciation with the underlying renewal expenditure compared with depreciation expected to remain steady between 80% and 85%. 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	Grants &	Sale of	Loan	Investment	Unrestricted	
	program	Contribs	assets	Borrowing	Reserves	Cash & Inv	Operations
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
2013	40,502	8,385	896	0	2,000	8,372	20,848
2014	29,589	3,500	906	0	2,000	0	23,183
2015	29,668	3,500	933	0	1,400	0	23,835
2016	30,368	3,500	961	0	1,400	0	24,507

### 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.

	Strategic Resource Plan Projections			
	Budget	Strategic Resource Plan Projections		
	2012/13	2013/14	2014/15	2015/16
	%	%	%	%
City Works & Development	1.2	3.5	4.2	3.9
City Design & Environment	11.4	3.9	4.2	4.3
Community Services	7.5	6.6	5.6	5.9
Corporate & Business Services	5.0	3.4	3.4	5.6
People & Performance	6.9	4.0	3.7	4.8
	<b>5.6</b>	<b>4.2</b>	<b>4.3</b>	<b>4.8</b>

#### City Works & Development

- 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 \$0.20 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 \$0.54 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 2012/13 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.
- Increases activity and focus on planning and development in the municipality is expected to increase costs by \$0.61 million over the four year period.

#### City Design & Environment

- The introduction of a carbon price by the Federal Government commencing at a fixed price of \$23 from 1 July 2012 will have a significant impact on the costs of waste disposal, energy and general cost inputs – operating budget impact of an additional \$0.70 million. The impact of the carbon tax has been offset by savings within the organisation and has not resulted in an increase in rates.

- The delivery of the arts strategy and arts partnerships have been included in the SRP with 2012/13 being the first year of implementation.
- 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 increase to around 46% of the total costs of the home support services.
- The high numbers in the table above 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 and lower pay workers to receive an annual pay rise of around 5.6%.

#### Corporate & Business Services

- Council elections are required to be held every four years with the next election scheduled for October 2012. An allowance of \$0.38 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 \$0.12 million in the same year from residents who fail to vote.
- There are a number of IT systems currently being implemented including the introduction of e-services. The annual license cost of maintaining Council's IT systems is expected to increase by \$0.13 million over the four year period.
- Property valuations for rating purposes are completed bi-annually, with the next valuations to be undertaken in the 2013/14 year. Council engages an external contractor to undertake the valuation of business properties with a cost to Council of \$0.08 million.

#### People & Performance

- The higher increase in 2012/13 also reflects Council's focus on professional and leadership development for Council and the community, inclusion of new initiatives including graffiti management and timing difference between the receiving of funding in 2011/12 for Healthy Communities and the delivery of the program in 2012/13.
- Increasing demand arising from population growth in Darebin's diverse community is expected to result in an increase of \$0.38 million in the net operating costs over the four year period.

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
<b>2013</b>	<b>75,176</b>	<b>184</b>	<b>8,144</b>
2014	78,345	133	5,905
2015	81,709	120	5,300
2016	85,611	232	5,421



## 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:

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

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## 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 2016

	Forecast 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000	Budget 2016 \$'000
<b>Income Statement</b>					
<b>Revenues from ordinary activities</b>					
Rates and charges	89,489	94,724	99,888	105,135	110,608
User fees	11,331	11,741	12,106	12,465	12,826
Statutory fees and fines	4,951	5,202	5,204	5,287	5,393
Contributions	5,292	2,000	2,000	1,400	1,400
Grants - operating	17,384	13,034	15,348	15,558	15,815
Grants - capital	5,958	8,385	3,500	3,500	3,500
Other	3,736	3,375	3,365	3,725	3,816
<b>Total revenues</b>	<b>138,140</b>	<b>138,461</b>	<b>141,412</b>	<b>147,071</b>	<b>153,358</b>
<b>Expenses from ordinary activities</b>					
Employee benefits	63,844	67,600	70,505	73,654	77,128
Materials and services	33,162	34,487	35,842	37,529	39,362
Bad and doubtful debts	782	643	646	646	646
Finance costs	161	118	28	16	7
Depreciation and amortisation	17,701	18,471	19,264	19,955	20,648
Other	9,484	9,266	9,493	10,250	10,435
<b>Total expenses</b>	<b>125,134</b>	<b>130,585</b>	<b>135,778</b>	<b>142,051</b>	<b>148,226</b>
Net gain on disposal of property, infrastructure, plant and equipment	<b>418</b>	<b>269</b>	<b>272</b>	<b>280</b>	<b>288</b>
<b>Net surplus / (deficit)</b>	<b>13,425</b>	<b>8,144</b>	<b>5,905</b>	<b>5,300</b>	<b>5,421</b>
Capital Grants	(5,958)	(8,385)	(3,500)	(3,500)	(3,500)
DCP/POS Contributions	(3,970)	(2,000)	(2,000)	(1,400)	(1,400)
Profit/(loss) on sale of assets	(418)	(269)	(272)	(280)	(288)
Maintenance cfwd from prev. years	13	250			
Grant Funding (received in advance)	(2,159)	2,444			
<b>Underlying Surplus / (deficit)</b>	<b>933</b>	<b>184</b>	<b>133</b>	<b>120</b>	<b>232</b>

CITY OF DAREBIN  
 Budgeted Standard Balance Sheet  
 For the four years ending 30 June 2016

	Forecast 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000	Budget 2016 \$'000
<b>Current assets</b>					
Cash and cash equivalents	45,796	36,738	38,256	40,231	42,578
Trade and other receivables	8,620	8,774	8,928	9,082	9,210
Other assets	73	73	73	73	73
<b>Total current assets</b>	<b>54,489</b>	<b>45,585</b>	<b>47,257</b>	<b>49,386</b>	<b>51,861</b>
<b>Non Current Assets</b>					
Trade and other receivables	163	104	41	0	0
Property, infrastructure, plant & equipment	911,454	928,042	932,938	936,964	940,726
Investment property	3,664	3,664	3,664	3,664	3,664
Intangibles	500	500	500	500	500
Other assets	206	206	206	206	206
<b>Total non-current assets</b>	<b>915,987</b>	<b>932,516</b>	<b>937,349</b>	<b>941,334</b>	<b>945,096</b>
<b>Total assets</b>	<b>970,476</b>	<b>978,101</b>	<b>984,606</b>	<b>990,720</b>	<b>996,956</b>
<b>Current Liabilities</b>					
Trade and other payables	11,648	11,970	12,302	12,644	12,996
Interest-bearing loans and borrowings	637	320	128	136	36
Provisions	13,300	13,890	14,480	15,080	15,680
<b>Total current liabilities</b>	<b>25,586</b>	<b>26,180</b>	<b>26,910</b>	<b>27,860</b>	<b>28,711</b>
<b>Non Current Liabilities</b>					
Interest-bearing loans and borrowings	1,415	300	172	36	
Provisions	2,334	2,334	2,334	2,334	2,334
<b>Total non-current liabilities</b>	<b>3,749</b>	<b>2,634</b>	<b>2,506</b>	<b>2,370</b>	<b>2,334</b>
<b>Total liabilities</b>	<b>29,334</b>	<b>28,813</b>	<b>29,416</b>	<b>30,230</b>	<b>31,045</b>
<b>Net assets</b>	<b>941,141</b>	<b>949,286</b>	<b>955,191</b>	<b>960,490</b>	<b>965,911</b>
<b>Equity</b>					
Accumulated Surplus	481,605	489,749	495,652	500,953	506,373
Asset Revaluation Reserve	451,900	451,900	451,900	451,900	451,900
Other Reserves	7,636	7,637	7,637	7,637	7,637
<b>Total Equity</b>	<b>941,141</b>	<b>949,286</b>	<b>955,191</b>	<b>960,490</b>	<b>965,911</b>

CITY OF DAREBIN  
**Budgeted Standard Cash Flow Statement**  
 For the four years ending 30 June 2016

	<b>Forecast 2012 \$'000</b>	<b>Budget 2013 \$'000</b>	<b>Budget 2014 \$'000</b>	<b>Budget 2015 \$'000</b>	<b>Budget 2016 \$'000</b>
<b><i>Cash flows from operating activities</i></b>					
Receipts from customers	113,549	114,957	120,436	126,135	132,082
Payments to suppliers and employees	(109,803)	(110,441)	(114,918)	(120,492)	(125,972)
	3,746	4,517	5,518	5,642	6,110
Interest received	2,333	1,291	1,331	1,082	1,164
Government receipts	23,342	21,419	18,848	19,058	19,315
<b>Net cash inflow from operating activities</b>	<b>29,421</b>	<b>27,227</b>	<b>25,697</b>	<b>25,783</b>	<b>26,589</b>
<b><i>Cash flows from investing activities</i></b>					
Proceeds from sale of prop, plant and equip	1,121	896	906	933	961
Repayment of loans and advances	165	55	59	37	22
Payments for other financial assets					
Payments for property, infrastructure, plant and equipment	(24,133)	(35,686)	(24,795)	(24,634)	(25,082)
<b>Net cash outflow from investing activities</b>	<b>(22,847)</b>	<b>(34,735)</b>	<b>(23,830)</b>	<b>(23,664)</b>	<b>(24,099)</b>
<b><i>Cash flows from financing activities</i></b>					
Finance costs	(161)	(118)	(28)	(16)	(7)
Trust funds and deposits					
Proceeds from borrowings					
Repayment of borrowings	(637)	(1,433)	(320)	(128)	(136)
<b>Net cash outflow from financing activities</b>	<b>(798)</b>	<b>(1,551)</b>	<b>(349)</b>	<b>(145)</b>	<b>(145)</b>
<b>Net (decrease)/increase in cash &amp; cash equivalents</b>					
	<b>5,776</b>	<b>(9,058)</b>	<b>1,519</b>	<b>1,974</b>	<b>2,346</b>
Cash and cash equivalents at beg of year	40,020	45,796	36,737	38,257	40,232
<b>Cash &amp; cash equivalents at end of year</b>	<b>45,796</b>	<b>36,738</b>	<b>38,256</b>	<b>40,231</b>	<b>42,578</b>
<b><i>Represented by:</i></b>					
Unrestricted cash and investments	38,160	29,101	30,620	32,595	34,942
Reserves	7,636	7,637	7,637	7,637	7,637
<b>Total cash and investments</b>	<b>45,796</b>	<b>36,738</b>	<b>38,256</b>	<b>40,231</b>	<b>42,578</b>

CITY OF DAREBIN  
Budgeted Standard Capital Works Statement  
For the four years ending 30 June 2016

	Forecast 2012 \$'000	Budget 2013 \$'000	Budget 2014 \$'000	Budget 2015 \$'000	Budget 2016 \$'000
Roads	9,739	7,318	11,076	11,097	11,355
Drains	725	589	1,404	1,404	1,435
Open space	6,762	6,156	4,772	4,829	4,968
Buildings	4,946	20,162	5,657	5,695	5,842
Plant, equipment & other	6,131	6,277	6,681	6,644	6,768
<b>Total capital works</b>	<b>28,302</b>	<b>40,502</b>	<b>29,589</b>	<b>29,668</b>	<b>30,368</b>
Represented by:					
Asset renewal	12,425	15,589	16,036	15,933	16,222
New assets	6,821	9,523	5,284	5,250	5,346
Asset expansion / upgrade	4,888	10,574	3,474	3,451	3,514
<b>Capital expenditure</b>	<b>24,134</b>	<b>35,686</b>	<b>24,795</b>	<b>24,634</b>	<b>25,082</b>
Operating expenditure <sup>1</sup>	4,169	4,816	4,794	5,034	5,286
<b>Total capital works</b>	<b>28,302</b>	<b>40,502</b>	<b>29,589</b>	<b>29,668</b>	<b>30,368</b>
New works	20,538	32,130	29,589	29,668	30,368
Carry-forward works	7,765	8,372			
<b>Total capital works</b>	<b>28,302</b>	<b>40,502</b>	<b>29,589</b>	<b>29,668</b>	<b>30,368</b>

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		
	2012 \$000s	2013 \$000s	2014 \$000s	2015 \$000s	2016 \$000s
Total Capital works	28,302	40,502	29,589	29,668	30,368
Maintenance projects	(4,169)	(4,816)	(4,794)	(5,034)	(5,286)
Depreciation and amortisation	(17,701)	(18,471)	(19,264)	(19,955)	(20,648)
Written down value of assets sold	(703)	(627)	(634)	(653)	(673)
<b>Net movement in property, plant and equipment</b>	<b>5,730</b>	<b>16,588</b>	<b>4,896</b>	<b>4,026</b>	<b>3,762</b>

**CITY OF DAREBIN**  
**Budgeted Statement of Investment Reserves**  
 For the year ending 30 June 2013

	Transfers			Budget 30-Jun-13 \$'000
	Forecast	To	From	
	30-Jun-12 \$'000	Reserve s \$'000	Reserves \$'000	
<b>Statutory</b>				
Car parking	228	0	0	228
Drainage	13	0	0	13
Developer contributions	4045	800	(800)	4045
Public resort and recreation	2028	1,200	(1,200)	2028
<b>Total statutory reserves</b>	<b>6,314</b>	<b>2,000</b>	<b>(2,000)</b>	<b>6,314</b>

## 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

	2011/12 \$	2012/13 \$
Debt redemption	621,649	1,432,894

### 2. Rates and charges

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

Type of Property	2011/12 cents/\$CIV	2012/13 cents/\$CIV
General rate for rateable residential properties	0.245574	<b>0.230691</b>
General rate for rateable business properties	0.429755	<b>0.403710</b>
General rate for rateable vacant residential properties	0.736722	<b>0.692074</b>
General rate for rateable vacant business properties	0.859509	<b>0.922765</b>
General rate for Electronic Gaming Machine Land	0.736722	<b>0.922765</b>
Rate concession for rateable recreational properties	0.214877	<b>0.201855</b>

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

Type of Property	2011/12 \$	2012/13 \$
Residential	69,473,543	<b>72,791,504</b>
Business	16,568,362	<b>18,361,260</b>
Vacant residential	1,192,443	<b>884,595</b>
Vacant business	686,602	<b>784,655</b>
Electronic Gaming Machine land	369,289	<b>482,855</b>
Recreational	21,133	<b>22,045</b>

The estimated total amount to be raised by rates

	2011/12 \$	2012/13 \$
Total rates to be raised*	88,311,372	<b>93,326,914</b>

\*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	2011/12 Change %	2012/13 Change %
Residential	5.0	<b>4.6</b>
Business	5.0	<b>4.6</b>
Vacant residential	5.0	<b>4.6</b>
Vacant business	5.0	<b>4.6</b>
Electronic Gaming Machine land	New	<b>4.6</b>
Cultural and recreational	5.0	<b>4.6</b>

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	2011/12 No.	2012/13 No.
Residential	57,967	58,749
Business	4,936	4,952
Vacant residential	375	288
Vacant business	114	111
Electronic Gaming Machine land	9	9
Cultural and Recreational	9	8
<b>Total property numbers</b>	<b>63,410</b>	<b>64,117</b>

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	2011/12 \$	2012/13 \$
Residential	28,290,268,000	31,553,681,660
Business	3,855,304,000	4,548,131,201
Vacant residential	161,858,000	127,817,990
Vacant business	79,883,000	85,033,000
Electronic Gaming Machine land	50,126,000	52,327,000
Cultural and Recreational	9,835,000	10,921,000
<b>Total value of land</b>	<b>32,447,274,000</b>	<b>36,377,911,851</b>

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

Type of Charge	2011/12 \$	2012/13 \$
Green waste service charge – 120 litre bin	40.00	45.00
Green waste service charge – 120 litre bin (pensioner)	24.00	26.00
Green waste service charge – 240 litre bin	70.00	85.00
Green waste service charge – 240 litre bin (pensioner)	54.00	57.00

The estimated total amount to be raised by rates and charges

	2011/12 \$	2012/13 \$
General rates	88,311,372	93,326,914
Service charges	1,540,088	1,905,124
<b>Total rates and charges*</b>	<b>89,851,460</b>	<b>95,232,038</b>

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

The estimated total amount of Council rebates in relation to rates

	2011/12 \$	2012/13 \$
Total rebates in relation to rates	1,333,500	1,240,000

#### 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 0.230691% (0.230691 cents in the dollar of CIV) for all rateable residential properties;
- A general rate of 0.403710% (0.403710 cents in the dollar of CIV) for all rateable business properties;
- A general rate of 0.692074% (0.692074 cents in the dollar of CIV) for all rateable vacant residential properties;
- A general rate of 0.922765% (0.922765 cents in the dollar of CIV) for all rateable vacant business properties
- A general rate of 0.922765% (0.922765 cents in the dollar of CIV) for all rateable Electronic Gaming Machine properties

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 primarily for residential purposes; or
- Is unoccupied and is zoned residential under the City of 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 residential land which will be subject to the rate applicable to residential land. The residential land affected by this rate is that which is zoned residential under the City of 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 2012/13 financial year.

### 3.3 Business land

3.2.1 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 City of Darebin Planning Scheme

3.3.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the 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.

3.3.3 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 business land which will be subject to the rate applicable to business land. The business land affected by this rate is that which is zoned other than residential under the City of 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 2012/13 financial year.

### 3.4 Vacant residential land

Vacant residential land is any land which is zoned residential under the City of Darebin Planning Scheme; and

- On which there is no dwelling or other building designed or adapted for permanent occupation; and
- In respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 in the period of 18 months since demolition, with the date of demolition taken to be the date on which the building permit for demolition was obtained under the Building Act 1993;

or

- On which there is no dwelling or other building designed or adapted for permanent occupation; and
- In respect of which no building permit has been issued under the Building Act 1993 in the 18 months preceding 1 July 2012.

#### 3.4.1 The objectives of this differential rate are:

1. to promote responsible land management through appropriate maintenance and development of the land; and
2. 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 economic development and general support services.

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

#### 3.4.3 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.

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

#### 3.4.5 The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to vacant residential land. The residential land affected by this rate is that which is zoned residential under the City of 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 City of 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 levied the rate, are:

1. to 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. 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 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 vacant land which will be subject to the rate applicable to vacant business land. The vacant land affected by this rate is that which is zoned other than residential under the City of Darebin Planning Scheme.

### 3.6 Electronic Gaming Machine Land

3.6.1 Electronic Gaming Machine land is any rateable land:

- upon which electronic gaming machines (EGMs) are operated.

3.6.2 The background of 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 electronic gaming machines (“EGM”).
- 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 (Vic) 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 (Vic), Council uses the capital improved value system of valuing land and considers that the electronic gaming machine land 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 levied the rate, are to:

3.6.3.1 equitably impose a differential rate on rateable land within the municipal district on which electronic gaming machines 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 (Vic).

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 electronic gaming machine land 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 electronic gaming machines;

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

(c) reduce the impact of problem gambling.

3.6.5 Definition of the types or classes of land subject to the electronic gaming machine land differential rate:

3.6.5.1 The EGM land differential rate applies to all land within Council’s municipal district, which is rateable land in accordance with section 154 of the Local Government Act 1989 (Vic), and on which gaming machines are operated.

3.6.5.2 For the purpose of the EGM land differential rate, the term “gaming machine” has the same meaning as section 1.3 of the Gambling Regulation Act 2003 (Vic), that is, “gaming machine” means 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.

3.6.5.3 Land which may be subject to the EGM land differential rate includes all land, except land which is otherwise not rateable land pursuant to section 154(2) of the Local Government Act 1989 (Vic). Land which is not rateable for the purpose of the electronic gaming land differential rate 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 gaming machines 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 not applicable to the determination of this Electronic Gaming Machine land differential rate. The Electronic Gaming Machine land is affected by any zoning under the City of Darebin Planning Scheme.

3.6.9 The reasons for the use of the EGM land 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 EGM land differential rate to fund the following projects:

a) Developing and organising programs through the Intercultural Centre, targeting at risk groups in the community. (Cost = \$211,555).

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 = \$60,050)

Total budget allocation: \$271,605.

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

- 3.6.10.1 The EGM land differential rate will be levied at 4 times the residential rate.
- 3.6.10.2 In 2012/2013, there will be 9 properties within Council's municipal area which will be subject to the EGM land differential rate.
- 3.6.10.3 The total amount raised by the EGM land differential rate in 2012/2013 will be \$482,855.
- 3.6.10.4 \$211,250 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 differential rate been applied to these properties.
- 3.6.10.5 The remaining \$271,605 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 EGM land differential rate at 4 times the residential rate.
- 3.6.10.7 There has been no change in the valuation system, so section 161(2)(iii) of the Local Government Act 1989 (Vic) 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 2012/13 year.

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

- New works for 2012/13
- Works carried forward from 2011/12

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>ROADS</b>				
Alteration of Road Pits by Authorities	\$50,000			\$50,000
Ballantyne Street - George Road to Rayment Street, Thornbury	\$250,000			\$250,000
Bridge Maintenance	\$59,000		\$11,000	\$70,000
Council Facility Car Parks	\$50,000			\$50,000
Crack Sealing Program	\$50,000			\$50,000
Goodwin Street - Halwyn Street to End, Preston	\$206,000			\$206,000
Major Patching Repairs of Roads	\$100,000			\$100,000
Merino Street - Ramleh Road to St Vigeons Road, Reservoir			\$120,000	\$120,000
Nugent/Phelan Right of Way Construction - (Special Charge Scheme), Preston	\$16,410		\$39,384	\$55,794
Rights-of-Way Renewal Program	\$147,000			\$147,000
Road Rehabilitation Design Program	\$30,000			\$30,000
Roads Resurface Program	\$1,984,000			\$1,984,000
Slater Street - Mitchell Street to Bastings Street, Northcote			\$250,000	\$250,000
Vale Street - Gilbert Road to Corben Street, Reservoir			\$188,000	\$188,000
<b>Total Roads</b>	<b>\$2,942,410</b>		<b>\$608,384</b>	<b>\$3,550,794</b>
		<b>Allocation:</b>	<b>New</b>	<b>55,794</b>
			<b>Upgrade</b>	
			<b>Renewal</b>	<b>\$3,175,000</b>
			<b>Maintenance</b>	<b>\$320,000</b>

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

**Details of Road Surface Program**

<b>Location</b>	<b>Block Start</b>	<b>Block End</b>	<b>Suburb</b>	<b>Amount</b>
Blake St	Seston	Mattea	Reservoir	\$14,032
Boldrewood Pde	Dunne	Donolly	Reservoir	\$44,305
Boldrewood Pde	Dunolly	Broadway	Reservoir	\$56,716
Boldrewood Pde	Lane	Dunne	Reservoir	\$43,608
Carrol St	Lane	Marchant	Reservoir	\$29,049
Carrol St	Marchant	Royal	Reservoir	\$12,270
Carrol St	Royal	Orrong	Reservoir	\$12,912
Cheddar West Rd	Lloyd	Dalglen	Reservoir	\$64,534
Cheddar West Rd	Daleglen	Arundel	Reservoir	\$54,706
Cheddar West Rd	Arundel	Keon	Reservoir	\$65,934
Clarendon St	High	Armadale	Thornbury	\$41,944
Cramer St	Grange	Gilbert	Preston	\$37,214
Crevelli St	Kirby	Blake	Reservoir	\$14,613
Crevelli St	Andrews	Kirby	Reservoir	\$14,777
Cuthbert Rd	Marchant	Whitelaw	Reservoir	\$28,342
Cuthbert Rd	Whitelaw	Carrol	Reservoir	\$20,524
Dalziel Lane	James	Clarke	Northcote	\$10,592
Dalziel Lane	Westborne	James	Northcote	\$6,871
Edwardes St	Banbury	Gilbert	Reservoir	\$83,201
Eleanor	Ward	Willow	Preston	\$7,936
Eleanor	Willow	Bell	Preston	\$13,683
Elizabeth St	St Georges	Dead end	Northcote	\$12,757
Eley Rd	Fyfe	McCrae	Reservoir	\$14,954
Eley Rd	McCrae	Johnson	Reservoir	\$7,814
Etnam St	Dead end	Oakover	Preston	\$35,566
Findlay St	Dead end	Gadd	Northcote	\$3,520
Findlay St	gadd	Emmaline	Northcote	\$6,239
French Ave	Mitchell	Separation	Northcote	\$45,952
Fyfe St	Purinian	Jinghi	Reservoir	\$14,853
Fyfe St	Eley	Jinghi	Reservoir	\$14,819
Fyffe St	Bracken	Taylor	Thornbury	\$34,647
Gilbert Rd	Edwardes	Lake	Reservoir	\$31,137
Gilbert Rd	Lake	Henty	Reservoir	\$29,444
Green Ave	Niblick	Maryborough	Kingsbury	\$23,290
Henty St	Gilbert	Spratling	Reservoir	\$21,712
Hughes Pde	Asquith	High	Reservoir	\$40,254
Hughes Pde	Asquith	High	Reservoir	\$39,254
Ivy St	Gilbert	Etnam	Preston	\$10,477
Kelsby St	Leamington	Edward	Reservoir	\$72,074
Kemp St	Johnson	Stott	Thornbury	8,058
Kemp St	High	Johnson	Northcote	\$8,618
Kendall St	Gilbert	Robeson	Preston	\$24,115
Kenwood Crt	Oakover	Dead end	Preston	\$6,955
Lane Cres	Carrol	Cuthbert	Reservoir	\$8,620
Lawry St	High	Dead end	Northcote	\$30,121
Lewis St	Comas	Lienster	Thornbury	\$57,459

Location	Block Start	Block End	Suburb	Amount
Lightfoot Pl	Snake Gully	Mt Cooper	Bundoora	\$19,082
Major St	Dead end	Clarke	Northcote	\$25,010
Marchant St	Broadway	Cuthbert	Reservoir	\$13,059
Maryborough Ave	Fairway	Curtain	Kingsbury	\$15,385
Maryborough Ave	Highland	Clunes	Kingsbury	\$49,914
Maryborough Ave	Bradshaw	Highland	Kingsbury	\$19,663
Maryborough Ave	Clunes	Dunne	Kingsbury	\$15,541
Maryborough Ave	Dunne	Fairway	Kingsbury	\$9,988
<b>Mt Cooper Dr</b>	<b>Trafalgar</b>	<b>Lightfoot</b>	<b>Bundoora</b>	<b>\$36,422</b>
Oakover Rd	St Georges	Kenwood	Preston	\$42,125
Oakover Rd	Kenwood	Railway West	Preston	\$20,596
Oakover Rd	Gilbert	Scotia	Preston	\$36,069
Oakover Rd	Scotia	Austral	Preston	\$32,392
Oakover Rd	Austral	Davies	Preston	\$31,069
Plant St	South	Union	Northcote	\$10,133
Redgum Pl	Sugar Gum	Bend in road	Bundoora	\$5,673
Redgum Pl	Bend in road	Shoalhaven	Bundoora	\$7,700
Seston St	Clingin	Nisbert	Reservoir	\$12,975
Seston St	Andrews	Clingin	Reservoir	\$18,758
Seston St	Blake	Kirby	Reservoir	\$12,365
Smith St	Comas	Dead end	Thornbury	\$14,371
Spencer St	Woolton	Shaftsbury	Thornbury	\$18,314
<b>St Neots Ave</b>	<b>Bastings</b>	<b>Dead end</b>	<b>Northcote</b>	<b>\$24,133</b>
Strathmerton St	Fordham + 50m	Lane	Reservoir	\$29,268
Sugar Gum Dr	Shoalhaven	Dead end	Bundoora	\$30,221
Trafalgar Pl	Mt Cooper	Snake Gully	Bundoora	\$22,220
Verdun Gr	Spring	Dead end	Reservoir	\$21,509
Whitegum Way	Redgum	Dead end	Bundoora	\$6,947
Whitelaw St	Carrol	Strathmerton	Reservoir	\$44,144
Whitelaw St	Broadway	Cuthbert	Reservoir	\$12,998
Whitelaw St	Cuthbert	Carrol	Reservoir	\$20,477
Willow St	Eleanor	House No 20	Preston	\$25,007
			<b>TOTAL</b>	<b>\$1,984,000</b>

 Road Recommended for Geogrid Treatment

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>FOOTPATHS</b>				
Footpath Renewal Program	\$800,000			\$800,000
Heritage Court Footpath - From Terrace Way to Hideaway Turn, Macleod	\$65,000			\$65,000
Walking Improvements - Aged and Disability Works	\$100,000			\$100,000
<b>Total Footpaths</b>	<b>\$965,000</b>			<b>\$965,000</b>
		<b>Allocation:</b>	<b>New</b>	<b>70,000</b>
			<b>Upgrade</b>	<b>\$90,000</b>
			<b>Renewal</b>	<b>\$5,000</b>
			<b>Maintenance</b>	<b>\$800,000</b>
<b>BICYCLES</b>				
Improving Cycling Facilities	\$338,000			\$338,000
Shared Path Renewal Program - Darebin and Merri Creek Trails	\$750,000			\$750,000
<b>Total Bicycles</b>	<b>\$1,088,000</b>			<b>\$1,088,000</b>
		<b>Allocation:</b>	<b>New</b>	\$195,500
			<b>Upgrade</b>	\$135,000
			<b>Renewal</b>	\$757,500
			<b>Maintenance</b>	
<b>TRANSPORT AND ROAD SAFETY</b>				
Black spot Treatment	\$50,000			\$50,000
Miller Gilbert Traffic Precinct Works	\$50,000			\$50,000
Parking Management	\$75,000			\$75,000
Public Transport Partnerships	\$50,000			\$50,000
Retrofit Parking Bays to Meet Disability Access Requirements	\$80,000			\$80,000
Roundabout Renewals - East Reservoir	\$177,500			\$177,500
Safe Travel Program (refer details next page))	\$80,000			\$80,000
Signs and Lines	\$40,000			\$40,000
Street Calming Treatments - Clarendon Street	\$100,000			\$100,000
Traffic Management (refer details next page)	\$362,000			\$362,000
Traffic Signals Maintenance	\$180,000			\$180,000
Walkability and Road Safety - Thornbury Kindergarten - Corner of Dundas Street and Newcastle Street, Thornbury	\$30,000			\$30,000
Walking Improvements (refer details next page)	\$50,000			\$50,000
<b>Total Transport and Road Safety</b>	<b>\$1,262,500</b>			<b>\$1,324,500</b>
			<b>New</b>	\$2,500
			<b>Upgrade</b>	\$612,000
			<b>Renewal</b>	\$255,000
			<b>Maintenance</b>	\$455,000

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

### Traffic Management Works Details

**Safe Travel Program**

No	Location	Cost
1	Assess pedestrian fencing for effectiveness and develop program	\$20,000
2	Provide safe pedestrian facilities on roads frequented by large and over dimensional vehicles	\$20,000
3	Removal of existing hazards (audit)	\$20,000
4	Application of road surface textures to ward drivers of the presence of vulnerable road users	\$15,000
5	Partnership with Metro trains to provide information about using public transport, including Myki system via info sessions and materials in CALD languages.	\$5,000

**\$80,000****Traffic Management**

No	Location	Cost
1	Cheddar-Hickford Street Roundabout	\$40,000
2	Intersection remodel - Clark Street and Railway Street	\$30,000
3	Intersection remodel - Jefferey/Queen	\$40,000
4	Freight accessibility and pedestrian refuges on Hughes Parade, Massey Avenue and Banbury Road	\$40,000
5	Intersection remodel - Beatty/Cameron	\$60,000
6	Traffic management - Merri Parade, Charles Street	\$50,000
7	Pedestrian works - Showers Street	\$40,000

**\$300,000****Walking Improvements**

No	Location	Cost
1	Either side of the level crossing at Northcote Station	\$12,000
2	Either side of the level crossing at Bell Station	\$12,000
3	Bell station transfer to NMIT	\$5,000
4	Bell station to NMIT Pedestrian	\$1,000
5	High Street and Mahoney's Road	\$3,000
6	Reinstate footpath along northern path from Preston Station	\$2,000
7	Provide a continuation path to link the shared path and the underpass at Ruthven Station	\$25,000
8	Plenty Road and Tyler Street	\$5,000
9	High Street and Mahoney's Road	\$20,000
10	Adjust signal operation at Waiora Road and Kingsbury Drive	\$5,000
11	Investigate removal of slip lane at Separation Street and Northcote Plaza	\$10,000

**\$100,000**

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>DRAINS</b>				
Beenak Street Drainage Improvements - Beenak Street and Crookston Road, Reservoir	\$100,000			\$100,000
Building our Capacity - Developing Water Smart Engineers and Maintenance Crews	\$8,000		\$8,000	\$16,000
Drainage Pipe Relining (Tree Root Damage) <ul style="list-style-type: none"> <li>• Northcote Golf Course</li> <li>• 38 to 58 Locker Ave, Reservoir</li> </ul>	\$133,000			\$133,000
Major Drainage Renewals (Emergency Works) <ul style="list-style-type: none"> <li>• 52 George Street, Preston West</li> <li>• Byfield Street, Reservoir</li> </ul>	\$100,000			\$100,000
Reactive Minor Drainage Upgrades <ul style="list-style-type: none"> <li>• 136 Separation Street Northcote</li> <li>• 24 Gertrude Street, Preston</li> <li>• Massey Avenue, Reservoir</li> <li>• Gresswell Grange GPT</li> </ul>	\$100,000			\$100,000
Strategic Outcomes for Darebin's Water	\$35,000		\$25,000	\$60,000
Water Sensitive Urban Design in Darebin	\$40,000		\$40,000	\$80,000
<b>Total Drains</b>	<b>\$516,000</b>		<b>\$73,000</b>	<b>\$589,000</b>
		<b>Allocation:</b>	<b>New</b>	
			<b>Upgrade</b>	\$353,000
			<b>Renewal</b>	\$80,000
			<b>Maintenance</b>	\$156,000

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>OPEN SPACE</b>				
Active Recreation Infrastructure	\$50,000			\$50,000
Art in Public Places	\$25,000			\$25,000
Arterial Roads Strategy- Vic Roads Partnership	\$40,000		\$100,000	\$140,000
Batman Park Playspace - Cnr Arthurton Road and St Georges, Northcote	\$99,000			\$99,000
Bundoora Park Golf course Tee Reconstruction - 1069 Plenty Road, Bundoora	\$30,000			\$30,000
Bundoora Park Playspace Facility - 1069 Plenty Road, Bundoora	\$50,000			\$50,000
Coopers Settlement Urban Farm Orchard Fencing - Plenty Road, Bundoora		\$10,000		\$10,000
Creek Improvement Works - Darebin, Edgars and Merri Creeks	\$100,000			\$100,000
Darebin Community Forest Strategy	\$50,000			\$50,000
Darebin Public Realm Strategic Plan and Action Plan 2013-2016	\$50,000			\$50,000
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
Edwardes Lake Park Master Plan- All Abilities Playspace - Cnr Edwardes and Griffiths Streets, Reservoir	\$195,000	\$250,000		\$445,000
Goal Post Replacement Program	\$27,000			\$27,000
Green Streets Tree Planting Program	\$480,000			\$480,000
JE Moore Park Works - Spratling Street, Reservoir	\$40,000			\$40,000
John Cain Memorial Park - Masterplan (including DISC) - 281 Darebin Rd, Thornbury		\$40,000	\$10,000	\$50,000
Leamington Street Open Space - Leamington Street, Reservoir	\$150,000			\$150,000
Leisure Minor Works Funding Program	\$60,000		\$60,000	\$120,000
Mt Cooper Estate Entry Signage - Mt Cooper Drive, Mt Cooper	\$30,000			\$30,000
Multi-functional Shelter (Shelter A) - Northcote Town Hall Forecourt High Street, Northcote	\$150,000			\$150,000
Northcote Golf Course - Fencing Protection Works - 143 Normanby Avenue, Thornbury	\$150,000			\$150,000
Open Space Access and Amenity Improvements	\$30,000			\$30,000
Park Asset Renewal		\$200,000		\$200,000
Playspaces Renewal Program	\$120,000	\$450,000		\$570,000

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>OPEN SPACE</b>				
Pocket Parks Renewal Program		\$250,000		\$250,000
Preston City Oval - Cricket Net Repairs Bruce Street Preston	\$60,000			\$60,000
Public Art Refurbishment	\$18,000			\$18,000
Re-location of Artworks and Plaque from Northcote RSL to Darebin RS - 402 Bell Street, Preston	\$15,000			\$15,000
Safety Fencing Program for Sporting Reserves	\$50,000			\$50,000
Sir Douglas Nicholls Oval Rehabilitation - Watt Street, Thornbury	\$120,000			\$120,000
Sport and Recreation Victoria, Community Facility Funding Program	\$25,000		\$20,000	\$45,000
Sporting Practice Nets	\$150,000			\$150,000
Sportsfield Lighting	\$240,000		\$15,000	\$255,000
Sportsground Irrigation Renewals and Upgrades	\$90,000			\$90,000
St Georges Road Koorie Mural Conservation - Cnr Miller Street and St George's Road, Thornbury	\$40,000		\$40,000	\$80,000
Streetscape Improvements - Internodal Areas - High Street, Northcote	\$800,000			\$800,000
Streetscape Strategy Actions Implementation	\$35,000			\$35,000
Strip Shopping Centre Streetscape Improvement Program	\$350,000			\$350,000
Synthetic Wicket Replacement	\$43,000			\$43,000
Warm Season Turf Establishment and Sportsground Upgrades	\$220,000			\$220,000
<b>Total Open Space</b>	<b>\$4,262,000</b>	<b>\$1,200,000</b>	<b>\$245,000</b>	<b>\$5,707,000</b>
		<b>Allocation:</b>	<b>New</b>	\$1,965,750
			<b>Upgrade</b>	\$1,157,000
			<b>Renewal</b>	\$1,109,250
			<b>Maintenance</b>	\$1,475,000

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>BUILDINGS</b>				
Air-Conditioning Upgrade & Replacement Program - Council Facilities	\$150,000			\$150,000
Building Painting Program - Council Facilities	\$220,000			\$220,000
Chemical Shed Reservoir Depot - Carawa Drive, Reservoir	\$10,000			\$10,000
Cogeneration at Leisure Facilities - Northcote Aquatic Centre and Reservoir Leisure Centre	\$332,000		\$488,000	\$820,000
Council Building Energy Efficiency Works	\$125,000			\$125,000
CT Barling Park Pavilion Renewal - Plenty Road, Reservoir	\$760,000		\$2,500,000	\$3,260,000
DAEC Sewer Upgrade - Darebin Arts and Entertainment Centre, Preston	\$45,000			\$45,000
Darebin Resource Recovery Centre - Noise Attenuation Wall - Council Waste Transfer Station, Kurnai Avenue, Reservoir	\$50,000			\$50,000
Depot Lighting and Sealing Works - Carawa Drive, Reservoir	\$110,000			\$110,000
Disability Access Upgrades of Existing Council Facilities	\$130,000			\$130,000
Dole Stadium Wall Repair - Dole Avenue, Reservoir	\$30,000			\$30,000
Donath Reserve (Central) Pavilion Redevelopment - Harmer Street, Reservoir	\$410,000			\$410,000
Electrical Switchboard & Sub-Circuit Wiring Improvements Program - Council Facilities	\$103,000			\$103,000
Essential Services Compliance Program - Council Facilities	\$20,000			\$20,000
Floor Restoration & Covering Replacement Program - Council Facilities	\$100,000			\$100,000
Hayes Park Pavilion - Flinders Street, Thornbury	\$551,000		\$145,000	\$696,000
Intercultural Centre - Kelvin Grove, Preston	\$30,000			\$30,000
Keon Park Community Hub - Cheddar Road, Reservoir	\$1,000,000		\$3,800,000	\$4,800,000
Major Building Rectification & Repairs Program - Council Facilities	\$100,000			\$100,000
Modernising Neighbourhood Houses	\$109,750		\$109,750	\$219,500
Northcote Aquatic and Recreation Centre (NARC) - Master Plan Asset Maintenance Plan - 180 Victoria Road, Northcote	\$100,000			\$100,000
Northcote Town Hall Works - 189 High Street, Northcote	\$70,000			\$70,000
Office Accommodation - Preston Municipal Offices, Preston	\$150,000			\$150,000

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>BUILDINGS</b>				
Preston Central Precinct - Gower Street, Preston	\$100,000			\$100,000
Preston City Oval Southern Change room - Cramer Street, Preston	\$150,000			\$150,000
Reservoir Depot Redevelopment - Carawa Drive, Reservoir	\$50,000			\$50,000
Reservoir Leisure Centre Master Plan - 2a Cuthbert Road, Reservoir	\$30,000			\$30,000
Reservoir Library Redevelopment - 23 Edwardes Street, Reservoir	\$682,000			\$682,000
Roof & Plumbing Replacements & Improvements Program - Council Facilities	\$100,000			\$100,000
Roof (Safety) Access Improvements Program - Council Facilities	\$20,000			\$20,000
Site Infrastructure Improvements & External Building Furniture Program - Council Facilities	\$50,000			\$50,000
Sporting Pavilion Bin Enclosures	\$40,000			\$40,000
Thornbury Children's Hub and Car park Redevelopments	\$60,000			\$60,000
Thornbury Family Centre Refurbishment - 8A Newcastle Street, Thornbury	\$35,000			\$35,000
Urgent Building Maintenance Work - Council Facilities	\$160,000			\$160,000
<b>Total Buildings</b>	<b>\$6,182,750</b>		<b>\$7,042,750</b>	<b>\$13,225,500</b>
		<b>Allocation:</b>	<b>New</b>	\$5,745,000
			<b>Upgrade</b>	\$2,967,000
			<b>Renewal</b>	\$3,258,000
			<b>Maintenance</b>	\$1,255,000

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>FLEET</b>				
Plant Replacement - Heavy Vehicles	\$2,050,000		\$400,000	\$2,450,000
Plant Replacement - Light Vehicles	\$354,000		\$496,000	\$850,000
<b>Total Fleet</b>	<b>\$2,404,000</b>		<b>\$896,000</b>	<b>\$3,300,000</b>
		<b>Allocation:</b>	<b>New</b>	\$330,000
			<b>Upgrade</b>	
			<b>Renewal</b>	\$2,970,000
			<b>Maintenance</b>	
<b>INFORMATION TECHNOLOGY</b>				
Aged & Disability Services System Replacement -	\$175,402		\$100,000	\$275,402
Darebin Broadband Project	\$40,000			\$40,000
Fleet Asset Management & Maintenance Computer Software Program - Council Depot, Carawa Drive, Reservoir	\$40,000			\$40,000
Grants System	\$45,000			\$45,000
IT Server and Communication Systems Upgrade	\$250,000			\$250,000
Library IT Strategy	\$55,000			\$55,000
Library PC Replacement	\$23,000			\$23,000
Licence Plate Recognition and Hand Held Ticket Issue Devices - Various locations in Darebin	\$145,750			\$145,750
Renewal of PCs and Other User IT and Communication Equipment	\$250,000			\$250,000
Replacement of the Pathway Valuations Module	\$48,000			\$48,000
Springthorpe Internet Wi-Fi Connection	\$40,000			\$40,000
<b>Total Information Technology</b>	<b>\$1,112,152</b>		<b>\$100,000</b>	<b>\$1,212,152</b>
		<b>Allocation:</b>	<b>New</b>	\$408,400
			<b>Upgrade</b>	\$269,600
			<b>Renewal</b>	\$534,152
			<b>Maintenance</b>	

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>PLANT AND EQUIPMENT</b>				
Art Collection-Purchase and System Upgrade - Bundoora Homestead, 7-27 Snake Gully Drive, Bundoora	\$25,000			\$25,000
CALD Communication Strategy Implementation	\$20,000			\$20,000
CALD Library Product Purchases	\$132,000			\$132,000
Christmas Decorations	\$72,000			\$72,000
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	\$32,000			\$32,000
Darebin Food Bank - Depot, Carowa St	\$20,000			\$20,000
Event Equipment Refurbishment	\$5,000			\$5,000
Library Product Purchase	\$548,000			\$548,000
Local Laws Equipment	\$6,000			\$6,000
Northcote Library - Library Shelving and Associated Signage - 32-38 Separation Street, Northcote	\$25,000			\$25,000
Northcote Town Hall Equipment - 189 High Street, Northcote	\$26,000			\$26,000
Replacement of Mobile Garbage, Green Waste and Recycling Bins	\$165,000			\$165,000
Speed Trailer	\$20,000			\$20,000
Youth Services Equipment Purchases	\$50,000			\$50,000
Yute Crew Youth Outreach Program	\$12,000			\$12,000
<b>Total Information Technology</b>	<b>\$1,168,000</b>			<b>\$1,168,000</b>
		<b>Allocation:</b>	<b>New</b>	\$750,000
			<b>Upgrade</b>	\$20,000
			<b>Renewal</b>	\$293,000
			<b>Maintenance</b>	\$105,000

	<b>Council Cost</b>	<b>Specific Reserves</b>	<b>External Contributions</b>	<b>Total Project Cost</b>
<b>TOTAL New Works</b>				
Roads	\$2,942,410		\$608,384	\$3,550,794
Footpaths	\$965,000			\$965,000
Bicycles	\$1,088,000			\$1,088,000
Transport and Road Safety	\$1,324,500			\$1,324,500
Drains	\$516,000		\$73,000	\$589,000
Open Space	\$4,262,000	\$1,200,000	\$245,000	\$5,707,000
Buildings	\$6,182,750		\$7,042,750	\$13,225,500
Fleet	\$2,404,000		\$896,000	\$3,300,000
Information Technology	\$1,112,152		\$100,000	\$1,212,152
Plant & Equipment	\$1,168,000			\$1,168,000
Developer Contribution Funding	\$ (800,000)	\$800,000		
<b>TOTAL</b>	<b>\$21,164,812</b>	<b>\$2,000,000</b>	<b>\$8,965,134</b>	<b>\$32,129,946</b>
		<b>Allocation:</b>	<b>New</b>	\$9,522,944
			<b>Upgrade</b>	\$5,604,100
			<b>Renewal</b>	\$12,436,902
			<b>Maintenance</b>	\$4,566,000

**TOTAL CARRIED FORWARD CAPITAL WORKS PROGRAM - 2012/13**

Program Summary		Income	Expenditure
<b>Externally funded projects</b>			
Libraries	6032.RESERVOIR LIBRARY REDEVELOPMENT		\$4,056,098
Early Years Facilities	6110.(UBR) OAKHILL COMMUNITY CENTRE RED.		\$915,000
<b>Other projects</b>			
Local Roads	5014.REHAB-SPENCER:WOOLTON-BEACONSFIELD		\$390,000
Information Technology	5142.MOBILE SOLUTIONS - DATA COLLECTION		\$110,000
Information Technology	6742.WIFI / BROADBAND PROJECT		\$57,462
Information Technology	6643.IT CORE SYSTEM UPGRADES - VARIOUS		\$115,000
Information Technology	5621.TELEPHONE SYSTEMS UPGRADES		\$126,000
Information Technology	5634.IT WEB STRAT INTERNET & E-SERVICES		\$188,000
Buildings	5947.DAREBIN MEALS KITCHEN - FAC UPGRADE		\$34,348
Sports Facilities	5974.COGENERATION AT NARC		\$350,000
Playing Surfaces	5491.SPORTSFIELD LIGHTING - RESERVES		\$249,202
Pavilions	6737.JE MOORE - PAVILION CHANGE ROOM		\$249,202
Pavilions	6744.DONATH RESRV CENTRAL PAVILION REDEV		\$300,000
Pavilions	6745.DONATH RESERVE EAST PAVILION REDEV	(\$150,000)	\$670,000
Pavilions	6751.MAYER PARK PAVILION REDEVELOPMENT	(\$11,363)	\$311,363
<b>Maintenance</b>			
Buildings - Maint	6749.VACANT SHOP STRATEGY		\$50,000
Playing Surfaces - Maint	6774.SIR DOUGLAS NICHOLLS OVAL REHABILIT		\$200,000
<b>Grand Total</b>		<b>(\$161,363)</b>	<b>\$8,371,675</b>

Roads		\$390,000
Open Space		\$449,202
Buildings		\$6,936,011
Plant & Equipment		\$596,462
	<b>TOTAL</b>	<b>\$8,371,675</b>
<b>Allocation:</b>		
	<b>New</b>	\$4,971,098
	<b>Upgrade</b>	
	<b>Renewal</b>	\$3,150,577
	<b>Maintenance</b>	\$250,000

## **Key strategic activities**

This appendix presents a number of key strategic activities to be undertaken during the 2012/13 year and performance targets and measures in relation to these.

Key Strategic Activity	Performance Measure	Performance Target
<b>LEADERSHIP AND ENGAGEMENT</b>		
Increase the number of communication strategies developed for key projects	Identified key projects with a communication strategy	≥ 75%
	% of respondents who rate their level of satisfaction with Council's communication about its programs and services at 6 or more, on a 10 point scale	≥ 75%
An engaged community that is essential to the development of strategies, policies, and implementation of projects	Projects that require consideration by Council comply with Darebin Community Engagement Policy	100%
	% of respondents who rate Council's performance in consulting and engaging directly with the community on key local issues requiring decisions by Council at 6 or more, on a 10 point scale	≥ 75%
Advocacy and Lobbying	% of respondents who rate Council's performance in lobbying on behalf of the community, (this includes making representations to State and Federal government and other organisations on key issues that affect the local community) at 6 or more, on a 10 point scale	≥ 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%
<b>COMMUNITY WELLBEING</b>		
Maternal and Child Health services are inclusive and integrated for all families	% of children attending MCH 4 months Key Ages and Stages assessment	85%
	% of children fully immunised at 5 years of age	90%
	% satisfaction with services provided by Maternal and Child Department by annual survey	≥ 85%
Develop a framework that focuses on the improvement of attitudes, knowledge and behaviour of the aged care workforce in relation to diversity	% of clients from diverse <sup>6</sup> backgrounds accessing HACC services	45%
	Clients who rate their satisfaction with HACC services as good or excellent	75%
	Difference in overall HACC service satisfaction between respondents from non-English speaking and 'English only' backgrounds	≤ 5%
Deliver actions from the Business	Identified actions from the BDES to be implemented	30 June 2013
	Number of actions implemented	5

<sup>6</sup> Diversity in this instance refers age, gender, sexual identity, physical and cognitive ability, spiritual, religious and cultural backgrounds, beliefs, ethnicity, refugee status, language, socio-economic circumstances and needs, people from Aboriginal and Torres Strait Islander backgrounds, people from Culturally and Linguistically Diverse backgrounds, people living with dementia, people living in rural and remote areas, people experiencing financial disadvantage, including people who are homeless and/or at risk.

Key Strategic Activity	Performance Measure	Performance Target
development Employment Strategy (BDES) to develop and implement employment initiatives and support and promote the benefits of employing local	Number of jobs within the City of Darebin	Increase in number of jobs by $\geq 333$
Develop a plan to support employment and learning opportunities for disadvantaged and local groups within the community	Development of the plan completed	30 April 2013
	Information and engagement sessions with local business and education providers	2 sessions
	Willingness to participate based on information and engagement sessions	60%
<b>LIVEABILITY AND REGENERATION</b>		
Providing sports ground playing surfaces fit for competition usage across the municipality	Sports grounds delivered ready for competition use on time	95%
	Number of sports ground playing surfaces across the municipality	$\geq 52$
	Availability of sports ground playing fields for public use	95%
	% 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 10 point scale	$\geq 75\%$
	Sports grounds delivered ready for competition use on time	95%
Leisure and aquatic centre services are inclusive and integrated for all families	Amount of time that the aquatic centres are available for public use <sup>7</sup>	90%
	Number of Learn to Swim participants	$\geq 1,700$
	Average number of participants per group fitness class	$\geq 18$
	% of respondents who rate Council's leisure centres and sports facilities at 6 or more, on a 10 point scale	$\geq 80\%$
Delivery of Capital Works Program	% of projects completed within +/- 10% of approved budget	95%
	Amount of capital funding spent by 30 June 2013	90%
	% of Capital Works Projects completed by 30 June 2013	90%
	Number of projects completed by completion dates identified in the Plan	90%
Provide quality, reliable and efficient asset maintenance,	% bins collected on scheduled day <sup>8</sup>	$\geq 99.9\%$
	Vehicle service achieved as per manufacturers' service schedule	$\geq 95\%$

<sup>7</sup> Related to water activities only

<sup>8</sup> Data based on missed bin complaints and number of bin lifts in one year

Key Strategic Activity	Performance Measure	Performance Target
collection and cleansing services	Compliance with Road Management Plan timeframes for works response and defect inspections	≥ 85%
	% of total waste received at the Resource Recovery Centre that is recovered and diverted from landfill	≥ 38%
Traffic management	% of respondents who rate Council's performance in traffic management at 6 or more, on a 10 point scale	≥ 75%
<b>CELEBRATION AND PARTICIPATION</b>		
Develop an updated Arts and Cultural Strategy 2013 - 2018	Strategy adopted by Council	30 June 2013
	Number of community engagement sessions held	5
	Difference in satisfaction with arts and cultural facilities and services between the highest and lowest scoring precincts	< 5%
	% of respondents who rate their personal level of satisfaction with Council's festivals and events at 6 or more, on a 10 point scale	≥ 75%
Ensure the library service collections and resources reflect and meet the diverse needs of the community	Budget allocated to LOTE resources	20%
	Number of customers accessing the Home Library Service	5% increase
	Number of visits to website/s	≥ 240,000
	Number of annual visits	≥ 700,000
	Number of annual loans	≥ 1,300,000
Connected communities	The mean response to the question "How satisfied are you with feeling part of your community?", on a 10 point scale (the result is converted to a 0 to 100 index)	≥ 70
<b>ENVIRONMENTAL SUSTAINABILITY</b>		
Consultation and implement programs to promote waste reduction in the community and increase diversion rate	Community waste-related education workshops/programs	3
	Amount of waste collected diverted from landfill	50%
	% of respondents who rate their personal level of satisfaction with Council's waste collection services at 6 or more, on a 10 point scale	≥ 85%
Establish a business sustainability network and promote green business	Establish a business sustainability network	2 meetings by 30 April 2013
	Green Business Attraction Strategy developed and adopted	100% complete
	Number of participants in environmentally sustainable programs and networks	≥ 20
Greenhouse reduction commitment	Report on annual carbon inventory	31 December 2012
	Implement approved energy efficiency measures approved through the capital budget	80%
	The percentage of respondents who rate Council's performance in supporting a reduction in community greenhouse emissions as at 6 or more, on a 10 point scale	≥ 75%

Key Strategic Activity	Performance Measure	Performance Target
<b>PRUDENCE AND PROSPERITY</b>		
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
Develop and implement Service Plus	Plan implementation	30%
	Inquiries resolved at the first point of contact	75%
	Difference in overall customer service satisfaction between respondents from non-English speaking and 'English only' backgrounds	≥ 5%
	Number of survey respondents rating the helpfulness of staff at 6 or more on a 10 point scale	90%
Maintain identified key systems so that Darebin staff can perform their role in an efficient manner <sup>9</sup>	Upgrade computers to Windows 7 and Office 2010	90%
	% of time that identified key systems available for use (outages less than 15 minutes are not included)	≥97%
Ensure Council's insurance policies meet current business needs and protect Council's assets	Annual insurance review completed to ensure they meet changing risk profiles for Victoria as determined by Global Re-insurers	Review findings and recommendations presented to Council for endorsement by 30 May 2013
Maintain our commitment to ensuring Council is a leader in health and safety of its staff, contractors and citizens	Ensuring that Council keeps its business partners (contractors and suppliers) safe while working at the City of Darebin	The City of Darebin's business partners have access to our OHS briefings and Safety Alerts
	WorkCover premium held at current levels after allowing for government adjustments and health CPI increases	< 2%
	Council's commitment to WorkSafe's return to work target of 13 weeks is met <sup>10</sup>	100%
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%

<sup>9</sup> key systems are identified as telephone, internet, email, Objective, Pathway Property System, Computron system, Shariket community services and GIS

<sup>10</sup> Excluding claims requiring major surgery or treatment

## **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 2012/13 year.

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Open Space Planning</b>	Tree removal and replacement due to vehicle crossing or development application	Non-Statutory	✓	420.00
<b>Environmental Planning</b>	General Waste			
	Large Bin Permits			
	Up to 4 Occupants			
	120 litre Bin	Non-Statutory		59.00
	240 litre Bin	Non-Statutory		182.00
	5-6 Occupants			
	240 litre Bin	Non-Statutory		95.00
	7-9 Occupants			
	240 litre Bin	Non-Statutory		68.00
<b>Northcote Aquatic &amp; Recreation Centre</b>	Lockers	Non-Statutory	✓	2.10
	Security Pouch	Non-Statutory	✓	2.80
	Lost Locker Keys	Non-Statutory	✓	16.00
	Swim Entry			
	Children under 2Yrs	Non-Statutory	✓	Free
	Adult Swim - 16Yrs +	Non-Statutory	✓	5.20
	Junior Swim - 2Yrs +	Non-Statutory	✓	3.90
	Concession Swim	Non-Statutory	✓	2.60
	Casual Swim 8 am to 4pm (During School Terms)	Non-Statutory	✓	2.60
	Non Participant Entry	Non-Statutory	✓	3.90
	Family (2 Adults & 3 Child.)	Non-Statutory	✓	13.70
	Family (2 Adults & 3 Child.) concession	Non-Statutory	✓	11.70
	Birthday Parties	Non-Statutory	✓	140.00
	2nd Instructor	Non-Statutory	✓	80.00
	Swim, Spa & Sauna			
	Adult	Non-Statutory	✓	9.10
	Concession - 6am - 4pm	Non-Statutory	✓	7.40
	After Entry	Non-Statutory	✓	4.90
	After Class	Non-Statutory	✓	3.70
	Casual Gym			
	Adult Gym/Swim/Spa/Steam	Non-Statutory	✓	17.10
	Concession	Non-Statutory	✓	14.30
	Access for All	Non-Statutory	✓	4.10
	Active Adults	Non-Statutory	✓	6.00
	Health Consultation	Non-Statutory	✓	58.00

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Aquatic &amp; Recreation Centre</b>	Child Care			
	Members (Per Child Per Session)	Non-Statutory	✓	4.50
	Non Members	Non-Statutory	✓	6.40
	Occasional Care - 1 Child (2 hours)	Non-Statutory	✓	11.55
	Occasional Care - 2 Children (2 hours)	Non-Statutory	✓	20.60
	Occasional Care - >2 Children (2 hours)	Non-Statutory	✓	24.50
	Family (2 or more from same family)			
	Members (Per Child Per Session)	Non-Statutory	✓	6.30
	Non Members	Non-Statutory	✓	8.60
	20 Visits - Child Pass			
	Members	Non-Statutory	✓	81.00
	Non Members	Non-Statutory	✓	115.20
	20 Visits - Family Pass			
	Members	Non-Statutory	✓	113.40
	Non Members	Non-Statutory	✓	154.80
	Aqua Memberships			
	Fortnightly Debit	Non-Statutory	✓	20.70
	Fortnightly Debit - Concession	Non-Statutory	✓	16.55
	Joining fee	Non-Statutory	✓	80.00
	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
	Fortnightly Debit	Non-Statutory	✓	32.30
	Fortnightly Debit - Concession	Non-Statutory	✓	25.85
	Joining fee	Non-Statutory	✓	99.00
	Concession joining fee	Non-Statutory	✓	80.00
	Fortnightly Debit - PrYme membership	Non-Statutory	✓	21.20
Teenage Memberships				
Fortnightly Debit - Gold	Non-Statutory	✓	15.10	
Monthly Debit - Joining Fee	Non-Statutory	✓	55.00	
Tennis only Memberships				
12 Month	Non-Statutory	✓	465.00	
Fortnightly Debit	Non-Statutory	✓	15.10	
Joining fee	Non-Statutory	✓	66.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Aquatic &amp; Recreation Centre</b>	Tennis Court Hire			
	(6.00am - 4.00pm) half hour	Non-Statutory	✓	9.90
	(6.00am - 4.00pm) one hour	Non-Statutory	✓	17.60
	(4.00pm - 10.00 pm) half hour & weekends	Non-Statutory	✓	13.00
	(4.00pm - 10.00 pm) one hour & weekends	Non-Statutory	✓	20.30
	Five Hour Hire Card	Non-Statutory	✓	89.10
	Junior Tennis Hire			
	(6.00am - 4.00pm) half hour	Non-Statutory	✓	6.60
	(6.00am - 4.00pm) one hour	Non-Statutory	✓	9.90
	(4.00pm - 10.00 pm) half hour & weekends	Non-Statutory	✓	6.60
	(4.00pm - 10.00 pm) one hour & weekends	Non-Statutory	✓	9.90
	Aerobics			
	Adult	Non-Statutory	✓	12.70
	Adult - Concession	Non-Statutory	✓	10.90
	Teenage	Non-Statutory	✓	5.80
	Boxing Circuit	Non-Statutory	✓	12.70
	Boxing Circuit - Concession	Non-Statutory	✓	10.90
	Fit Ball Class	Non-Statutory	✓	12.70
	Fit Ball Class - Concession	Non-Statutory	✓	10.90
	Yoga	Non-Statutory	✓	12.70
	Yoga - Concession	Non-Statutory	✓	10.90
	Pump Class	Non-Statutory	✓	12.70
	Pump Class - Concession	Non-Statutory	✓	10.90
	Run Squad - Non Member	Non-Statutory	✓	6.70
	Pilates	Non-Statutory	✓	12.70
	Pilates Conc.	Non-Statutory	✓	10.90
	Aqua			
	Aqua Aerobics	Non-Statutory	✓	12.70
	Aqua Aerobics - Concession	Non-Statutory	✓	10.90
	Aqua Movers	Non-Statutory	✓	5.10
	Aqua Movers - Concession	Non-Statutory	✓	5.10
	Swim Lessons			
	Swim School Infants			
SS Infant Debit	Non-Statutory	✓	20.30	
SS Infant Debit - Concession	Non-Statutory	✓	17.30	
SS Infant per class	Non-Statutory	✓	10.15	
SS Infant per class - Concession	Non-Statutory	✓	8.65	
SS Preschool Debit	Non-Statutory	✓	20.30	
SS Preschool Debit - Concession	Non-Statutory	✓	17.30	
SS Preschool per class	Non-Statutory	✓	10.15	
SS Preschool per class – Concession	Non-Statutory	✓	8.65	

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Aquatic &amp; Recreation Centre</b>	Swim School Primary			
	SS Primary Debit	Non-Statutory	✓	20.30
	SS Primary Debit - Concession	Non-Statutory	✓	17.30
	SS Primary per class	Non-Statutory	✓	10.15
	SS Primary per class - Concession	Non-Statutory	✓	8.65
	Swim Lesson Junior Life			
	SS JLG Debit 1st	Non-Statutory	✓	20.30
	SS JLG Debit - Concession 1st	Non-Statutory	✓	17.30
	SS JLG per class 1st	Non-Statutory	✓	10.15
	SS JLG per class - Concession 1st	Non-Statutory	✓	8.65
	Swim School Adult			
	SS Adult Debit	Non-Statutory	✓	23.50
	SS Adult Debit - Concession	Non-Statutory	✓	19.50
	SS Adult per class	Non-Statutory	✓	11.75
	SS Adult per class - Concession	Non-Statutory	✓	9.95
	Swim Squad - Concession	Non-Statutory	✓	4.80
	Swim Squad - Casual	Non-Statutory	✓	6.20
	Schools Lessons			
	Child School Entry	Non-Statutory	✓	6.20
	10 Pass Cards			
	Adult Swim (10)	Non-Statutory	✓	46.80
	Adult Swim (10) - Concession	Non-Statutory	✓	23.40
	Child Swim (10)	Non-Statutory	✓	35.10
	Swim, Spa, Sauna (10)	Non-Statutory	✓	81.90
	Swim, Spa, Sauna (10) - Concession	Non-Statutory	✓	66.60
	Family Swim (10)	Non-Statutory	✓	123.30
	Exercise Class (10)	Non-Statutory	✓	114.30
Exercise Class (10) - Concession	Non-Statutory	✓	98.10	
<b>Darebin Community Sports Stadium</b>	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	✓	4.80
	Facility Hire			
	Indoor Court Hire - Peak	Non-Statutory	✓	43.00
	Indoor Court Hire - Off Peak	Non-Statutory	✓	32.50
	Indoor Court Hire - Peak/ Contracted	Non-Statutory	✓	40.00
	Outdoor Court Hire - Lights Off	Non-Statutory	✓	13.00
	Outdoor Court Hire - Lights On	Non-Statutory	✓	24.25
	Multi Purpose Room Hire	Non-Statutory	✓	25.00
	Mezzanine Hire	Non-Statutory	✓	22.50

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Darebin Community Sports Stadium</b>	Tennis Court Hire - Lights Off	Non-Statutory	✓	13.00
	Tennis Court Hire - Lights On	Non-Statutory	✓	24.25
	Golden Oldies	Non-Statutory	✓	4.80
	ASP Program	Non-Statutory	✓	4.20
<b>Sports Development Program</b>	Grade 1A			
	Sole use of oval	Non-Statutory	✓	7031.83
	Shared use of oval	Non-Statutory	✓	5270.99
	Additional oval sole use	Non-Statutory	✓	3515.39
	Additional oval shared use	Non-Statutory	✓	2632.87
	Grade 1			
	Sole use of oval	Non-Statutory	✓	2319.78
	Shared use of oval	Non-Statutory	✓	1736.68
	Additional oval sole use	Non-Statutory	✓	1158.84
	Additional oval shared use	Non-Statutory	✓	867.82
	Grade 2			
	Sole use of oval	Non-Statutory	✓	2073.93
	Shared use of oval	Non-Statutory	✓	1555.98
	Additional oval sole use	Non-Statutory	✓	1036.97
	Additional oval shared use	Non-Statutory	✓	776.41
	Grade 3			
	Sole use of oval	Non-Statutory	✓	1405.74
	Shared use of oval	Non-Statutory	✓	1054.83
	Additional oval sole use	Non-Statutory	✓	701.82
	Additional oval shared use	Non-Statutory	✓	530.57
	Grade 3A			
	Sole use of oval	Non-Statutory	✓	628.27
	Shared use of oval	Non-Statutory	✓	470.68
	Junior clubs	Non-Statutory	✓	626.17
Casual Ground Allocations (per day)	Non-Statutory	✓	80.00	
<b>Oakhill Community Centre</b>	Darebin and non profit organisations (per hour)	Non-Statutory	✓	7.60
	Non Darebin or profit making organisations (per hour)	Non-Statutory	✓	15.70
	Internal Users	Non-Statutory	✓	7.10
	Children's Party's			
	Per hour	Non-Statutory	✓	15.70
	Bond	Non-Statutory	✓	80.00
Cleaning	Non-Statutory	✓	40.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Fairfield Community Room</b>	Darebin and non profit organisations (per hour)	Non-Statutory	✓	7.60
	Non Darebin or profit making organisations (per hour)	Non-Statutory	✓	15.70
	Internal Users	Non-Statutory	✓	7.10
	Children's Party's			
	Per hour	Non-Statutory	✓	15.70
	Bond	Non-Statutory	✓	80.00
	Cleaning	Non-Statutory	✓	40.00
<b>Donald Street Community Hall</b>	Darebin & non profit organisations (per hour)	Non-Statutory	✓	7.60
	Non Darebin & Profit organisations (per hour)	Non-Statutory	✓	15.70
	Internal Users	Non-Statutory	✓	7.10
	Children's Party's			
	Per hour	Non-Statutory	✓	15.70
	Bond	Non-Statutory	✓	80.00
	Cleaning	Non-Statutory	✓	40.00
<b>Clyde Street Community Hall</b>	Hall Hire			
	Darebin & non profit Organisations (Per Hour)	Non-Statutory	✓	7.60
	Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	✓	15.70
	Internal Users (Per Hour)	Non-Statutory		7.10
	Children's Party's			
	Per hour	Non-Statutory	✓	15.70
	Bond	Non-Statutory	✓	80.00
	Cleaning	Non-Statutory	✓	40.00
<b>Batman Park Hall</b>	Darebin & non profit Organisations (Per Hour)	Non-Statutory	✓	7.60
	Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	✓	15.70
	Internal Users (Per Hour)	Non-Statutory	✓	7.10
<b>Pioneers Retreat</b>	Darebin & non profit Organisations (Per Hour)	Non-Statutory	✓	7.60
	Non Darebin or Profit making Organisations (Per Hour)	Non-Statutory	✓	15.70
	Internal Users (Per Hour)	Non-Statutory	✓	7.10
	Bond	Non-Statutory	✓	80.00
<b>Darebin Arts &amp; Entertainment Centre</b>	Theatre Hire (Community & Not-For-Profit Hirers)			
	- Hourly rate (includes 1 technical supervisor) April to December	Non-Statutory	✓	150.00
	- Performance up to 2.5 hours (includes ushers) April to December	Non-Statutory	✓	660.00
	- Hourly rate (includes 1 technical supervisor) January to March	Non-Statutory	✓	105.00
	- Performance up to 2.5 hours (includes ushers) January to March	Non-Statutory	✓	462.00
	- Performance over 150 minutes - per additional hour or part of hour	Non-Statutory	✓	195.00

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Darebin Arts &amp; Entertainment Centre Cont.</b>	Theatre Hire (Commercial Hirers)			
	- Hourly rate {min hire 4 hrs} (includes 1 supervising technician)	Non-Statutory	✓	155.00
	- Performance up to 150 Minutes (includes ushers)	Non-Statutory	✓	938.00
	- Performance over 150 minutes - per additional hour or part of hour	Non-Statutory	✓	195.00
	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 minimum	Non-Statutory	✓	58.00
	Competitions in Theatre			
	- Hourly rate - staged, continuous sessions	Non-Statutory	✓	225.00
	Plus staffing: Technicians, Ushers Kiosk (see rate above)			
	Conference in Theatre			
	- 1 hour event	Non-Statutory	✓	390.00
	- Per additional hour	Non-Statutory	✓	190.00
	- Set up charge (one hour minimum)	Non-Statutory	✓	170.00
	Performance in Grevillea room			
	- Performance up to 150 minutes	Non-Statutory	✓	430.00
	- Rehearsal fee	Non-Statutory	✓	364.00
	- 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			
	Eleven per cent of gross sales or \$35 opt out fee			
	DAEC ticket fees (payable by hirer - per ticket issued)			
	- Standard rate	Non-Statutory	✓	3.00
	- Not For Profit organisations (incorporated associations)	Non-Statutory	✓	2.00
	- Schools (infants, primary, secondary, tertiary)	Non-Statutory	✓	1.60
	- Expos, Festivals, Free Events and the like	Non-Statutory	✓	1.60
	- Complimentary ticket (maximum 20 per performance)	Non-Statutory	✓	1.50
	- Own Sell (DAEC tickets taken by hirer to sell)	Non-Statutory	✓	3.50
	DAEC ticket fees (payable by purchaser)			
	- Mailing fee (standard DL envelope)	Non-Statutory	✓	3.10
	- Phone transaction fee (per transaction)	Non-Statutory	✓	3.00
	- Internet transaction fee (per transaction)	Non-Statutory	✓	2.00
	- Ticket exchange or return fee per transaction	Non-Statutory	✓	2.50
	- Ticket reprint fee per ticket	Non-Statutory	✓	1.50

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Darebin Arts &amp; Entertainment Centre</b>	Room Hire (Commercial Rate - Based on minimum 4 hours)			
	Grevillia Room			
	- 4 Hours	Non-Statutory	✓	348.00
	- 8 Hours	Non-Statutory	✓	615.00
	- 12 Hours	Non-Statutory	✓	902.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	108.00
	Jacaranda Room			
	- 4 Hours	Non-Statutory	✓	236.00
	- 8 Hours	Non-Statutory	✓	430.00
	- 12 Hours	Non-Statutory	✓	615.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	80.00
	Acacia Room			
	- 4 Hours	Non-Statutory	✓	246.00
	- 8 Hours	Non-Statutory	✓	440.00
	- 12 Hours	Non-Statutory	✓	615.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	80.00
	Studio			
	- 4 Hours	Non-Statutory	✓	154.00
	- 8 Hours	Non-Statutory	✓	287.00
	- 12 Hours	Non-Statutory	✓	390.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	61.50
	Waratah Room or Exhibition Space (excluding display of artworks)			
	- 4 Hours	Non-Statutory	✓	123.00
	- 8 Hours	Non-Statutory	✓	174.00
	- 12 Hours	Non-Statutory	✓	246.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	43.00
	Foyer			
	- 4 Hours	Non-Statutory	✓	236.00
	- 8 Hours	Non-Statutory	✓	472.00
	- 12 Hours	Non-Statutory	✓	728.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	87.00
	Room Hire (Non Commercial Rates/Community Groups/City of Darebin - Based on 4 hr min)			
Grevillia Room				
- 4 Hours	Non-Statutory	✓	195.00	
- 8 Hours	Non-Statutory	✓	348.00	
- 12 Hours	Non-Statutory	✓	497.00	
- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	62.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Darebin Arts &amp; Entertainment Centre</b>	Jacaranda Room			
	- 4 Hours	Non-Statutory	✓	134.00
	- 8 Hours	Non-Statutory	✓	232.00
	- 12 Hours	Non-Statutory	✓	338.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	46.00
	Acacia Room			
	- 4 Hours	Non-Statutory	✓	134.00
	- 8 Hours	Non-Statutory	✓	232.00
	- 12 Hours	Non-Statutory	✓	338.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	46.00
	Studio			
	- 4 Hours	Non-Statutory	✓	87.00
	- 8 Hours	Non-Statutory	✓	154.00
	- 12 Hours	Non-Statutory	✓	226.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	36.00
	Waratah Room or Exhibition Space (excluding display of artworks)			
	- 4 Hours	Non-Statutory	✓	57.00
	- 8 Hours	Non-Statutory	✓	97.00
	- 12 Hours	Non-Statutory	✓	149.00
	- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	28.00
Foyer				
- 4 Hours	Non-Statutory	✓	144.00	
- 8 Hours	Non-Statutory	✓	236.00	
- 12 Hours	Non-Statutory	✓	349.00	
- Hourly (additional to minimum e.g. fifth to sixth hour)	Non-Statutory	✓	44.00	
<b>Northcote Town Hall</b>	<b>Regular Meeting and Room Hire</b>			
	Late Night Surcharge per room hire that extends beyond 8 pm – per hour rate	Non-Statutory	✓	20.00
	<u>Ground Floor Meeting Room 1</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	18.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	24.00
	- Casual	Non-Statutory	✓	28.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	14.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	18.00
	- Casual	Non-Statutory	✓	22.00
	<u>Ground Floor Meeting Room Community Hub or First Floor Office</u>			
	Standard Rate			
- Weekly Booking 3 or more	Non-Statutory	✓	17.00	
- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	21.00	
- Casual	Non-Statutory	✓	25.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Town Hall</b>	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	13.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	17.00
	- Casual	Non-Statutory	✓	21.00
	<u>Ground Floor Meeting Room 2</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	23.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	28.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	18.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	22.00
	- Casual	Non-Statutory	✓	31.00
	<u>First Floor Meeting Room 1</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	23.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	28.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	18.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	22.00
	- Casual	Non-Statutory	✓	31.00
	<u>First Floor Meeting Room 2A</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	23.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	28.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	18.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	22.00
	- Casual	Non-Statutory	✓	31.00
	<u>First Floor Meeting Room 2B</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	23.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	28.00
	- Casual	Non-Statutory	✓	37.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	18.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	22.00
	- Casual	Non-Statutory	✓	31.00

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Town Hall</b>	<u>First Floor Meeting Room 2A &amp; B</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	33.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	43.00
	- Casual	Non-Statutory	✓	62.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	25.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	33.00
	- Casual	Non-Statutory	✓	52.00
	<u>First Floor Meeting Room 3</u>			
	Standard Rate	Non-Statutory	✓	18.00
	- Weekly Booking 3 or more	Non-Statutory	✓	23.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	27.00
	- Casual			
	Not For Profit Rate	Non-Statutory	✓	14.00
	- Weekly Booking 3 or more	Non-Statutory	✓	18.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	22.00
	- Casual			
	<u>Roof Top Function Room</u>			
	Standard Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	62.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	71.00
	- Casual	Non-Statutory	✓	82.00
	Not For Profit Rate			
	- Weekly Booking 3 or more	Non-Statutory	✓	32.00
	- Fortnightly/Monthly/Bi-monthly Booking 3 or more	Non-Statutory	✓	37.00
	- Casual	Non-Statutory	✓	41.00
<u>Rehearsals</u>				
<u>Studio 1</u>				
Casual Rehearsal Room Hire (weekdays) per hour	Non-Statutory	✓	21.00	
Casual Rehearsal Room Hire (weekdays) 8 hours	Non-Statutory	✓	83.00	
<u>Studio 2</u>				
Casual Rehearsal Room Hire (weekdays) per hour	Non-Statutory	✓	17.00	
Casual Rehearsal Room Hire (weekdays) 8 hours	Non-Statutory	✓	67.00	
<u>Main Hall</u>				
Casual Rehearsal Room Hire (weekdays) per hour	Non-Statutory	✓	31.00	
Casual Rehearsal Room Hire (weekdays) 8 hours	Non-Statutory	✓	103.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Town Hall</b>	<b>Casual Function and Party Room Hire</b>			
	<u>Roof Top Function Room</u>			
	Standard Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	645.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	425.00
	Not For Profit Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	480.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	325.00
	<u>First Floor Meeting Room 1</u>			
	Standard Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	360.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	275.00
	Not For Profit Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	265.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	205.00
	<u>First Floor Meeting Room 2A &amp; B</u>			
	Standard Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	645.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	425.00
	Not For Profit Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	480.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	325.00
	<u>Main Hall</u>			
	Standard Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	1130.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	690.00
	Not For Profit Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	840.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	480.00
	<u>Studio Space 1</u>			
Standard Rate				
- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	680.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Town Hall</b>	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	420.00
	Not For Profit Rate			
	- Casual Function Hire (Fri, Sat & Sun) (5- 9 hour booking )	Non-Statutory	✓	570.00
	- Casual Function Hire (Fri, Sat & Sun) (1- 5 hour booking)	Non-Statutory	✓	315.00
<b>Performance/Events/Exhibitions/Festival Hire</b>				
<u>Main Hall</u>				
	Standard Rate	Non-Statutory	✓	4100.00
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	1085.00
	- Daily Booking	Non-Statutory	✓	135.00
	- Per Hour Booking			
	Not For Profit Rate			
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	2550.00
	- Daily Booking	Non-Statutory	✓	630.00
	- Per Hour Booking	Non-Statutory	✓	85.00
<u>Studio Space 1</u>				
	Standard Rate			
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	1530.00
	- Daily Booking	Non-Statutory	✓	435.00
	- Per Hour Booking	Non-Statutory	✓	85.00
	Not For Profit Rate			
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	1150.00
	- Daily Booking	Non-Statutory	✓	340.00
	- Per Hour Booking	Non-Statutory	✓	65.00
<u>Studio Space 2</u>				
	Standard Rate			
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	1070.00
	- Daily Booking	Non-Statutory	✓	265.00
	- Per Hour Booking	Non-Statutory	✓	69.00
	Not For Profit Rate			
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	710.00
	- Daily Booking	Non-Statutory	✓	160.00
	- Per Hour Booking	Non-Statutory	✓	44.00
<u>Civic Square</u>				
	- Weekly Booking 7 days Mon - Sun	Non-Statutory	✓	525.00
	- Daily Booking	Non-Statutory	✓	135.00
	- Per Hour Booking	Non-Statutory	✓	40.00
<u>Kitchen Hire</u>				
	Main Hall - standard rate	Non-Statutory	✓	162.00
	Main Hall - not for profit	Non-Statutory	✓	122.00

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$	
<b>Northcote Town Hall</b>	1st floor - standard rate	Non-Statutory	✓	82.00	
	1st floor - not for profit	Non-Statutory	✓	62.00	
	Roof top - standard rate	Non-Statutory	✓	82.00	
	Roof top - not for profit	Non-Statutory	✓	62.00	
	Cleaning and Repair Bond (Required for Performance/Events/Exhibitions/Festival Hire)	Non-Statutory		600.00	
	<b>Ticketing Fees</b>				
	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	✓	0.70	
	Phone Booking Fee - Per Booking	Non-Statutory	✓	5.00	
	Internet Booking Fee - Per Booking	Non-Statutory	✓	2.50	
	Programs, Merchandise and Art Works Sales in NTH West Wing or Main Hall foyers				
	Eleven per cent of gross sales or opt out fee of \$35 per day				
<b>Reservoir Leisure Centre</b>	Swim Entry				
	Children under 3Yrs	Non-Statutory	✓	Free	
	Adult Swim - 16Yrs +	Non-Statutory	✓	5.10	
	Junior Swim - 3Yrs +	Non-Statutory	✓	3.80	
	Concession Swim	Non-Statutory	✓	4.00	
	Concession Swim - off peak	Non-Statutory	✓	2.60	
	School Swim	Non-Statutory	✓	2.80	
	Swim Lesson (Adult/Squad) - 45mins	Non-Statutory	✓	12.30	
	Swim Lesson (Child/Parent/Toddler) - 30mins	Non-Statutory	✓	10.30	
	Swim Lesson Private - 30min	Non-Statutory	✓	32.80	
	Swim Lesson Private (2 Child) - 30 mins	Non-Statutory	✓	43.10	
	Swim Lesson Special Needs	Non-Statutory	✓	16.40	
	Family (2 Adults & 3 Child.)	Non-Statutory	✓	13.50	
	Family Concession	Non-Statutory	✓	11.60	
	20 Visit Swim (Adult)	Non-Statutory	✓	84.50	
	20 Visit Swim (Child)	Non-Statutory	✓	66.50	
	20 Visit Swim (Concession)	Non-Statutory	✓	66.50	
		Swim, Spa & Sauna			
		Adult	Non-Statutory	✓	8.90
		Concession - 6am - 4pm	Non-Statutory	✓	7.30
		Lockers	Non-Statutory	✓	2.00
		Birthday Parties	Non-Statutory	✓	18.50
	Aerobics & Gymnasium				
	Aqua Aerobics	Non-Statutory	✓	9.70	
	Aqua Aerobics Concession	Non-Statutory	✓	7.70	
	Aerobics	Non-Statutory	✓	11.30	
	Aerobics Concession	Non-Statutory	✓	9.20	

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$	
<b>Reservoir Leisure Centre</b>	Health Club Casual includes all facilities	Non-Statutory	✓	18.50	
	Health Club Guest/concession	Non-Statutory	✓	14.80	
	Yoga 90mins	Non-Statutory	✓	15.40	
	Yoga 90mins concession	Non-Statutory	✓	12.30	
	Pilates	Non-Statutory	✓	16.40	
	RPM	Non-Statutory	✓	13.00	
	RPM Concession	Non-Statutory	✓	10.50	
	Child Care				
	Members (1 Child Per Session)	Non-Statutory	✓	4.40	
	Members (extra Child Per Session)	Non-Statutory	✓	2.60	
	Non Members (Per Child Per Session)	Non-Statutory	✓	5.90	
	Non Members (Extra Child Per Session)	Non-Statutory	✓	2.70	
	Occasional Care 2 Sessions	Non-Statutory	✓	15.38	
	Occasional Care 2 Sessions (extra child)	Non-Statutory	✓	8.50	
	Memberships				
	Health Club				
	Monthly	Non-Statutory	✓	69.70	
	Monthly concession	Non-Statutory	✓	56.00	
	3 Month	Non-Statutory	✓	380.00	
	12 Month	Non-Statutory	✓	875.00	
	Results				
	Monthly	Non-Statutory	✓	105.60	
	Monthly concession	Non-Statutory	✓	84.50	
	6 weeks	Non-Statutory	✓	240.00	
	Aquatic				
Monthly	Non-Statutory	✓	42.50		
Monthly concession	Non-Statutory	✓	34.00		
3 months	Non-Statutory	✓	190.00		
12 months	Non-Statutory	✓	510.00		
Staying Active					
Monthly	Non-Statutory	✓	47.70		
3 months	Non-Statutory	✓	230.00		
12 months	Non-Statutory	✓	575.00		
Teen Health Club					
Monthly	Non-Statutory	✓	35.00		
3 months	Non-Statutory	✓	174.30		
12 months	Non-Statutory	✓	476.60		
Note: Concession Memberships 20% Discount to Full Fees					
Function Room		Non-Statutory	✓	34.00	
Aerobics Room		Non-Statutory	✓	44.00	

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Reservoir Leisure Centre</b>	Hydro Pool	Non-Statutory	✓	72.00
	Lane Hire	Non-Statutory	✓	30.00
	All Pools	Non-Statutory	✓	287.00
	Consulting Rooms	Non-Statutory	✓	445.00
	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.)			
<b>Bundoora Park (incl. Children's Farm)</b>	COOPERS SETTLEMENT:			
	Casual Admission:			
	Adult	Non-Statutory	✓	9.00
	Child	Non-Statutory	✓	6.00
	Family	Non-Statutory	✓	24.00
	Group 15+/Concession Adult	Non-Statutory	✓	6.00
	Educational Programs:			
	One hour session	Non-Statutory	✓	8.00
	Full day Program	Non-Statutory	✓	13.00
	Registered Pre-School/play & kinder groups - Adult admission	Non-Statutory	✓	6.00
	Recreational Programs:			
	Holiday Programs	Non-Statutory	✓	13.00
	Jackaroo & Jillaroo 8 weeks (Price per 3hr session)	Non-Statutory	✓	17.00
	Room Hire:			
	Ibis Room - per 3 hours (Birthday parties)	Non-Statutory	✓	67.00
	Birthday Barn - per 3 hours	Non-Statutory	✓	67.00
	Stables - per 3 hours	Non-Statutory	✓	67.00
	Chapel - per 2 hours	Non-Statutory	✓	195.00
	Booking Cancellation Fee (less than 10 working days notice)	Non-Statutory	✓	40.00
	Rides & Activities:			
	Pony Rides (child 1-10 only)	Non-Statutory	✓	3.00
	Tractor Ride of Discovery (adult/ child)	Non-Statutory	✓	3.00
	Book of 10 ride tickets	Non-Statutory	✓	25.00
Mobile Farm Hire (per 4 hours)	Non-Statutory	✓	500.00	
Mobile Farm Hire (per 6 hours)	Non-Statutory	✓	715.00	
Photo shoot (per 2 hours)	Non-Statutory	✓	105.00	
Community Gardens (per year)	Non-Statutory	✓	90.00	
Community Gardens - Raised Plot (per year)	Non-Statutory	✓	65.00	
Filming (Not For Profit Organisations) - 4 hours	Non-Statutory	✓	185.00	
Filming (Not For Profit/Community Organisations) - Full Day	Non-Statutory	✓	360.00	

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$	
<b>Bundoora Park (incl. Children's Farm)</b>	Filming Commercial - 4 hours	Non-Statutory	✓	800.00	
	Filming Commercial - Full Day	Non-Statutory	✓	1435.00	
	Community Gardens Social Group Visits (50 per year)	Non-Statutory	✓	290.00	
	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	✓	140.00	
	Adult	Non-Statutory	✓	45.00	
	Additional child in family membership	Non-Statutory	✓	30.00	
PUBLIC OPEN SPACE:					
	Cross Country large per day	Non-Statutory	✓	820.00	
	Cross Country small per day	Non-Statutory	✓	360.00	
	Dog Club Ground Rentals/Club (July to June)	Non-Statutory	✓	770.00	
Reserved Picnic Area:					
	March 1st to October 31st (weekends - per day)	Non-Statutory	✓	102.50	
	March 1st to October 31st (weekdays -per day)	Non-Statutory	✓	92.50	
	November 1st to February 28th (weekends per day)	Non-Statutory	✓	220.00	
	November 1st to February 28th (weekdays per day)	Non-Statutory	✓	92.50	
	Note: Additional \$60 for electricity per site for areas 4,5,6,7,8	Non-Statutory	✓	80.00	
	Picnic shelter hire weekends p/h	Non-Statutory	✓	250.00	
<b>Bundoora Golf Course</b>	GOLF COURSE:				
	Green Fees:				
		18 holes Weekdays (Adult)	Non-Statutory	✓	25.00
		18 holes Weekdays (Concession)	Non-Statutory	✓	20.00
		18 Hole Weekends/Public Hols. (Adult)	Non-Statutory	✓	27.00
		18 Hole Weekends/Public Hols. (Junior/After Midday)	Non-Statutory	✓	11.00
		9 Hole Weekdays (Adult)	Non-Statutory	✓	17.50
		9 Hole Weekdays (Concession)	Non-Statutory	✓	14.50
		9 Hole Weekends/Public Hols. (Adult)	Non-Statutory	✓	18.00
		9 Hole Weekends/Public Hols. (Junior/After Midday)	Non-Statutory	✓	9.00
		18 holes Weekdays after 2pm	Non-Statutory	✓	17.50
		Practice Fairway- per hour	Non-Statutory	✓	5.00
	Rentals:				
		Club House Casual Hire (per day - not evenings)	Non-Statutory	✓	230.00
		Golf Club Rentals (full year)	Non-Statutory	✓	1435.00
				□	

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Northcote Golf Course</b>	Green Fees			
	Adults 9 Holes	Non-Statutory	✓	15.00
	Adults 18 Holes	Non-Statutory	✓	20.00
	Concession 9 Holes	Non-Statutory	✓	12.00
	Concession 18 Holes	Non-Statutory	✓	16.00
	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
<b>Engineering Services</b>	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
	*2012/13 amount to be determined by external statutory body			
<b>Darebin Construction Road Openings</b>	Crossing Permits: Residential	Statutory		185.00
	Crossing Permits: Industrial	Statutory		185.00
	Crossing Application Fee	Statutory		90.00
	Inspection Fees	Statutory		160.00
	Road Reinstatement			
	Concrete Footpath 75mm Depth (Per sqm)	Statutory		165.00
	Concrete Footpath 125 - 150mm Depth (Per sqm)	Statutory		200.00
	Deep Lift asphalt road/asphalt concrete road base Per sqm)	Statutory		240.00
	Bitumen Roads Per Square Metre)	Statutory		175.00
	Kerb & Channel Per Metre)	Statutory		175.00
	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
	*Arterial Road - Minor works - Not Conducted on any part of the roadway, shoulder or pathway	Statutory		119.50
	*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	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Darebin Construction Road Openings</b>	*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
	*2012/13 amount to be determined by external statutory body			
<b>Collection Services</b>	Waste/Recycle Bin Hire per each	Non-Statutory	✓	10.75
	Waste/Recycle Bin not returned per each	Non-Statutory	✓	58.40
	Waste/Recycle Bin deliver, empty, clean, pick up including tipping fee	Non-Statutory	✓	33.75
	Minimum 5 bins at a cost per each			
<b>Transfer Station - Gate Office</b>	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
	Fluorescent light tubes	Non-Statutory	✓	Free
	Gas bottles	Non-Statutory	✓	Free
	Computers	Non-Statutory	✓	Free
	Computer Key boards	Non-Statutory	✓	Free
	Computer printers	Non-Statutory	✓	Free

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Transfer Station - Gate Office</b>	Computer monitors	Non-Statutory	✓	Free
	Computer peripherals	Non-Statutory	✓	Free
	WASTE DISPOSAL CHARGE			
	Mixed (general) waste - (M3)	Non-Statutory	✓	59.00
	Mattress/bed base (No)	Non-Statutory	✓	28.00
	Demolition & excavated material (heavy inert) - (M3)	Non-Statutory	✓	120.00
	Clean Concrete - (M3)	Non-Statutory	✓	60.00
	Timber (non compostable) - (M3)	Non-Statutory	✓	59.00
	Tyre - Passenger Car - (No)	Non-Statutory	✓	12.00
	Tyre - Medium 4 Wheel Drive - (No)	Non-Statutory	✓	14.00
	Tyre - Truck - Small - (No)	Non-Statutory	✓	19.00
	Tyre - Truck - Medium - (No)	Non-Statutory	✓	27.00
	Tyre - Truck - Large - (No)	Non-Statutory	✓	48.00
	Tyre - Agriculture - Small - (No)	Non-Statutory	✓	55.00
	Tyre - Agriculture - Large - (No)	Non-Statutory	✓	85.00
	Green Waste - (M3)	Non-Statutory	✓	59.00
	Any Waste - (Car boot load ) Flat rate	Non-Statutory	✓	25.00
	Any Waste - (Half Car boot load ) Flat rate	Non-Statutory	✓	13.00
	Any Waste - (Station Wagon load ) Flat rate	Non-Statutory	✓	33.00
	Minimum charge	Non-Statutory	✓	13.00
	Heavy Inert - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	120.00
	Mixed (General) Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	150.00
	Green Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	150.00
	Timber Waste - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	150.00
	Concrete - Per Tonne (Minimum 1 tonne limit)	Non-Statutory	✓	60.00
<b>Weighbridge Operation</b>	Weighing Charge (per weighing)	Non-Statutory	✓	25.00
<b>Building Supervision</b>	Building Permit Fees			
	Class 10			
	Cost of building works			
	\$0 - \$5,000	Non-Statutory	✓	465.00
	\$5,001 - \$10,000	Non-Statutory	✓	550.00
	Class 1 & 10 (over \$10,000)			
	Cost of building works			
	\$10,001 - \$100,000	Non-Statutory	✓	\$550.00 + 0.0075% of building works
	\$100,001 - \$500,000	Non-Statutory	✓	\$1230.00 + 0.0022% of building works
	\$500,001 +	Non-Statutory	✓	POA

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Building Supervision</b>	Units			
	Cost per unit	Non-Statutory	✓	\$787.50/unit or permit fee on cost
	Residential, Cost of building works \$0 - \$10,000	Non-Statutory	✓	630.00 + 0.0008% of building works
	\$10,001 - \$100,000	Non-Statutory	✓	1340.00 + 0.00003% of building works
	\$100,001 - \$1,000,000	Non-Statutory	✓	1334.00 + 0.009% of building works
	\$1,000,001 +	Non-Statutory	✓	POA
	Commercial & Industrial Class Cost of building works \$0 - \$10,000	Non-Statutory	✓	630.00 + 0.0105% of building works
	\$10,001 - \$50,000	Non-Statutory	✓	735.00 + 0.0273% of building works
	\$50,001 - \$350,000	Non-Statutory	✓	2110.00 + 0.00577% of building works
	\$350,001 - \$650,000	Non-Statutory	✓	4200.00 + 0.0012% of building works
	\$650,001 - \$1,000,000	Non-Statutory	✓	5000.00 + 0.0007% of building works
	\$1,000,001 +			POA
	Lodgement Fees Cost of building works over \$10,000			
	Residential	Statutory		34.00
	Commercial	Statutory		34.00
	Consents and report of Council by the Municipal Building Surveyor Consent and report - per clause	Statutory		227.50
	Precautions over Street Alignment - application fee	Statutory		227.50
	Precautions over Street Alignment - daily charge Domestic	Statutory		110 per Month
	Precautions over Street Alignment - daily charge Commercial/Residential	Statutory		\$3.10/m2 per week

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Building Supervision</b>	Precautions over Street Alignment - daily charge Commercial/Residential Main Roads	Statutory		\$4.60/m2 per week
	Lapsed permits & inspections			
	Extension of time for building permits	Statutory		185.00
	Expired building permits (renewal)	Statutory		335.00
	Lapsed permit inspection	Statutory		185.00
	Additional inspection	Statutory		175.00
	Variation to Existing Building Permits	Non-Statutory	✓	225.00
	Building Inspections			
	Within Darebin - per inspection	Non-Statutory		160.00
	Other Municipalities - per inspection	Non-Statutory		200.00
	Any Request for Building Approval Particulars under Regulation 327	Statutory		45.35
	Any Request under Section 29A	Statutory		56.75
	Copies of plans			
	Domestic Building	Non-Statutory		76.00
	Commercial Building	Non-Statutory		230.00
	Copying Fees			
	A1 Copies (Per Copy)	Non-Statutory		5.40
	A3Copies (Per Copy)	Non-Statutory		1.20
	A4 Copies (Per Copy)	Non-Statutory		0.70
	Microfilming			
	Domestic Building	Non-Statutory		126.00
	Commercial Building	Non-Statutory		290.00
	Demolitions			
Domestic Buildings - for Dwelling & Outbuildings	Non-Statutory	✓	520.00	
Commercial Buildings - Per Storey	Non-Statutory	✓	610.00	
Additional Assessment Fee	Non-Statutory	✓	366.00	
Building Order cancellation administration fee				
Domestic	Non-Statutory	✓	<800.00	
Commercial, Industrial, Residential	Non-Statutory	✓	<1500.00	
<b>Urban Development</b>	<b>Applications for permits under section 47</b>			
	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

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Urban Development</b>	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
	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
<b>Application for amendments to permits under section 72</b>				
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	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Urban Development</b>	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
	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
	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

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Urban Development</b>	<b>Fees to amend applications</b>			
	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
	<b>Certificate of Compliance</b>			
	The fee for an applicant for a certificate of compliance under Section 97N	Statutory		147.00
	<b>Certification</b>			
	Certification for subdivision	Statutory		100 plus 20 per lot
	Certification for any other application	Statutory		100.00
	<b>Satisfaction matters</b>			
	Determination carried out to the satisfaction of Responsible Authority	Statutory		99.00
	<b>Other Fees</b>			
	Planning Enquiries	Non-Statutory		100.00
	Provide a copy of Planning Permit	Non-Statutory		29.00
	Provide a copy of an Endorsed Plan A4 & A3 - total set)	Non-Statutory		34.00
	Provide a copy of an Endorsed Plan (A1- per page)	Non-Statutory		34.00
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		25.00	
Retrieval of files before 2001 (6-10 files)	Non-Statutory		20.00	
Retrieval of files before 2001 (11-15 files)	Non-Statutory		15.00	
Retrieval of files before 2001 (15 plus files)	Non-Statutory		10.00	
<b>Advertising</b>				
0 to 10 letters	Non-Statutory		91.00	
Per additional letter (after 10 letters)	Non-Statutory		5.50	
Per site notice	Non-Statutory		118.00	

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	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Home Care - Client</b>	General Home Care Service			
	Low Level Fees			
	SINGLE - under \$34,232 pa			
	Home care - per hour	Non-Statutory		5.10
	Personal care - per hour	Non-Statutory		2.90
	Respite care (adult & children) - per hour	Non-Statutory		2.80
	COUPLE - under \$55,692 pa			
	Home care - per hour	Non-Statutory		5.90
	Personal care - per hour	Non-Statutory		2.90
	Respite care (adult & children) - per hour	Non-Statutory		2.80
	FAMILY - under \$61,225 pa (plus and extra \$5,533 for each additional child)			
	Home care - per hour	Non-Statutory		6.05
	Personal care - per hour	Non-Statutory		2.90
	Respite care (adult & children) - per hour	Non-Statutory		2.80
	Medium Level Fees			
	SINGLE - over \$34,232 pa but under \$73,334 pa			
	Home care - per hour	Non-Statutory		8.65
	Personal care - per hour	Non-Statutory		8.30
	Respite care (adult & children) - per hour	Non-Statutory		4.25
	COUPLE - over \$55,692 pa but under \$98,036 pa			
	Home care - per hour	Non-Statutory		11.90
	Personal care - per hour	Non-Statutory		8.30
	Respite care (adult & children) - per hour	Non-Statutory		5.25
	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		15.35
	Personal care - per hour	Non-Statutory		8.30
	Respite care (adult & children) - per hour	Non-Statutory		5.55
	High Level Fees			
	SINGLE - over \$73,334 pa			
	Home care - per hour	Non-Statutory		33.20
	Personal care - per hour	Non-Statutory		46.95
	Respite care (adult & children) - per hour	Non-Statutory		40.80
COUPLE - over \$98,036 pa				
Home care - per hour	Non-Statutory		33.20	
Personal care - per hour	Non-Statutory		46.95	
Respite care (adult & children) - per hour	Non-Statutory		40.80	
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		33.20	
Personal care - per hour	Non-Statutory		46.95	
Respite care (adult & children) - per hour	Non-Statutory		40.80	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$	
<b>Home Maintenance</b>	Note: Fees do not include cost of materials				
	Low Level Fees				
		SINGLE - under \$34,232 pa - per hour	Non-Statutory		10.20
		COUPLE - under \$55,692 pa - per hour	Non-Statutory		11.70
		FAMILY - under \$61,225 pa - per hour	Non-Statutory		11.70
	Medium Level Fees				
		SINGLE - over \$34,232 pa but under \$73,334 pa - per hour	Non-Statutory		15.25
		COUPLE - over \$55,692 pa but under \$98036 pa - per hour	Non-Statutory		16.75
		FAMILY - over \$61,225 pa but under \$103,240 pa - per hour	Non-Statutory		17.40
	High Level Fees				
		SINGLE - over \$73,334 pa - per hour	Non-Statutory		51.00
		COUPLE - over \$98,036 - per hour	Non-Statutory		51.00
		FAMILY with 1 child) - over \$103,240 pa (plus \$5,533 for each additional child) - per hour	Non-Statutory		51.00
<b>Community Aged Care Packages</b>	Fee Range	Non-Statutory		\$7.90 to \$55.60	
<b>Transport Service</b>	Cost of transport per client per day	Non-Statutory		3.60	
<b>Darebin City Catering</b>	Delivered Meals				
		Low Level Fee Range	Non-Statutory	6.70	
		Medium Fee Range	Non-Statutory	6.70	
		High Level Fee Range	Non-Statutory	6.70	
	CACPS (Internal)	Non-Statutory		14.00	
<b>Dementia Care</b>		Planned Activity Group (PAG) - Per Visit	Non-Statutory	10.00	
		CACPS Charges (Internal) - Per Visit	Non-Statutory	10.00	
		Flexible Respite (per day)	Non-Statutory	10.00	
<b>Brokerage</b>		General Home Care - per hour	Non-Statutory	✓ 43.70	
		Personal Care - per hour	Non-Statutory	✓ 46.40	
		Respite Care - per hour	Non-Statutory	✓ 46.40	
		Home Maintenance - per hour	Non-Statutory	✓ 60.50	
		Delivered Meal - per meal	Non-Statutory	✓ 15.40	
		Dementia Care - per visit	Non-Statutory	✓ 52.50	
		Dementia Care CACPS - per visit	Non-Statutory	✓ 11.00	
<b>Toy Library Service</b>		Miscellaneous - Fines (as of 1st Jan)	Non-Statutory	2.00	
		Joining Fee (as of 1st Jan)	Non-Statutory	28.00	
		Annual Fee (as of 1st Jan)	Non-Statutory	28.00	
		Renewal Fee - Group/Service	Non-Statutory	55.00	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Children Services</b>				
<b>Liaison</b>	Darebin Children Services Association Membership	Non-Statutory		32.00
<b>School Holiday Program</b>	5-12 Year Holiday Program (Full Daily Fee - per child)	Non-Statutory		45.00
	Excursion Fee	Non-Statutory		55.00
	Booking Fee	Non-Statutory		5.00
	Late Pick up Fee - per 15 minutes	Non-Statutory		10.00
	Late Pick up Fee after 15 minutes late - per minute	Non-Statutory		1.50
	Late payment fee	Non-Statutory		20.00
<b>Pre - Schools</b>	Central Pre-School Enrolment Booking Fee	Non-Statutory		23.00
<b>Youth Services</b>	DAREBIN YRC			
	Hire Fees - Hall /Facility	Non-Statutory	✓	50.00
	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	✓	7.00
	Copies of Final Master Session and audio data DVD (per DVD)	Non-Statutory	✓	12.00
	PA Hire small PA	Non-Statutory	✓	55.00
	PA Hire large PA	Non-Statutory	✓	130.00
	HOLIDAY PROGRAMS AND YOUTH GROUPS			
	Programs	Non-Statutory	✓	9.00
	Camps (per day)	Non-Statutory	✓	10.00
	After school program (per week)	Non-Statutory	✓	6.00
	Events	Non-Statutory	✓	7.00
<b>Maternal &amp; Child Health</b>	PLAYGROUPS			
	Hire Fees-Activity Room (per group)	Non-Statutory		15.00
	Room Hire Fairfield Activity room - weekends per hour	Non-Statutory		15.00
	BREAST PUMP HIRE (ELECTRIC)			
	Bond	Non-Statutory	✓	85.00
	1st week	Non-Statutory	✓	25.00
	Thereafter	Non-Statutory	✓	15.00
	Breast pump	Non-Statutory	✓	60.00

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Immunisation</b>	<b>VACCINES</b>			
	Prevenar	Non-Statutory		155.00
	Rotateq	Non-Statutory		95.00
	Infanrix Hexa	Non-Statutory		100.00
	Priorix	Non-Statutory		35.00
	Neisvac	Non-Statutory		100.00
	Hiberix PFS 1 dose	Non-Statutory		25.00
	Varilrix	Non-Statutory		70.00
	Infanrix IPV	Non-Statutory		55.00
	Adacel	Non-Statutory		40.00
	Boostrix	Non-Statutory		40.00
	Gardasil	Non-Statutory		155.00
	Hep A (per dose) Paediatric Havrix 720	Non-Statutory		45.00
	Hep A (per dose) Adult Havrix 1440	Non-Statutory		75.00
	Engerix (Hepatis B) Paediatric	Non-Statutory		25.00
	Engerix Hep B Adult	Non-Statutory		25.00
	Twinrix (Hepatis A & B) Paediatric	Non-Statutory		55.00
	Twinrix (Hepatitis A & B) Adult	Non-Statutory		75.00
	IPOL	Non-Statutory		45.00
	Influenza	Non-Statutory		25.00
<b>Senior Citizen Centres</b>	Northcote Senior Citizens Centre 18a Bent Street	Non-Statutory	✓	7.45
	Reservoir Senior Citizens Centre Wright Street	Non-Statutory	✓	7.45
	East Reservoir Senior Citizens Centre 7a Strathmerton Street	Non-Statutory	✓	7.45
	East Preston Senior Citizens Centre Donald Street	Non-Statutory	✓	7.45
	Leinster Grove Community Centre 99 Leinster Grove Thornbury	Non-Statutory	✓	7.45
	Regent Centre - Rear Program Area 4 Robinson Road Reservoir	Non-Statutory	✓	67.98
<b>Library - Loan materials &amp; equipment</b>	Library Fines			
	Per day Fine	Non-Statutory		0.30
	Maximum Fine per member per book	Non-Statutory		8.40
	Replacement membership cards	Non-Statutory		3.00
<b>Library - User pays Services</b>	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	✓	17.50
	Damaged and Lost Books Fine	Non-Statutory		Repl.Cost
	Debt Recovery Fee	Non-Statutory	✓	15.00
	Printing (per copy)	Non-Statutory	✓	0.20

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Library - User pays Services</b>	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
	Annual fee per digital image for use on a web page	Non-Statutory	✓	15.00
	Meeting Room hire			
	NON PROFIT ORGANISATIONS			
	<3 hour - weekday (per Hour)	Non-Statutory	✓	17.00
	3 hour - weekday	Non-Statutory	✓	40.00
	6 hour - weekday	Non-Statutory	✓	80.00
	Per hour weekend (to 3 hours)	Non-Statutory	✓	28.00
	3 hour - weekend	Non-Statutory	✓	68.00
	7 hour - weekend	Non-Statutory	✓	113.00
	COMMERCIAL ORGANISATIONS			
	<3 hour - weekday (per Hour)	Non-Statutory	✓	34.00
	3 hour - weekday	Non-Statutory	✓	78.00
	6 hour - weekday	Non-Statutory	✓	124.00
Per hour weekend (to 3 hours)	Non-Statutory	✓	50.00	
3 hour - weekend	Non-Statutory	✓	114.00	
7 hour - weekend	Non-Statutory	✓	134.00	
<b>Library - Merchandise</b>	Library Bags	Non-Statutory	✓	3.00
	Sponge Club Library Bags	Non-Statutory	✓	2.00
	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
<b>Merrilands Community Centre</b>	Stadium Hire			
	Stadium Hire - All External groups	Non-Statutory	✓	32.80
	Internal - stadium hire	Non-Statutory		27.50
	Multipurpose Hire			
	Multipurpose Hire - Darebin & non profit per hour	Non-Statutory	✓	7.40
	Multipurpose Hire - Darebin & profit organisations per hour	Non-Statutory	✓	15.00
	Multipurpose Hire - Internal per hour	Non-Statutory		7.40
	Activity Room			
	Activity Room - Darebin & non profit per hour	Non-Statutory	✓	16.40
	Activity Room - Darebin & profit organisations per hour	Non-Statutory	✓	32.80
Activity Room - Internal per hour	Non-Statutory		13.20	

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Merrilands Community Centre</b>	Functions			
	External charge per hour	Non-Statutory	✓	32.80
	Bond (refundable)	Non-Statutory	✓	250.00
	Security	Non-Statutory	✓	143.50
	Cleaning service charge (deductible from bond if required)	Non-Statutory	✓	102.50
<b>Revenue Services</b>	Land Certificates (Urgent)	Statutory		50.00
	Land Certificates (non Urgent)	Statutory		20.00
	Credit card fee for payment of rates	Non-Statutory		0.7%
<b>Valuations</b>	Valuation Certificate	Non-Statutory		10.00
	Fees - Provision of supplementary valuation information (per sup. valuation)	Non-Statutory		58.00
<b>Records Management</b>	F.O.I. Application fee	Statutory		25.10
	F.O.I. Inspection Supervision (per Hour)	Statutory		20.00
<b>Municipal Buildings &amp; Halls</b>	Preston City Hall			
	Mon - Fri (Day Rate) Per Hour	Non-Statutory	✓	52.00
	Mon to Fri (Night Rate) Per Hour	Non-Statutory	✓	105.10
	Saturday Per Hour	Non-Statutory	✓	105.10
	Sunday & Public Holidays Per Hour	Non-Statutory	✓	105.10
	Security Deposit Bond (Community Group rates are 70% of scheduled fee)	Non-Statutory		300 - 600
	Preston Shire Hall			
	Mon - Fri (Day Rate) Per Hour	Non-Statutory	✓	48.00
	Mon to Fri (Night Rate) Per Hour	Non-Statutory	✓	100.55
	Saturday Per Hour	Non-Statutory	✓	100.55
	Sunday & Public Holidays Per Hour (Community Group rates are 70% of scheduled fee)	Non-Statutory	✓	100.55
	Tea & Coffee Service per cup	Non-Statutory	✓	2.30
	Tea, Coffee & Biscuits Service per cup	Non-Statutory	✓	3.30
	Side Plates	Non-Statutory	✓	0.50
	Glass Hire	Non-Statutory	✓	0.45
	Audio Visual Hire (commercial hire rates) - per item	Non-Statutory	✓	41.00
	Portable Sound System (with 3 microphones) per day	Non-Statutory	✓	232.00
	Portable Stage with skirt (Community) per day	Non-Statutory	✓	116.00
	Portable Stage with skirt (Commercial) per day	Non-Statutory	✓	232.00

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Health Protection</b>	Premises inspection fee	Non-Statutory		179.00
	Food Act plans approval	Non-Statutory		147.50
	Food registrations - Class 1 & 2	Non-Statutory		400.00
	Transfer of registration - Class 1 & 2	Non-Statutory		200.00
	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		17.00
	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		99.00
	Health Act transfer of registration	Non-Statutory		49.50
	Health Act (prescribed accommodation) 4 - 10 beds	Non-Statutory		210.00
	Transfer of registration (prescribed accommodation) 4 - 10 beds	Non-Statutory		105.00
	Health Act (prescribed accommodation) 11 - 15 beds	Non-Statutory		245.00
	Transfer of registration (prescribed accommodation) 11 - 15 beds	Non-Statutory		122.50
	Health Act (prescribed accommodation) 16 - 20 beds	Non-Statutory		286.00
	Transfer of registration (prescribed accommodation) 16 - 20 beds	Non-Statutory		143.00
	Health Act (prescribed accommodation) over 20 beds	Non-Statutory		347.00
	Transfer of registration (prescribed accommodation) over 20 beds	Non-Statutory		173.50
	Head lice combs	Non-Statutory	✓	6.00
	<b>Local Laws</b>	<b>Shopping Trolley Release Fees</b>	Non-Statutory	
	Goods on Footpaths			
	Advertising Board (per year)	Non-Statutory		95.00
	Table & Chairs (per year)	Non-Statutory		135.00
	Goods on Footpaths (per year)	Non-Statutory		135.00
	Umbrellas (per year)	Non-Statutory		40.00
	Heaters (Free Standing) (per year)	Non-Statutory		40.00
	Fire Hazard Removal			
	Residential Allotment	Non-Statutory		265.00
	Shop Site	Non-Statutory		265.00
	Fire Hazard Infringement	Statutory		244.00

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Local Laws</b>	Abandoned Vehicle Fees			
	Release Fee	Non-Statutory		295.00
	Storage Fee (per day)	Non-Statutory		36.00
	Towing (per tow)	Non-Statutory		114.00
	Skips on Roads			
	Annual Permit	Non-Statutory		610.00
	Once off permit (less than 3 placements per year)	Non-Statutory		120.00
	Local Law Permits			
	Itinerant Traders (per year)	Non-Statutory		1600.00
	<b>Animal Control</b>	Dogs		
Unsterilised Dogs		Non-Statutory		120.00
Sterilised Dogs		Non-Statutory		45.50
State Concession		Non-Statutory		22.75
Pension Rebate - 1 <sup>st</sup> Dog Free		Non-Statutory		0.00
Cats				
Unsterilised Cats		Non-Statutory		65.00
Sterilised Cats		Non-Statutory		26.00
State Concession		Non-Statutory		13.00
Pension Rebate – 1 <sup>st</sup> Cat Free		Non-Statutory		0.00
Other Animal Registration		Non-Statutory		47.00
Admin Fee for new animals		Non-Statutory		4.50
Domestic Animal Businesses		Non-Statutory		195.00
Replacement Tags		Non-Statutory		6.00
Permit Fee Under Pt A & B AMS		Non-Statutory		47.00
Domestic (Feral & Nuisance) Animals Act				
<b>Traffic Enforcement</b>		Parking Fines		
	Not within parking bay	Statutory		61.00
	In a no parking area	Statutory		61.00
	Contrary to parking area requirement	Statutory		61.00
	Expired meter	Statutory		61.00
	Loading Zone etc.	Statutory		122.00
	No Standing, Within 9m clearway, school crossing etc.	Statutory		122.00
	2012/2013 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

	Description	Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Asset Protection</b>	Building Asset Permit	Non-Statutory		267.00
	Building Asset Permit - Bond	Non-Statutory		1360.00
<b>Reservoir Civic Centre</b>	Function Hall:			
	Commercial - per hour	Non-Statutory	✓	37.50
	Community - per hour	Non-Statutory	✓	16.30
	Meeting Room:			
	Commercial - per hour	Non-Statutory	✓	18.70
	Community - per hour	Non-Statutory	✓	8.00
	Combined Function Hall and Meeting Room:			
	Commercial - per hour	Non-Statutory	✓	44.70
	Community - per hour	Non-Statutory	✓	19.00
	UN Room:			
	Exclusive Use - per 4 hour session	Non-Statutory	✓	11.80
	Shared Use - (Community Groups Only) - per session	Non-Statutory	✓	5.80
	Equipment for Hire (Commercial Use):			
	Portable PA System - per booking	Non-Statutory	✓	25.20
	Lectern - per booking	Non-Statutory	✓	12.50
	Crockery and Cutlery - per person	Non-Statutory	✓	1.10
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	✓	80.00	
<b>Risk Services</b>	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	
<b>Darebin Intercultural Centre</b>	Pearl Room - Function Room			
	Commercial - per hour	Non-Statutory	✓	20.00
	Community - per hour	Non-Statutory	✓	15.00

Description		Fee Status	Taxable Supply	2012/13 (inc GST if applic) \$
<b>Darebin Intercultural Centre</b>	Jade Room - Function Room			
	Commercial - per hour	Non-Statutory	✓	20.00
	Community - per hour	Non-Statutory	✓	15.00
	Amber Room - Office and Hot desk			
	Commercial - per hour	Non-Statutory	✓	15.00
	Community - per hour	Non-Statutory	✓	8.00
	Topaz Room - Office and Hot desk			
	Commercial - per hour	Non-Statutory	✓	10.00
	Community - per hour	Non-Statutory	✓	8.00
	Community Kitchen - Exclusive use			
	Commercial - per hour	Non-Statutory	✓	20.00
	Community - per hour	Non-Statutory	✓	15.00
	Exhibition Space - per week	Non-Statutory	✓	50.00