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## AGENDA

Special Council Meeting to be held  
on Wednesday 15 July 2020 at 6.00pm

### **This Special Council Meeting will be held virtually**

This measure is in accordance with the COVID-19 Omnibus (Emergency Measure) Bill 2020, passed by the Victorian Government to allow Council meetings to be held by electronic means.

The meeting will be available for the public to watch through livestreaming via Council's website [www.darebin.vic.gov.au](http://www.darebin.vic.gov.au). The Council Chambers at 350 High Street, Preston will remain closed during this time.



## **ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES IN DAREBIN**

Darebin City Council acknowledges the Wurundjeri Woi-Wurrung people as the Traditional Owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and emerging.

Council pays respect to all other Aboriginal and Torres Strait Islander communities in Darebin.

Council recognises, and pays tribute to, the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people.

We acknowledge the leadership of Aboriginal and Torres Strait Islander communities and the right to self-determination in the spirit of mutual understanding and respect.



### English

This is the Agenda for the Council Meeting. For assistance with any of the agenda items, please telephone 8470 8888.

### Arabic

هذا هو جدول اعمال اجتماع المجلس. للحصول على المساعدة في أي من بنود جدول الاعمال، يرجى الاتصال بالهاتف 8888 8470.

### Chinese

这是市议会会议议程。如需协助了解任何议项，请致电8470 8888。

### Greek

Αυτή είναι η Ημερήσια Διάταξη για τη συνεδρίαση του Δημοτικού Συμβουλίου. Για βοήθεια με οποιαδήποτε θέματα της ημερήσιας διάταξης, παρακαλείστε να καλέσετε το 8470 8888.

### Hindi

यह काउंसिल की बैठक के लिए एजेंडा है। एजेंडा के किसी भी आइटम में सहायता के लिए, कृपया 8470 8888 पर टेलीफोन करें।

### Italian

Questo è l'ordine del giorno della riunione del Comune. Per assistenza con qualsiasi punto all'ordine del giorno, si prega di chiamare il numero 8470 8888.

### Macedonian

Ова е Дневниот ред за состанокот на Општинскиот одбор. За помош во врска со која и да било точка од дневниот ред, ве молиме телефонирајте на 8470 8888.

### Nepali

यो परिषद्को बैठकको एजेन्डा हो। एजेन्डाका कुनै पनि वस्तुसम्बन्धी सहायताका लागि कृपया 8470 8888 मा कल गर्नुहोस्।

### Punjabi

ਇਹ ਕੌਂਸਲ ਦੀ ਮੀਟਿੰਗ ਵਾਸਤੇ ਏਜੰਡਾ ਹੈ। ਏਜੰਡੇ ਦੀਆਂ ਕਿਸੇ ਵੀ ਆਈਟਮਾਂ ਸੰਬੰਧੀ ਸਹਾਇਤਾ ਵਾਸਤੇ, ਕਿਰਪਾ ਕਰਕੇ 8470 8888 ਨੂੰ ਟੈਲੀਫੋਨ ਕਰੋ।

### Somali

Kani waa Ajandaha Kulanka Golaha. Caawimada mid kasta oo ka mid ah qodobada laga wada hadlay, fadlan la xiriir 8470 8888.

### Spanish

Este es el Orden del día de la Reunión del Concejo. Para recibir ayuda acerca de algún tema del orden del día, llame al teléfono 8470 8888.

### Urdu

یہ کاؤنسل کی میٹنگ کا ایجنڈا ہے۔ ایجنڈے کے کسی بھی حصے کے بارے میں مدد کے لیے براہ مہربانی 8470 8888 پر فون کریں۔

### Vietnamese

Đây là Chương trình Nghị sự phiên họp Hội đồng Thành phố. Muốn có người trợ giúp mình về bất kỳ mục nào trong chương trình nghị sự, xin quý vị gọi điện thoại số 8470 8888.

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# Agenda

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## **1. MEMBERSHIP**

Cr. Susan Rennie (Mayor) (Chairperson)

Cr. Susanne Newton (Deputy Mayor)

Cr. Steph Amir

Cr. Gaetano Greco

Cr. Tim Laurence

Cr. Kim Le Cerf

Cr. Trent McCarthy

Cr. Lina Messina

Cr. Julie Williams

## **2. APOLOGIES**

## **3. DISCLOSURES OF CONFLICTS OF INTEREST**

## 4. CONSIDERATION OF REPORTS

### 5.1 ADOPTION OF ANNUAL BUDGET 2020-21, STRATEGIC RESOURCE PLAN 2020-2024 AND TEN YEAR CAPITAL WORK PLAN

**Author:** Manager Finance

**Reviewed By:** General Manager Governance and Engagement

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#### EXECUTIVE SUMMARY

The Annual Budget is an essential planning and resource tool produced each year. The development of a considered budget is vital to the ongoing operational and financial viability of Council. The annual budget sets out the expected income and expenditure of both operational, strategic and capital activities for the coming year and also incorporates Council's rating strategies.

The annual budget is a transparent account of Council's operations in line with good governance. The budget documentation forms part of a comprehensive public accountability process and reporting that includes:

- The Council Plan
- The Strategic Resource Plan
- The Annual Budget
- Internal and External Audit; and
- The Annual Report

The Annual Budget 2020-21 contains the information specified in the *Local Government Act 1989* (the Act) and all details required by the Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Like the rest of Australia, and the world, the Darebin community is facing an unprecedented challenge in the face of the COVID-19 pandemic. In a context where Council's own finances are projected to be significantly impacted and the future is uncertain, many of Council's services and programs have been adapted to ensure that we can be agile and meet the emerging and new needs of our community.

The onset of the pandemic has meant that the process of the preparation of the budget this year has been particularly challenging. Whilst work in previous years has meant that Council entered this unprecedented period in a sound financial position, ongoing closures of Council's various facilities, changes to services and programs has and will continue to affect the financial position through significantly reduced revenue and increased expenses. The variation in timing of cashflow also needs to be tightly managed so that payments can be processed as and when they fall due.

It is increasingly evident that the financial impacts will be ongoing, difficult to predict and changing as the effect of the pandemic is more clearly defined and analysed at both a global and local level. Towards this, the 2020/21 budget seeks to balance Council's deep commitment to the wellbeing of our community at this time with the need to ensure Council's ability to serve their needs into the future.

A key feature of the 2020/21 Budget is the inclusion of funding for Council's Covid-19 Community and Local Business Resilience and Recovery Package. This package is the biggest response to COVID-19 of any Victorian local government apart from the City of Melbourne. At this time the package for 20/21 has a direct value of \$11.3m and includes:

- Rate relief – a hardship policy that allows ratepayers to postpone payments until 2021 with no penalty interest charges or need to complete an application
- Funding for emergency food relief for people who are the most vulnerable in the community, coordinated by Council through Darebin's emergency relief agencies
- Almost \$1m of additional, specialised business grants
- Support for the arts and culture sector

In addition to this direct cost, many Council staff have also been redirected to focus on COVID-19 response work supporting those most vulnerable. This includes the establishment of a dedicated COVID-19 Recovery Team comprising community and economic development specialists working together to provide a "one stop shop" service for the community.

Other key features of the 2020/21 budget include:

- Delivery of high quality services and programs for the community
- Ongoing focus and commitment to Council's long term financial sustainability
- No borrowings
- No changes to current service levels (increased in some areas to respond to the pandemic)
- An overall average rate increase of 2.0% in line with the rate cap set by the Victorian State government

Sustainability and Biodiversity initiatives include:

- Implementation of the Local Government Power Purchase Agreement for renewable energy
- Implementation of a carbon management plan on Council buildings to reduce Council's greenhouse and carbon emissions
- Ongoing support for Climate Emergency Darebin and the Darebin Nature Trust
- Implementation of the Safe and Sustainable Travel Program which seeks to activate new cycling and walking infrastructure and move towards safe and sustainable travel
- Implementation of Darebin's Climate Emergency Plan to focus on community mobilisation and advocacy work
- Significant tree planting across the city to improve canopy cover

Social inclusion and community initiatives include:

- Financial support for Merri Outreach Support Service - Darebin Assertive Community Outreach Program Brokerage aimed at supporting homelessness in Darebin
- Implementation of Council's Towards Equality City Council's Equality, Inclusion and Human Rights Framework 2019-2029 - ensuring we welcome and include everyone in our community, including those from culturally diverse backgrounds, older people, young people, families, Aboriginal members of our community, people of all abilities, gender considerations and those from socio-economic disadvantaged backgrounds

- Implementation of year two of Aged Friendly Darebin – which aims to ensure the full participation of older people in community life and promote healthy and active ageing
- Aboriginal cultural inclusion guided by Wurundjeri Woi-Wurrung Corporation and in partnership with Darebin's Aboriginal Advisory Committee as well as inclusion of other culturally diverse groups
- Maximising affordable access to remove financial barriers to participation, increase employment and business opportunities for Darebin residents and local businesses
- Upgrading three Maternal and Child Health sites so they are more welcoming to our diverse community and encourage greater access and engagement
- Implementation of our Equity, Diversity and Inclusion strategy with associated action plans
- Implementation of the Social and Sustainable Procurement Policy
- Implementation of the Workforce Diversity and Inclusion Strategy 2020, Community Employment Plan and Council's Aboriginal Employment Strategy
- The renewal and replacement of technical and operational equipment at Arts Venues & Hubs
- Stage 2 works to reinvigorate the Darebin Arts Centre

Public infrastructure initiatives include:

- Commencement of the construction of a new multi-purpose stadium (MSS) at John Cain Memorial Reserve to provide more sports opportunities for women and girls
- Completion of the schematic design and commencement of the detailed design of the Northcote Aquatic and Recreation Centre
- Building upgrades and maintenance at Reservoir Leisure Centre
- The redevelopment of the KP Hardiman synthetic hockey pitch
- The commencement of the redevelopment of BT Connor pavillion
- A broad program of improvements and new works in our parks, open spaces, and playgrounds across the municipality
- Ongoing investment to ensure our critical assets and infrastructure are maintained including roads, drainage and footpaths

Strategy and planning initiatives include;

- Continued advocacy on key design and construction management issues surrounding the removal of four level crossing in Preston
- Commencement of an expansive campaign of community engagement to develop a draft 50 Year vision for the city called 'Future Darebin'
- Development and implementation of a new Design Excellence program in 2020-21 that aims to significantly improve the quality of future private developments across the City
- Improving safety in public spaces including through the delivery of lighting improvements in Main Drive Bundoora and safety-focused public improvements in response to the Gender Equality Map findings
- Complete scoping reports on local blackspot locations and advocate for funding to improve the safety of the local road network in Darebin

|                       |
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| <b>Recommendation</b> |
|-----------------------|

**That Council:**

- (1) Having considered all submissions received and having complied with the requirements of sections 127 and 129 of the *Local Government Act 1989*, adopts the Annual Budget 2020–21 (attached as **Appendix A**)
- (2) Adopts the Strategic Resource Plan 2020–2024 (**Appendix B**) as its Strategic Resource Plan for the period 1 July 2020 to 30 June 2024 including updates to reflect any consequential changes to the Annual Budget 2020–21
- (3) Adjusts the Council Plan 2017–2021 by replacing the existing Strategic Resource Plan with the Strategic Resource Plan 2020–2024 (**Appendix B**)
- (4) In accordance with sections 158 and 161 of the *Local Government Act 1989*, declares the Rates and Annual Service Charges for the 2020–21 rating year commencing 1 July 2020 and ending 30 June 2021 as detailed in the Annual Budget 2020–21
- (5) In accordance with section 169 of the *Local Government Act 1989*, declares a rebate in relation to rates of \$150 to each owner of rateable land who is an 'eligible recipient' within the meaning of the *State Concessions Act 2004* to assist the proper development of the municipal district as detailed in the Annual Budget 2020–21 and is being granted because Council considers that it 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
- (6) Notes the summary of the submissions received, prepared on behalf of the Hearing of Submissions Committee (attached as **Appendix C**)
- (7) Advises all submitters that Council has considered their submissions relating to the Draft Annual Budget 2020–21 and that the submitters be advised of the outcome of the consideration as it relates to their specific submission, and they be thanked for their contributions
- (8) Amends the Annual Budget 2020–21 to allocate funds from realised savings (\$400,000) in the 2019-20 capital works program to the COVID-19 Community and Economic Development Program
- (9) Notes the update on the COVID-19 Community and Business Resilience and Recovery Package
- (10) Adopts the Ten-Year Capital Works Plan and receive an update every 6 months with the next update at the mid-year year budget review (**Appendix D**)
- (11) Gives public notice of the adoption of the Annual Budget 20120-21 in accordance with section 130(2) of the *Local Government Act 1989*
- (12) Notes that a copy of the adopted Annual Budget 2020–21 will be provided to the Minister for Local Government in accordance with section 130(4) of the *Local Government Act 1989*

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**BACKGROUND / KEY INFORMATION****Preparation of the Annual Budget 2020–21**

The current unprecedented environment of the COVID-19 pandemic has resulted in numerous, significant and compelling challenges that are having a substantial impact on the economic and social health and wellbeing of our community. Council's own economic circumstances

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have also been dramatically impacted and this is expected to continue for at least the medium term. In response to this, Council has had to demonstrate an immediate and agile approach to supporting its community whilst maintaining sound, prudent financial management of Council's resources and ongoing delivery services and the Council Plan 2017 – 2021.

In order to respond strategically and operationally to these challenges the original draft budget was completely reviewed and redrafted to reflect the inclusion of Councils multimillion-dollar COVID-19 community recovery package and many other response measures and impacts as well as to reflect the significant revenue losses which are expected. Developed in collaboration with Councillors over the past six months, the budget preparation has been thorough and comprehensive and has been focused on delivering the services our community needs whilst also being mindful of costs.

The operational and financial impact of COVID-19 has resulted in the budget projecting a surplus of \$3.7 million for 2020-21. There will be a significant reduction in revenue (\$18 million) which includes statutory fees and fines, user fees and developer contribution amounts. Once adjustments have been made for the Public Open Space contributions of \$4.9 million which must be spent in accordance with the Subdivision Act 1988 and one-off capital grants for specific capital works, Councils underlying deficit for 2020-21 will be \$1.3 million.

### **Council's COVID-19 Community and Business Resilience and Recovery Package (Package)**

As noted previously, Councils response to the COVID-19 pandemic is significant and includes a \$11.3 million Community and Business Resilience and Recovery Package which is being funded through the reallocation of Council resources in line with following budget assumptions. This Package was adopted by Council on 27 March 2020 and the quantum is second only to the City of Melbourne.

The Package is in response to the immediate and ongoing impact of COVID-19. The package continues to mitigate the impact of the pandemic on the wellbeing of Darebin residents, in particular vulnerable community members and those already experiencing disadvantage, and to provide immediate and ongoing support to our local businesses who are continuing to experience devastating levels of disruption and uncertainty.

The Package builds upon existing social and health networks to strengthen the ongoing reliance and capacity within the community and enhance the capacity of organisations already working with vulnerable community members.

It has also provided and will continue to provide a significant business support program to complement existing services and agencies such as Federal and State Government economic stimulus packages. Below are some highlights from the package to date:

**Hardship Policy** extended to all rate payers – residential and business – ability to defer rates until 30 June 2021 (received over 2,400 calls since start of March)

**Redeployment of staff** to support community resilience and recovery programs and projects.

**Waiver of fees and charges for** Sporting Clubs, Arts Venues and Community Hubs until December 2020.

***Emergency Food Boost (\$150K)***

- Facilitated and assisted the distribution of grocery vouchers, food parcels and over 1000 frozen meals per week– focusing on International Students, Aboriginal and Torres Strait Islander communities, and people who have found themselves vulnerable or experiencing family violence
- Supported the Emergency Food Relief network with 150 grocery vouchers, 600 food parcels and 1,000 frozen meals per week (distributed by local ER agencies) and over 12,000 meals over the last three months
- Funding support for local organisations including DIVRS, Charcoal Lane, Bridge Darebin & Reservoir Neighbourhood House

***Funding support to Inner North Community Foundation to facilitate local outcomes and community grants (\$50K)******Secondment of staff to other agencies***

- Inner North Community Foundation
- Northern Community Church
- Emergency relief agencies

***Launched a suite of artist led creative initiatives which families and children can participate in while at home in isolation (\$25K)******Community Navigation and Community Connect Service***

- Taking over 500 calls in the first 2 months, referrals to support services and offering social support and actively ensuring vulnerable residents are connected to support services within their community

***Small Business support***

- Provided a dedicated business support line which has received over 1,000 calls since March and permit facilitation services
- Refunded or waiver of business-related fees and registrations
- Supported community run childcare centres and kindergartens including provision of PPE
- Distributed \$535K worth of Business Grants to 156 projects in 2019-20 with more grants planned for 2020-21 (approximately \$400K for the second round of grants)
- Provided access to our Employment Assistance Program including free counselling sessions (\$12k)
- Developed a Business Webinar Series (\$20k)
- Mentoring sessions (\$8K), Business memberships to industry associations (\$5K) and development of a Customer Loyalty Program (\$11K) to be released in 2020-21

Phases for Response;

The Package considers the response that will be needed in three phases:

1. Phase One – an immediate targeted response to the current crisis and support to those who need it most
2. Phase Two – strengthening communities and businesses to build recovery and stabilize
3. Phase Three – actions to create long term sustainable change for the benefit of community wellbeing and resilience

Principles;

The response has been designed according to the following principles:

- Equity: Focus on those most in need taking account of emerging vulnerabilities
- Giving those affected – both individuals and businesses – a strong voice throughout in how we respond
- Being clear about our role – filling in the gaps between what Federal and State Government and local agencies are better placed to deliver
- Coordinating efforts and providing backbone support between partners, across sectors and across all levels of government
- Being agile to rapidly changing circumstances
- Being the voice for our community and businesses through advocacy as well as direct action

**2020-21 Budget assumptions:**

- Capacity to deliver a \$11.3M Community and Business Resilience and Recovery Package
- \$34.2M Capital Works Program
- No borrowings
- No budget revenue in User Fees from closed services till January 2021
- Reduced revenue from statutory fees and fines by \$8.3M
- No reduction in Operating Grant revenue
- Significant delays in cash receipts from rates instalments (rates deferred to 30 June 2021. Council is only one of three Councils to provide this support state-wide)
- No Interest charged on deferred rate and sundry debtors to 30 June 2021
- 2% Rate Cap increase (over 75% of Councils state-wide are applying the rate cap of 2%)
- No change to the Special Rate Charge
- No employees are stood down due to COVID-19
- No reduction in service levels



The budget has been prepared in line with the priorities outlined in key strategic documents including the Council Plan and the Strategic Resource Plan.

The Annual Budget 2020–21 is provided at **Appendix A**.

### **Strategic Resource Plan/Financial Strategy**

The budget has been developed in the context of the Strategic Resource Plan. The Strategic Resource Plan (SRP) is a four-year plan of the financial and human resources Council requires to implement the actions and deliver the objectives set out in the Council Plan 2017–21.

In pursuit of its objectives, the SRP embodies the following objectives for Council over the next four years, including:

- Ensuring that Council's financial resources are directed to achieving the desired outcomes, strategies and initiatives articulated in the Council Plan
- Maintenance of the scope and standard of ongoing services provided to the Darebin community
- A 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
- Generation of sufficient ongoing income to fund Council services and capital works commitments over the longer term
- Maintaining a viable and sustainable cash position, ensuring Council remains financially sustainable in the long term and in line with Victorian Auditor General (VAGO) key financial risk ratio's
- Ensuring critical renewal is funded annually over the timeframe of the SRP
- Ensuring careful use of reserves to fund projects and programs that are consistent with the purpose envisaged when the reserve appropriation was originally made
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The Strategic Resource Plan 2020–24 is provided at **Appendix B**.

### **Public Release**

Following Council's adoption of the draft budget on 13 May 2020, the draft budget was put on public exhibition which provided a 28-day period for submissions to be lodged. Any person had the right to make a submission (or ask a question) under section 223 of the Act in regard to the draft Annual Budget 2020–21.

The Submission period closed on Monday 15 June 2020 at 5:00pm with eighty-five (85) submissions received including five (5) petitions. A meeting of the Council's Hearing of Submissions Committee was held via Cisco Webex at 6.00pm on Thursday 25 June 2020, to hear those submitters who wish to be heard in support of their submissions. Twenty-one (21) submitters spoke to their submissions.

Following the consideration of the submissions received, Council is now required to formally adopt the final budget for 2020–21.

### **Budget Adoption**

The Act prescribes that Council must adopt its final budget by 30 June each year however due to COVID-19, the Minister for Local Government granted an extension to 31 August 2020.

**Previous Council Resolution**

At its meeting held on 13 May 2020, Council resolved:

**That Council:**

- (1) *Adopts the draft Annual Budget 2020–21 and the draft Strategic Resource Plan 2020–24 for the purposes of Section 127 of the Local Government Act 1989*
- (2) *Notes that the draft budget includes running the Solar Saver Program including the Special Charge stream focused on supporting low income households to a value of \$1 million (ex GST). The draft budget also includes the Solar Saver Bulk Buy stream which would be offered to both the broader community and all households and businesses currently on the Solar Saver Program waiting list to support them to install solar PV*
- (3) *Authorises the Chief Executive Officer to give public notice in accordance with sections 129 and 223 of the Local Government Act 1989 of Council's intention to adopt, at a Special Council meeting proposed to be held at 6.00pm on Wednesday 15 July 2020, the Annual Budget 2020–21 (**Appendix A**) and the Strategic Resource Plan 2020–24 (**Appendix B**) presented to that meeting*
- (4) *Gives public notice in accordance with sections 169 and 223 of the Local Government Act 1989 of Council's intention to grant, at a Special Council meeting proposed to be held at 6.00pm on Wednesday 15 July 2020, a rate rebate to pensioners in the 2020–21 year in the amount of \$150 to each owner of rateable land who is an 'eligible recipient' within the meaning of the State Concessions Act 2004*
- (5) *Notes that any person who makes a written submission in relation to the draft Annual Budget 2020–21 or in relation to the granting of a rate rebate to pensioners, and requests to be heard in support of their written submission, will be heard by Council's Hearing of Submissions Committee at a meeting to be held at 6.00pm on Thursday 25 June 2020*
- (6) *Notes that the draft Annual Budget 2020–21 supports the commencement in 2019-20 of the Darebin City Council COVID-19 Community and Business Resilience and Recovery Package which includes the Community and Economic Development Program and the Business Grants Program*
- (7) *Notes that the proposed revenue raised from the 2% rate increase as set by the Victorian Government's Fair Go Rates System in 2020-21 is forecast to be \$3.62 million and resolves to hypothecate this revenue in full for use as part of the \$11.3 million COVID-19 Community and Business Resilience Recovery Package*
- (8) *Notes that in addition to \$11.3 million COVID-19 Community and Business Resilience Recovery Package, should Council's current Working for Victoria submission be successful, this will result in approximately 240 additional staff employed to respond to the impact of COVID-19 in addition to supporting the delivery of Council's recovery package*
- (9) *Notes that the estimated in-kind contribution for the Working for Victoria program is \$50,000. This will include management and coordination of staff, OH&S, quality assurance, communication and reporting requirements associated with the program*
- (10) *Notes the 2020-21 Annual Budget Report to be tabled at the Special Council Meeting on 15 July 2020 will include an update on the adjusted total financial commitment of the COVID-19 Community and Business Resilience Recovery Package. This will also include Council's in-kind contribution*
- (11) *Authorises the Chief Executive Officer to undertake any and all administrative procedures necessary to enable Council to carry out its functions under section 223 of the Act*

## COMMUNICATIONS AND ENGAGEMENT

### Consultation and Communications

The budget has been developed in collaboration with Councillors over several months and through discussions with community and local businesses.

Council conducted extensive consultation across the community, creative and business sectors with new initiatives developed in partnership with a wide range of stakeholders who are providing important vital services to those most at risk of disadvantage and health inequalities and local businesses in Darebin. Council has also assessed the development and delivery of each initiative against Council's Towards Equality framework.

Officers have spoken to over 450 businesses directly via the newly created business support line, and through conversations initiated by officers reaching out through their networks. Community and Business sector feedback has directly informed services and programs for 2020-21.

The Council budget consultation was undertaken over the period from 15 May to 15 June 2020. Given the current conditions and social distancing measures, the consultation did not include public-facing elements. The consultation included:

- Providing the budget information process to advisory groups and funded bodies through their Council representatives, noting the opportunity for submissions
- Correspondence with clubs etc
- Social media, including sponsored advertisements with online information and pointers on how to make a budget submission
- Traditional media including newspapers and papers
- Comments to be received on Your Say Darebin
- Councillor media packages

## ANALYSIS

### Alignment to Council Plan / Council policy

Goal 6 - A well governed Council

The Annual Budget 2020–21 has been prepared to give financial effect in the coming year to the objectives set out in the Council Plan 2017–21 and Strategic Resource Plan 2020–24.

### Environmental Sustainability Considerations

The Council Plan 2017–21 contains a number of policy directions specifically designed to reflect Council's commitment to environment sustainability and the Annual Budget 2020–21 has been prepared in this context.

The Annual Budget 2020–21 continues Council's funding of environmental operations in a range of areas, including waste collection and recycling services, street cleaning, litter collection, park and sporting field maintenance and improvements in the context of drought, water-saving and energy efficiency measures.

### Climate Emergency

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The Council Plan 2017–21 contains a number of policy directions specifically designed to reflect Council's commitment to Climate Emergency and the Annual Budget 2020–21 has been prepared in this context and includes the Darebin Climate Emergency mobilisation, implementation of the Local Government Power Purchase Agreement for renewable energy and a carbon management plan for buildings to reduce Council's greenhouse and carbon emissions.

### **Solar Saver Program**

The annual budget 2020-21 proposes the Solar Saver program be funded at \$335,000 in the operating budget and provide upfront funding for installations in the community for up to the value of \$1,000,000 (excluding GST). The \$1,000,000 cost of these installations would be recouped by Council over time with approximately \$350,000 of this to be recouped in the 2020-21 year as contributions from solar technology credits and approximately \$650,000 to be recouped in the ten years from participants from repayments of Special Rates. In 2020-21, cash repayments expected relating to prior years of the program are in the amount of \$580,000.

This scale of program is less than the scale of the program in 2019-20. The program in 2020-21 would prioritise installing solar systems for households that face disadvantage who are unlikely to be able to access the benefits of solar without this program. Business installations would not be included in the program.

It is expected that the program would reach between around 150 households 2020-21, although the final numbers would be confirmed during the 2020-21 year and depend on the size of solar systems needed to meet the needs of participating residents and could reach more or less households.

It is also proposed that Council offer the bulk buy stream of the Solar Saver Program in 2020-21 as this can play a valuable role in supporting households to install solar panels by ensuring that they have confidence in the suppliers and products being offered thanks to Council's work to select them.

Council has an existing contract with a supplier to deliver the solar saver program over 2020-21. If Council endorses this budget for consultation including the solar saver program as proposed, officers will communicate Council's decision and work with the contractor to plan for the program in 2020-21 at the scale indicated in this budget.

Should any change be made to the final budget, the program would be adjusted further to address this. Officers have been progressing implementation of Council's decision to 'switch on' a bulk buy stream of work, however the contractor initially selected has not taken up Council's offer to run the program and as such the stream has not at this time been 'switched on'. This will be the subject of a further report to Council at a later date.

### **Equity, Inclusion and Wellbeing Considerations**

The Council Plan 2017–21 contains a number of policy directions specifically designed to reflect Council's commitment to social inclusion and diversity, and the Annual Budget 2020–21 has been prepared in this context and includes the implementation of the Workforce Diversity and Inclusion Strategy 2020, Council's Community Employment Plan and Aboriginal Employment Strategy.

In addition, Council's COVID-19 Community and Business Resilience and Recovery Package is focused on supporting and assisting our community including the disadvantaged and homeless.

## **Cultural Considerations**

The Council Plan 2017–21 contains a number of policy directions specifically designed to reflect Council's commitment to cultural considerations, and the Annual Budget 2020–21 has been prepared in this context and includes the upgrade of three Maternal and Child Health sites so they are more welcoming to our diverse community and encourage greater access and engagement and supports the implementation of the Equity, Diversity and Inclusion strategy with associated action plans.

In addition, Council's COVID-19 Community and Business Resilience and Recovery Package is focused on supporting and assisting our diverse community.

## **Economic Development Considerations**

Economic development activities proposed for 2020–21 include developing a new place management program of activities to make our local business areas more vibrant, active and successful, assist businesses to increase local employment, including the uptake of Federal and State government funding for employment and skills training opportunities and Improve business performance through of our assistance with digital access and capability, environmental performance, export capability, and attraction of visitors.

In addition, Council's COVID-19 Community and Business Resilience and Recovery Package is focused on supporting and assisting our business community through purpose-design programs.

## **Financial and Resource Implications**

All matters raised in this report which have a financial implication have been reflected in the Annual Budget 2020–21.

## **Legal and Risk Implications**

The Annual Budget 2020–21 has been prepared in the context of minimising and mitigating the risks associated with Council's delivery of services and infrastructure to the community.

All contractual obligations are funded in the budget.

## **DISCUSSION**

Council has prepared the annual budget for 2020–21 which is aligned to the objectives of the Council Plan 2017–21. It seeks to maintain services and infrastructure as well as deliver projects and services that are valued by our community and do this within the rate increase mandated by the State Government.

The annual budget 2020-21 is considered to be prudent and responsible and will ensure that Darebin remains in a sustainable financial position.

The budget is community focused, delivering projects and services that are highly valued by residents, businesses and visitors, including, but not limited to:

- Approximately 22,200 immunisations
- Library services to support approximately 626,000 visitors each year and approximately 4 million views on the library web page
- Improvements to accessibility arrangements for people living with a disability

- Approximately 130,000 hours of aged care services and assistance and providing over 25,000 meals
- Planting of 6,000 trees, as well as 3,800 indigenous plants in bushland and parkland
- Upgrades and maintenance works for approximately 8,000 square km of footpaths
- Animal registrations for around 16,000 pets
- Maintenance of more than 60 sporting ovals and fields
- Maintenance of more than 30km of shared bike paths
- Support for the installation of solar systems to residential homes
- Collection of 5,500,000 bins, 10,300 tonnes of green waste and 12,250 tonnes of recycling collected per year
- Streetscape and Place improvements across the city

The Annual Budget 2020-21 seeks to balance the demand for services and infrastructure with affordability and sustainability and has projected a surplus of \$3.7 million for 2020-21. Once adjustments have been made for the Public Open Space contributions of \$4.9 million which must be spent in accordance with the Subdivision Act 1988 and one-off capital grants for specific capital works, Councils underlying deficit for 2020-21 will be \$1.3 million.

With ageing assets and infrastructure, Council must identify and allocate funds needed to meet infrastructure costs (asset renewal) and to provide a sustainable base for Council's operations and services into the future. Council is required to fund new capital works to meet the community's changing needs as well as its asset renewal, maintenance and expansion works program.

The budgeted capital works of \$37.5 million for 2020-21 is funded as follows:

- Depreciation \$24.3 million
- Grants \$2.1 million
- External contributions \$0.3 million
- Prior years' surpluses \$10.8 including
  - Carry over capital works of \$3.2 million
  - Accumulated unallocated surplus \$7.6 million (from prior years' operations)

The Annual Budget 2020-21 presents a financially sound budget that maintains all services from the previous year. The average rate will rise by 2.0% in line with the rate cap set by the State Government. Over 75% of Council's state-wide are applying the 2% rate rise.

The Victorian State Government has introduced a new model budget which includes mandatory sections. The Annual Budget 2020-21 adheres to the model budget.

The Annual Budget 2020-21 has been prepared in the context of the overall objective of Council's Strategic Resource Plan (SRP) which is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- Maintaining ongoing services provided to the Darebin community and to be flexible in addressing changing community needs with innovative services and facilities
- The timely renewal of community assets and the assets required for ongoing service delivery

- Ongoing underlying surpluses that allow the funding of service delivery, capital works and asset management commitments
- Holding sufficient cash and other assets in order to meet payment obligations to suppliers and employees as they fall due

In preparing the Annual Budget 2020-21 Council has also been mindful of the need to comply with the principles of sound financial management which requires Council to:

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

The following additional principles have guided the development of the Annual Budget 2020-21:

- Existing fees and charges are to be increased in line with CPI or market levels
- Grants to be based on confirmed funding levels
- Service levels to be maintained at 2019-20 levels
- Contract labour to be minimised

### **Community Submissions**

Eighty-five (85) submissions, including five (5) petitions, were received by the closing date for submissions including twenty-one (21) submitters who were heard by the Hearing of Submissions Committee on 25 June 2020.

The submissions are outlined in **Appendix C**. Officers have undertaken an assessment of the submissions and have provided a recommendation for Council's consideration.

Officer recommendations to Council are based on projects that are shovel ready, where there is an opportunity to leverage existing programs and projects, consider financial and resourcing implications (i.e. Council's capacity to deliver in 2020-21).

Copies of the submissions were circulated separately to Councillors for consideration.

### **Realised 2019-20 savings**

The delay in the timing of this adoption of the budget this year has meant that the 2019-20 end of financial year invoicing has been finalised. This is unique to 2020.

The results show savings as a result of the completion of some capital work projects in 2019-20 under budget. In total, approximately \$400,000 has not yet been factored into any cash flow modelling or allocated in the 2020-21 budget presented in this report.

Officers recommend that this amount be allocated to the COVID-19 Community and Economic Development Program (for example towards additional food relief or business grants). This change is **not** been included in the Annual Budget 2020-21 documentation attached at **Appendix A** but does form part of the Officers recommendation. The budget will then be adjusted if approved.

It is important to note that Councillors do have the option to allocate this amount to other priorities or to address matters arising from the community budget submissions or a combination of all of these.

### Strategic Resource Plan 2020-2024

The Annual Budget 2020-21 year is the first year of the Strategic Resource Plan and accordingly the previously adopted Strategic Resource Plan must be revised.

The Act requires that Councils review and adopt a Strategic Resource Plan not later than 30 June each year each year however due to COVID-19, the Minister for Local Government granted an extension to 31 August 2020. The Strategic Resource Plan outlines the resources required to achieve the strategic objectives articulated in the Council Plan and its format and contents are governed by section 126 of the Act.

The revised Strategic Resource Plan 2020-2024 is attached (**Appendix B**) and is consistent with the Annual Budget 2020-21.

In respect of the next four financial years the Strategic Resource Plan contains:

- The financial statements describing the required financial resources and information required by the Local Government (Finance and Planning) Regulations 2014
- Statements describing the required non-financial resources, including human resources

The Strategic Resource Plan assists Council in adopting a budget within a longer term prudent financial framework. The key objective of the Strategic Resource Plan is financial sustainability in the medium to long term, whilst still achieving the Council's strategic objectives as specified in the Council Plan.

The Strategic Resource Plan has been updated through a rigorous process, using the current financial position as a base and factoring in assumptions regarding future increases in income and expenditure for each program and service provided by Council.

The table below provides a summary of the key financial objectives which underpin the Strategic Resource Plan and the outcomes of the Strategic Resource Plan in response to each of these objectives.

| Strategic Resource Plan objective  | Strategic Resource Plan outcomes  |
|--|---|
| 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. | Allowance for continuity of services included within the annual budgets throughout the plan period.   |
| 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.    | 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. |



| Strategic Resource Plan objective   | Strategic Resource Plan outcomes   |
|---|--|
| Ensure that Council delivers ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and the assets required for ongoing service delivery, and new community assets. | 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. |
| Ensure Council holds sufficient cash and other assets in order to meet payment obligations to suppliers and employees as they fall due.   | Achieve a working capital ratio of at least 1.1: 1 throughout the plan.  |

It is recommended Council replace the existing the Strategic Resource Plan with the attached Strategic Resource Plan 2020-2024 (**Appendix B**).

The Strategy Resource Plan supports and is consistent with the Council strategic and policy objectives contained in the 2017-2021 Council Plan.

Should there be any change to the City of Darebin Council Plan 2017-2021 then the Strategic Resource Plan may also require amendment to reflect the resource consequences.

### Ten Year Capital Works Plan

The core purpose of the 10-year Capital Works Plan (**Appendix D**) is to support longer term integrated planning for delivery of infrastructure to meet the needs of the community as it grows and changes over time. It will better enable us to prioritise capital works projects across Council, prepare us better for budget cycles and better inform and align with longer term financial planning.

As our community grows and changes, the 10-year Capital Works Plan will evolve and change as well. This is a dynamic, ever-changing plan that is designed to be agile and responsive to our changing community needs year after year. The 10-year Capital Works Plan is guided by:

- Capital Works Principles (Council resolution October 2019)
- Borrowing Strategy (Council resolution October 2019)

The 10-year Capital Works Plan:

- Explains our approach to infrastructure planning and delivery;
- Describes council's role in planning, developing and maintaining infrastructure;
- Provides an overview of the infrastructure council currently has and what service facilities will be required, by planning category, in the short, medium and long term;
- Guides decision-making on future infrastructure projects, funding requirements, advocacy efforts and partnership opportunities;
- Is aligned with the council plan and informs the four-year strategic resource plan and long-term financial plan

- Is aligned with the asset management strategy and different asset classes through the asset management plan

## OPTIONS FOR CONSIDERATION

1. Adopt the Annual Budget 2020-21 as attached (**Appendix A**) with the amendments recommended by officers as detailed in this report's recommendation and the revised Strategic Resource Plan 2020-2024

### **This is the recommended option**

2. Adopt the Budget 2020-21 as attached (**Appendix A**) with amendments other than those detailed in this report's recommendation and the revised Strategic Resource Plan 2020-2024

## IMPLEMENTATION STRATEGY

### Details

Following adoption of the Annual Budget 2020-21, the following actions are required:

- Advise the submitters of Council's decision in relation to the Annual Budget 2020-21 and the reasons for the decision
- Give public notice of adoption of the Annual Budget 2020-21
- Make a copy of the Annual Budget 2020-21 available for the public at Customer Service Centres, other Council facilities and on Council's website
- Submit a copy of the Annual Budget 2020-21 to the Minister for Local Government
- Generate the rate notices for 2020-21

## RELATED DOCUMENTS

- Council Plan 2017-2021

### Attachments

- Annual Budget 2020-21 (**Appendix A**)
- Strategic Resource Plan 2020-2024 (**Appendix B**)
- 2020-21 Budget Community Submissions (**Appendix C**)
- Ten Year Capital Works Plan 2020-21 to 2029-30 (**Appendix D**)

## DISCLOSURE OF INTEREST

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

**5.2 COUNCIL PLAN ACTION PLAN 2020–21****Author:** Coordinator Planning and Reporting**Reviewed By:** General Manager Governance and Engagement

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**EXECUTIVE SUMMARY**

Council is required by the *Local Government Act 1989* ('the Act') to prepare a Council Plan that contains the strategic objectives of Council, strategies for achieving those objectives and indicators to monitor the achievement of the objectives.

Each year, Council adopts an annual Council Plan Action Plan that sets out in more detail how the objectives of the Council Plan will be achieved during the forthcoming year of the plan.

The draft Council Plan Action Plan 2020–21 (refer **Appendix A**) addresses the fourth year of the Council Plan 2017–21 and clearly articulates Council's priorities and initiatives towards achieving its Vision of 'Greener, Bolder, More Connected City'.

As the 2020/21 budget reflects, many Council services and programs have been directly impacted by the COVID-19 pandemic and the Council Plan Action Plan also highlights a number of the key activities occurring as part of Council's COVID-19 Community and Local Business Resilience and Recovery Package. This support package has a total direct value of \$11.3m.

It is important to note that whilst these additional measures have been recognised in the Council Plan Action Plan, this is not a comprehensive list of all of the Council activities occurring which are aimed at supporting the community in light of the pandemic. In a context where Council's own finances have been significantly impacted by COVID-19, many Council services and programs have been significantly adapted in new and innovative ways to ensure that we can be agile and continue to meet the needs of our community. Many Council staff have been redirected to our work supporting those most vulnerable and a dedicated recovery team comprising community and economic development specialists from across the organisation has also been established.

|                       |
|-----------------------|
| <b>Recommendation</b> |
|-----------------------|

**That** Council adopts the Council Plan Action Plan 2020–21

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**BACKGROUND / KEY INFORMATION**

Council is required by the *Local Government Act 1989* to prepare a Council Plan that contains the strategic objectives of Council, strategies for achieving those objectives and indicators to monitor the achievement of the objectives. (Note, the 1989 Act remains in effect with regard to the Council Plan until 24 October 2020, at which time the relevant sections of the new *Local Government Act 2020* will be proclaimed). Each year, Council adopts an annual Council Plan Action Plan that sets out in more detail how the objectives of the Council Plan 2017–21 will be achieved during the forthcoming year of the plan.





City of  
DAREBIN

the place  
to live

## ANNUAL BUDGET

# 2020-21

This Budget Report has been prepared with reference to the Local Government Model Budget 2020-21 and the Local Government Better Practice Guide prepared by Local Government Victoria.



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## Mayor's Introduction

Council budget for 2020-21 has been impacted by COVID-19. Our Community and Local Business Resilience and Recovery Package is the biggest response to COVID-19 of any Victorian local government apart from the City of Melbourne. The total direct package has a value of \$11.3m and includes:

- Rates relief – a hardship policy that allows ratepayers to postpone payments until 2021 with no penalty interest charges or need to complete an application.
- Funding for emergency food relief for people who are the most vulnerable in the community, coordinated by Council through Darebin's emergency relief agencies.
- Grants for the hardest hit sectors such as local businesses, community organisations, creative arts and sporting clubs, family violence support and homelessness support.

But our commitment is much larger than this. In a context where Council's own finances have been significantly impacted by COVID-19, many Council services and programs have been adapted to ensure that we can be agile and meet the needs of our community. In addition, many Council staff have been redirected to our work supporting those most vulnerable and we have established a dedicated recovery team comprising community and economic development specialists.

The process of the preparation of our final budget for this term of Council has been particularly challenging. In a constantly changing environment, many difficult decisions have had to be made. The Council Plan has also guided our priorities in the year ahead including;

**Multi-sports Stadium:** This project will deliver 4 indoor courts, 4 outdoor courts, landscaping and an intersection upgrade at John Cain Memorial Park.

**Northcote Aquatic Recreation Centre and Reservoir Leisure Centre:** The schematic design for NARC will be completed and the detailed design stage will commence at a total cost of \$3m. Projects at RLC will include a plant room upgrade, the replacement of pool hall columns, improving air handling in pool hall and preparations for main hall roof replacement.

**Aged Friendly Darebin:** implementation of Year Two of Aged Friendly Darebin including a range of new services and programs to foster the full participation of older people in community life and promotes healthy and active ageing.

**Youth Services Strategy Action Plan:** Additional pre-employment skills development training opportunities to 150 young people by increasing the number of courses from three to five per year.

**Future Preston:** Council will work intensively to advocate for the state to put in place planning controls that protect what the community loves about the Preston Market and which secure the long term future for existing traders, ensure the strongest possible heritage protections and create a livable, sustainable precinct with new public open spaces. Council will also advocate for high quality design when the State Government removes all four level crossings in the Bell-Preston area.

**Transitioning to 100% renewable energy:** Darebin is leading a buying group of over 40 Councils to source 100% renewable energy to generate Victorian jobs and secure long term energy supply. It's been a privilege to lead this Council, and to see the steps that Councillors, officers and our community have taken to support the people in Darebin and beyond during the COVID-19 epidemic.

**Cr Susan Rennie**  
Mayor

## Executive summary

Council has prepared a Budget for 2020-21 which is aligned to the vision of the Council Plan 2017 – 2021 and responsive to COVID-19 in a meaningful, practical and tangible way. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community and do this within the rate increase mandated by the State Government.

The operational and financial impact of COVID-19 has resulted in this Budget projecting a surplus of \$3.7 million for 2020-21. There will be a significant reduction in revenue (\$17 million) which includes statutory fees and fines, user fees and developer contribution amounts. Council has also committed to a \$11.3 million Community and Business Resilience and Recovery Package so any potential savings to offset the reduction in revenue in materials and services and employment costs cannot be realised.

The short to mid-term projection shows the surplus will increase to an average of \$15.44 million over the following three years which is outlined in the Strategic Resource Plan.

### 1. Key funding objectives

- 1) Ongoing delivery of services to the Darebin community funded by a budget of \$171.5 million. These services are summarised in Section 2.
- 2) Continued investment in property assets (\$18.3 million) and infrastructure assets (\$13.2 million) primarily for renewal works. This includes land improvements (\$3.0 million), buildings (\$15.2 million), building improvements (\$0.1 million), roads (\$3.7 million); bridges (\$0.5 million); footpaths and bicycle paths (\$2.3 million); drainage (\$1.1 million) and parks, open space and streetscapes (\$2.4 million). The Statement of Capital Works can be found in Section 3 with further details on the capital works budget in Sections 4.5.
- 3) Ongoing implementation of the \$11.3 million Community and Business Resilience and Recovery Package (including the Community and Economic Development Program).

### 2. The Rate Rise

- a. Rate increases have been capped at 2.0% in line with the Victorian Government's Fair Go Rates System.
- b. Key drivers to support the rate rise
  - i. To fund ongoing service delivery including the continual improvement of service delivery balanced with greater service demands from residents
  - ii. To fund renewal of infrastructure and community assets
  - iii. To respond to Darebin's population growth
  - iv. To respond to cost shifting from the State Government
  - v. To respond to a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation for three years. Indexation of these grants restored in the 2017 Federal Budget.
- c. Valuations will be as per the General Revaluation dated 1 January 2020 (as amended by supplementary valuations).
- d. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.60. The other \$96.40 goes to the State and Federal Governments.
- e. Refer Section 4 for further Rates and Charges details.

### 3. Key Statistics

- Total Revenue: \$171.5M (2019-20 budget = \$184.9M)
- Total Expenditure: \$167.8M (2019-20 budget = \$172.5M)
- Accounting Result: \$3.7M Surplus (2019-20 budget = \$12.4M Surplus)  
(Refer Comprehensive Income Statement in Section 3)  
(Note: Based on total income of \$171.5M which includes capital grants and contributions)
- Underlying operating result: \$1.3M Deficit (2019-20 budget = \$4.9M Surplus)  
(Refer Analysis of operating Budget in Section 4.1)  
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Cash result: \$13.7M surplus (2019-20 budget = \$5.0M Deficit)  
(Refer Statement of Cash Flows in Section 3)  
This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- Total Capital Works Program: \$37.5M (2019-20 budget = \$52.2M)
  - \$32.6M from Council operations (rates funded)
  - \$2.5M from reserves
  - \$2.1M from external grants
  - \$0.3M from contributions

### 4. Budget Influences

#### External Influences

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

- The COVID-19 financial impact in reduced revenue and demand for temporary service and program changes.
- The Victorian State Government has introduced a cap on rate increases from 2017-20. The cap for 2020-21 has been set at 2.0%.
- The Consumer Price Index (CPI) for Victoria is forecast to be 2.0% for the December 2019 quarter (ABS release 29 January 2020).
- The Victorian Wage Price Index is projected to be 3.25% in 2020-21 (Victorian Department of Treasury and Finance, 2019-20 Budget Update).
- The levy payable to the State Government upon disposal of waste into landfill has increased from 1 January 2021 by \$20 from \$66.32 per tonne in 2019-20 to \$86.32 per tonne in 2020-21 (30.16% increase). This has resulted in additional waste tipping costs of \$0.3 million.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with service provision real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.



- Metropolitan Melbourne’s Property, Planning and Development performance based on the property activity contributed to approximately \$2.6 million unfavourable variance to 2019/20 budget which led to a reduced expectation in the 2020/21 budget.

**Other Influences**

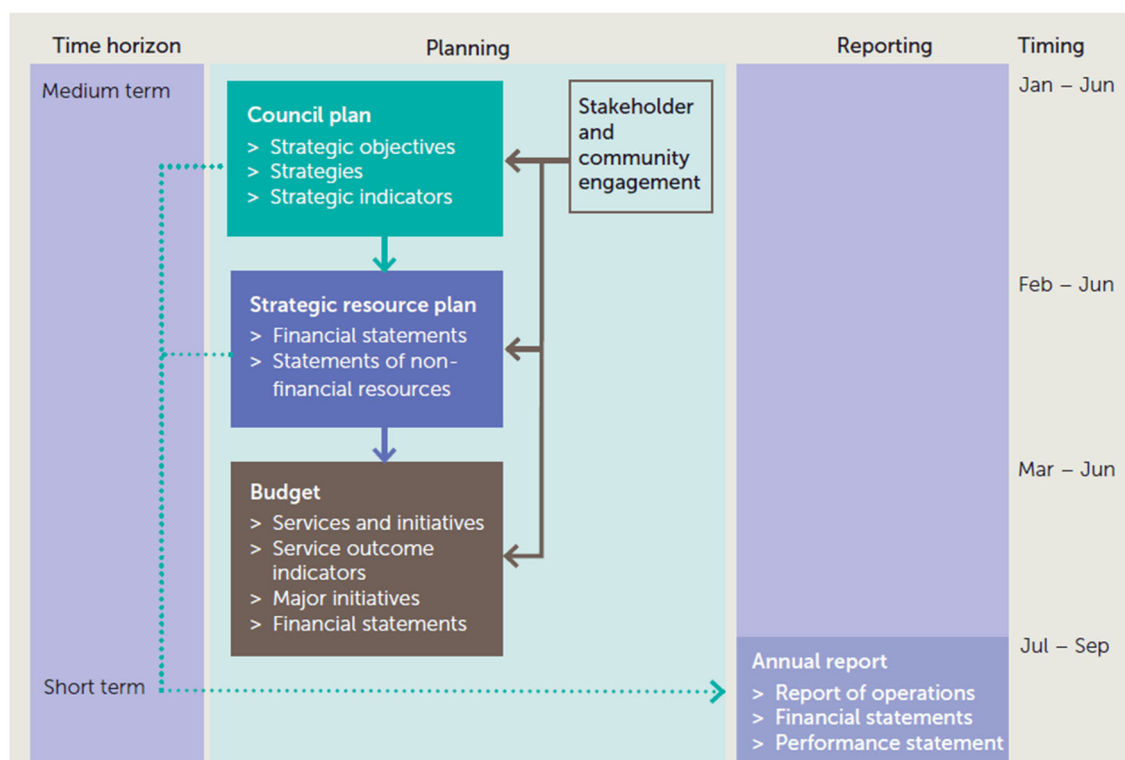
- Asset management obligations.
- Borrowing Strategy (Council resolution October 2019)
- Capital Works Principles (Council resolution October 2019)

## 1. Link to the Council Plan

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

### 1.1 Legislative Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long-term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long-term financial plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

## 1.2 Our purpose

### Our Council Plan

Darebin's Council Plan 2017-2021 sets out our strategic plan to deliver our vision over the full term of the Council. The Council Plan outlines our commitments to the community, identifying a Vision and Mission, values, and what is planned to be achieved during the four years to June 2021.

### Our vision

***“A greener, bolder, more connected city”***

### Our mission

*“To preserve and improve the physical, social, environmental and economic health of all our neighbourhoods and ensure quality of life for current and future generations”*

### Our values (Darebin Charter of Good Governance)

Darebin City Council has developed a Charter of Good Governance to inform the community of what it can expect from Council. The Charter outlines six principles of good governance.

The principles include:

#### 1. **Transparency**

Information relating to Council decisions and actions is freely available, easily understood and accessible, especially to those who are most affected by such decisions and is respectful of privacy principles.

#### 2. **Accountability**

Council takes responsibility for the outcomes of the decisions it makes and actions it takes.

#### 3. **Equity and Inclusion**

Council's actions and decision-making are proactively responsive to and inclusive of Darebin's diverse community needs and aspirations.

Council's services and resources are equitably distributed and accessed by those that need them the most.

#### 4. **Effectiveness and Efficiency**

Council plans and delivers services that achieve their intended outcomes, are sustainable and make the most of available resources.

#### 5. **Community Engagement**

Council meaningfully involves the community in its decision-making processes and in shaping the future vision and aspirations of the city.

#### 6. **Ethical Decision Making**

Decisions made by Council are based on clearly defined rules and regulations, with consideration of community impact and feedback and in the best interest of the Darebin community.

## 1.3 Strategic objectives

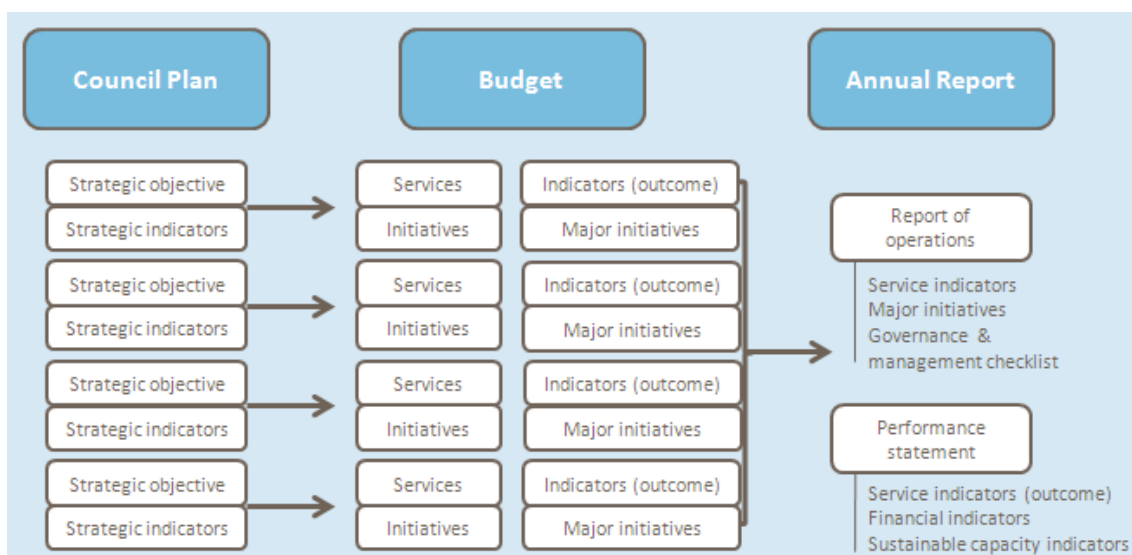
Darebin City Council's Vision and Mission are realised through six goals (referred to as 'Strategic Objectives' by the Local Government Act). These six goals reflect the priorities of the Darebin community and were developed after all the consultation results were considered. For each goal, there is a strategic framework that says what we will do, how and by when, and, how we will know we have done it well.

Council delivers services and initiatives under 22 major service categories. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the years 2017-21. The following table lists the six Strategic Objectives as described in the Council Plan.

| Strategic Objective             | Description  |
|---------------------------------|--|
| A sustainable city              | We will be leaders in creating a sustainable city through local <b>innovation projects that address climate change</b>   |
| Opportunities to live well      | We will improve the wellbeing of people in our community by <b>providing opportunities</b> for them to live their lives well   |
| A liveable city                 | We will ensure our planning system facilitates <b>high quality and sustainable development</b> that extracts social, environmental and economic benefits for our community |
| A strong economy                | We will <b>support and attract a diversity of local businesses and industries</b> by fostering an environment in which they can thrive                                     |
| Involving our diverse community | We will lead on <b>equity</b> and <b>recognise our diverse community as our</b> greatest asset for solving future challenges   |
| A well governed Council         | We will be a <b>leading, modern, and open council</b> to meet our challenges, now and in the future  |

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020-21 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in the Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

## 2.1 Strategic Objective 1: A sustainable city

To achieve our objective of a sustainable city, we will be leaders in creating a sustainable city through local innovation projects that address climate change by:

- Becoming an energy and water efficient city and reduce waste
- Increasing sustainable transport through safer streets for walking and cycling, and advocacy for public transport
- Expanding and improving our network of open and green spaces, parks and natural environments to provide the lungs for our city and reduce the impacts of climate change.

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

### Services

| Service area                               | Description of services provided  |     | 2018-19<br>Actual<br>\$'000 | 2019-20<br>Forecast<br>\$'000 | 2020-21<br>Budget<br>\$'000 |
|--|---|-----|-----------------------------|-------------------------------|-----------------------------|
| Environment and natural resources          | Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Emergency Plan, Natural Heritage Strategy, Sustainable Water Strategy, Sustainable Water Use Plan, Urban Forest Strategy and the Waste Management Strategy. | Exp | 8,299                       | 7,902                         | 4,921                       |
|  |   | Rev | 5,636                       | 3,987                         | 1,086                       |
|  |   | Net | 2,663                       | 3,915                         | 3,836                       |
| Open spaces, parks and natural environment | Responsible for the management and maintenance of approximately 600ha of open space including 90 playgrounds, several wetlands, pathways, seating, garden beds, waterways, pedestrian bridges, catchments, dams and street trees and more than 100,000 trees in parks and reserves.                       | Exp | 13,506                      | 13,889                        | 14,420                      |
|  |   | Rev | 155                         | 72                            | 77                          |
|  |   | Net | 13,351                      | 13,817                        | 14,343                      |
| Sustainable Transport                      | Develops policy and project delivery for transport management and safety.   | Exp | 2,531                       | 2,258                         | 2,342                       |
|  |   | Rev | 149                         | 138                           | 46                          |
|  |   | Net | 2,381                       | 2,120                         | 2,296                       |
| Waste management                           | 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.  | Exp | 15,400                      | 16,057                        | 16,146                      |
|  |   | Rev | 2,739                       | 2,790                         | 2,782                       |
|  |   | Net | 12,660                      | 13,267                        | 13,364                      |

### Major Initiatives

- 1) Continue to work with Climate Emergency Darebin to act on the climate emergency.
- 2) Dramatically improve walking and cycling infrastructure.
- 3) Work with the Darebin Nature Trust to create more open space across Darebin.
- 4) Increase our tree canopy and urban forest.

## Initiatives

- 5) Replace footpaths across the municipality to ensure that the network is maintained to the standards outlined in the Road Management Plan.
- 6) Upgrade key sections of the shared path network to encourage greater walking and cycling across the municipality.
- 7) Develop detailed design drawings and build on Darebin's cycling network.
- 8) Implement the Safe and Sustainable Travel Program which will activate new cycling and walking infrastructure and moving towards safe and sustainable travel. There is also a strong emphasis on collaboration with schools, kindergartens and a range of community groups.
- 9) In collaboration with our community, investigate and develop designs for delivering the Walking Strategy.
- 10) Develop stage 1 of a Biodiversity Management Plan that will involve investigations into local flora and fauna as well as the establishment of a range of community focussed biodiversity programs.
- 11) Improve parks and open space across Darebin including playspaces, pocket park upgrades and Open Space Strategy with 'Breathing Space' initiatives.
- 12) Begin implementation of the Local Government Power Purchase Agreement for renewable energy. Darebin is managing this project on behalf of 48 Councils who aim to transition to 100% renewable energy.
- 13) Implement Darebin's Climate Emergency Plan to focus on community mobilisation and advocacy work.
- 14) As part of the Safe Travel program, develop designs for the Octopus Schools and the Grey Spot sub-programs.
- 15) Commence a strategic transport analysis across Darebin including parking studies that respond to local requests for changes in parking conditions and restrictions.
- 16) Develop detailed designs and construct minor infrastructure changes to improve the safety of the road environment.
- 17) Build community understanding and support of Council's transport advocacy endeavours.
- 18) Provide streetscape and place improvements to 6-8 small-to-medium street-based activity centres such as new street furniture, bins and bike hoops, new trees, and repainting of other streetscape elements.
- 19) Deliver a new recycling service with a that will be more efficient, safer, and secure.
- 20) Implement the recommendations following the Waste Strategy review.

## Service Performance Outcome Indicators

| Service           | Indicator       | 2018-19<br>Actual | 2019-20<br>Forecast | 2020-21<br>Budget |
|-------------------|-----------------|-------------------|---------------------|-------------------|
| Waste collection* | Waste diversion | 46.4%             | 47.3%               | 48.0%             |

\*Refer to table at end of section 2.7 for information on the calculation of Service Performance Outcome Indicators. Performance reporting on Council's progress on initiatives is through the quarterly Council Plan action plan progress report.

## 2.2 Strategic Objective 2: Opportunities to live well

To achieve our objective of opportunities to live well, we will improve the wellbeing of people in our community by providing opportunities for them to live their lives well by:

- Ensuring health and social services meet our community's needs across their life-course
- Expanding opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities
- Expanding lifelong learning opportunities, to enable local people to learn, develop their interests, and secure good quality work.
- Ongoing implementation of Darebin City Council's COVID-19 Community and Business Resilience and Recovery Package.

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

### Services

| Service area               | Description of services provided   |     | 2018-19<br>Actual<br>\$'000 | 2019-20<br>Forecast<br>\$'000 | 2020-21<br>Budget<br>\$'000 |
|----------------------------|--|-----|-----------------------------|-------------------------------|-----------------------------|
| Aged and disability        | 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. Services and activities include general home care, personal care, respite care, home maintenance, housing support, dementia care, meals and community transport.  | Exp | 13,561                      | 13,368                        | 13,390                      |
|                            |  | Rev | 8,117                       | 8,158                         | 8,161                       |
|                            |  | Net | 5,444                       | 5,211                         | 5,230                       |
| Family, youth and children | Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children, youth and their families. It includes 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, an immunisation program, and a youth service. | Exp | 8,243                       | 7,847                         | 8,193                       |
|                            |  | Rev | 2,922                       | 3,345                         | 2,728                       |
|                            |  | Net | 5,321                       | 4,501                         | 5,464                       |
| Recreation and leisure     | Recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision. 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.   | Exp | 8,065                       | 8,044                         | 7,555                       |
|                            |  | Rev | 5,731                       | 3,739                         | 2,705                       |
|                            |  | Net | 2,333                       | 4,306                         | 4,850                       |
| Libraries and learning     | Responsible for our physical library services at Fairfield, Northcote, Preston and Reservoir and e-book, e-audiobook and e-magazine collection loans via our virtual library at <a href="http://www.darebinlibraries.vic.gov.au">www.darebinlibraries.vic.gov.au</a> .   | Exp | 5,412                       | 5,364                         | 5,363                       |
|                            |  | Rev | 1,222                       | 1,180                         | 1,105                       |
|                            |  | Net | 4,189                       | 4,184                         | 4,258                       |



## Major Initiatives

- 21) Continue works at the old Ruthven Primary School site in Reservoir.
- 22) Commence construction of a multi-sports stadium facilities at John Cain Memorial Park.
- 23) Continue design for the renewal of the Northcote Aquatic and Recreation Centre recreation centre.
- 24) Reimagine and revitalise seniors' clubs.
- 25) Upgrade and replacement work at Reservoir Leisure Centre.
- 26) Redevelopment of the synthetic hockey pitch at KP Hardiman reserve.

## Initiatives

- 27) Develop a range of programs and services at the East Preston Community Centre that aim at improving the health and wellbeing outcomes of the East Preston and the surrounding community
- 28) Open Reservoir Library (within the Reservoir Community and Learning Centre) for four hours each Sunday to support literacy and learning in Darebin's north.
- 29) Replace or upgrade specialist Youth Service equipment and assets.
- 30) Deliver pre-employment skills development training opportunities to 150 young people by increasing the number of courses from three to five per year.

## Service Performance Outcome Indicators

| Service                    | Indicator   | 2018-19 Actual | 2019-20 Forecast | 2020-21 Budget |
|----------------------------|---|----------------|------------------|----------------|
| Maternal and Child Health* | Participation in MCH service                        | 80.0%          | 80.0%            | 81.0%          |
|                            | Participation in MCH service by Aboriginal children | 90.8%          | 91.0%            | 91.0%          |
| Libraries*                 | Participation                                       | 15.6%          | 15.7%            | 15.8%          |
| Aquatic facilities*        | Utilisation   | 5.3%           | 5.4%             | 5.4%           |

\*Refer to table at end of section 2.7 for information on the calculation of Service Performance Outcome Indicators. Performance reporting on Council's progress on initiatives is through the quarterly Council Plan action plan progress report.

### 2.3 Strategic Objective 3: A liveable city

To achieve our objective of sustainable and resilient neighbourhoods, we will ensure our planning system facilitates high quality and sustainable development that extracts social, environmental and economic benefits for our community by:

- Encouraging and facilitating appropriate development in identified areas to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas
- Supporting our creative industries to ensure the city grows as a significant arts and creative centre
- Managing local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

#### Services

| Service area   | Description of services provided   |     | 2018-19<br>Actual<br>\$'000 | 2019-20<br>Forecast<br>\$'000 | 2020-21<br>Budget<br>\$'000 |
|--|--|-----|-----------------------------|-------------------------------|-----------------------------|
| City development and health                              | Provides support and advice to Council with respect to the Darebin Planning Scheme (Strategic Planning) as well as delivering services to ensure compliance with building legislation and industry standards (Statutory Planning). Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protect Act and associated regulations). | Exp | 9,383                       | 10,096                        | 9,099                       |
|  |  | Rev | 4,461                       | 3,803                         | 1,995                       |
|  |  | Net | 4,922                       | 6,293                         | 7,104                       |
| Creative culture and community facilities                | Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall and community venues.  | Exp | 6,611                       | 6,212                         | 5,660                       |
|  |  | Rev | 1,527                       | 1,145                         | 522                         |
|  |  | Net | 5,084                       | 5,066                         | 5,138                       |
| Civic compliance   | Responsible for Council's animal management, Local Laws, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.   | Exp | 8,295                       | 7,372                         | 7,693                       |
|  |  | Rev | 7,042                       | 5,778                         | 4,997                       |
|  |  | Net | 1,253                       | 1,593                         | 2,697                       |
| Facilities and infrastructure management and maintenance | Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the capital works program including the delivery of major infrastructure projects.   | Exp | 12,786                      | 11,823                        | 12,381                      |
|  |  | Rev | 537                         | 591                           | 510                         |
|  |  | Net | 12,249                      | 11,233                        | 11,871                      |

#### Major Initiatives

31) Expand our land subdivision levy.

- 32) Update the municipal wide Developer Contributions Scheme (a formal way to collect development contributions to provide essential infrastructure) by beginning the implementation of a planning scheme amendment.
- 33) Continue to create a new suburb in Northland.
- 34) As the Preston railway crossings are replaced, advocate on key design and construction management issues. Provide support for traders and other economic activity during disruption.
- 35) Develop a plan for the revitalisation of Preston Central.
- 36) Progress the Townhall Avenue, Affordable Housing Project including lease execution and project management.

### Initiatives

- 37) Upgrade three Maternal and Child Health sites so they are more welcoming to our diverse community and encourage greater access and engagement.
- 38) Complete scoping reports on local blackspot locations and advocate for funding to improve the safety of the local road network in Darebin.
- 39) Draw on an expansive campaign of community engagement to develop a draft 50 Year vision for the city called 'Future Darebin'.
- 40) Develop the Design Excellence program in 2020-21 that will improve the quality of future developments across Darebin.
- 41) Progress the Future Preston (Preston Market & Central Preston Structure Plans) 2020-21 through a Preston Market Structure Plan Planning Scheme amendment process, including panel hearing, and a substantial community engagement program.
- 42) Deliver the second year of the Housing Program, including advocacy and policy development.
- 43) Prepare a Framework Plan for consultation with the community to progress the long-term Northland Urban Renewal project.
- 44) Implement the Planning Scheme Review and outcomes of the Future Darebin consultation into the new format as prescribed by the State Government.
- 45) Dramatically improve safety and amenity in Darebin by reducing the speed limits of local roads to 40km per hour.
- 46) Improve safety in public spaces through the delivery of lighting improvements in Main Drive Bundoora and safety public improvements that implement the Gender Equality Map findings.

### Service Performance Outcome Indicators

| Service             | Indicator         | 2018-19<br>Actual | 2019-20<br>Forecast | 2020-21<br>Budget |
|---------------------|-------------------|-------------------|---------------------|-------------------|
| Statutory planning* | Decision making   | 44.9%             | 45.0%               | 45.5%             |
| Roads*              | Satisfaction      | 71.5              | 71.0                | 71.0              |
| Animal management*  | Health and safety | 2                 | 2                   | 3                 |
| Food safety*        | Health and safety | 100.0%            | 100.0%              | 100.0%            |

\*Refer to table at end of section 2.7 for information on the calculation of Service Performance Outcome Indicators. Performance reporting on Council's progress on initiatives is through the quarterly Council Plan action plan progress report.

## 2.4 Strategic Objective 4: A strong economy

To achieve our objective of a strong economy, we will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive by:

- Fostering an environment that ensures our local businesses succeed – from large industries to microbusiness and freelancers
- Enabling and activating space, including vacant shop fronts, council facilities, to accommodate different businesses and industries
- Pursuing regionally significant economic opportunities to drive growth and sustainability for our region.
- Ongoing implementation of Darebin City Council's COVID-19 Community and Business Resilience and Recovery Package.

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

### Services

| Service area         | Description of services provided   |     | 2018-19<br>Actual<br>\$'000 | 2019-20<br>Forecast<br>\$'000 | 2020-21<br>Budget<br>\$'000 |
|----------------------|--|-----|-----------------------------|-------------------------------|-----------------------------|
| Economic development | Economic Development develops and implements strategies and activities to foster and promote a sustainable business sector to provide local employment. Work with local trader and business associations to help them improve business performance. Work with neighbouring municipalities to develop and implement regional economic growth. | Exp | 1,106                       | 1,570                         | 1,473                       |
|                      |  | Rev | 10                          | 11                            | 2                           |
|                      |  | Net | 1,096                       | 1,559                         | 1,471                       |

### Major Initiatives

- 47) Reinvigorate the Darebin Arts Centre.
- 48) Implementation of the Social and Sustainable Procurement Policy.
- 49) Develop our new place management program of activities to make our local areas more vibrant, active and successful.

### Initiatives

- 50) Assist businesses to increase local employment, including the uptake of Federal and State government funding for employment and skills training opportunities.
- 51) Improve business performance through of our assistance with digital access and capability, environmental performance, export capability, and attraction of visitors.
- 52) Repurpose Council facilities to support business.
- 53) Continue to advocate for regional economic growth through regional partnerships.
- 54) Deliver the Pitch IT program to maximise and foster local innovation and engagement that supports new businesses in Darebin.
- 55) Engage with local business associations and stakeholders on local improvements for activity centres.
- 56) Advocate for regional economic growth through partnerships with regional economic bodies such as North Link, metro partnerships and La Trobe University.
- 57) Future Preston – the preparation of the Central Preston Structural Plan, including community engagement.
- 58) Expand the Active Spaces program to activate retail streetscapes so that more artwork by local artists can be installed in vacant shops and on hoardings.

## 2.5 Strategic Objective 5: Involving our diverse community

To achieve our objective of involving our diverse community, we will lead on equity and recognise our diverse community as our biggest asset for solving future challenges by

- Making our services, facilities and programs accessible to all, including our most vulnerable
- Bringing the ideas of our diverse community into our decision-making
- Being responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin.
- Ongoing implementation of Darebin City Council's COVID-19 Community and Business Resilience and Recovery Package.

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

### Services

| Service area                           | Description of services provided  |     | 2018-19<br>Actual<br>\$'000 | 2019-20<br>Forecast<br>\$'000 | 2020-21<br>Budget<br>\$'000 |
|--|---|-----|-----------------------------|-------------------------------|-----------------------------|
| Communication, advocacy and engagement | Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community. | Exp | 2,287                       | 2,287                         | 2,423                       |
|  |   | Rev | -                           | -                             | -                           |
|  |   | Net | 2,287                       | 2,287                         | 2,423                       |
| Community wellbeing and social policy  | This service develops policy and implements projects which address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.   | Exp | 2,959                       | 3,853                         | 5,327                       |
|  |   | Rev | 74                          | 72                            | -                           |
|  |   | Net | 2,885                       | 3,781                         | 5,327                       |
| Customer service                       | This service provides the customer interface for a number of services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service.   | Exp | 2,220                       | 2,314                         | 2,564                       |
|  |   | Rev | -                           | -                             | -                           |
|  |   | Net | 2,220                       | 2,314                         | 2,564                       |
| People and development                 | Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.  | Exp | 2,498                       | 2,973                         | 2,992                       |
|  |   | Rev | 12                          | -                             | -                           |
|  |   | Net | 2,486                       | 2,973                         | 2,992                       |

### Major Initiatives

- 59) Implement Community and Business Resilience and Recovery Package.
- 60) Continue to advocate for better public transport.
- 61) Implement the community engagement framework and the outcomes of the review of community advisory committees.
- 62) Implementation of the Social and Sustainable Procurement Policy.

### Initiatives

- 63) Develop and implement actions to improve communication with our multicultural community.
- 64) Implement our Equity, Diversity and Inclusion strategy with associated action plans.

- 65) Advocate to:
  - Support refugees. Darebin is a Refugee Council of Australia “refugee welcome zone”. We welcome refugees, uphold their human rights, and demonstrate compassion.
  - Address housing affordability.
- 66) Diversify and increase the number of individuals, organisations and community collaborations actively linked to Council, to ensure decision-making for complex problems includes all interests.
- 67) Deliver solution-based engagement methods that suit the various stakeholders and organisations in our active community and increase community feedback.
- 68) Provide facilitation and governance training for Councillors to ensure they can effectively lead community forums and meet the challenges of operating in an increasingly complex environment.
- 69) Find solution-based engagement methods that suit the various groups in our active community.
- 70) Increase citizen participation in council meetings.
- 71) Build advocacy partnerships with Councils, Non-Government organisations and others, to tackle the big issues that affect our community.
- 72) Deliver pre-employment skills development training opportunities to 150 young people by increasing the number of courses from three to five per year.
- 73) Develop policies, procedures and guidelines that support the implementation of the Property Management Framework.
- 74) Implement the Workforce Diversity and Inclusion Strategy 2020 and Council’s Aboriginal Employment Strategy.
- 75) Art collection acquisition for the Bundoora Homestead Art Centre.
- 76) Council election 2020 and new council plan.

## 2.6 Strategic Objective 6: A well governed Council

To achieve our objective of being a leading, modern, and open council to meet our challenges, now and in the future by:

- Implementing the best delivery models to optimise efficiency and value
- Finding new ways to deliver long term financial sustainability
- Communicating our progress on the actions in this council plan to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together.
- Ongoing implementation of Darebin City Council's COVID-19 Community and Business Resilience and Recovery Package.

The services, major initiatives, initiatives and service performance indicators for each business area are described below.

### Services

| Service area                    | Description of services provided  |     | 2018-19<br>Actual<br>\$'000 | 2019-20<br>Forecast<br>\$'000 | 2020-21<br>Budget<br>\$'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.  | Exp | 2,088                       | 2,266                         | 2,737                       |
|                                 |   | Rev | 123                         | 107                           | 55                          |
|                                 |   | Net | 1,965                       | 2,159                         | 2,682                       |
| Corporate governance            | This service includes direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management Team, as well as the administration of Council business, policy support, and corporate risk. | Exp | 5,688                       | 6,807                         | 6,428                       |
|                                 |   | Rev | 2,501                       | 816                           | 881                         |
|                                 |   | Net | 3,187                       | 5,991                         | 5,547                       |
| Information technology services | This service provides Council with digital platforms to improve business performance and allowing timely and informed decision making. The Information technology services enables and enhances improved service provision to Council and the community.                                      | Exp | 5,715                       | 6,996                         | 7,423                       |
|                                 |   | Rev | 2                           | 2                             | 0                           |
|                                 |   | Net | 5,713                       | 6,994                         | 7,423                       |
| Financial services              | Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties.   | Exp | 3,902                       | 4,468                         | 4,168                       |
|                                 |   | Rev | 501                         | 229                           | 328                         |
|                                 |   | Net | 3,401                       | 4,238                         | 3,839                       |
| Fleet services                  | Responsible for the oversight of the fleet required to support Council's service delivery.  | Exp | 3,286                       | 3,436                         | 3,391                       |
|                                 |   | Rev | 115                         | 125                           | 122                         |
|                                 |   | Net | 3,171                       | 3,312                         | 3,269                       |

### Major Initiatives

- 77) Develop a ten-year corporate plan that will integrate the long-term financial strategy, strategic planning, asset management, and service planning requirements of the organisation.
- 78) Develop a ten-year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus.

## Initiatives

- 79) Implement a service review program.
- 80) Ensure people can transact with us anywhere, anytime, on any device.
- 81) Provide a quarterly performance report on the Council Plan.
- 82) Improve our research, data analysis, and community engagement capabilities to ensure we know the changing issues facing our community.
- 83) Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change.
- 84) Find new ways to collaborate with external stakeholders/partners to deliver efficiencies and improve service delivery outcomes including regional shared services with other councils, partnerships, and advocacy campaigns.
- 85) Use smart technology to help manage our business.
- 86) Identify and pursue alternative revenue sources to overcome shortfall of projected income and to prevent any increase in rates.
- 87) Conduct our business transparently and as by legislation.

## Service Performance Outcome Indicators

| Service     | Indicator    | 2018-19<br>Actual | 2019-20<br>Forecast | 2020-21<br>Budget |
|-------------|--------------|-------------------|---------------------|-------------------|
| Governance* | Satisfaction | 70.8              | 71.0                | 71.0              |

\*Refer to table at end of section 2.7 for information on the calculation of Service Performance Outcome Indicators. Performance reporting on Council's progress on initiatives is through the quarterly Council Plan action plan progress report.

## 2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 5) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

In addition to the service performance indicators, Council is committed to being accountable for our actions and taking decisions in an open and transparent manner. Accordingly, Council reports on a quarterly basis on progress on the Council Plan action plan.



## Service Performance Outcome Indicators

| Service                   | Indicator         | Performance Measure   | Computation  |
|---------------------------|-------------------|---|--|
| Governance                | Satisfaction      | Satisfaction with Council decisions<br>(Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)  | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community  |
| Statutory planning        | Decision making   | Council planning decisions upheld at VCAT<br>(Percentage of planning application decisions subject to review by VCAT and that were not set aside)                       | [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100  |
| Roads                     | Satisfaction      | Satisfaction with sealed local roads<br>(Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)                | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.  |
| Libraries                 | Participation     | Active library members<br>(Percentage of the municipal population that are active library members)  | [Number of active library members / municipal population] x100   |
| Waste collection          | Waste diversion   | Kerbside collection waste diverted from landfill<br>(Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill) | [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100  |
| Aquatic Facilities        | Utilisation       | Utilisation of aquatic facilities<br>(Number of visits to aquatic facilities per head of municipal population)  | Number of visits to aquatic facilities / Municipal population  |
| Animal Management         | Health and safety | Animal management prosecutions<br>(Number of successful animal management prosecutions)   | Number of successful animal management prosecutions  |
| Food safety               | Health and safety | Critical and major non-compliance outcome notifications<br>(Percentage of critical and major non-compliance outcome notifications that are followed up by Council)      | [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100 |
| Maternal and Child Health | Participation     | Participation in the MCH service<br>(Percentage of children enrolled who participate in the MCH service)  | [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100  |
|                           |                   | Participation in MCH service by Aboriginal children<br>(Percentage of Aboriginal children enrolled who participate in the MCH service)                                  | [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100  |

## 2.8 Reconciliation with budgeted operating result

| Strategic Objectives                              | Net Cost<br>(Revenue)<br>\$'000 | Expenditure<br>\$'000 | Revenue<br>\$'000 |
|---|---------------------------------|-----------------------|-------------------|
| A sustainable city                                | 33,840                          | 37,830                | 3,990             |
| Opportunities to live well                        | 19,802                          | 34,501                | 14,699            |
| A liveable city                                   | 26,810                          | 34,833                | 8,023             |
| A strong economy                                  | 1,471                           | 1,473                 | 2                 |
| Involving our community                           | 13,306                          | 13,306                | 0                 |
| A well governed Council                           | 22,760                          | 24,147                | 1,387             |
| <b>Total services and initiatives</b>             | <b>117,989</b>                  | <b>146,090</b>        | <b>28,101</b>     |
| <b>Expenses added in:</b>                         |                                 |                       |                   |
| Depreciation                                      | 24,323                          |                       |                   |
| Finance costs                                     | 0                               |                       |                   |
| Others  | (7,541)                         |                       |                   |
| <b>Deficit before funding sources</b>             | <b>134,771</b>                  |                       |                   |
| <b>Funding sources added in:</b>                  |                                 |                       |                   |
| Rates & charges                                   | (135,764)                       |                       |                   |
| Waste charge revenue                              | (2,734)                         |                       |                   |
| <b>Total funding sources</b>                      | <b>(138,498)</b>                |                       |                   |
| <b>Operating surplus for the year</b>             | <b>(3,727)</b>                  |                       |                   |
| <b>Less</b>                                       |                                 |                       |                   |
| Capital grants                                    | 1,489                           |                       |                   |
| Capital contributions                             | 3,500                           |                       |                   |
| <b>Underlying deficit</b>                         | <b>1,262</b>                    |                       |                   |
| <b>Less</b>                                       |                                 |                       |                   |
| Additional rates funded capex beyond depreciation | 0                               |                       |                   |
| Loan principal repayments                         | 0                               |                       |                   |
| Transfer from reserves to operating budget        | 0                               |                       |                   |
| Transfer to reserves from operating budget        | 0                               |                       |                   |
| <b>Deficit for the year</b>                       | <b>1,262</b>                    |                       |                   |

### 3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020-21 has been supplemented with projections to 2023-24 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Comprehensive Income Statement  
Balance Sheet  
Statement of Changes in Equity  
Statement of Cash Flows  
Statement of Capital Works  
Statement of Human Resources

#### **Pending Accounting Standards**

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit entities but pending accounting standards that will be in effect from the 2020-21 financial year have no impact on Darebin's budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

AASB 1059 Service Concession Arrangements: Grantors

## City of Darebin

### Budgeted Comprehensive Income Statement

| For the four years ending 30 June 2024                                       | Forecast         | Budget           | Strategic Resource Plan Projections |                  |                  |
|--|------------------|------------------|-------------------------------------|------------------|------------------|
|  | Actual           |                  | 2021/22                             | 2022/23          | 2023/24          |
|  | 2019/20          | 2020/21          | \$'000                              | \$'000           | \$'000           |
|  | \$'000           | \$'000           | \$'000                              | \$'000           | \$'000           |
| <b>Income</b>  |                  |                  |                                     |                  |                  |
| Rates and charges  | 133,353          | 135,764          | 140,853                             | 144,827          | 148,892          |
| Statutory fees and fines   | 7,859            | 5,739            | 10,378                              | 10,550           | 10,762           |
| User fees  | 7,093            | 5,464            | 10,052                              | 10,232           | 10,444           |
| Grants - Operating   | 15,891           | 15,727           | 16,041                              | 16,362           | 16,688           |
| Grants - Capital   | 3,595            | 2,071            | 3,276                               | 3,215            | 3,285            |
| Contributions - monetary   | 4,738            | 3,500            | 6,260                               | 6,260            | 6,260            |
| Contributions - non-monetary   | -                | -                | -                                   | -                | -                |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment | 520              | 612              | 750                                 | 750              | 750              |
| Fair value adjustments for investment property                               | -                | -                | -                                   | -                | -                |
| Net gain/(loss) on disposal of investment property                           | -                | -                | -                                   | -                | -                |
| Net gain/(loss) on disposal of intangible assets                             | -                | -                | -                                   | -                | -                |
| Share of net profits/(losses) of associates and joint ventures               | -                | -                | -                                   | -                | -                |
| Other income   | 5,222            | 2,614            | 2,655                               | 3,446            | 3,488            |
| <b>Total Income</b>  | <b>178,271</b>   | <b>171,491</b>   | <b>190,264</b>                      | <b>195,641</b>   | <b>200,569</b>   |
| <b>Expenses</b>  |                  |                  |                                     |                  |                  |
| Employee costs   | (83,008)         | (88,313)         | (90,079)                            | (91,881)         | (93,718)         |
| Materials and services   | (55,526)         | (46,698)         | (53,789)                            | (55,208)         | (56,664)         |
| Bad and doubtful debts   | (1,301)          | (1,320)          | (612)                               | (708)            | (725)            |
| Depreciation and amortisation  | (23,449)         | (24,323)         | (25,668)                            | (26,437)         | (27,229)         |
| Borrowing costs  | -                | -                | (28)                                | (392)            | (1,175)          |
| Other expenses   | (6,538)          | (7,110)          | (5,141)                             | (5,275)          | (5,412)          |
| <b>Total Expenses</b>  | <b>(169,822)</b> | <b>(167,764)</b> | <b>(175,316)</b>                    | <b>(179,901)</b> | <b>(184,924)</b> |
| <b>Surplus/(deficit) for the year</b>  | <b>8,449</b>     | <b>3,727</b>     | <b>14,948</b>                       | <b>15,740</b>    | <b>15,645</b>    |
| <b>Other comprehensive income</b>  |                  |                  |                                     |                  |                  |
| Items that will not be reclassified to surplus or deficit in future periods: |                  |                  |                                     |                  |                  |
| Net asset revaluation increment /(decrement)                                 | -                | -                | -                                   | -                | -                |
| Share of other comprehensive income of associates and joint ventures         | -                | -                | -                                   | -                | -                |
| Items that may be reclassified to surplus or deficit in future periods       | -                | -                | -                                   | -                | -                |
| <b>Total comprehensive result</b>  | <b>8,449</b>     | <b>3,727</b>     | <b>14,948</b>                       | <b>15,740</b>    | <b>15,645</b>    |

## City of Darebin Budgeted Balance Sheet

| For the four years ending 30 June 2024         | Forecast          | Budget            | Strategic Resource Plan Projections |                   |                   |
|--|-------------------|-------------------|-------------------------------------|-------------------|-------------------|
|  | Actual            |                   | 2021/22                             | 2022/23           | 2023/24           |
|  | 2019/20<br>\$'000 | 2020/21<br>\$'000 | 2021/22<br>\$'000                   | 2022/23<br>\$'000 | 2023/24<br>\$'000 |
| <b>Assets</b>                                  |                   |                   |                                     |                   |                   |
| <b>Current assets</b>                          |                   |                   |                                     |                   |                   |
| Cash and cash equivalents                      | 23,936            | 37,602            | 26,797                              | 22,811            | 21,335            |
| Trade and other receivables                    | 27,523            | 13,378            | 15,663                              | 16,024            | 16,056            |
| Other financial assets                         | 33,706            | 16,853            | -                                   | -                 | -                 |
| Inventories                                    | 67                | 67                | 67                                  | 67                | 68                |
| Non-current assets classified as held for sale | -                 | -                 | -                                   | -                 | -                 |
| Other assets                                   | 2,618             | 2,618             | 2,618                               | 2,618             | 2,618             |
| <b>Total current assets</b>                    | <b>87,850</b>     | <b>70,518</b>     | <b>45,146</b>                       | <b>41,520</b>     | <b>40,077</b>     |
| <b>Non-current assets</b>                      |                   |                   |                                     |                   |                   |
| Trade and other receivables                    | 4,695             | 4,718             | 4,742                               | 4,766             | 4,790             |
| Other financial assets                         | 236               | 236               | 236                                 | 236               | 236               |
| Investments in associates and joint ventures   | -                 | -                 | -                                   | -                 | -                 |
| Property, infrastructure, plant & equipment    | 1,398,965         | 1,412,130         | 1,464,864                           | 1,517,125         | 1,530,303         |
| Investment property                            | 2,810             | 2,810             | 2,810                               | 2,810             | 2,810             |
| Intangible asset                               | 492               | 467               | 443                                 | 418               | 394               |
| Landfill rehabilitation intangible asset       | -                 | -                 | -                                   | -                 | -                 |
| <b>Total non-current assets</b>                | <b>1,407,198</b>  | <b>1,420,362</b>  | <b>1,473,095</b>                    | <b>1,525,355</b>  | <b>1,538,532</b>  |
| <b>Total assets</b>                            | <b>1,495,048</b>  | <b>1,490,880</b>  | <b>1,518,241</b>                    | <b>1,566,875</b>  | <b>1,578,609</b>  |
| <b>Liabilities</b>                             |                   |                   |                                     |                   |                   |
| <b>Current liabilities</b>                     |                   |                   |                                     |                   |                   |
| Trade and other payables                       | 15,823            | 7,928             | 8,428                               | 8,628             | 8,809             |
| Trust funds and deposits                       | 4,571             | 4,571             | 4,571                               | 4,571             | 4,571             |
| Provisions                                     | 20,294            | 20,294            | 20,294                              | 20,294            | 20,294            |
| Interest-bearing loans and borrowings          | -                 | -                 | 1,060                               | 4,091             | 4,205             |
| <b>Total current liabilities</b>               | <b>40,688</b>     | <b>32,793</b>     | <b>34,352</b>                       | <b>37,584</b>     | <b>37,879</b>     |
| <b>Non-current liabilities</b>                 |                   |                   |                                     |                   |                   |
| Provisions                                     | 1,810             | 1,810             | 1,810                               | 1,810             | 1,810             |
| Interest-bearing loans and borrowings          | -                 | -                 | 10,853                              | 40,516            | 36,310            |
| <b>Total non-current liabilities</b>           | <b>1,810</b>      | <b>1,810</b>      | <b>12,663</b>                       | <b>42,326</b>     | <b>38,120</b>     |
| <b>Total liabilities</b>                       | <b>42,498</b>     | <b>34,603</b>     | <b>47,016</b>                       | <b>79,910</b>     | <b>75,999</b>     |
| <b>Net assets</b>                              | <b>1,452,550</b>  | <b>1,456,277</b>  | <b>1,471,225</b>                    | <b>1,486,965</b>  | <b>1,502,610</b>  |
| <b>Equity</b>                                  |                   |                   |                                     |                   |                   |
| Accumulated surplus                            | 563,073           | 566,800           | 583,523                             | 599,263           | 614,908           |
| Reserves                                       | 889,477           | 889,477           | 887,702                             | 887,702           | 887,702           |
| <b>Total equity</b>                            | <b>1,452,550</b>  | <b>1,456,277</b>  | <b>1,471,225</b>                    | <b>1,486,965</b>  | <b>1,502,610</b>  |

## City of Darebin

### Budgeted Statement of Changes in Equity

For the four years ending 30 June 2024

|  | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|--|-----------------|----------------------------------|----------------------------------|-----------------------------|
|--|-----------------|----------------------------------|----------------------------------|-----------------------------|

**2020/21**

|   |                  |                |                |               |
|---|------------------|----------------|----------------|---------------|
| Balance at beginning of the financial year  | 1,452,550        | 563,073        | 865,796        | 23,681        |
| Surplus/(deficit) for the year              | 3,727            | 3,727          | -              | -             |
| Net asset revaluation increment/(decrement) | -                | -              | -              | -             |
| Transfer (to)/from reserves                 | -                | -              | -              | -             |
| <b>Balance at end of financial year</b>     | <b>1,456,277</b> | <b>566,800</b> | <b>865,796</b> | <b>23,681</b> |

**2021/22**

|   |                  |                |                |               |
|---|------------------|----------------|----------------|---------------|
| Balance at beginning of the financial year  | 1,456,277        | 566,800        | 865,796        | 23,681        |
| Surplus/(deficit) for the year              | 14,948           | 14,948         | -              | -             |
| Net asset revaluation increment/(decrement) | -                | -              | -              | -             |
| Transfer (to)/from reserves                 | -                | 1,775          | -              | (1,775)       |
| <b>Balance at end of financial year</b>     | <b>1,471,225</b> | <b>583,523</b> | <b>865,796</b> | <b>21,906</b> |

**2022/23**

|   |                  |                |                |               |
|---|------------------|----------------|----------------|---------------|
| Balance at beginning of the financial year  | 1,471,225        | 583,523        | 865,796        | 21,906        |
| Surplus/(deficit) for the year              | 15,740           | 15,740         | -              | -             |
| Net asset revaluation increment/(decrement) | -                | -              | -              | -             |
| Transfer (to)/from reserves                 | -                | -              | -              | -             |
| <b>Balance at end of financial year</b>     | <b>1,486,965</b> | <b>599,263</b> | <b>865,796</b> | <b>21,906</b> |

**2023/24**

|   |                  |                |                |               |
|---|------------------|----------------|----------------|---------------|
| Balance at beginning of the financial year  | 1,486,965        | 599,263        | 865,796        | 21,906        |
| Surplus/(deficit) for the year              | 15,645           | 15,645         | -              | -             |
| Net asset revaluation increment/(decrement) | -                | -              | -              | -             |
| Transfer (to)/from reserves                 | -                | -              | -              | -             |
| <b>Balance at end of financial year</b>     | <b>1,502,610</b> | <b>614,908</b> | <b>865,796</b> | <b>21,906</b> |

## City of Darebin

### Budgeted Statement of Cash Flows

| For the four years ending 30 June 2024                              | Forecast        | Budget          | Strategic Resource Plan Projections |                 |                 |
|---|-----------------|-----------------|-------------------------------------|-----------------|-----------------|
|   | Actual          |                 | 2021/22                             | 2022/23         | 2023/24         |
|   | 2019/20         | 2020/21         | 2021/22                             | 2022/23         | 2023/24         |
|   | \$'000          | \$'000          | \$'000                              | \$'000          | \$'000          |
| Inflows   | Inflows         | Inflows         | Inflows                             | Inflows         |                 |
| (Outflows)  | (Outflows)      | (Outflows)      | (Outflows)                          | (Outflows)      |                 |
| <b>Cash flows from operating activities</b>                         |                 |                 |                                     |                 |                 |
| Rates and charges   | 118,503         | 147,837         | 141,029                             | 146,249         | 150,348         |
| Statutory fees and fines  | 7,859           | 6,249           | 10,391                              | 10,654          | 10,867          |
| User fees   | 7,782           | 5,950           | 10,065                              | 10,332          | 10,546          |
| Grants - operating  | 16,046          | 17,126          | 16,061                              | 16,522          | 16,852          |
| Grants - capital  | 3,595           | 2,255           | 3,280                               | 3,246           | 3,317           |
| Contributions - monetary  | 4,738           | 3,500           | 6,260                               | 6,260           | 6,260           |
| Interest received   | 1,245           | 1,175           | 1,187                               | 1,199           | 1,211           |
| Other receipts  | 3,977           | 1,878           | 1,477                               | 2,331           | 2,361           |
| Net GST refund / payment  | 10,385          | 6,799           | 10,523                              | 10,871          | 7,471           |
| Employee costs  | (82,690)        | (96,577)        | (93,354)                            | (95,422)        | (97,358)        |
| Materials and services  | (74,333)        | (51,068)        | (55,744)                            | (57,336)        | (58,865)        |
| Trust funds and deposits repaid                                     | -               | -               | -                                   | -               | -               |
| Other payments  | -               | (7,775)         | (5,328)                             | (5,478)         | (5,622)         |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>17,107</b>   | <b>37,349</b>   | <b>45,847</b>                       | <b>49,427</b>   | <b>47,387</b>   |
| <b>Cash flows from investing activities</b>                         |                 |                 |                                     |                 |                 |
| Payments for property, infrastructure, plant and equipment          | (49,528)        | (41,209)        | (86,215)                            | (86,540)        | (44,420)        |
| Proceeds from sale of property, infrastructure, plant and equipment | 949             | 673             | 825                                 | 825             | 825             |
| Proceeds from investments   | 9               | 16,853          | 16,853                              | -               | -               |
| <b>Net cash provided by/(used in) investing activities</b>          | <b>(48,570)</b> | <b>(23,683)</b> | <b>(68,537)</b>                     | <b>(85,715)</b> | <b>(43,595)</b> |
| <b>Cash flows from financing activities</b>                         |                 |                 |                                     |                 |                 |
| Finance costs   | -               | -               | (28)                                | (392)           | (1,175)         |
| Proceeds from borrowings  | -               | -               | 12,000                              | 34,000          | -               |
| Repayment of borrowings   | -               | -               | (87)                                | (1,306)         | (4,091)         |
| <b>Net cash provided by/(used in) financing activities</b>          | <b>-</b>        | <b>-</b>        | <b>11,886</b>                       | <b>32,302</b>   | <b>(5,267)</b>  |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>       | <b>(31,463)</b> | <b>13,666</b>   | <b>(10,804)</b>                     | <b>(3,986)</b>  | <b>(1,475)</b>  |
| Cash and cash equivalents at the beginning of the financial year    | 55,399          | 23,936          | 37,602                              | 26,797          | 22,811          |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>23,936</b>   | <b>37,602</b>   | <b>26,797</b>                       | <b>22,811</b>   | <b>21,335</b>   |

## City of Darebin

### Budgeted Capital Works Statement

| For the four years ending 30 June 2024         | Forecast      | Budget        | Strategic Resource Plan |               |               |
|--|---------------|---------------|-------------------------|---------------|---------------|
|  | Actual        |               | Projections             |               |               |
|  | 2019/20       | 2020/21       | 2021/22                 | 2022/23       | 2023/24       |
|  | \$'000        | \$'000        | \$'000                  | \$'000        | \$'000        |
| <b>Property</b>                                |               |               |                         |               |               |
| Land   | -             | -             | -                       | -             | -             |
| Land improvements                              | 2,862         | 3,000         | 900                     | 990           | 551           |
| <b>Total land</b>                              | 2,862         | 3,000         | 900                     | 990           | 551           |
| Buildings                                      | 14,234        | 15,209        | 54,868                  | 54,650        | 14,901        |
| Heritage buildings                             | -             | -             | -                       | -             | -             |
| Building improvements                          | 1,955         | 100           | 500                     | 450           | 450           |
| Leasehold improvements                         | -             | -             | -                       | -             | -             |
| <b>Total buildings</b>                         | 16,189        | 15,309        | 55,368                  | 55,100        | 15,351        |
| <b>Total property</b>                          | 19,051        | 18,309        | 56,268                  | 56,090        | 15,902        |
| <b>Plant and equipment</b>                     |               |               |                         |               |               |
| Heritage plant and equipment                   | -             | -             | -                       | -             | -             |
| Plant, machinery and equipment                 | 3,706         | 2,325         | 3,700                   | 3,880         | 3,700         |
| Fixtures, fittings and furniture               | 225           | 100           | 200                     | 200           | 200           |
| Computers and telecommunications               | 3,145         | 2,764         | 3,164                   | 2,502         | 2,600         |
| Library books                                  | 820           | 800           | 800                     | 800           | 800           |
| <b>Total plant and equipment</b>               | 7,896         | 5,989         | 7,864                   | 7,382         | 7,300         |
| <b>Infrastructure</b>                          |               |               |                         |               |               |
| Roads  | 4,481         | 3,675         | 4,967                   | 5,368         | 5,172         |
| Bridges  | 2,474         | 480           | -                       | -             | 100           |
| Footpaths and cycleways                        | 7,373         | 2,333         | 4,115                   | 4,263         | 4,786         |
| Drainage                                       | 2,341         | 1,093         | 1,343                   | 1,770         | 1,777         |
| Recreational, leisure and community facilities | 162           | -             | 560                     | 515           | 350           |
| Waste management                               | -             | -             | 200                     | 200           | 200           |
| Parks, open space and streetscapes             | 5,243         | 2,384         | 3,060                   | 3,085         | 4,795         |
| Aerodromes                                     | -             | -             | -                       | -             | -             |
| Off street car parks                           | -             | -             | -                       | -             | -             |
| Other infrastructure                           | -             | 3,200         | -                       | -             | -             |
| <b>Total infrastructure</b>                    | 22,074        | 13,165        | 14,245                  | 15,201        | 17,180        |
| <b>Total capital works expenditure</b>         | <b>49,021</b> | <b>37,463</b> | <b>78,377</b>           | <b>78,673</b> | <b>40,382</b> |
| <b>Represented by:</b>                         |               |               |                         |               |               |
| New asset expenditure                          | 13,465        | 9,710         | 19,627                  | 3,396         | 3,005         |
| Asset renewal expenditure                      | 24,759        | 16,236        | 26,368                  | 33,582        | 23,208        |
| Asset expansion expenditure                    | 1,713         | 4,443         | 17,080                  | 20,772        | 4,079         |
| Asset upgrade expenditure                      | 9,084         | 7,074         | 15,303                  | 20,924        | 10,091        |
| <b>Total capital works</b>                     | <b>49,021</b> | <b>37,463</b> | <b>78,377</b>           | <b>78,673</b> | <b>40,382</b> |
| <b>Funding sources represented by:</b>         |               |               |                         |               |               |
| Grants   | 1,993         | 2,071         | 2,541                   | 2,465         | 2,520         |
| Contributions                                  | 2,033         | 299           | 450                     | 450           | 450           |
| Council Cash                                   | 44,995        | 35,093        | 63,386                  | 41,758        | 37,412        |
| Borrowings                                     | -             | -             | 12,000                  | 34,000        | -             |
| <b>Total capital works expenditure</b>         | <b>49,021</b> | <b>37,463</b> | <b>78,377</b>           | <b>78,673</b> | <b>40,382</b> |



## City of Darebin

### Budgeted Statement of Human Resources

| For the four years ending 30 June 2024 | Forecast        | Budget          | Strategic Resource Plan Projections |                 |                 |
|--|-----------------|-----------------|-------------------------------------|-----------------|-----------------|
|  | Actual          | 2020/21         | 2021/22                             | 2022/23         | 2023/24         |
|  | 2019/20         | 2020/21         | 2021/22                             | 2022/23         | 2023/24         |
|  | \$'000          | \$'000          | \$'000                              | \$'000          | \$'000          |
| <b>Staff expenditure</b>               |                 |                 |                                     |                 |                 |
| Employee costs - Operating             | (82,178)        | (87,430)        | (89,178)                            | (90,962)        | (92,781)        |
| Employee costs - Capital               | (830)           | (883)           | (901)                               | (919)           | (937)           |
| <b>Total staff expenditure</b>         | <b>(83,008)</b> | <b>(88,313)</b> | <b>(90,079)</b>                     | <b>(91,881)</b> | <b>(93,718)</b> |
| <b>Staff numbers</b>                   | EFT             | EFT             | EFT                                 | EFT             | EFT             |
| Employees                              | 898             | 891             | 891                                 | 891             | 891             |
| <b>Total staff numbers</b>             | <b>898</b>      | <b>891</b>      | <b>891</b>                          | <b>891</b>      | <b>891</b>      |

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

| Department                               | Budget<br>2020/21<br>\$'000 | Permanent<br>Full time<br>\$'000 | Comprises:                       |                  |                     |
|--|-----------------------------|----------------------------------|----------------------------------|------------------|---------------------|
|  |                             |                                  | Permanent<br>Part Time<br>\$'000 | Casual<br>\$'000 | Temporary<br>\$'000 |
|  |                             |                                  |                                  |                  |                     |
| Chief Executive                          | 723                         | 578                              | 145                              | 10               | -                   |
| City Sustainability & Strategy           | 16,969                      | 15,128                           | 1,841                            | 361              | 669                 |
| Operations & Capital                     | 16,481                      | 16,293                           | 188                              | 606              | -                   |
| Community                                | 30,529                      | 16,529                           | 14,000                           | 2,478            | 2,053               |
| Governance & Engagement                  | 14,191                      | 12,125                           | 2,066                            | 279              | 603                 |
| <b>Total Permanent Staff Expenditure</b> | <b>78,894</b>               | <b>60,654</b>                    | <b>18,240</b>                    | <b>3,733</b>     | <b>3,325</b>        |
| Casuals, temporary and Other Expenditure | 7,977                       |                                  |                                  |                  |                     |
| Capitalised Labour Costs                 | 1,442                       |                                  |                                  |                  |                     |
| <b>Total Expenditure</b>                 | <b>88,313</b>               |                                  |                                  |                  |                     |

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

| Department                               | Budget<br>2020/21<br>FTE | Permanent<br>Full time | Comprises              |              |              |
|--|--------------------------|------------------------|------------------------|--------------|--------------|
|  |                          |                        | Permanent<br>Part Time | Casual       | Temporary    |
|  |                          |                        |                        |              |              |
| Chief Executive                          | 3.90                     | 3.00                   | 0.90                   | 0.10         | 0.00         |
| City Sustainability & Strategy           | 167.00                   | 142.10                 | 24.90                  | 7.60         | 7.30         |
| Operations & Capital                     | 174.90                   | 172.50                 | 2.40                   | 9.90         | 0.00         |
| Community                                | 310.90                   | 150.90                 | 160.00                 | 39.20        | 21.10        |
| Governance & Engagement                  | 127.50                   | 105.50                 | 22.00                  | 4.60         | 5.50         |
| <b>Total permanent staff</b>             | <b>784.20</b>            | <b>574.00</b>          | <b>210.20</b>          | <b>61.40</b> | <b>33.90</b> |
| Casuals, temporary and Other Expenditure | 95.30                    |                        |                        |              |              |
| Capitalised Labour costs                 | 11.50                    |                        |                        |              |              |
| <b>Total staff</b>                       | <b>891.00</b>            |                        |                        |              |              |

## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 74.2% of Council's total annual revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020-21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

The Council-funded rate rebate, raised to \$150 in 2015-16 will continue to be provided to residential pensioner ratepayers in 2020-21 in addition to the State Government pensioner rates concession. The pensioner rate rebate was first introduced in the 2010-2011 year and is to assist in the development of the municipal district, in accordance with section 169 of the Act.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap.

Total rates and charges raised will be \$135.76 million, including an allowance of supplementary rates on new developments, service charges for the optional green waste service and special charges relating to retail activity areas. The level of rates raised allows Council to maintain the services currently delivered to the community and deliver a substantial capital works program.

Supplementary rates on property developments are forecast to be \$0.75 million in 2020-21, special charge scheme rates for retail activity areas is forecast to be \$0.35 million, solar saver scheme is forecast to be \$0.65 million, The green waste collection service charge of \$2.73 million is included in rates and charges for the 2020-21 year.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

|   | Forecast Actual<br>2019/20 | Budget<br>2020/21  | Change           | Change      |
|---|----------------------------|--------------------|------------------|-------------|
|   | \$                         | \$                 | \$               | %           |
| General rates*                            | 129,017,929                | 132,629,576        | 3,611,647        | 2.8%        |
| Revaluation Adjustment                    | (69,025)                   | (50,000)           | 19,025           | (27.6)%     |
| Green waste service charge                | 2,665,236                  | 2,733,610          | 68,374           | 2.6%        |
| Special charges - retail activity centres | 340,934                    | 349,457            | 8,523            | 2.5%        |
| Special charges - Solar Saver scheme      | 1,499,131                  | 650,000            | (849,131)        | (56.6)%     |
| Supplementary rates and charges           | 776,400                    | 750,000            | (26,400)         | (3.4)%      |
| Interest on rates and charges             | 622,033                    | 200,900            | (421,133)        | (67.7)%     |
| Pensioner rate rebate                     | (1,500,000)                | (1,500,000)        | 0                | -           |
| <b>Rates and charges</b>                  | <b>133,352,638</b>         | <b>135,763,543</b> | <b>2,410,905</b> | <b>1.8%</b> |

\*These items are subject to the rate cap established under the FGRS.

4.1.1(b) The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year.

| Type or class of land                            | 2019/20        | 2020/21        | Change<br>% |
|--|----------------|----------------|-------------|
|  | Cents / \$ CIV | Cents / \$ CIV |             |
| General rate for rateable residential properties | 0.2126790      | 0.1987500      | (6.5%)      |
| General rate for rateable commercial properties  | 0.3721890      | 0.3478120      | (7.0%)      |
| General rate for rateable vacant residential     | 0.6380380      | 0.5962490      | (7.0%)      |
| General rate for rateable vacant business        | 0.8507180      | 0.7949990      | (7.0%)      |
| General rate for rateable mixed use occupancy    | 0.2977510      | 0.2782500      | (7.0%)      |
| General rate for rateable vacant retail          | 0.8507180      | 0.7949990      | (6.5%)      |
| Rate concession for rateable recreational        | 0.1860950      | 0.1739060      | (6.5%)      |

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

| Type or class of land                             | 2019/20            | 2020/21            | Change           | Change      |
|---|--------------------|--------------------|------------------|-------------|
|   | \$                 | \$                 | \$               | %           |
| Residential                                       | 103,634,893        | 108,102,176        | 4,467,283        | 4.3%        |
| Commercial  | 22,735,582         | 21,985,896         | (749,687)        | (3.3%)      |
| Vacant residential                                | 436,195            | 452,106            | 15,911           | 3.6%        |
| Vacant business                                   | 829,195            | 845,958            | 16,764           | 2.0%        |
| Mixed use occupancy                               | 1,279,957          | 1,165,965          | (113,992)        | (8.9%)      |
| Vacant retail                                     | 56,403             | 55,372             | (1,031)          | (1.8%)      |
| Recreational                                      | 45,705             | 22,103             | (23,601)         | (51.6%)     |
| <b>Total amount to be raised by general rates</b> | <b>129,017,929</b> | <b>132,629,576</b> | <b>3,611,647</b> | <b>2.8%</b> |

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

| Type or class of land              | 2019/20       | 2020/21       | Change     | Change      |
|------------------------------------|---------------|---------------|------------|-------------|
|                                    | Number        | Number        | Number     | %           |
| Residential                        | 66,010        | 67,051        | 1,041      | 1.6%        |
| Commercial                         | 4,689         | 4,637         | (52)       | (1.1)%      |
| Vacant residential                 | 102           | 95            | (7)        | (6.9)%      |
| Vacant business                    | 63            | 61            | (2)        | (3.2)%      |
| Mixed use occupancy                | 534           | 530           | (4)        | (0.7)%      |
| Vacant retail                      | 9             | 9             | -          | 0.0%        |
| Cultural and Recreational          | 10            | 9             | (1)        | (10.0)%     |
| <b>Total number of assessments</b> | <b>71,417</b> | <b>72,392</b> | <b>975</b> | <b>1.4%</b> |

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

| Type or class of land      | 2019/20               | 2020/21               | Change               | Change       |
|----------------------------|-----------------------|-----------------------|----------------------|--------------|
|                            | \$                    | \$                    | \$                   | %            |
| Residential                | 48,728,315,000        | 54,391,032,000        | 5,662,717,000        | 11.6%        |
| Commercial                 | 6,108,612,066         | 6,321,201,005         | 212,588,939          | 3.5%         |
| Vacant residential         | 68,365,000            | 75,825,000            | 7,460,000            | 10.9%        |
| Vacant business            | 97,470,000            | 106,410,000           | 8,940,000            | 9.2%         |
| Mixed use occupancy        | 429,875,000           | 419,035,000           | (10,840,000.00)      | (2.5%)       |
| Vacant retail              | 6,630,000             | 6,965,000             | 335,000              | 5.1%         |
| Cultural and Recreational  | 24,560,000            | 12,710,000            | (11,850,000.00)      | (48.2%)      |
| <b>Total value of land</b> | <b>55,463,827,066</b> | <b>61,333,178,005</b> | <b>5,869,350,939</b> | <b>10.6%</b> |

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

| Type of Charge   | Per Rateable Property 2019/20 | Per Rateable Property 2020/21 | Change | Change |
|--|-------------------------------|-------------------------------|--------|--------|
|  | \$                            | \$                            | \$     | %      |
| Green waste service charge - 120 litre bin             | 54.10                         | 55.50                         | 1.40   | 2.6%   |
| Green waste service charge - 120 litre bin (pensioner) | 31.30                         | 32.00                         | 0.70   | 2.2%   |
| Green waste service charge - 240 litre bin             | 102.50                        | 105.00                        | 2.50   | 2.4%   |
| Green waste service charge - 240 litre bin (pensioner) | 65.90                         | 68.00                         | 2.10   | 3.2%   |

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

| Type of Charge         | 2019/20   | 2020/21   | Change | Change |
|------------------------|-----------|-----------|--------|--------|
|                        | \$        | \$        | \$     | %      |
| Green waste collection | 2,665,236 | 2,733,610 | 68,374 | 2.6%   |

4.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year.

| Type of Charge           | 2019/20            | 2020/21            | Change           | Change      |
|--------------------------|--------------------|--------------------|------------------|-------------|
|                          | \$                 | \$                 | \$               | %           |
| General rates            | 129,017,929        | 132,629,576        | 3,611,647        | 2.8%        |
| Waste management charge  | 2,665,236          | 2,733,610          | 68,374           | 2.6%        |
| <b>Rates and charges</b> | <b>131,683,165</b> | <b>135,363,186</b> | <b>3,680,021</b> | <b>2.8%</b> |

4.1.1(j) Fair Go Rates System Compliance – Darebin City Council is fully compliant with the State Government's Fair Go Rates System.

|  | 2019/20        | 2020/21        |
|--|----------------|----------------|
| Total Rates \$                                       | \$ 129,017,929 | \$ 132,629,576 |
| Number of rateable properties                        | 71,407         | 72,392         |
| <b>Base Average Rates</b>                            | \$ 1,807       | \$ 1,832       |
| Maximum Rate Increase (set by the State Government)  | 2.50%          | 2.00%          |
| Capped Average Rate                                  | \$ 1,807       | \$ 1,832       |
| Maximum General Rates and Municipal Charges Revenue  | \$ 129,017,929 | \$ 132,629,576 |
| Budgeted General Rates and Municipal Charges Revenue | \$ 129,017,929 | \$ 132,629,576 |

4.1.1(k) Any significant changes that may affect the estimated amounts to be raised by rates and charges.

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

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.
- Changes in the number of green waste services provided to residents
- Changes in the number of pensioners eligible for the Council pensioner rebate in relation to rates.

4.1.1(l) Differential rates

**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 0.1987500% (0.1987500 cents in the dollar of CIV) for all rateable residential land.
- A general rate of 0.3478120% (0.3478120 cents in the dollar of CIV) for all rateable business land.
- A general rate of 0.5962490% (0.5962490 cents in the dollar of CIV) for all rateable vacant residential land.
- A general rate of 0.7949990% (0.7949990 cents in the dollar of CIV) for all rateable vacant business land.
- A general rate of 0.2782500% (0.2782500 cents in the dollar of CIV) for all rateable mixed use occupancy land.
- A general rate of 0.7949990% (0.7949990 cents in the dollar of CIV) for all rateable vacant retail land.
- A general rate of 0.1739060% (0.1739060 cents in the dollar of CIV) for all rateable recreational land.

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

Council believes 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.

## **Residential land**

Residential Land is any land which is not Vacant Residential Land as described under the heading Vacant residential land and:

- the primary use of which is residential; or
- which is unoccupied and is zoned residential under the Darebin Planning Scheme.

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.

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

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.

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

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

The residential land affected by this rate is that which is located in any zone where residential development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020-21 financial year.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

## **Business land**

Business Land is any land which is not Vacant Retail Land, as described under the heading Vacant business land and:

- the primary use of which is the carrying out of the manufacture or production of, or the trade in, goods or services; or
- which is unoccupied and is zoned other than residential under the Darebin Planning Scheme.

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.

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

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.

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

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

The business land affected by this rate is that which is in any zone where business development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020-21 financial year.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Vacant residential land**

Vacant Residential Land is any land which is zoned residential under the 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 a building permit for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the 2020-21 financial year; 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 since demolition, with the date of demolition taken to be the date on which the building permit for demolition was issued 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 for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the 2020-21 financial year; 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 since the date 12 months prior to the date of declaration of rates for the 2020-21 financial year.

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance and development of the land; and
- encourage prompt development of vacant residential land and attract new residents to the Darebin; and
- 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:
  - (a) construction and maintenance of infrastructure assets;
  - (b) development and provision of health and community services; and
  - (c) provision of economic development and general support services.

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

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.

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



The residential land affected by this rate is that which is zoned residential under the Darebin Planning Scheme and which displays the characteristics described in this section above. Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Vacant business land**

Vacant Business Land is any land:

- which is zoned other than residential under the Darebin Planning Scheme; and
- on which no building designed or adapted for permanent occupation is constructed; and
- in respect of which no building permit for the construction of a new building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2020-21 financial year.

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

- promote responsible land management through appropriate maintenance and development of the land;
- ensure that foregone community and economic development resulting from underutilisation of land is minimised;
- encourage the use and occupancy of business land, leading to reinvigoration of trade and commerce within the Darebin; and
- 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:
  - (a) construction and maintenance of infrastructure assets;
  - (b) development and provision of health and community services; and
  - (c) provision of economic development and general support services.

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

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.

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

The vacant land affected by this rate is that which is zoned other than residential under the Darebin Planning Scheme and which displays the characteristics described in this section above.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Mixed use occupancy land**

Mixed Use Occupancy Land is any land:

- on which there is a building, at least part of which is used, designed or adapted for the carrying out of the manufacture or production of, or the trade in, goods and services and is occupied for that purpose; and
- on which there is a building, at least part of which is used, designed or adapted as a principal place of residence and is occupied as such; and
- both the part of the land which meets the requirements the first bullet point of this section and the part of the land which meets the requirements of second bullet point of this section is occupied by the ratepayer; or
- where there is more than one ratepayer, at least one of those ratepayers occupies both the part of the land which meets the requirements of the first bullet point of this section and the part of the land which meets the requirements of the second bullet point of this section.



The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are 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:
  - (a) construction and maintenance of public infrastructure assets;
  - (b) development and provision of health, environmental and community services; and
  - (c) provision of general support services; and
- address an apparent inequity for those ratepayers who reside in, and operate a business from, the same building and have previously been required to pay rates in respect of two separate assessments.

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

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.

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

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

The land affected by this rate is that which is in any zone where mixed use development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020-21 financial year.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Vacant retail land**

Vacant Retail Land is any land:

- on which a building designed or adapted for retail occupation is constructed; and
- in respect of which:
  - (a) the building has not been open for trade since a date 24 months prior to the date of declaration of rates for the 2020-21 financial year; and
  - (b) no building permit has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2020-21 financial year.

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance, development and use of the land;
- ensure that foregone community and economic development resulting from underutilisation of the land is minimised;
- encourage the use and occupancy of retail land, leading to reinvigoration of trade and commerce within the Darebin; and
- 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:
  - (a) construction and maintenance of public infrastructure assets;
  - (b) development and provision of health, environmental and community services; and
  - (c) provision of economic development and general support services.

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

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.

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

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

The land affected by this rate is that which is in any zone where retail development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2020-21 financial year.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### 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 \$150 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 that underpin the Council Plan 2017-2021.

## 4.1.2 Statutory fees and fines

|                                       | Forecast Actual<br>2019/20<br>\$'000 | Budget<br>2020/21<br>\$'000 | Change<br>\$'000 | Change<br>%    |
|---------------------------------------|--------------------------------------|-----------------------------|------------------|----------------|
| Animal registration                   | 813                                  | 808                         | (5)              | (0.6)%         |
| Building services                     | 787                                  | 546                         | (241)            | (30.6)%        |
| Environmental health                  | 819                                  | 44                          | (775)            | (94.6)%        |
| Statutory planning                    | 1,460                                | 998                         | (462)            | (31.6)%        |
| Traffic enforcement                   | 3,962                                | 3,343                       | (619)            | (15.6)%        |
| Other Fees/Fines                      | 18                                   | -                           | (18)             | (100.0)%       |
| <b>Total statutory fees and fines</b> | <b>7,859</b>                         | <b>5,739</b>                | <b>(2,120)</b>   | <b>(27.0)%</b> |

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

Statutory fees are forecast to decrease by 27.0% or \$2.12 million due to decrease in animal registration, building services, statutory planning, and traffic enforcement compared to 2019-20. A detailed listing of statutory fees is included in Appendix A.

### 4.1.3 User fees

|   | Forecast Actual<br>2019/20<br>\$'000 | Budget<br>2020/21<br>\$'000 | Change<br>\$'000 | Change<br>%    |
|---|--------------------------------------|-----------------------------|------------------|----------------|
| Aged and health services                | 947                                  | 984                         | 37               | 3.9%           |
| Arts and culture                        | 655                                  | 327                         | (328)            | (50.1)%        |
| Family, children and community programs | 207                                  | 194                         | (13)             | (6.3)%         |
| Golf course attendance                  | 742                                  | 515                         | (227)            | (30.6)%        |
| Leisure centres and recreation          | 2,357                                | 1,953                       | (404)            | (17.1)%        |
| Library                                 | 135                                  | 82                          | (53)             | (39.3)%        |
| Registration and other permits          | 1,735                                | 1,130                       | (605)            | (34.9)%        |
| Other fees and charges                  | 315                                  | 279                         | (36)             | (11.4)%        |
| <b>Total user fees</b>                  | <b>7,093</b>                         | <b>5,464</b>                | <b>(1,629)</b>   | <b>(23.0)%</b> |

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 home help services. In setting the budget, the key principle for determining the level of user charges has been to reflect increases in CPI or that the fee reflects the market.

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

### 4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 1.0% or \$0.16 million compared to 2019-20. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 42.4% or \$1.52 million compared to 2019-20. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below. Note that only confirmed grant funding is included in the budget and that applications for other grant funding will be made when grant opportunities are identified.

|  | Forecast<br>Actual<br>2019/20<br>\$'000 | Budget<br>2020/21<br>\$'000 | Variance<br>\$'000 | Change<br>%    |
|--|---|-----------------------------|--------------------|----------------|
| <b>Summary of grants</b>                       |   |                             |                    |                |
| Commonwealth funded grants                     | 11,753                                  | 11,534                      | (219)              | (1.9)%         |
| State funded grants                            | 6,101                                   | 6,263                       | 162                | 2.7%           |
| Other grants                                   | 1,632                                   | 0                           | (1,632)            | (100.0)%       |
| <b>Total grants received</b>                   | <b>19,486</b>                           | <b>17,797</b>               | <b>(1,689)</b>     | <b>(8.7)%</b>  |
| <b>(a) Operating Grants</b>                    |   |                             |                    |                |
| <b>Recurrent - Commonwealth Government</b>     |   |                             |                    |                |
| Financial Assistance Grants                    | 4,550                                   | 4,390                       | (160)              | (3.5)%         |
| Aged care                                      | 5,617                                   | 5,718                       | 101                | 1.8%           |
| Community Home Support Services                | 746                                     | 758                         | 12                 | 1.6%           |
| Diesel fuel rebate                             | 93                                      | 87                          | (6)                | (6.5)%         |
| <b>Recurrent - State Government</b>            |   |                             |                    |                |
| Aged care                                      | 459                                     | 469                         | 10                 | 2.2%           |
| Family and children                            | 913                                     | 1,022                       | 109                | 11.9%          |
| HACC support services                          | 204                                     | 207                         | 3                  | 1.5%           |
| Immunisation                                   | 137                                     | 149                         | 12                 | 8.8%           |
| Libraries                                      | 1,027                                   | 1,011                       | (16)               | (1.6)%         |
| Maternal and child health                      | 1,257                                   | 1,330                       | 73                 | 5.8%           |
| Metro access                                   | 25                                      | 0                           | (25)               | (100.0)%       |
| School crossing supervisors                    | 500                                     | 500                         | 0                  | 0.0%           |
| Youth services                                 | 41                                      | 41                          | 0                  | 0.0%           |
| Other  | 7                                       | 7                           | 0                  | 0.0%           |
| <b>Total recurrent grants</b>                  | <b>15,576</b>                           | <b>15,689</b>               | <b>113</b>         | <b>0.7%</b>    |
| <b>Non-recurrent - Commonwealth Government</b> |   |                             |                    |                |
| <b>Non-recurrent - State Government</b>        |   |                             |                    |                |
| HACC Support Services                          | 6                                       | 0                           | (6)                | (100.0)%       |
| Housing strategy                               | 22                                      | 0                           | (22)               | (100.0)%       |
| Family and Children                            | 24                                      | 0                           | (24)               | (100.0)%       |
| Maternal and child health                      | 80                                      | 0                           | (80)               | (100.0)%       |
| Environmental                                  | 58                                      | 0                           | (58)               | (100.0)%       |
| Travel   | 2                                       | 0                           | (2)                | (100.0)%       |
| Youth services                                 | 24                                      | 24                          | 0                  | 0.0%           |
| Other  | 99                                      | 14                          | (85)               | (85.9)%        |
| <b>Total non-recurrent operating grants</b>    | <b>315</b>                              | <b>38</b>                   | <b>(277)</b>       | <b>(87.9)%</b> |
| <b>Total operating grants</b>                  | <b>15,891</b>                           | <b>15,727</b>               | <b>(164)</b>       | <b>(1.0)%</b>  |
| <b>(b) Capital Grants</b>                      |   |                             |                    |                |
| <b>Recurrent - Commonwealth Government</b>     |   |                             |                    |                |
| Roads to Recovery                              | 706                                     | 582                         | (124)              | (17.6)%        |
| <b>Recurrent - State Government</b>            |   |                             |                    |                |
| Other  | 0                                       | 0                           | 0                  | 0.0%           |
| <b>Total recurrent grants</b>                  | <b>706</b>                              | <b>582</b>                  | <b>(124)</b>       | <b>(17.6)%</b> |
| <b>Non-recurrent - Commonwealth Government</b> |   |                             |                    |                |
| Parks, Open Space & Streetscapes               | 40                                      | 0                           | (40)               | (100.0)%       |
| <b>Non-recurrent - State Government</b>        |   |                             |                    |                |
| Buildings                                      | 180                                     | 212                         | 32                 | 17.8%          |
| Bridges  | 0                                       | 50                          | 50                 | 100.0%         |
| Parks, open space and streetscapes             | 527                                     | 734                         | 207                | 39.3%          |
| Plant and equipment                            | 18                                      | 18                          | 0                  | 0.0%           |
| Roads  | 491                                     | 475                         | (16)               | (3.3)%         |
| <b>Non-recurrent - Other</b>                   |   |                             |                    |                |
| Buildings                                      | 70                                      | 0                           | (70)               | (100.0)%       |
| Bridges  | 929                                     | 0                           | (929)              | (100.0)%       |
| Roads  | 634                                     | 0                           | (634)              | (100.0)%       |
| <b>Total non-recurrent capital grants</b>      | <b>2,889</b>                            | <b>1,489</b>                | <b>(1,400)</b>     | <b>(48.5)%</b> |
| <b>Total capital grants</b>                    | <b>3,595</b>                            | <b>2,071</b>                | <b>(1,524)</b>     | <b>(42.4)%</b> |
| <b>Total Grants</b>                            | <b>19,486</b>                           | <b>17,798</b>               | <b>(1,688)</b>     | <b>(8.7)%</b>  |

#### 4.1.5 Contributions

| Contributions              | Forecast          |                   | Change<br>\$'000 | Change<br>%    |
|----------------------------|-------------------|-------------------|------------------|----------------|
|                            | Actual            | Budget            |                  |                |
|                            | 2019/20<br>\$'000 | 2020/21<br>\$'000 |                  |                |
| Monetary                   | 4,738             | 3,500             | (1,238)          | (26.1)%        |
| Non-monetary               | 0                 | 0                 | 0                | 0.0%           |
| <b>Total contributions</b> | <b>4,738</b>      | <b>3,500</b>      | <b>(1,238)</b>   | <b>(26.1)%</b> |

Contributions relate to monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development.

#### 4.1.6 Other income

| Other Income                               | Forecast          |                   | Change<br>\$'000 | Change<br>%    |
|--|-------------------|-------------------|------------------|----------------|
|  | Actual            | Budget            |                  |                |
|  | 2019/20<br>\$'000 | 2020/21<br>\$'000 |                  |                |
| Interest                                   | 1,245             | 1,175             | (70)             | (5.6)%         |
| Property rentals and leases                | 492               | 385               | (107)            | (21.7)%        |
| Capital contributions from external bodies | 2,500             | 511               | (1,989)          | (79.6)%        |
| Recovery of costs                          | 897               | 543               | (354)            | (39.5)%        |
| Other income                               | 88                | -                 | (88)             | (100.0)%       |
| <b>Total other income</b>                  | <b>5,222</b>      | <b>2,614</b>      | <b>(2,608)</b>   | <b>(49.9)%</b> |

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

Other income is forecast to decrease by 49.9% or \$2.61 million compared to 2019-20.

#### 4.1.7 Employee costs

| Employee Costs                      | Forecast          |                   | Change<br>\$'000 | Change<br>%   |
|-------------------------------------|-------------------|-------------------|------------------|---------------|
|                                     | Actual            | Budget            |                  |               |
|                                     | 2019/20<br>\$'000 | 2020/21<br>\$'000 |                  |               |
| Wages, salaries and related oncosts | 72,624            | 79,474            | (6,850)          | (9.4)%        |
| Superannuation                      | 8,151             | 7,055             | 1,096            | 13.4%         |
| Workcover                           | 1,913             | 1,463             | 450              | 23.5%         |
| Fringe benefits tax                 | 320               | 321               | (1)              | (0.3)%        |
| Other employee costs                | -                 | -                 | -                | 0.0%          |
| <b>Total employee costs</b>         | <b>83,008</b>     | <b>88,313</b>     | <b>(5,305)</b>   | <b>(6.4)%</b> |

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

Employee costs are forecast to increase by 6.4% or \$5.31 million compared to 2019-20. 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 and compliance demand. The increase also includes additional grant funded positions and positions to undertake work previously outsourced to contractors and consultants.

#### 4.1.8 Materials and services

|                                       | Forecast<br>Actual<br>2019/20<br>\$'000 | Budget<br>2020/21<br>\$'000 | Change<br>\$'000 | Change<br>%  |
|---------------------------------------|---|-----------------------------|------------------|--------------|
| Advertising, marketing and promotions | 1,125                                   | 906                         | 219              | 19.5%        |
| Apprentices and trainees              | 258                                     | 639                         | (381)            | (147.7)%     |
| Banking fees and charges              | 399                                     | 389                         | 10               | 2.5%         |
| Consultants                           | 4,172                                   | 3,406                       | 766              | 18.4%        |
| Contract Payments                     | 32,380                                  | 25,585                      | 6,795            | 21.0%        |
| Facility rental and hire              | 312                                     | 220                         | 92               | 29.5%        |
| Fleet parts and consumables           | 593                                     | 574                         | 19               | 3.2%         |
| Fuel and oil                          | 981                                     | 981                         | -                | 0.0%         |
| Insurances and excess                 | 1,696                                   | 1,566                       | 130              | 7.7%         |
| Licence fees                          | 208                                     | 214                         | (6)              | (2.9)%       |
| Materials and consumables             | 2,459                                   | 2,030                       | 429              | 17.4%        |
| Memberships and subscriptions         | 357                                     | 406                         | (49)             | (13.7)%      |
| Minor equipment purchases             | 362                                     | 718                         | (356)            | (98.3)%      |
| Office administration                 | 5,233                                   | 4,922                       | 311              | 5.9%         |
| Registrations                         | 189                                     | 189                         | -                | 0.0%         |
| Repairs and maintenance               | 315                                     | 284                         | 31               | 9.8%         |
| Utilities                             | 4,062                                   | 3,339                       | 723              | 17.8%        |
| Other materials and services          | 425                                     | 330                         | 95               | 22.4%        |
| <b>Total materials and services</b>   | <b>55,526</b>                           | <b>46,698</b>               | <b>8,828</b>     | <b>15.9%</b> |

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 15.9% or \$8.83 million compared to 2019-20.

#### 4.1.9 Depreciation and amortisation

|  | Forecast<br>Actual<br>2019/20<br>\$'000 | Budget<br>2020/21<br>\$'000 | Change<br>\$'000 | Change<br>%    |
|--|---|-----------------------------|------------------|----------------|
| Property                                   | 7,679                                   | 7,852                       | (173)            | (2.3)%         |
| Plant & equipment                          | 4,377                                   | 4,675                       | (298)            | (6.8)%         |
| Infrastructure                             | 10,903                                  | 11,288                      | (385)            | (3.5)%         |
| Intangibles                                | 490                                     | 508                         | (18)             | (3.7)%         |
| <b>Total depreciation and amortisation</b> | <b>23,449</b>                           | <b>24,323</b>               | <b>(874)</b>     | <b>(16.3)%</b> |

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.87 million for 2020-21 is due mainly to the completion of the 2019-20 capital works program and the full year effect of depreciation on the 2019-20 capital works program.

#### 4.1.10 Other expenses

|  | Forecast<br>Actual<br>2019/20<br>\$'000 | Budget<br>2020/21<br>\$'000 | Change<br>\$'000 | Change<br>%   |
|--|---|-----------------------------|------------------|---------------|
| Auditors' remuneration - VAGO            | 78                                      | 76                          | 2                | 2.6%          |
| Auditors' remuneration - internal        | 183                                     | 165                         | 18               | 9.8%          |
| Community grants and other contributions | 4,361                                   | 5,132                       | (771)            | (17.7)%       |
| Councillors' emoluments                  | 378                                     | 390                         | (12)             | (3.2)%        |
| Fines Victoria processing costs          | 149                                     | 158                         | (9)              | (6.0)%        |
| Fire services levy                       | 124                                     | 127                         | (3)              | (2.4)%        |
| Lease payments                           | 378                                     | 163                         | 215              | 56.9%         |
| Legal expenses                           | 887                                     | 899                         | (12)             | (1.4)%        |
| <b>Total other expenses</b>              | <b>6,538</b>                            | <b>7,110</b>                | <b>(572)</b>     | <b>(8.7)%</b> |

Other items of expense relate to a range of unclassified items including contributions to community groups, insurances, legal expenses and other miscellaneous expenditure items. Other expenses are forecast to increase by 8.7% or \$0.57 million compared to 2019-20. This is mainly due to costs such as community grants and other contributions associated with the Community and Business Resilience and Recovery Package.

## 4.2 Balance Sheet

### 4.2.1 Assets

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

Trade and other receivables are monies owed to Council by ratepayers and others. The current portion has been forecast to decrease by \$14.15 million over the 2019-20 end year balance. Council is offering extended repayment terms for ratepayers who avail themselves of solar panels through Council's Solar Saver program. By 30 June 2021 it is forecast \$4.80 million in receivables would be attributable to this program.

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

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$13.17 million increase in this balance is mainly attributable to the net result of the capital works program (\$37.46 million) and depreciation of assets (\$24.32 million).

### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease by \$7.90m compared to 2019-20.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

### 4.2.3 Borrowings

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting not to borrow in 2020-21.

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

|   | Forecast |         |
|---|----------|---------|
|   | Actual   | Budget  |
|   | 2019/20  | 2020/21 |
|   | \$'000   | \$'000  |
| Total amount borrowed as at 30 June of the prior year | -        | -       |
| Total amount proposed to be borrowed                  | -        | -       |
| Total amount projected to be redeemed                 | -        | -       |
| Total amount of borrowings as at 30 June              | -        | -       |

## 4.3 Statement of changes in Equity

### 4.3.1 Reserves

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

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 are as follows:

- **Drainage**  
The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2020-21.
- **Car park development**  
The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2020-21.
- **Public open space and recreation**  
The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. Budgeted movement in this reserve for 2020-21 is to increase by \$4.66 million from \$15.72 million at the end of 2019-20 to \$20.38 million at the end of 2020-21.
- **Developer contribution scheme**  
The developer contribution reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

### 4.3.2 Equity

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.



## **4.4 Statement of Cash Flows**

### **4.4.1 Net cash flows provided by/(used in) operating activities**

The increase in cash flows from operating activities reflects an increase of \$1.08 million in operating grants, a decrease in capital grants of \$1.34 million, an increase in rates and charges received of \$29.33 million, an decrease in user fees and fines receipts of \$3.44 million, an decrease in other receipts (including GST refund) of \$6.93 million, an increase of employee costs of \$13.89 million and a decrease in materials and services of \$15.49 million.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

### **4.4.2 Net cash flows provided by/(used in) investing activities**

The decrease in payments for investing activities represents the decrease in Council cash being used for capital works expenditure of \$8.32 million partially offset by a \$16.84 million redemption of financial assets.

### **4.4.3 Net cash flows provided by/(used in) financing activities**

No change in cash from financing activities is mainly due to the payout of loans in 2015-16, no loans entered into since, and no new loans being entered into in 2020-21.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2020-21 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

### 4.5.1 Summary

|                            | Forecast |         | Change   |         |
|----------------------------|----------|---------|----------|---------|
|                            | Actual   | Budget  |          |         |
|                            | 2019-20  | 2020-21 | \$'000   | %       |
|                            | \$'000   | \$'000  | \$'000   | %       |
| Property                   | 19,051   | 21,109  | 2,058    | 10.8%   |
| Plant and equipment        | 7,896    | 6,188   | (1,708)  | (21.6%) |
| Infrastructure             | 22,074   | 10,166  | (11,908) | (53.9%) |
| <b>Total Capital Works</b> | 49,021   | 37,463  | (11,558) | (23.6%) |

| Capital Works Area         | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                |                      |
|----------------------------|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|----------------|----------------------|
|                            |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council        |                      |
|                            |                        |                        |                   |                   |                     |                            |                         | cash<br>\$'000 | Borrowings<br>\$'000 |
| PROPERTY                   | 21,109                 | 8,160                  | 7,841             | 2,971             | 2,137               | 212                        | 0                       | 20,897         | 0                    |
| PLANT AND EQUIPMENT        | 6,188                  | 1,075                  | 2,959             | 1,339             | 815                 | 18                         | 299                     | 5,871          | 0                    |
| INFRASTRUCTURE             | 10,166                 | 475                    | 5,436             | 2,764             | 1,491               | 1,841                      | 0                       | 8,325          | 0                    |
| <b>TOTAL CAPITAL WORKS</b> | <b>37,463</b>          | 9,710                  | 16,236            | 7,074             | 4,443               | 2,071                      | 299                     | 35,093         | 0                    |

## 4.5.2 Current Budget

| Capital Works Area  | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                       |                      |
|---|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|-----------------------|----------------------|
|   |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | council cas<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>   |                        |                        |                   |                   |                     |                            |                         |                       |                      |
| <b>Land</b>   | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                     | 0                    |
| <b>Land Improvements</b>  |                        |                        |                   |                   |                     |                            |                         |                       |                      |
| Darebin Resource Recovery Centre Retaining Wall                           | 700                    | 0                      | 700               | 0                 | 0                   | 0                          | 0                       | 700                   | 0                    |
| KP Hardiman Synthetic Hockey Pitch Redevelopment                          | 2,300                  | 0                      | 1,725             | 575               | 0                   | 0                          | 0                       | 2,300                 | 0                    |
| <b>Total land improvements</b>  | <b>3,000</b>           | 0                      | 2,425             | 575               | 0                   | 0                          | 0                       | 3,000                 | 0                    |
| <b>Total land</b>   | <b>3,000</b>           | 0                      | 2,425             | 575               | 0                   | 0                          | 0                       | 3,000                 | 0                    |
| <b>Buildings</b>  |                        |                        |                   |                   |                     |                            |                         |                       |                      |
| Multi-Sport Stadium   | 6,700                  | 6,700                  | 0                 | 0                 | 0                   | 0                          | 0                       | 6,700                 | 0                    |
| Northcote Aquatic Recreation Centre                                       | 3,000                  | 0                      | 750               | 750               | 1,500               | 0                          | 0                       | 3,000                 | 0                    |
| Darebin Arts Centre - DDA Compliance - Front and Rear Entry               | 109                    | 0                      | 27                | 55                | 27                  | 0                          | 0                       | 109                   | 0                    |
| Reservoir Leisure Centre  | 800                    | 0                      | 400               | 400               | 0                   | 0                          | 0                       | 800                   | 0                    |
| Building Renewal Program  | 3,000                  | 0                      | 3,000             | 0                 | 0                   | 212                        | 0                       | 2,788                 | 0                    |
| BT Connor Pavilion Redevelopment  | 500                    | 0                      | 125               | 250               | 125                 | 0                          | 0                       | 500                   | 0                    |
| Darebin International Sports Centre (DISC) - Stadium Renewal              | 100                    | 0                      | 100               | 0                 | 0                   | 0                          | 0                       | 100                   | 0                    |
| Catalyst Project - Preston Civic Precinct (includes Intercultural Centre) | 1,000                  | 0                      | 250               | 500               | 250                 | 0                          | 0                       | 1,000                 | 0                    |
| <b>Total Buildings</b>  | <b>15,209</b>          | 6,700                  | 4,652             | 1,955             | 1,902               | 212                        | 0                       | 14,997                | 0                    |

| Capital Works Area  | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|---|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|   |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Building improvements</b>  |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Building ESM Program  | 100                    | 0                      | 50                | 25                | 25                  | 0                          | 0                       | 100                    | 0                    |
| <b>Total Building Improvements</b>                                  | <b>100</b>             | <b>0</b>               | <b>50</b>         | <b>25</b>         | <b>25</b>           | <b>0</b>                   | <b>0</b>                | <b>100</b>             | <b>0</b>             |
| <b>Leasehold improvements</b>                                       | <b>0</b>               | <b>0</b>               | <b>0</b>          | <b>0</b>          | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>0</b>               | <b>0</b>             |
| <b>Heritage buildings</b>   | <b>0</b>               | <b>0</b>               | <b>0</b>          | <b>0</b>          | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>0</b>               | <b>0</b>             |
| <b>TOTAL PROPERTY</b>   | <b>18,309</b>          | <b>6,700</b>           | <b>7,127</b>      | <b>2,555</b>      | <b>1,927</b>        | <b>212</b>                 | <b>0</b>                | <b>18,097</b>          | <b>0</b>             |
| <b>PLANT AND EQUIPMENT</b>  |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Plant, Machinery and Equipment</b>                               |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Arts Venues & Hubs Plant & Equipment Program                        | 150                    | 0                      | 112               | 38                | 0                   | 0                          | 0                       | 150                    | 0                    |
| Replacement of Mobile Garbage, Green Waste and Recycling Bins       | 300                    | 0                      | 300               | 0                 | 0                   | 0                          | 0                       | 300                    | 0                    |
| Vehicular Plant Replacement - Heavy Vehicle                         | 1,500                  | 0                      | 1,500             | 0                 | 0                   | 0                          | 225                     | 1,275                  | 0                    |
| Vehicular Plant Replacement - Light Vehicle                         | 250                    | 0                      | 188               | 0                 | 62                  | 0                          | 74                      | 176                    | 0                    |
| Youth Services Asset Renewal Program                                | 75                     | 0                      | 56                | 19                | 0                   | 0                          | 0                       | 75                     | 0                    |
| Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment | 50                     | 0                      | 38                | 0                 | 12                  | 0                          | 0                       | 50                     | 0                    |
| <b>Total Plant, Machinery and Equipment</b>                         | <b>2,325</b>           | <b>0</b>               | <b>2,194</b>      | <b>57</b>         | <b>74</b>           | <b>0</b>                   | <b>299</b>              | <b>2,026</b>           | <b>0</b>             |
| <b>Fixtures, Fittings and Furniture</b>                             |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Furniture replacement program                                       | 100                    | 25                     | 50                | 25                | 0                   | 0                          | 0                       | 100                    | 0                    |
| <b>Total Fixture, Fittings and Furniture</b>                        | <b>100</b>             | <b>25</b>              | <b>50</b>         | <b>25</b>         | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>100</b>             | <b>0</b>             |

| Capital Works Area                                   | Project cost<br>\$'000 | Asset expenditure type |         |         |           | Summary of funding sources |               |              |            |
|--|------------------------|------------------------|---------|---------|-----------|----------------------------|---------------|--------------|------------|
|  |                        | New                    | Renewal | Upgrade | Expansion | Grants                     | Contributions | Council Cash | Borrowings |
|  |                        | \$'000                 | \$'000  | \$'000  | \$'000    | \$'000                     | \$'000        | \$'000       | \$'000     |
| <b>Computers and Telecommunications</b>              |                        |                        |         |         |           |                            |               |              |            |
| IT Improvement Program                               | 900                    | 450                    | 0       | 225     | 225       | 0                          | 0             | 900          | 0          |
| Darebin Libraries Technology Action Plan             | 64                     | 0                      | 16      | 32      | 16        | 0                          | 0             | 64           | 0          |
| IT Infrastructure Implementation                     | 1,800                  | 0                      | 450     | 900     | 450       | 0                          | 0             | 1,800        | 0          |
| <b>Total Computers and Telecommunications</b>        | <b>2,764</b>           | 450                    | 466     | 1,157   | 691       | 0                          | 0             | 2,764        | 0          |
| <b>Library Books</b>                                 |                        |                        |         |         |           |                            |               |              |            |
| Darebin Libraries Product Purchases (Collection)     | 800                    | 600                    | 200     | 0       | 0         | 18                         | 0             | 782          | 0          |
| <b>Total Library Books</b>                           | <b>800</b>             | 600                    | 200     | 0       | 0         | 18                         | 0             | 782          | 0          |
| <b>TOTAL PLANT AND EQUIPMENT</b>                     | <b>5,989</b>           | 1,075                  | 2,910   | 1,239   | 765       | 18                         | 299           | 5,672        | 0          |
| <b>INFRASTRUCTURE</b>                                |                        |                        |         |         |           |                            |               |              |            |
| <b>Roads</b>   |                        |                        |         |         |           |                            |               |              |            |
| Blackspot Design and Construction Program            | 475                    | 475                    | 0       | 0       | 0         | 475                        | 0             | 0            | 0          |
| Kerb and Channel Renewal Program                     | 200                    | 0                      | 200     | 0       | 0         | 0                          | 0             | 200          | 0          |
| Right of Way Rehabilitation Program                  | 100                    | 0                      | 100     | 0       | 0         | 0                          | 0             | 100          | 0          |
| Road Rehabilitation Design & Construction Program    | 1,500                  | 0                      | 1,500   | 0       | 0         | 582                        | 0             | 918          | 0          |
| Road Resurfacing Program                             | 1,000                  | 0                      | 1,000   | 0       | 0         | 0                          | 0             | 1,000        | 0          |
| Street Furniture and Equipment Renewal Program       | 50                     | 0                      | 50      | 0       | 0         | 0                          | 0             | 50           | 0          |
| Safe Travel Program Detailed Design and Construction | 350                    | 0                      | 88      | 174     | 88        | 0                          | 0             | 350          | 0          |
| <b>Total roads</b>                                   | <b>3,675</b>           | 475                    | 2,938   | 174     | 88        | 1,057                      | 0             | 2,618        | 0          |

| Capital Works Area  | Project cost<br>\$'000 | Asset expenditure type |         |         |           | Summary of funding sources |               |              |            |
|---|------------------------|------------------------|---------|---------|-----------|----------------------------|---------------|--------------|------------|
|   |                        | New                    | Renewal | Upgrade | Expansion | Grants                     | Contributions | Council cash | Borrowings |
|   |                        | \$'000                 | \$'000  | \$'000  | \$'000    | \$'000                     | \$'000        | \$'000       | \$'000     |
| <b>Bridges</b>  |                        |                        |         |         |           |                            |               |              |            |
| Guardrails  | 230                    | 0                      | 0       | 230     | 0         | 0                          | 0             | 230          | 0          |
| Bridge and Road Condition Survey  | 150                    | 0                      | 150     | 0       | 0         | 0                          | 0             | 150          | 0          |
| Broadhurst Bridge   | 100                    | 0                      | 100     | 0       | 0         | 50                         | 0             | 50           | 0          |
| <b>Total Bridges</b>  | <b>480</b>             | 0                      | 250     | 230     | 0         | 50                         | 0             | 430          | 0          |
| <b>Footpaths and Cycleways</b>  |                        |                        |         |         |           |                            |               |              |            |
| Footpath Renewal Program  | 1,083                  | 0                      | 542     | 270     | 271       | 0                          | 0             | 1,083        | 0          |
| Shared Path - Parks Renewal Program   | 250                    | 0                      | 188     | 62      | 0         | 0                          | 0             | 250          | 0          |
| Cycling Program Detailed Design and Construction                              | 500                    | 0                      | 125     | 250     | 125       | 0                          | 0             | 500          | 0          |
| Walking Program Detailed Design and Construction                              | 500                    | 0                      | 125     | 250     | 125       | 0                          | 0             | 500          | 0          |
| <b>Total Footpaths and Cycleways</b>  | <b>2,333</b>           | 0                      | 980     | 832     | 521       | 0                          | 0             | 2,333        | 0          |
| <b>Drainage</b>   |                        |                        |         |         |           |                            |               |              |            |
| Drainage System Renewal and Upgrade Program including WSUD and Reactive Works | 900                    | 0                      | 450     | 225     | 225       | 0                          | 0             | 900          | 0          |
| Stormwater Pipe Relining Program  | 193                    | 0                      | 97      | 48      | 48        | 0                          | 0             | 193          | 0          |
| <b>Total Drainage</b>   | <b>1,093</b>           | 0                      | 547     | 273     | 273       | 0                          | 0             | 1,093        | 0          |

| Capital Works Area  | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|---|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|   |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Recreational, Leisure and Community Facilities</b>       |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Total Rec, Leisure and Community Facilities</b>          | <b>0</b>               | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Waste Management</b>                                     |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Total Waste Management</b>                               | <b>0</b>               | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Parks, Open Space and Streetscapes</b>                   |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Park Asset Renewal Program including Drinking Fountains     | 150                    | 0                      | 112               | 38                | 0                   | 0                          | 0                       | 150                    | 0                    |
| Community Safety Upgrade Improvements                       | 284                    | 0                      | 71                | 142               | 71                  | 184                        | 0                       | 100                    | 0                    |
| Open Space Improvements Program                             | 1,951                  | 0                      | 488               | 975               | 488                 | 550                        | 0                       | 1,401                  | 0                    |
| Streetscape and Place Improvements - Small and Medium Works | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Total Parks, Open Space and Streetscapes</b>             | <b>2,385</b>           | 0                      | 671               | 1,155             | 559                 | 734                        | 0                       | 1,651                  | 0                    |
| <b>Aerodromes</b>   | <b>0</b>               | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Off Street Car Parks</b>                                 | <b>0</b>               | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Other Infrastructure</b>                                 | <b>0</b>               | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>TOTAL INFRASTRUCTURE</b>                                 | <b>9,966</b>           | 475                    | 5,386             | 2,664             | 1,441               | 1,841                      | 0                       | 8,125                  | 0                    |
| <b>TOTAL NEW CAPITAL WORKS 2020-21</b>                      | <b>34,264</b>          | 8,250                  | 15,423            | 6,458             | 4,133               | 2,071                      | 299                     | 31,894                 | 0                    |

## 4.5.2 Works carried forward from the 2019-20 year

| Capital Works Area                         | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|--|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|  |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>                            |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Land</b>                                | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Land Improvements</b>                   |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| 6120 Darebin Ops Centre Retaining Wall     | 50                     | 0                      | 50                | 0                 | 0                   | 0                          | 0                       | 50                     | 0                    |
| <b>Total Land</b>                          | <b>50</b>              | 0                      | 50                | 0                 | 0                   | 0                          | 0                       | 50                     | 0                    |
| <b>Buildings</b>                           |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| 6737 Jemoore Pavilion Female Change Room   | 300                    | 0                      | 150               | 150               | 0                   | 0                          | 0                       | 300                    | 0                    |
| 5091 Public Toilet Strategy Implementation | 250                    | 0                      | 170               | 80                | 0                   | 0                          | 0                       | 250                    | 0                    |
| 6763 Bill Lawry Pavillion Upgrade          | 800                    | 160                    | 320               | 160               | 160                 | 0                          | 0                       | 800                    | 0                    |
| 6799 Darebin Multi Sports Stadium          | 1,300                  | 1,300                  | 0                 | 0                 | 0                   | 0                          | 0                       | 1,300                  | 0                    |
| <b>Total Buildings</b>                     | <b>2,650</b>           | 1,460                  | 640               | 390               | 160                 | 0                          | 0                       | 2,650                  | 0                    |
| <b>Heritage buildings</b>                  | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>Building improvements</b>               |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| 6862 Carbon Reduction Plan                 | 100                    | 0                      | 25                | 25                | 50                  | 0                          | 0                       | 100                    | 0                    |
| <b>Leasehold improvements</b>              | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>TOTAL PROPERTY</b>                      | <b>2,800</b>           | 1,460                  | 715               | 415               | 210                 | 0                          | 0                       | 2,800                  | 0                    |



| Capital Works Area                              | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|---|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|   |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PLANT AND EQUIPMENT</b>                      |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Heritage Plant and Equipment                    | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Plant, Machinery and Equipment                  | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Fixtures, Fittings and Furniture                | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Computers and Telecommunications                |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| 6916 Finance System Upgrade                     | 200                    | 0                      | 50                | 100               | 50                  | 0                          | 0                       | 200                    | 0                    |
| Library Books                                   | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>TOTAL PLANT AND EQUIPMENT</b>                | <b>200</b>             | <b>0</b>               | <b>50</b>         | <b>100</b>        | <b>50</b>           | <b>0</b>                   | <b>0</b>                | <b>200</b>             | <b>0</b>             |
| <b>INFRASTRUCTURE</b>                           |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Roads   | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Bridges   | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Footpaths and Cycleways                         | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Drainage  | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Rec, Leisure and Community Facilities           | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Waste Management                                | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Parks, Open Space and Streetscapes              |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| 5631 Public Safety Infrastructure Fund          | 200                    | 0                      | 50                | 100               | 50                  | 0                          | 0                       | 200                    | 0                    |
| <b>Total Parks, Open Space and Streetscapes</b> | <b>200</b>             | <b>0</b>               | <b>50</b>         | <b>100</b>        | <b>50</b>           | <b>0</b>                   | <b>0</b>                | <b>200</b>             | <b>0</b>             |
| Aerodromes                                      | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Off Street Car Parks                            | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| Other Infrastructure                            | 0                      | 0                      | 0                 | 0                 | 0                   | 0                          | 0                       | 0                      | 0                    |
| <b>TOTAL INFRASTRUCTURE</b>                     | <b>200</b>             | <b>0</b>               | <b>50</b>         | <b>100</b>        | <b>50</b>           | <b>0</b>                   | <b>0</b>                | <b>200</b>             | <b>0</b>             |
| <b>TOTAL CARRIED FWD WORKS 2019-20</b>          | <b>3,200</b>           | <b>1,460</b>           | <b>815</b>        | <b>615</b>        | <b>310</b>          | <b>0</b>                   | <b>0</b>                | <b>3,200</b>           | <b>0</b>             |

## 5. Financial performance indicators

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

| Indicator                  | Measure  | Notes | Forecast          | Budget  | Strategic Resource Plan Projections |         |         | Trend |
|----------------------------|--|-------|-------------------|---------|-------------------------------------|---------|---------|-------|
|                            |  |       | Actual<br>2019/20 | 2020/21 | 2021/22                             | 2022/23 | 2023/24 | +/-   |
| <b>Operating position</b>  |  |       |                   |         |                                     |         |         |       |
| Adjusted underlying result | Adjusted underlying surplus (deficit) /<br>Adjusted underlying revenue   | 1     | 0.5%              | (0.8)%  | 3.4%                                | 3.8%    | 3.6%    | +     |
| <b>Liquidity</b>           |  |       |                   |         |                                     |         |         |       |
| Working capital            | Current assets /<br>Current liabilities  | 2     | 215.9%            | 215.0%  | 131.4%                              | 110.5%  | 105.8%  | -     |
| Unrestricted cash          | Unrestricted cash /<br>Current liabilities   |       | 76.1%             | 84.7%   | 5.5%                                | (5.6%)  | (9.4%)  | -     |
| <b>Obligations</b>         |  |       |                   |         |                                     |         |         |       |
| Loans borrowings           | Interest bearing loans and borrowings /<br>Rate revenue  | 3     | 0.0%              | 0.0%    | 8.5%                                | 31.0%   | 27.4%   | +     |
| Loans borrowings           | Interest and principal repayments on interest<br>bearing loans and borrowings /<br>Rate revenue                  |       | 0.0%              | 0.0%    | 0.1%                                | 1.2%    | 3.6%    | +     |
| Indebtedness               | Non-current liabilities /<br>Own source revenue  |       | 1.2%              | 1.2%    | 7.7%                                | 24.9%   | 21.9%   | +     |
| Asset renewal              | Asset renewal & upgrade expenditure /<br>Depreciation  | 4     | 144.3%            | 95.9%   | 162.5%                              | 206.4%  | 122.4%  | -     |
| <b>Stability</b>           |  |       |                   |         |                                     |         |         |       |
| Rates concentration        | Rate revenue /<br>Adjusted underlying revenue  | 5     | 77.5%             | 80.9%   | 77.0%                               | 76.9%   | 77.1%   | o     |
| Rates effort               | Rate revenue /<br>CIV of rateable properties in the municipality   |       | 0.2%              | 0.2%    | 0.2%                                | 0.2%    | 0.2%    | o     |
| <b>Efficiency</b>          |  |       |                   |         |                                     |         |         |       |
| Expenditure level          | Total expenditure /<br>No. of property assessments   |       | \$2,378           | \$2,317 | \$2,373                             | \$2,387 | \$2,404 | o     |
| Revenue level              | Residential rate revenue /<br>No. of residential property assessments  |       | \$1,570           | \$1,612 | \$1,619                             | \$1,627 | \$1,634 | o     |
| Workforce turnover         | No. of permanent staff resignations & terminations /<br>Average no. of permanent staff for the financial<br>year |       | 9.3%              | 9.3%    | 9.3%                                | 9.3%    | 9.3%    | 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

## Notes to indicators

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

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly over the forward periods.

**3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt.

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

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

## **Appendix A**

### **Fees and charges schedule**

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2020-21 year. It should be noted that statutory fees are correct at the time of printing but are subject to change.

| Description of Fees and Charges                       | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>City Sustainability &amp; Strategy</b>             |                 |             |                         |                         |                              |                             |               |
| <b>WATER &amp; WASTE EDUCATION</b>                    |                 |             |                         |                         |                              |                             |               |
| <b>General Waste</b>                                  |                 |             |                         |                         |                              |                             |               |
| Large Bin Permits - Up to 4 Occupants - 120 litre bin | Per permit      | Taxable     | 84.00                   | 85.50                   | 1.50                         | 1.8%                        | Non-Statutory |
| Large Bin Permits - 5-6 Occupants - 240 litre bin     | Per permit      | Taxable     | 133.00                  | 135.35                  | 2.35                         | 1.8%                        | Non-Statutory |
| Large Bin Permits - Up to 4 Occupants - 240 litre bin | Per permit      | Taxable     | 261.00                  | 265.55                  | 4.55                         | 1.7%                        | Non-Statutory |
| Large Bin Permits - 7-9 Occupants - 240 litre bin     | Per permit      | Taxable     | 94.00                   | 95.65                   | 1.65                         | 1.8%                        | Non-Statutory |
| <b>ANIMAL CONTROL</b>                                 |                 |             |                         |                         |                              |                             |               |
| <b>Animal Registration</b>                            |                 |             |                         |                         |                              |                             |               |
| Admin Fee for new animals                             | Per request     | Non-Taxable | 6.15                    | 6.00                    | - 0.15                       | -2.4%                       | Non-Statutory |
| Domestic Animal Businesses                            | Per request     | Non-Taxable | 234.00                  | 240.00                  | 6.00                         | 2.6%                        | Non-Statutory |
| Multiple Animal Registration                          | Per request     | Non-Taxable | 55.00                   | 56.00                   | 1.00                         | 1.8%                        | Non-Statutory |
| Replacement Tags                                      | Per request     | Non-Taxable | 6.00                    | 6.00                    | -                            | 0.0%                        | Non-Statutory |
| <b>Animal Surrender</b>                               |                 |             |                         |                         |                              |                             |               |
| Animal surrender (multiple animals)                   | Per request     | Non-Taxable | 62.00                   | 63.00                   | 1.00                         | 1.6%                        | Non-Statutory |
| Animal surrender (single animal)                      | Per request     | Non-Taxable | 45.00                   | 46.00                   | 1.00                         | 2.2%                        | Non-Statutory |
| <b>Cat Registration</b>                               |                 |             |                         |                         |                              |                             |               |
| Cats -Pension Rebate - 1st Cat Free                   | Per permit      | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Non-Statutory |
| Cats -State Concession Column 2                       | Per permit      | Non-Taxable | 16.00                   | 19.50                   | 3.50                         | 21.9%                       | Non-Statutory |
| Cats -Sterilised Cats                                 | Per permit      | Non-Taxable | 32.00                   | 39.00                   | 7.00                         | 21.9%                       | Non-Statutory |
| Cats -Unsterilised Cats                               | Per permit      | Non-Taxable | 95.00                   | 117.00                  | 22.00                        | 23.2%                       | Non-Statutory |
| <b>Dog Registration</b>                               |                 |             |                         |                         |                              |                             |               |
| Dogs - Dangerous Dogs                                 | Per permit      | Non-Taxable | 294.00                  | 400.00                  | 106.00                       | 36.1%                       | Non-Statutory |
| Dogs - Pension Rebate - 1st Dog Free                  | Per permit      | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Non-Statutory |
| Dogs - Pensioner Concession - Maximum Fee             | Per permit      | Non-Taxable | 81.00                   | 102.00                  | 21.00                        | 25.9%                       | Non-Statutory |
| Dogs - Pensioner Concession - Reduced Fee             | Per permit      | Non-Taxable | 27.00                   | 34.00                   | 7.00                         | 25.9%                       | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure  | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|------------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Dogs - Sterilised Dogs - Column 2 category (Domestic Animals Act)      | Per permit       | Non-Taxable | 54.00                   | 68.00                   | 14.00                        | 25.9%                       | Non-Statutory |
| Dogs - Unsterilised Dogs   | Per permit       | Non-Taxable | 161.00                  | 204.00                  | 43.00                        | 26.7%                       | Non-Statutory |
| <b>Foster Care Animal Registration Fee</b>                             |                  |             |                         |                         |                              |                             |               |
| Foster Care Animal Registration Fee Per Animal                         | Per request      |             | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| <b>Foster Care Registration</b>  |                  |             |                         |                         |                              |                             |               |
| Foster Care Registration Scheme Annual Permit Fee                      | Per registration | Non-Taxable | 54.00                   | 55.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| <b>Pound Release Fees</b>  |                  |             |                         |                         |                              |                             |               |
| All other animals - Boarding fee including birds and poultry (per day) | Per request      | Non-Taxable | 12.00                   | 12.00                   | -                            | 0.0%                        | Non-Statutory |
| All other animals - Release fee including birds and poultry            | Per request      | Non-Taxable | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Cats (extra \$ per day of stay)  | Per request      | Non-Taxable | 6.70                    | 6.70                    | -                            | 0.0%                        | Non-Statutory |
| Cats (for first day of stay)   | Per request      | Non-Taxable | 12.80                   | 13.00                   | 0.20                         | 1.6%                        | Non-Statutory |
| Dogs with identification (extra \$ per day of stay)                    | Per request      | Non-Taxable | 12.80                   | 13.00                   | 0.20                         | 1.6%                        | Non-Statutory |
| Dogs with identification (for first day of stay)                       | Per request      | Non-Taxable | 38.00                   | 39.00                   | 1.00                         | 2.6%                        | Non-Statutory |
| Dogs with no identification (extra \$ per day of stay)                 | Per request      | Non-Taxable | 14.00                   | 14.00                   | -                            | 0.0%                        | Non-Statutory |
| Dogs with no identification (for first day of stay)                    | Per request      | Non-Taxable | 62.00                   | 63.00                   | 1.00                         | 1.6%                        | Non-Statutory |
| Livestock Release Fee  | Per request      | Non-Taxable | 306.00                  | 310.00                  | 4.00                         | 1.3%                        | Non-Statutory |
| Livestock daily boarding fee (per day)                                 | Per request      | Non-Taxable | 30.00                   | 31.00                   | 1.00                         | 3.3%                        | Non-Statutory |
| <b>Registration Transfer fee</b>                                       |                  |             |                         |                         |                              |                             |               |
| Admin for transfer of new residents                                    | Per request      | Non-Taxable | 6.00                    | 6.00                    | -                            | 0.0%                        | Non-Statutory |
| <b>ENVIRONMENTAL HEALTH</b>  |                  |             |                         |                         |                              |                             |               |
| <b>Administration</b>  |                  |             |                         |                         |                              |                             |               |
| Late Registration Administrative Fee                                   | Per request      | Non-Taxable | -                       | 150.00                  | 150.00                       | 100.0%                      | Non-Statutory |
| Registration Certificate - Only available to current proprietor        | Per request      | Non-Taxable | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>Assessment</b>  |                  |             |                         |                         |                              |                             |               |
| Food Act registrations - application fee                               | Per application  | Non-Taxable | 284.00                  | 289.00                  | 5.00                         | 1.8%                        | Non-Statutory |
| Public Health & Wellbeing Act registrations - application fee          | Per application  | Non-Taxable | 131.00                  | 134.00                  | 3.00                         | 2.3%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Inspection</b>  |                 |             |                         |                         |                              |                             |               |
| Pre-Purchase Inspection Fee  | Per inspection  | Non-Taxable | 220.00                  | 224.00                  | 4.00                         | 1.8%                        | Non-Statutory |
| Reinspection fee - repeated follow up of major non-compliance  | Per inspection  | Non-Taxable | 220.00                  | 224.00                  | 4.00                         | 1.8%                        | Non-Statutory |
| Requested Follow Up to Pre-Purchase Inspection   | Per inspection  | Non-Taxable | -                       | 100.00                  | 100.00                       | 100.0%                      | Non-Statutory |
| <b>Registration</b>  |                 |             |                         |                         |                              |                             |               |
| Community Group - Multi Event (School fetes, kindergarten days) - First Event in 12 Months Free      | Per permit      | Non-Taxable | -                       | 100.00                  | 100.00                       | 100.0%                      | Non-Statutory |
| Food Act - Class 2 or 3 Out of Hours School Care   | Per permit      | Non-Taxable | 162.00                  | 165.00                  | 3.00                         | 1.9%                        | Non-Statutory |
| Food Act - Class 2 or 3 Single Event Temporary/Mobile Stall, Vehicle Premises                        | Per permit      | Non-Taxable | 116.00                  | 150.00                  | 34.00                        | 29.3%                       | Non-Statutory |
| Food Act - Class 2 or 3 Temporary/Mobile Stall, Vehicle Premises (for 1 month operation)             | Per permit      | Non-Taxable | 263.00                  | 268.00                  | 5.00                         | 1.9%                        | Non-Statutory |
| Food Act - Class 2 or 3 Temporary/Mobile Stall, Vehicle Premises (for 6 months operation)            | Per permit      | Non-Taxable | 368.00                  | 375.00                  | 7.00                         | 1.9%                        | Non-Statutory |
| Food Act - registration  | Per permit      | Non-Taxable | 502.00                  | 525.00                  | 23.00                        | 4.6%                        | Non-Statutory |
| Food Act registrations Class 1 and 2 - renewal of registration                                       | Per permit      | Non-Taxable | 515.00                  | 525.00                  | 10.00                        | 1.9%                        | Non-Statutory |
| Food Act registrations Class 3 - renewal of registration   | Per permit      | Non-Taxable | 476.00                  | 485.00                  | 9.00                         | 1.9%                        | Non-Statutory |
| Food Premises with additional cart, van or mobile (for each cart, van or mobile) - 50% of reg fee    | Per permit      | Non-Taxable | 257.50                  | 262.00                  | 4.50                         | 1.7%                        | Non-Statutory |
| Food premises with more than 5 employees (extra \$ per employee)                                     | Per permit      | Non-Taxable | 27.00                   | 27.50                   | 0.50                         | 1.9%                        | Non-Statutory |
| Food registration sporting club/canteen  | Per permit      | Non-Taxable | 226.00                  | 230.00                  | 4.00                         | 1.8%                        | Non-Statutory |
| Public Health & Wellbeing Act (prescribed accommodation) 4 - 10 beds                                 | Per permit      | Non-Taxable | 316.00                  | 322.00                  | 6.00                         | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act (prescribed accommodation) 11 - 15 beds                                | Per permit      | Non-Taxable | 368.00                  | 375.00                  | 7.00                         | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act (prescribed accommodation) 16 - 20 beds                                | Per permit      | Non-Taxable | 420.00                  | 428.00                  | 8.00                         | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act (prescribed accommodation) 21 - 30 beds                                | Per permit      | Non-Taxable | 473.00                  | 482.00                  | 9.00                         | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act (prescribed accommodation) over 30 beds                                | Per permit      | Non-Taxable | 526.00                  | 536.00                  | 10.00                        | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act - registration   | Per permit      | Non-Taxable | 118.00                  | 158.00                  | 40.00                        | 33.9%                       | Non-Statutory |
| Public Health & Wellbeing Act - renewal (beauty & ear piercing)                                      | Per permit      | Non-Taxable | 155.00                  | 158.00                  | 3.00                         | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act - renewal (tattooing, body piercing, electrolysis, colonic irrigation) | Per permit      | Non-Taxable | 363.00                  | 370.00                  | 7.00                         | 1.9%                        | Non-Statutory |
| Public Health & Wellbeing Act - transfer of beauty parlour/ear piercing                              | Per permit      | Non-Taxable | 78.00                   | 79.00                   | 1.00                         | 1.3%                        | Non-Statutory |
| Public Health & Wellbeing Act - transfer of prescribed accommodation                                 | Per permit      | Non-Taxable | 250.00                  | 255.00                  | 5.00                         | 2.0%                        | Non-Statutory |



| Description of Fees and Charges  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Public Health & Wellbeing Act - transfer of tattooing, body piercing, electrolysis, colonic irrigation | Per permit      | Non-Taxable | -                       | 185.00                  | 185.00                       | 100.0%                      | Non-Statutory |
| Public Health & Wellbeing Act Notification (Once off registration) - Hairdressers and make up only     | Per permit      | Non-Taxable | 224.00                  | 228.00                  | 4.00                         | 1.8%                        | Non-Statutory |
| Transfer of registration - Class 1, 2 and 3  | Per permit      | Non-Taxable | 250.00                  | 255.00                  | 5.00                         | 2.0%                        | Non-Statutory |
| <b>Residential Tenancies Act</b>   |                 |             |                         |                         |                              |                             |               |
| Residential Tenancies Act (Caravan Park) cost per site   | Per site        | Non-Taxable | 3.30                    | 3.40                    | 0.10                         | 3.0%                        | Non-Statutory |
| <b>LOCAL LAWS</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Abandoned Vehicle Fees</b>  |                 |             |                         |                         |                              |                             |               |
| Release fee  | Per item        | Non-Taxable | 353.00                  | 360.00                  | 7.00                         | 2.0%                        | Non-Statutory |
| Sale of Abandoned vehicles   | Per item        | Non-Taxable | 350.00                  | 350.00                  | -                            | 0.0%                        | Non-Statutory |
| Storage fee (per day)  | Per day         | Non-Taxable | 43.00                   | 43.00                   | -                            | 0.0%                        | Non-Statutory |
| Towing (per tow)   | Per tow         | Non-Taxable | 138.00                  | 140.00                  | 2.00                         | 1.4%                        | Non-Statutory |
| <b>Commercial Waste Bins</b>   |                 |             |                         |                         |                              |                             |               |
| Bin permit \$1 per litre (50L-1100L)   | Per permit      | Non-Taxable | 50 - 1,100              | 50 - 1,100              | -                            | 0.0%                        | Non-Statutory |
| <b>Fire Hazards</b>  |                 |             |                         |                         |                              |                             |               |
| Fire hazard removal  | Per inspection  | Non-Taxable | 390.00                  | 390.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Footpath Trading Permit</b>   |                 |             |                         |                         |                              |                             |               |
| Outdoor dining fees - A board  | Per permit      | Non-Taxable | 111.00                  | 113.00                  | 2.00                         | 1.8%                        | Non-Statutory |
| Outdoor dining fees - application fee  | Per permit      | Non-Taxable | 44.00                   | 45.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| Outdoor dining fees - café screen (fixed or temp)  | Per permit      | Non-Taxable | 154.00                  | 157.00                  | 3.00                         | 1.9%                        | Non-Statutory |
| Outdoor dining fees - display of goods   | Per permit      | Non-Taxable | 270.00                  | 275.00                  | 5.00                         | 1.9%                        | Non-Statutory |
| Outdoor dining fees - heaters  | Per permit      | Non-Taxable | 48.00                   | 49.00                   | 1.00                         | 2.1%                        | Non-Statutory |
| Outdoor dining fees - impound fee (other)  | Per permit      | Non-Taxable | 109.00                  | 110.00                  | 1.00                         | 0.9%                        | Non-Statutory |
| Outdoor dining fees - per bench seat   | Per permit      | Non-Taxable | 96.00                   | 98.00                   | 2.00                         | 2.1%                        | Non-Statutory |
| Outdoor dining fees - per chair  | Per permit      | Non-Taxable | 28.00                   | 29.00                   | 1.00                         | 3.6%                        | Non-Statutory |
| Outdoor dining fees - per table  | Per permit      | Non-Taxable | 28.00                   | 29.00                   | 1.00                         | 3.6%                        | Non-Statutory |
| Outdoor dining fees - permit transfer  | Per permit      | Non-Taxable | 44.00                   | 45.00                   | 1.00                         | 2.3%                        | Non-Statutory |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Outdoor dining fees - planter boxes on footpath   | Per permit      | Non-Taxable | 49.00                   | 50.00                   | 1.00                         | 2.0%                        | Non-Statutory |
| Outdoor dining fees - real estate auction/open for inspection signs per agency (annual fee) | Per permit      | Non-Taxable | 594.00                  | 605.00                  | 11.00                        | 1.9%                        | Non-Statutory |
| Outdoor dining fees - umbrella  | Per permit      | Non-Taxable | 49.00                   | 50.00                   | 1.00                         | 2.0%                        | Non-Statutory |
| <b>Local Law Permits</b>  |                 |             |                         |                         |                              |                             |               |
| Itinerant traders (per year)  | Per permit      | Non-Taxable | 1,904.00                | 1,937.00                | 33.00                        | 1.7%                        | Non-Statutory |
| <b>Local Laws Impound items Release Fee</b>   |                 |             |                         |                         |                              |                             |               |
| Local Laws impound fees   | Per permit      | Taxable     | 100.00                  | 102.00                  | 2.00                         | 2.0%                        | Non-Statutory |
| <b>Local Laws Impound items storage fee</b>   |                 |             |                         |                         |                              |                             |               |
| Local Laws impound items storage fee (per item, per day)                                    | Per permit      | Taxable     | 10.00                   | 45.00                   | 35.00                        | 350.0%                      | Statutory     |
| <b>Shopping Trolley Release Fees</b>  |                 |             |                         |                         |                              |                             |               |
| Shopping trolley release fees   | Per permit      | Non-Taxable | 49.00                   | 50.00                   | 1.00                         | 2.0%                        | Non-Statutory |
| <b>Skips on Roads</b>   |                 |             |                         |                         |                              |                             |               |
| Annual permit   | Per permit      | Non-Taxable | 728.00                  | 1,000.00                | 272.00                       | 37.4%                       | Non-Statutory |
| One off placement   | Per permit      | Non-Taxable | 146.00                  | 50.00                   | - 96.00                      | -65.8%                      | Non-Statutory |
| <b>ASSET PROTECTION AND PERMITS</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Building Asset Protection</b>  |                 |             |                         |                         |                              |                             |               |
| Building asset permit   | Per permit      | Taxable     | 360.00                  | 370.00                  | 10.00                        | 2.8%                        | Non-Statutory |
| Building asset permit - bond  | Per permit      | Taxable     | 1,700.00                | 1,750.00                | 50.00                        | 2.9%                        | Non-Statutory |
| Building site compliance permit   | Per permit      | Taxable     | 205.00                  | 210.00                  | 5.00                         | 2.4%                        | Non-Statutory |
| <b>BUILDING SUPERVISION</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Any request for building approval</b>  |                 |             |                         |                         |                              |                             |               |
| Any Request under Section 29A   | Per permit      | Taxable     | 83.10                   | 85.00                   | 1.90                         | 2.3%                        | Statutory     |
| Certificate of Occupancy/Insurance Policy/Building Approval                                 | Per permit      | Taxable     | 65.00                   | 70.00                   | 5.00                         | 7.7%                        | Non-Statutory |
| Particulars under Regulation 51   | Per permit      | Taxable     | 46.10                   | 47.00                   | 0.90                         | 2.0%                        | Statutory     |
| <b>Building Documentation Fees</b>  |                 |             |                         |                         |                              |                             |               |
| A1 Copies (Per Copy)  | Per copy        | Taxable     | 6.50                    | 7.00                    | 0.50                         | 7.7%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| A3 Copies (Per Copy)   | Per copy        | Taxable    | 1.50                    | 2.00                    | 0.50                         | 33.3%                       | Non-Statutory |
| A4 Copies (Per Copy)   | Per copy        | Taxable    | 1.00                    | 1.50                    | 0.50                         | 50.0%                       | Non-Statutory |
| Commercial Building  | Per copy        | Taxable    | 300.00                  | 315.00                  | 15.00                        | 5.0%                        | Non-Statutory |
| Domestic Building  | Per copy        | Taxable    | 100.00                  | 110.00                  | 10.00                        | 10.0%                       | Non-Statutory |
| <b>Scanning Fees</b>   |                 |            |                         |                         |                              |                             |               |
| Digitisation A4 and A3 sheet size (flat rate)                                    | Per copy        | Taxable    | -                       | 55.00                   | 55.00                        | 100.0%                      | Non-Statutory |
| Digitisation Larger than A3 sheet size (flat rate)                               | Per copy        | Taxable    | -                       | 110.00                  | 110.00                       | 100.0%                      | Non-Statutory |
| Digitisation combination of sheet sizes (flat rate)                              | Per copy        | Taxable    | -                       | 155.00                  | 155.00                       | 100.0%                      | Non-Statutory |
| Electronic copy of Building Permit and approved plans/documents                  | Per copy        | Taxable    | -                       | 40.00                   | 40.00                        | 100.0%                      | Non-Statutory |
| <b>Building Inspections</b>  |                 |            |                         |                         |                              |                             |               |
| Other municipalities - per inspection  | Per inspection  | Taxable    | 300.00                  | -                       | - 300.00                     | -100.0%                     | Non-Statutory |
| Within Darebin - per inspection  | Per inspection  | Taxable    | 205.00                  | 215.00                  | 10.00                        | 4.9%                        | Non-Statutory |
| <b>Building Permit Fees</b>  |                 |            |                         |                         |                              |                             |               |
| Class 1 & 10 (over \$10,000) Cost of building works - \$10,001 - \$100,000       | Per permit      | Taxable    | 600.00                  | 620.00                  | 20.00                        | 3.3%                        | Non-Statutory |
| Class 1 & 10 (over \$10,000) Cost of building works - \$100,001 - \$500,000      | Per permit      | Taxable    | 1,600.00                | 1,650.00                | 50.00                        | 3.1%                        | Non-Statutory |
| Class 1 & 10 (over \$10,000) Cost of building works - \$500,001 +                | POA             | Taxable    | POA                     | POA                     | -                            | 0.0%                        | Non-Statutory |
| Class 10 - Cost of building works \$0 - \$5,000                                  | Per permit      | Taxable    | 600.00                  | 620.00                  | 20.00                        | 3.3%                        | Non-Statutory |
| Class 10 - Cost of building works \$5,001 - \$10,000                             | Per permit      | Taxable    | 650.00                  | 660.00                  | 10.00                        | 1.5%                        | Non-Statutory |
| Commercial & Industrial Class - cost of building works - \$0 - \$10,000          | Per permit      | Taxable    | 900.00                  | 950.00                  | 50.00                        | 5.6%                        | Non-Statutory |
| Commercial & Industrial Class - cost of building works - \$1,000,001+            | POA             | Taxable    | POA                     | POA                     | -                            | 0.0%                        | Non-Statutory |
| Commercial & Industrial Class - cost of building works - \$10,001 - \$50,000     | Per permit      | Taxable    | 871.25                  | 900.00                  | 28.75                        | 3.3%                        | Non-Statutory |
| Commercial & Industrial Class - cost of building works - \$350,001 - \$650,000   | Per permit      | Taxable    | POA                     | POA                     | -                            | 0.0%                        | Non-Statutory |
| Commercial & Industrial Class - cost of building works - \$50,001 - \$350,000    | Per permit      | Taxable    | 871.25                  | 900.00                  | 28.75                        | 3.3%                        | Non-Statutory |
| Commercial & Industrial Class - cost of building works - \$650,001 - \$1,000,000 | Per permit      | Taxable    | POA                     | POA                     | -                            | 0.0%                        | Non-Statutory |
| Residential - cost of building works - \$0 - \$10,000                            | Per permit      | Taxable    | 850.00                  | 875.00                  | 25.00                        | 2.9%                        | Non-Statutory |
| Residential - cost of building works - \$1,000,001 +                             | POA             | Taxable    | POA                     | POA                     | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$        | 2020/21 Fee incl GST \$        | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|--------------------------------|--------------------------------|------------------------------|-----------------------------|---------------|
| Residential - cost of building works - \$10,001 - \$100,000                        | Per permit      | Taxable    | 850.00                         | 875.00                         | 25.00                        | 2.9%                        | Non-Statutory |
| Residential - cost of building works - \$100,001 - \$1,000,000                     | Per permit      | Taxable    | 2,357.50                       | 2,500.00                       | 142.50                       | 6.0%                        | Non-Statutory |
| Units - cost per unit residential  | Per permit      | Taxable    | 850/unit or permit fee on cost | 850/unit or permit fee on cost | -                            | 0.0%                        | Non-Statutory |
| <b>Consents and report of Council by the Municipal Building Surveyor</b>           |                 |            |                                |                                |                              |                             |               |
| Consent and report - per clause  | Per application | Taxable    | 283.35                         | 289.00                         | 5.65                         | 2.0%                        | Statutory     |
| Precautions over Street Alignment - application fee                                | Per application | Taxable    | 283.35                         | 289.00                         | 5.65                         | 2.0%                        | Statutory     |
| Precautions over Street Alignment - daily charge Commercial/Residential            | Per day         | Taxable    | 3.50/m2 per week               | 3.80/m2 per week               | -                            | 0.0%                        | Non-Statutory |
| Precautions over Street Alignment - daily charge Commercial/Residential Main Roads | Per day         | Taxable    | 5.00/m2 per week               | 5.35/m2 per week               | -                            | 0.0%                        | Non-Statutory |
| Precautions over Street Alignment - daily charge Domestic                          | Per day         | Taxable    | 100.00                         | 102.00                         | 2.00                         | 2.0%                        | Non-Statutory |
| Report Only Per Clause   | Per day         | Taxable    | 395.00                         | 410.00                         | 15.00                        | 3.8%                        | Non-Statutory |
| Road/ROW Closure - daily charge  | Per day         | Taxable    | 600.00                         | 620.00                         | 20.00                        | 3.3%                        | Non-Statutory |
| <b>Demolitions</b>   |                 |            |                                |                                |                              |                             |               |
| Additional assessment fee  | Per inspection  | Taxable    | 750.00                         | 765.00                         | 15.00                        | 2.0%                        | Non-Statutory |
| Commercial buildings - per storey  | Per inspection  | Taxable    | 720.00                         | 735.00                         | 15.00                        | 2.1%                        | Non-Statutory |
| Domestic buildings - for dwelling & outbuildings                                   | Per inspection  | Taxable    | 615.00                         | 625.00                         | 10.00                        | 1.6%                        | Non-Statutory |
| <b>Lapsed permits &amp; inspections</b>  |                 |            |                                |                                |                              |                             |               |
| Additional inspection  | Per inspection  | Taxable    | 225.00                         | 230.00                         | 5.00                         | 2.2%                        | Non-Statutory |
| Expired building permits (renewal)   | Per permit      | Taxable    | 720.00                         | 735.00                         | 15.00                        | 2.1%                        | Non-Statutory |
| Extension of time for building permits   | Per permit      | Taxable    | 255.00                         | 265.00                         | 10.00                        | 3.9%                        | Non-Statutory |
| Lapsed permit inspection   | Per permit      | Taxable    | 255.00                         | 265.00                         | 10.00                        | 3.9%                        | Non-Statutory |
| Variation to Existing Building Permits   | Per permit      | Taxable    | 320.00                         | 340.00                         | 20.00                        | 6.3%                        | Non-Statutory |
| <b>Lodgement Fees</b>  |                 |            |                                |                                |                              |                             |               |
| Cost of building works over \$5,000 - Commercial                                   | Per lodgement   | Taxable    | 118.90                         | 121.90                         | 3.00                         | 2.5%                        | Statutory     |
| Cost of building works over \$5,000 - Residential                                  | Per lodgement   | Taxable    | 118.90                         | 121.90                         | 3.00                         | 2.5%                        | Statutory     |

| Description of Fees and Charges   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Microfilming</b>   |                 |            |                         |                         |                              |                             |               |
| Commercial building   | Per request     | Taxable    | 330.00                  | 350.00                  | 20.00                        | 6.1%                        | Non-Statutory |
| Domestic building   | Per request     | Taxable    | 155.00                  | 160.00                  | 5.00                         | 3.2%                        | Non-Statutory |
| <b>Property Information Building Surveyor</b>   |                 |            |                         |                         |                              |                             |               |
| Property information  | Per request     | Taxable    | 46.10                   | 47.00                   | 0.90                         | 2.0%                        | Statutory     |
| <b>Property Information Request Fees</b>  |                 |            |                         |                         |                              |                             |               |
| Property Information Fast Tracked   | Per request     | Taxable    | 106.10                  | 110.00                  | 3.90                         | 3.7%                        | Non-Statutory |
| <b>Swimming Pool &amp; Spa Fees</b>   |                 |            |                         |                         |                              |                             |               |
| Registration and Search Fee   | Per request     | Taxable    | -                       | 79.00                   | 79.00                        | 100.0%                      | Statutory     |
| Failure to register Infringement  | Per request     | Taxable    | -                       | 1,624.20                | 1,624.20                     | 100.0%                      | Statutory     |
| <b>Places of Public Entertainment &amp; Siting fees (applies to non Council land)</b> |                 |            |                         |                         |                              |                             |               |
| Per Structure   | Per application | Taxable    | -                       | 500.00                  | 500.00                       | 100.0%                      | Non-Statutory |
| Additional Inspections  | Per application | Taxable    | -                       | 140.00                  | 140.00                       | 100.0%                      | Non-Statutory |
| Late fee (per structure)  | Per application | Taxable    | -                       | 250.00                  | 250.00                       | 100.0%                      | Non-Statutory |
| 500m2 to 5,000m2  | Per application | Taxable    | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| 5,001m2 to 15,000m2   | Per application | Taxable    | -                       | 2,500.00                | 2,500.00                     | 100.0%                      | Non-Statutory |
| 15,001m2 to 25,000m2  | Per application | Taxable    | -                       | 400.00                  | 400.00                       | 100.0%                      | Non-Statutory |
| 25,001m2 +  | Per application | Taxable    | -                       | 3,025.00                | 3,025.00                     | 100.0%                      | Non-Statutory |
| Additional Structures over limit  | Per application | Taxable    | -                       | 145.00                  | 145.00                       | 100.0%                      | Non-Statutory |
| Inspections per hour per officer  | Per application | Taxable    | -                       | 145.00                  | 145.00                       | 100.0%                      | Non-Statutory |
| Late Fee 500m2 to 5,000m2   | Per application | Taxable    | -                       | 710.00                  | 710.00                       | 100.0%                      | Non-Statutory |
| Late Fee 5,001m2 - 15,000m2   | Per application | Taxable    | -                       | 1,150.00                | 1,150.00                     | 100.0%                      | Non-Statutory |
| Late Fee 15,001m2 - 25,000m2  | Per application | Taxable    | -                       | 200.00                  | 200.00                       | 100.0%                      | Non-Statutory |
| Late Fee 25,001m2 +   | Per application | Taxable    | -                       | 3,015.00                | 3,015.00                     | 100.0%                      | Non-Statutory |
| <b>TRANSPORTATION PLANNING</b>  |                 |            |                         |                         |                              |                             |               |
| <b>Car share</b>  |                 |            |                         |                         |                              |                             |               |
| Car share bay establishment fee   | Per request     | Taxable    | 1,100.00                | 1,100.00                | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Directional signage</b>   |                 |            |                         |                         |                              |                             |               |
| Assessment of directional signage application  | Per request     | Taxable    | 170.00                  | 175.00                  | 5.00                         | 2.9%                        | Non-Statutory |
| Installation of directional signage  | Per request     | Taxable    | 235.00                  | 245.00                  | 10.00                        | 4.3%                        | Non-Statutory |
| <b>Permit - Development Cycle Parking</b>  |                 |            |                         |                         |                              |                             |               |
| Cycle parking development permit condition   | Per permit      | Taxable    | 375.00                  | 385.00                  | 10.00                        | 2.7%                        | Non-Statutory |
| <b>Relocation of Cycle Parking</b>   |                 |            |                         |                         |                              |                             |               |
| Customer requests to relocate cycle stands   | Per permit      | Taxable    | 250.00                  | 255.00                  | 5.00                         | 2.0%                        | Non-Statutory |
| <b>Road closure permits (traffic impact works)</b>                                       |                 |            |                         |                         |                              |                             |               |
| Arterial road footpath   | Per permit      | Taxable    | 345.00                  | -                       | - 345.00                     | -100.0%                     | Statutory     |
| Non arterial road footpath   | Per permit      | Taxable    | 89.00                   | -                       | - 89.00                      | -100.0%                     | Statutory     |
| Non-state arterial road  | Per permit      | Taxable    | 500.00                  | -                       | - 500.00                     | -100.0%                     | Statutory     |
| Other road <50 km/h  | Per permit      | Taxable    | 345.00                  | -                       | - 345.00                     | -100.0%                     | Statutory     |
| <b>Consent for Works Application Fees</b>  |                 |            |                         |                         |                              |                             |               |
| <b>Works (other than minor works) on the roadway, pathway or shoulder</b>                |                 |            |                         |                         |                              |                             |               |
| Arterial Road  | Per application | Taxable    | -                       | 651.00                  | 651.00                       | 100.0%                      | Non-Statutory |
| Municipal Road or non-arterial State road speed > 50km/h                                 | Per application | Taxable    | -                       | 651.00                  | 651.00                       | 100.0%                      | Non-Statutory |
| Municipal Road or non-arterial State road speed not more than 50km/h                     | Per application | Taxable    | -                       | 354.10                  | 354.10                       | 100.0%                      | Non-Statutory |
| <b>Works (other than minor works) NOT on the roadway, pathway or shoulder</b>            | Per application |            |                         |                         |                              |                             |               |
| Arterial Road  | Per application | Taxable    | -                       | 455.15                  | 455.15                       | 100.0%                      | Non-Statutory |
| Municipal Road or non-arterial State road speed not more than 50km/h                     | Per application | Taxable    | -                       | 90.45                   | 90.45                        | 100.0%                      | Non-Statutory |
| <b>Minor Works that are traffic impact works on the roadway, pathway or shoulder</b>     |                 |            |                         |                         |                              |                             |               |
| Municipal Road or non-arterial State road speed not more than 50km/h                     | Per application | Taxable    | -                       | 140.10                  | 140.10                       | 100.0%                      | Non-Statutory |
| <b>Minor Works that are traffic impact works NOT on the roadway, pathway or shoulder</b> |                 |            |                         |                         |                              |                             |               |
| Municipal Road or non-arterial State road speed not more than 50km/h                     | Per application | Taxable    | -                       | 90.45                   | 90.45                        | 100.0%                      | Non-Statutory |
| <b>Traffic Management assessment fee (one off fee)</b>                                   |                 |            |                         |                         |                              |                             |               |
| Arterial Road  | Per permit      | Taxable    | -                       | 120.00                  | 120.00                       | 100.0%                      | Non-Statutory |
| Municipal Road or non-arterial State road speed > 50km/h                                 | Per permit      | Taxable    | -                       | 120.00                  | 120.00                       | 100.0%                      | Non-Statutory |

| Description of Fees and Charges                                      | Unit of Measure                | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|--------------------------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Municipal Road or non-arterial State road speed not more than 50km/h | Per permit                     | Taxable     | -                       | 120.00                  | 120.00                       | 100.0%                      | Non-Statutory |
| Builder damage cost of repairs                                       | Per permit                     | Taxable     | -                       | 120.00                  | 120.00                       | 100.0%                      | Non-Statutory |
| Crossing permits: industrial   | Per permit                     | Taxable     | -                       | 120.00                  | 120.00                       | 100.0%                      | Non-Statutory |
| Crossing permits: residential  | Per permit                     | Taxable     | -                       | 120.00                  | 120.00                       | 100.0%                      | Non-Statutory |
| <b>Shipping Containers</b>   |                                |             |                         |                         |                              |                             |               |
| Non-state arterial road  | Per day                        | Taxable     | 138.00                  | -                       | - 138.00                     | 0.0%                        | Statutory     |
| <b>Work zones</b>  |                                |             |                         |                         |                              |                             |               |
| Assessment of work zone application                                  | Fee for assessment of proposal | Taxable     | 220.00                  | 225.00                  | 5.00                         | 2.3%                        | Non-Statutory |
| Installation, maintenance and removal of work zone                   | \$600 + (\$190/bay/month)      | Taxable     | 1,835.00                | -                       | - 1,835.00                   | 0.0%                        | Non-Statutory |
| Installation, removal of work zone                                   | \$600 + (\$190/bay/month)      | Taxable     | 680.00                  | 694.30                  | 14.30                        | 2.1%                        | Non-Statutory |
| Maintenance of work zone   | \$600 + (\$190/bay/month)      | Taxable     | 192.50                  | 196.55                  | 4.05                         | 2.1%                        | Non-Statutory |
| <b>TRAFFIC ENFORCEMENT</b>   |                                |             |                         |                         |                              |                             |               |
| <b>Equipment Hire</b>  |                                |             |                         |                         |                              |                             |               |
| Equipment delivery   | Per item                       | Taxable     | 109.00                  | 110.00                  | 1.00                         | 0.9%                        | Non-Statutory |
| Equipment loss/ damage   | Per item                       | Taxable     | 43.00                   | 44.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| Equipment pick up  | Per item                       | Taxable     | 43.00                   | 44.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| <b>Fines</b>   |                                |             |                         |                         |                              |                             |               |
| Court administration and processing                                  | Per item                       | Non-Taxable | 35.00                   | 36.00                   | 1.00                         | 2.9%                        | Non-Statutory |
| Final reminder notice  | Per item                       | Non-Taxable | 29.40                   | 29.90                   | 0.50                         | 1.7%                        | Non-Statutory |
| Loading Zone Clearway Offences                                       | Per item                       | Non-Taxable | 164.00                  | 166.00                  | 2.00                         | 1.2%                        | Statutory     |
| Parking Offences   | Per item                       | Non-Taxable | 83.00                   | 84.00                   | 1.00                         | 1.2%                        | Statutory     |
| Penalty Reminder Fees  | Per item                       | Non-Taxable | 25.50                   | 26.10                   | 0.60                         | 2.4%                        | Statutory     |
| Stopping Offences  | Per item                       | Non-Taxable | 97.00                   | 100.00                  | 3.00                         | 3.1%                        | Statutory     |
| <b>Permit</b>  |                                |             |                         |                         |                              |                             |               |

| Description of Fees and Charges                | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Low impact Filming Permit fees                 | Per permit      | Non-Taxable | 170.00                  | 172.50                  | 2.50                         | 1.5%                        | Non-Statutory |
| Parking Bay Permit - Commercial                | Per permit      | Non-Taxable | 56.00                   | 57.00                   | 1.00                         | 1.8%                        | Non-Statutory |
| Parking Bay Permit - Residential               | Per permit      | Non-Taxable | 25.00                   | 26.00                   | 1.00                         | 4.0%                        | Non-Statutory |
| Permit 2 Temp Permits post 2004                | Per permit      | Non-Taxable | 300.00                  | 300.00                  | -                            | 0.0%                        | Non-Statutory |
| Permit 1 Temp Permits post 2004                | Per permit      | Non-Taxable | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| Residential Parking Permit (Type 1)            | Per permit      | Non-Taxable | 43.00                   | 44.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| Residential Parking Permit (Type 2)            | Per permit      | Non-Taxable | 66.00                   | 67.00                   | 1.00                         | 1.5%                        | Non-Statutory |
| Standard Filming Permit fee                    | Per permit      | Non-Taxable | 340.00                  | 345.00                  | 5.00                         | 1.5%                        | Non-Statutory |
| <b>STATUTORY PLANNING</b>                      |                 |             |                         |                         |                              |                             |               |
| <b>Administrative fees</b>                     |                 |             |                         |                         |                              |                             |               |
| Retrieval of files before 2001 (1-5 files)     | Per request     | Taxable     | 30.75                   | 31.00                   | 0.25                         | 0.8%                        | Non-Statutory |
| Retrieval of files before 2001 (11-15 files)   | Per request     | Taxable     | 20.50                   | 25.00                   | 4.50                         | 22.0%                       | Non-Statutory |
| Retrieval of files before 2001 (15 plus files) | Per request     | Taxable     | 30.80                   | 32.00                   | 1.20                         | 3.9%                        | Non-Statutory |
| Retrieval of files before 2001 (6-10 files)    | Per request     | Taxable     | 25.60                   | 26.00                   | 0.40                         | 1.6%                        | Non-Statutory |
| <b>Advertising - letters</b>                   |                 |             |                         |                         |                              |                             |               |
| 0 - 20 letters                                 | Per permit      | Taxable     | 164.00                  | 170.00                  | 6.00                         | 3.7%                        | Non-Statutory |
| 21 - 30 letters                                | Per permit      | Taxable     | 246.00                  | 255.00                  | 9.00                         | 3.7%                        | Non-Statutory |
| 31 - 40 letters                                | Per permit      | Taxable     | 323.00                  | 335.00                  | 12.00                        | 3.7%                        | Non-Statutory |
| 41 - 50 letters                                | Per permit      | Taxable     | 399.75                  | 410.00                  | 10.25                        | 2.6%                        | Non-Statutory |
| 51 - 60 letters                                | Per permit      | Taxable     | 481.75                  | 490.00                  | 8.25                         | 1.7%                        | Non-Statutory |
| 61 - 70 letters                                | Per permit      | Taxable     | 563.75                  | 575.00                  | 11.25                        | 2.0%                        | Non-Statutory |
| 71 - 80 letters                                | Per permit      | Taxable     | 641.00                  | 655.00                  | 14.00                        | 2.2%                        | Non-Statutory |
| 81 - 90 letters                                | Per permit      | Taxable     | 717.50                  | 730.00                  | 12.50                        | 1.7%                        | Non-Statutory |
| 91 - 99 letters                                | Per permit      | Taxable     | 799.50                  | 820.00                  | 20.50                        | 2.6%                        | Non-Statutory |
| 100+ letters                                   | Per permit      | Taxable     | 809.75                  | 825.00                  | 15.25                        | 1.9%                        | Non-Statutory |
| Per additional letter (after 10 letters)       | Per permit      | Taxable     | 2.05                    | 2.10                    | 0.05                         | 2.4%                        | Non-Statutory |
| <b>Advertising - site notices</b>              |                 |             |                         |                         |                              |                             |               |



| Description of Fees and Charges                           | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| 1 site notice   | Per permit      | Taxable     | 128.20                  | 135.00                  | 6.80                         | 5.3%                        | Non-Statutory |
| 2 site notices  | Per permit      | Taxable     | 153.75                  | 165.00                  | 11.25                        | 7.3%                        | Non-Statutory |
| 3 site notices  | Per permit      | Taxable     | 179.38                  | 190.00                  | 10.62                        | 5.9%                        | Non-Statutory |
| 4 + site notices  | Per permit      | Taxable     | 205.00                  | 210.00                  | 5.00                         | 2.4%                        | Non-Statutory |
| Replacement site notice (per site notice)                 | Per permit      | Taxable     | 61.50                   | 63.00                   | 1.50                         | 2.4%                        | Non-Statutory |
| Replacement site notice (per site notice)                 | Per permit      |             |                         |                         |                              |                             |               |
| <b>Amended Plans</b>                                      |                 |             |                         |                         |                              |                             |               |
| Section 57A Amendment (after advertising) Class 1 permit  | Per permit      | Non-Taxable | 506.24                  | 537.80                  | 31.56                        | 6.2%                        | Statutory     |
| Section 57A Amendment (after advertising) Class 2 permit  | Per permit      | Non-Taxable | 153.60                  | -                       | - 153.60                     | -100.0%                     | Statutory     |
| Section 57A Amendment (after advertising) Class 2 permit  | Per permit      | Non-Taxable | -                       | 79.95                   | 79.95                        | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 3 permit  | Per permit      | Non-Taxable | 241.76                  | 251.75                  | 9.99                         | 4.1%                        | Statutory     |
| Section 57A Amendment (after advertising) Class 4 permit  | Per permit      | Non-Taxable | 494.84                  | 515.40                  | 20.56                        | 4.2%                        | Statutory     |
| Section 57A Amendment (after advertising) Class 5 permit  | Per permit      | Non-Taxable | 548.05                  | 556.85                  | 8.80                         | 1.6%                        | Statutory     |
| Section 57A Amendment (after advertising) Class 6 permit  | Per permit      | Non-Taxable | 574.48                  | 598.30                  | 23.82                        | 4.1%                        | Statutory     |
| Section 57A Amendment (after advertising) Class 10 permit | Per permit      | Non-Taxable | 440.84                  | -                       | - 440.84                     | -100.0%                     | Statutory     |
| Section 57A Amendment (after advertising) Class 10 permit | Per permit      | Non-Taxable | -                       | 79.95                   | 79.95                        | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 11 permit | Per permit      | Non-Taxable | 594.40                  | -                       | - 594.40                     | -100.0%                     | Statutory     |
| Section 57A Amendment (after advertising) Class 11 permit | Per permit      | Non-Taxable | -                       | 468.30                  | 468.30                       | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 12 permit | Per permit      | Non-Taxable | 1,311.08                | -                       | - 1,311.08                   | -100.0%                     | Statutory     |
| Section 57A Amendment (after advertising) Class 12 permit | Per permit      | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 13 permit | Per permit      | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 14 permit | Per permit      | Non-Taxable | -                       | 3,549.95                | 3,549.95                     | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 15 permit | Per permit      | Non-Taxable | 22,149.08               | -                       | - 22,149.08                  | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 15 permit | Per permit      | Non-Taxable | -                       | 10,468.60               | 10,468.60                    | 100.0%                      | Statutory     |
| Section 57A Amendment (after advertising) Class 16 permit | Per permit      | Non-Taxable | -                       | 23,529.40               | 23,529.40                    | 100.0%                      | Statutory     |
| <b>Amended plans</b>                                      |                 |             |                         |                         |                              |                             |               |
| Amended plans (secondary consent)                         | Per permit      | Taxable     | 750.00                  | -                       | - 750.00                     | -100.0%                     | Non-Statutory |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| 1 new dwelling, including dwelling extensions and alterations                   | Per permit      | Taxable     | -                       | 200.00                  | 200.00                       | 100.0%                      | Non-Statutory |
| 2 - 4 dwellings   | Per permit      | Taxable     | -                       | 750.00                  | 750.00                       | 100.0%                      | Non-Statutory |
| 5 - 9 dwellings   | Per permit      | Taxable     | -                       | 1,000.00                | 1,000.00                     | 100.0%                      | Non-Statutory |
| 10+ dwellings   | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Commercial / Industrial   | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Mixed Use Development - Cost of Development \$0 - \$100,000                     | Per permit      | Taxable     | -                       | 750.00                  | 750.00                       | 100.0%                      | Non-Statutory |
| Mixed Use Development - Cost of Development \$100,001 - \$1,000,000             | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Mixed Use Development - Cost of Development \$1,000,001 - \$5,000,000           | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Mixed Use Development - Cost of Development \$5,000,001 - \$15,000,000          | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Mixed Use Development - Cost of Development \$15,000,001 - \$50,000,000         | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Mixed Use Development - Cost of Development \$50,000,001 +                      | Per permit      | Taxable     | -                       | 1,500.00                | 1,500.00                     | 100.0%                      | Non-Statutory |
| Subdivision   | Per permit      | Taxable     | -                       | 750.00                  | 750.00                       | 100.0%                      | Non-Statutory |
| <b>Application for amendments to permits under section 72</b>                   |                 |             |                         |                         |                              |                             |               |
| Alteration of plan under section 10(2) of the Act                               | Per permit      | Taxable     | 106.70                  | 108.80                  | 2.10                         | 2.0%                        | Statutory     |
| Amendment to a Class 10 Permit (VS Other)                                       | Per permit      | Taxable     | -                       | 203.90                  | 203.90                       | 100.0%                      | Statutory     |
| Amendment to a Class 7 Permit (VS \$0 - \$10,000)                               | Per permit      | Taxable     | -                       | 199.90                  | 199.90                       | #DIV/0!                     | Statutory     |
| Amendment to a Class 8 Permit (VS more than \$10,000)                           | Per permit      | Taxable     | -                       | 429.50                  | 429.50                       | #DIV/0!                     | Statutory     |
| Amendment to a Class 9 Permit (VS Application to subdivide or consolidate land) | Per permit      | Taxable     | -                       | 199.90                  | 199.90                       | #DIV/0!                     | Statutory     |
| Amendment to a Class 10 Permit (Other Development \$0 - \$100,000)              | Per permit      | Non-Taxable | 1,119.90                | -                       | - 1,119.90                   | -100.0%                     | Statutory     |
| Amendment to a Class 11 Permit (Other Development \$100,001 - \$1,000,000)      | Per permit      | Non-Taxable | 1,510.00                | -                       | - 1,510.00                   | -100.0%                     | Statutory     |
| Amendment to a Class 11 Permit (Other Development \$0 - \$100,000)              | Per permit      | Non-Taxable |                         | 1,170.75                | 1,170.75                     | 100.0%                      | Statutory     |
| Amendment to a Class 12, 13, 14 or 15 Permit (Other Development \$1,000,001 +)  | Per permit      | Non-Taxable | 3,330.70                |                         | - 3,330.70                   | -100.0%                     | Statutory     |
| Amendment to a Class 12 (Other Development \$100,001 - \$1,000,000)             | Per permit      | Non-Taxable | -                       | 1,547.70                | 1,547.70                     | #DIV/0!                     | Statutory     |
| Amendment to a Class 13, 14 15 or 16 Permit (Other Development \$1,000,001+)    | Per permit      | Non-Taxable | -                       | 3,413.70                | 3,413.70                     | #DIV/0!                     | Statutory     |
| Amendment to a Class 2 Permit (Single Dwelling \$0 - \$10,000)                  | Per permit      | Non-Taxable | 3,330.70                | 199.90                  | - 3,130.80                   | -94.0%                      | Statutory     |
| Amendment to a Class 3 Permit (Single Dwelling \$10,001 - \$100,000)            | Per permit      | Non-Taxable | 3,370.70                | 629.40                  | - 2,741.30                   | -81.3%                      | Statutory     |
| Amendment to a Class 4 Permit (Single Dwelling \$100,001 - \$500,000)           | Per permit      | Non-Taxable | 3,370.70                | 1,288.50                | - 2,082.20                   | -61.8%                      | Statutory     |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type  |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|-----------|
| Amendment to a Class 5 Permit (Single Dwelling \$500,001 - \$1,000,000)   | Per permit      | Non-Taxable | 1,336.70                | 1,392.10                | 55.40                        | 4.1%                        | Statutory |
| Class 3 Amendment - Amendment to a Class 2,3,4,5 or 6 Permit (Single Dwelling \$0 - \$10,000)   | Per permit      | Non-Taxable | -                       | 203.90                  | 203.90                       | 100.0%                      | Statutory |
| Class 4 Amendment - Amendment to a Class 2,3,4,5 or 6 Permit (Single Dwelling \$10,001 - \$100,000)   | Per permit      | Non-Taxable | -                       | 642.00                  | 642.00                       | 100.0%                      | Statutory |
| Application to amend a permit to change use of land   | Per permit      | Taxable     | 1,288.63                | 1,344.45                | 55.82                        | 4.3%                        | Statutory |
| Application to amend a permit to subdivide an existing building, subdivide land into 2 lots, realignment of a common boundary or consolidate 2 or more lots | Per permit      | Taxable     | 1,288.63                | 1,344.45                | 55.82                        | 4.3%                        | Statutory |
| <b>Applications for permits under section 47</b>  |                 |             |                         |                         |                              |                             |           |
| Class 22 A permit not otherwise provided for in the regulation  | Per permit      | Non-Taxable | 1,318.25                | 1,344.45                | 26.20                        | 2.0%                        | Statutory |
| Class 2 (Single dwelling \$0 - \$10,000)  | Per permit      | Non-Taxable | 199.98                  | 203.90                  | 3.92                         | 2.0%                        | Statutory |
| Class 3 (Single dwelling \$10,001 - \$100,000)  | Per permit      | Non-Taxable | 629.45                  | 642.00                  | 12.55                        | 2.0%                        | Statutory |
| Class 4 (Single dwelling \$100,001 - \$500,00)  | Per permit      | Non-Taxable | 1,288.63                | 1,314.25                | 25.62                        | 2.0%                        | Statutory |
| Class 5 (Single dwelling \$500,001 - \$1,000,000)   | Per permit      | Non-Taxable | 1,495.99                | 1,525.90                | 29.91                        | 2.0%                        | Statutory |
| Class 6 (Single dwelling \$1,000,001 - \$2,000,000)   | Per permit      | Non-Taxable | 1,495.99                | 1,525.70                | 29.71                        | 2.0%                        | Statutory |
| Class 7 VicSmart application if the estimated cost of development is \$10,000 or less   | Per permit      | Non-Taxable | 199.98                  | 203.90                  | 3.92                         | 2.0%                        | Statutory |
| Class 8 VicSmart application if the estimated cost of development is more than \$10,000   | Per permit      | Non-Taxable | 429.58                  | 438.10                  | 8.52                         | 2.0%                        | Statutory |
| Class 9 VicSmart application to subdivide or consolidate land   | Per permit      | Non-Taxable | 199.98                  | 203.90                  | 3.92                         | 2.0%                        | Statutory |
| Class 10 (Any other VicSmart Application)   | Per permit      | Non-Taxable | -                       | 203.90                  | 203.90                       | 100.0%                      | Statutory |
| Class 11 (Other development \$0 - 100,000)  | Per permit      | Non-Taxable | 1,147.90                | 1,170.75                | 22.85                        | 2.0%                        | Statutory |
| Class 12 (Other development \$100,001 - \$1,000,000)  | Per permit      | Non-Taxable | 1,547.75                | 1,578.65                | 30.90                        | 2.0%                        | Statutory |
| Class 13 (Other development \$1,000,001 - \$5,000,000)  | Per permit      | Non-Taxable | 3,413.97                | 3,481.95                | 67.98                        | 2.0%                        | Statutory |
| Class 14 (Other development \$5,000,001 - \$15,000,000)   | Per permit      | Non-Taxable | 8,701.64                | 8,874.90                | 173.26                       | 2.0%                        | Statutory |
| Class 15 (Other development \$15,000,001 - \$50,000,000)  | Per permit      | Non-Taxable | 25,660.47               | 26,171.45               | 510.99                       | 2.0%                        | Statutory |
| Class 16 (Other development \$50,000,001+)  | Per permit      | Non-Taxable | 57,675.01               | 58,823.50               | 1,148.49                     | 2.0%                        | Statutory |
| Class 19 Realign a common boundary between lots or consolidate land   | Per permit      | Taxable     | 1,318.25                | 1,344.45                | 26.20                        | 2.0%                        | Statutory |
| Class 18 Subdivide Land into 2 lots   | Per permit      | Taxable     | 1,318.25                | 1,344.45                | 26.20                        | 2.0%                        | Statutory |
| Class 17 Subdivide an Existing Building   | Per permit      | Taxable     | 1,318.25                | 1,344.45                | 26.20                        | 2.0%                        | Statutory |

| Description of Fees and Charges   | Unit of Measure         | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-------------------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Class 20 To Subdivide Land (for each 100 lots created)  | Per permit              | Taxable    | 1,318.25                | 1,344.45                | 26.20                        | 2.0%                        | Statutory     |
| Class 21 To create, vary or remove a restriction, or to create or remove a right of way or ' 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. | Per permit              | Taxable    | 1,318.25                | 1,344.45                | 26.20                        | 2.0%                        | Statutory     |
| <b>Application for amendments to permits under section 72</b>   |                         |            |                         |                         |                              |                             |               |
| Amendment of certified plan under section 11(1) of the Act  | Per permit              | Taxable    | 140.73                  | 143.51                  | 2.78                         | 2.0%                        | Statutory     |
| <b>Certification</b>  |                         |            |                         |                         |                              |                             |               |
| Certification for subdivision   | \$100 plus \$20 per lot | Taxable    | 174.76                  | 178.30                  | 3.54                         | 2.0%                        | Statutory     |
| <b>Extensions of time</b>   |                         |            |                         |                         |                              |                             |               |
| 1 new dwelling includes dwelling extensions and alterations   | Per permit              | Taxable    | 250.00                  | 260.00                  | 10.00                        | 4.0%                        | Non-Statutory |
| 2-4 dwellings   | Per permit              | Taxable    | 600.00                  | 620.00                  | 20.00                        | 3.3%                        | Non-Statutory |
| 5-9 dwellings   | Per permit              | Taxable    | 750.00                  | 775.00                  | 25.00                        | 3.3%                        | Non-Statutory |
| 10 + dwellings  | Per permit              | Taxable    | 1,000.00                | 1,050.00                | 50.00                        | 5.0%                        | Non-Statutory |
| Commercial/industrial   | Per permit              | Taxable    | 700.00                  | 720.00                  | 20.00                        | 2.9%                        | Non-Statutory |
| Mixed use development - Cost of Development \$0 to \$100,000  | Per permit              | Taxable    | 500.00                  | 520.00                  | 20.00                        | 4.0%                        | Non-Statutory |
| Mixed use development - Cost of Development \$100,001 to \$1,000,000  | Per permit              | Taxable    | 750.00                  | 775.00                  | 25.00                        | 3.3%                        | Non-Statutory |
| Mixed use development - Cost of Development \$1,000,001 to \$5,000,000  | Per permit              | Taxable    | 1,000.00                | 1,030.00                | 30.00                        | 3.0%                        | Non-Statutory |
| Mixed use development - Cost of Development \$5,000,001 to \$15,000,000   | Per permit              | Taxable    | 1,500.00                | 1,600.00                | 100.00                       | 6.7%                        | Non-Statutory |
| Mixed use development - Cost of Development \$15,000,001 to \$50,000,000  | Per permit              | Taxable    | 2,000.00                | 2,100.00                | 100.00                       | 5.0%                        | Non-Statutory |
| Mixed use development - Cost of Development \$50,000,001 +  | Per permit              | Taxable    | 2,500.00                | 2,600.00                | 100.00                       | 4.0%                        | Non-Statutory |
| Subdivision   | Per permit              | Taxable    | 375.00                  | 380.00                  | 5.00                         | 1.3%                        | Non-Statutory |
| <b>Other fees</b>   |                         |            |                         |                         |                              |                             |               |
| Photocopying (A3 documents 10 pages and over per page)  | Per request             | Taxable    | 1.00                    | 2.00                    | 1.00                         | 100.0%                      | Non-Statutory |
| Photocopying (A4 documents 10 pages and over per page)  | Per request             | Taxable    | 0.50                    | 1.50                    | 1.00                         | 200.0%                      | Non-Statutory |
| Planning enquiries  | Per request             | Taxable    | 205.00                  | 210.00                  | 5.00                         | 2.4%                        | Non-Statutory |
| Provide a copy of Planning Permit   | Per request             | Taxable    | 36.00                   | 40.00                   | 4.00                         | 11.1%                       | Non-Statutory |

| Description of Fees and Charges   | Unit of Measure  | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|------------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Provide a copy of an Endorsed Plan (A1- per page)   | Per request      | Taxable    | 36.00                   | 40.00                   | 4.00                         | 11.1%                       | Non-Statutory |
| Provide a copy of an Endorsed Plan (A4 & A3 - total set)  | Per request      | Taxable    | 36.00                   | 40.00                   | 4.00                         | 11.1%                       | Non-Statutory |
| Re-submission of plans to satisfy permit conditions (1st time is free)  | Per request      | Taxable    | 135.00                  | 140.00                  | 5.00                         | 3.7%                        | Non-Statutory |
| <b>Scanning fees</b>  |                  |            |                         |                         |                              |                             |               |
| Digitisation A4 and A3 sheet size (flat rate)   | Per request      | Taxable    | 50.00                   | 55.00                   | 5.00                         | 10.0%                       | Non-Statutory |
| Digitisation Larger than A3 sheet size (flat rate)  | Per request      | Taxable    | 100.00                  | 110.00                  | 10.00                        | 10.0%                       | Non-Statutory |
| Digitisation combination of sheet sizes (flat rate)   | Per request      | Taxable    | 150.00                  | 155.00                  | 5.00                         | 3.3%                        | Non-Statutory |
| Electronic copy of planning permit and/ or endorsed document/s (from 2011)  | Per request      | Taxable    | 35.00                   | 40.00                   | 5.00                         | 14.3%                       | Non-Statutory |
| <b>Section 173 Agreement</b>  |                  |            |                         |                         |                              |                             |               |
| Application to amend or end a Section 173 Agreement   | Per request      | Taxable    | 645.00                  | 659.10                  | 14.10                        | 2.2%                        | Statutory     |
| Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or Municipal Council (satisfaction matters) | Per request      | Taxable    | 312.62                  | 332.30                  | 19.68                        | 6.3%                        | Statutory     |
| <b>BUSINESS TRAINING &amp; NETWORKING</b>   |                  |            |                         |                         |                              |                             |               |
| <b>Business registration</b>  |                  |            |                         |                         |                              |                             |               |
| Business event attendance   | Pre registration | Taxable    | 33.00                   | 33.00                   | -                            | -100.0%                     | Non-Statutory |
| <b>Operations &amp; Capital</b>   |                  |            |                         |                         |                              |                             |               |
| <b>BUNDOORA PARK - PUBLIC OPEN SPACE</b>  |                  |            |                         |                         |                              |                             |               |
| <b>User Fees and Charges</b>  |                  |            |                         |                         |                              |                             |               |
| Cross Country Large per day   | Per day          | Taxable    | 1,000.00                | 1,017.00                | 17.00                        | 1.7%                        | Non-Statutory |
| Cross Country Small per day   | Per day          | Taxable    | 442.00                  | 450.00                  | 8.00                         | 1.8%                        | Non-Statutory |
| Note: Additional fee for electricity for areas 4-5 and 7-8  | Per day          | Taxable    | 96.00                   | 97.50                   | 1.50                         | 1.6%                        | Non-Statutory |
| Picnic shelter hire. Weekdays, weekends & public holidays - per day   | Per day          | Taxable    | 95.00                   | 96.50                   | 1.50                         | 1.6%                        | Non-Statutory |
| Reserve Picnic Areas Weekdays Per site - per day  | Per day          | Taxable    | 114.00                  | 116.00                  | 2.00                         | 1.8%                        | Non-Statutory |
| Reserve Picnic Areas Weekends Per site - per day  | Per day          | Taxable    | 124.50                  | 126.50                  | 2.00                         | 1.6%                        | Non-Statutory |
| <b>BUNDOORA PARK - GOLF COURSE</b>  |                  |            |                         |                         |                              |                             |               |
| <b>Rental</b>   |                  |            |                         |                         |                              |                             |               |

| Description of Fees and Charges                     | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Clubroom casual hire. (per day only - not evenings) | Per day         | Taxable    | 270.00                  | 275.00                  | 5.00                         | 1.9%                        | Non-Statutory |
| <b>Rentals</b>                                      |                 |            |                         |                         |                              |                             |               |
| Golf club rentals (full year)                       | Per year        | Taxable    | 1,700.00                | 1,730.00                | 30.00                        | 1.8%                        | Non-Statutory |
| <b>DAREBIN RESOURCE RECOVERY CENTRE</b>             |                 |            |                         |                         |                              |                             |               |
| <b>CHARGED E-WASTE- DISPOSAL CHARGE</b>             |                 |            |                         |                         |                              |                             |               |
| Bulk e-waste  | Per item        | Taxable    | 1.00                    | 1.00                    | -                            | 0.0%                        | Non-Statutory |
| Large e-waste items (5kg +)                         | Per item        | Taxable    | 10.00                   | 10.20                   | 0.20                         | 2.0%                        | Non-Statutory |
| Medium e-waste items (up to 5kg)                    | Per item        | Taxable    | 5.00                    | 5.10                    | 0.10                         | 2.0%                        | Non-Statutory |
| Small e-waste items (up to 2kg)                     | Per item        | Taxable    | 2.00                    | 2.05                    | 0.05                         | 2.5%                        | Non-Statutory |
| <b>RECYCLABLE - Residential Quantities</b>          |                 |            |                         |                         |                              |                             |               |
| Car and household batteries                         | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Clothing - Charity disposal                         | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Computer Key boards                                 | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Computer peripherals                                | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Computer printers                                   | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Computers   | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Fluorescent light tubes                             | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Glass Containers                                    | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Paint   | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Paper   | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Televisions (No)                                    | Per item        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| <b>WASTE DISPOSAL CHARGE</b>                        |                 |            |                         |                         |                              |                             |               |
| Any Waste - (Car boot load ) Flat rate              | Per item        | Taxable    | 40.00                   | 40.70                   | 0.70                         | 0.0%                        | Non-Statutory |
| Any Waste - (Half Car boot load ) Flat rate         | Per item        | Taxable    | 20.00                   | 20.35                   | 0.35                         | 0.0%                        | Non-Statutory |
| Any Waste - (Station Wagon load ) Flat rate         | Per item        | Taxable    | 52.00                   | 52.90                   | 0.90                         | 0.0%                        | Non-Statutory |
| Baby mattress                                       | Per item        | Taxable    | 20.00                   | 20.35                   | 0.35                         | 0.0%                        | Non-Statutory |

| Description of Fees and Charges                           | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Bike tyres  | Per item        | Taxable    | 10.00                   | 10.20                   | 0.20                         | 0.0%                        | Non-Statutory |
| Clean Bricks - (M3)                                       | Per item        | Taxable    | 68.00                   | 69.20                   | 1.20                         | 0.0%                        | Non-Statutory |
| Clean Concrete - (M3)                                     | Per item        | Taxable    | 68.00                   | 69.20                   | 1.20                         | 0.0%                        | Non-Statutory |
| Concrete - Per Tonne (Minimum 1 tonne limit)              | Per item        | Taxable    | 68.00                   | 69.20                   | 1.20                         | 0.0%                        | Non-Statutory |
| Demolition & excavated material (heavy inert) - (M3)      | Per item        | Taxable    | 160.00                  | 162.80                  | 2.80                         | 0.0%                        | Non-Statutory |
| Disposal domestic gas cylinders up to 9kg                 | Per item        | Taxable    | 10.00                   | 10.20                   | 0.20                         | 0.0%                        | Non-Statutory |
| Disposal domestic refrigerators/air conditioners          | Per item        | Taxable    | 27.00                   | 27.45                   | 0.45                         | 0.0%                        | Non-Statutory |
| Green Waste - (M3)  | Per item        | Taxable    | 82.00                   | 83.45                   | 1.45                         | 0.0%                        | Non-Statutory |
| Green Waste - Per Tonne (Minimum 1 tonne limit)           | Per item        | Taxable    | 195.00                  | 198.41                  | 3.41                         | 0.0%                        | Non-Statutory |
| Heavy Inert - Per Tonne (Minimum 1 tonne limit)           | Per item        | Taxable    | 150.00                  | 152.65                  | 2.65                         | 0.0%                        | Non-Statutory |
| Mattress/bed base (No)                                    | Per item        | Taxable    | 33.00                   | 33.60                   | 0.60                         | 0.0%                        | Non-Statutory |
| Minimum charge  | Per item        | Taxable    | 20.00                   | 20.35                   | 0.35                         | 0.0%                        | Non-Statutory |
| Mixed (General) Waste - Per Tonne (Minimum 1 tonne limit) | Per item        | Taxable    | 237.00                  | 241.15                  | 4.15                         | 0.0%                        | Non-Statutory |
| Mixed (general) waste - (M3)                              | Per item        | Taxable    | 103.00                  | 104.80                  | 1.80                         | 0.0%                        | Non-Statutory |
| PET/HDPE Plastic  | Per item        | Taxable    | 103.00                  | 104.80                  | 1.80                         | 0.0%                        | Non-Statutory |
| Timber (non compostable) - (M3)                           | Per item        | Taxable    | 77.00                   | 78.35                   | 1.35                         | 0.0%                        | Non-Statutory |
| Timber Waste - Per Tonne (Minimum 1 tonne limit)          | Per item        | Taxable    | 191.00                  | 194.35                  | 3.35                         | 0.0%                        | Non-Statutory |
| Tyre - Agriculture - Large - (No)                         | Per item        | Taxable    | 89.00                   | 90.55                   | 1.55                         | 0.0%                        | Non-Statutory |
| Tyre - Agriculture - Small - (No)                         | Per item        | Taxable    | 58.00                   | 59.00                   | 1.00                         | 0.0%                        | Non-Statutory |
| Tyre - Medium 4 Wheel Drive - (No)                        | Per item        | Taxable    | 17.00                   | 17.30                   | 0.30                         | 0.0%                        | Non-Statutory |
| Tyre - Passenger Car - (No)                               | Per item        | Taxable    | 15.00                   | 15.25                   | 0.25                         | 0.0%                        | Non-Statutory |
| Tyre - Truck - Large - (No)                               | Per item        | Taxable    | 54.00                   | 54.95                   | 0.95                         | 0.0%                        | Non-Statutory |
| Tyre - Truck - Medium - (No)                              | Per item        | Taxable    | 30.00                   | 30.55                   | 0.55                         | 0.0%                        | Non-Statutory |
| Tyre - Truck - Small - (No)                               | Per item        | Taxable    | 23.00                   | 23.40                   | 0.40                         | 0.0%                        | Non-Statutory |
| Waste Engine oil (Litre)                                  | Per item        | Taxable    | 0.30                    | 0.30                    | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges                                     | Unit of Measure  | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|------------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>RESIDENTIAL GARBAGE</b>  |                  |            |                         |                         |                              |                             |               |
| <b>Recycling</b>  |                  |            |                         |                         |                              |                             |               |
| Business Recycling Service Establishment Fee                        | Per item         | Taxable    | 98.40                   | 100.10                  | 1.70                         | 1.8%                        | Non-Statutory |
| <b>Waste/Recycle</b>  |                  |            |                         |                         |                              |                             |               |
| Bin deliver, empty, clean, pick up including tipping fee            | Per bin          | Taxable    | 40.00                   | 40.70                   | 0.70                         | 1.8%                        | Non-Statutory |
| Bin hire per each   | Per bin          | Taxable    | 12.55                   | 12.80                   | 0.25                         | 1.8%                        | Non-Statutory |
| Bin not returned per each   | Per bin          | Taxable    | 69.20                   | 70.40                   | 1.20                         | 1.8%                        | Non-Statutory |
| <b>GREEN WASTE COLLECTION</b>                                       |                  |            |                         |                         |                              |                             |               |
| <b>Green waste</b>  |                  |            |                         |                         |                              |                             |               |
| 120 litre bin   | Per bin          | Taxable    | 54.10                   | 55.50                   | 1.40                         | 2.6%                        | Non-Statutory |
| 120 litre bin - pensioner   | Per bin          | Taxable    | 31.30                   | 32.00                   | 0.70                         | 2.2%                        | Non-Statutory |
| 240 litre bin   | Per bin          | Taxable    | 102.50                  | 105.00                  | 2.50                         | 2.4%                        | Non-Statutory |
| 240 litre bin - pensioner   | Per bin          | Taxable    | 65.90                   | 68.00                   | 2.10                         | 3.2%                        | Non-Statutory |
| <b>ROADS MAINTENANCE</b>  |                  |            |                         |                         |                              |                             |               |
| <b>Road reinstatement</b>   |                  |            |                         |                         |                              |                             |               |
| Bitumen roads (per square metre)                                    | Per square metre | Taxable    | 210.00                  | 213.70                  | 3.70                         | 1.8%                        | Non-Statutory |
| Concrete footpath 125 - 150mm depth (per square metre)              | Per square metre | Taxable    | 238.00                  | 242.15                  | 4.15                         | 1.7%                        | Non-Statutory |
| Concrete footpath 75mm depth (per square metre)                     | Per square metre | Taxable    | 200.00                  | 203.50                  | 3.50                         | 1.8%                        | Non-Statutory |
| Deep lift asphalt road/asphalt concrete road base per square metre) | Per square metre | Taxable    | 282.00                  | 286.95                  | 4.95                         | 1.8%                        | Non-Statutory |
| Kerb & channel (per metre)  | Per square metre | Taxable    | 210.00                  | 213.70                  | 3.70                         | 1.8%                        | Non-Statutory |
| <b>ROAD OPENING PERMITS</b>   |                  |            |                         |                         |                              |                             |               |
| <b>Builder damage</b>   |                  |            |                         |                         |                              |                             |               |
| Cost of repairs   | Per item         | Taxable    | 190.00                  | 195.00                  | 5.00                         | 2.6%                        | Non-Statutory |
| <b>Crossing permits</b>   |                  |            |                         |                         |                              |                             |               |
| Crossing application fee  | Per permit       | Taxable    | 112.00                  | 115.00                  | 3.00                         | 2.7%                        | Statutory     |
| Crossing permits: industrial  | Per permit       | Taxable    | 220.00                  | 225.00                  | 5.00                         | 2.3%                        | Statutory     |



| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Crossing permits: residential   | Per permit      | Taxable     | 220.00                  | 225.00                  | 5.00                         | 2.3%                        | Statutory     |
| <b>Inspection fee</b>   |                 |             |                         |                         |                              |                             |               |
| Inspection fees   | Per inspection  | Taxable     | 192.00                  | 200.00                  | 8.00                         | 4.2%                        | Statutory     |
| <b>PROJECTS &amp; INFRASTRUCTURE</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Engineering Service Fee</b>  |                 |             |                         |                         |                              |                             |               |
| Building over easements   | Per application | Non-Taxable | 165.55                  | 195.00                  | 29.45                        | 17.8%                       | Non-Statutory |
| Legal point of discharge  | Per application | Taxable     | 69.20                   | 144.70                  | 75.50                        | 109.1%                      | Statutory     |
| Subdivisional works - plan checking   | Per application | Taxable     | -                       | -                       | -                            | 0.0%                        | Statutory     |
| Subdivisional works - supervision   | Per application | Taxable     | -                       | -                       | -                            | 0.0%                        | Statutory     |
| <b>Works NOT conducted on any part of the roadway, shoulder or pathway</b>                          |                 |             |                         |                         |                              |                             |               |
| Municipal road speed greater than 50kph - minor works   | Per application | Taxable     | 86.60                   | -                       | - 86.60                      | -100.0%                     | Statutory     |
| Municipal road speed greater than 50kph - work other than minor works                               | Per application | Taxable     | 339.30                  | -                       | - 339.30                     | -100.0%                     | Statutory     |
| Municipal road speed not more than 50kph - minor works  | Per application | Taxable     | 86.60                   | -                       | - 86.60                      | -100.0%                     | Statutory     |
| Municipal road speed not more than 50kph - work other than minor works                              | Per application | Taxable     | 86.60                   | -                       | - 86.60                      | -100.0%                     | Statutory     |
| <b>Works conducted on any part of the roadway, shoulder or pathway</b>                              |                 |             |                         |                         |                              |                             |               |
| Municipal road speed greater than 50kph - minor works   | Per application | Taxable     | 134.30                  | -                       | - 134.30                     | -100.0%                     | Statutory     |
| Municipal road speed greater than 50kph - work other than minor works                               | Per application | Taxable     | 622.15                  | 638.30                  | 16.15                        | 2.6%                        | Statutory     |
| Municipal road speed not more than 50kph - minor works  | Per application | Taxable     | 134.30                  | -                       | - 134.30                     | -100.0%                     | Statutory     |
| Municipal road speed not more than 50kph - work other than minor works                              | Per application | Taxable     | 339.30                  | 348.00                  | 8.70                         | 2.6%                        | Statutory     |
| <b>DRAINAGE ASSESSMENTS</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Civil Work Plan Assessment Fee</b>   |                 |             |                         |                         |                              |                             |               |
| ROW AND Outfall Drain Construction  | Per assessment  | Taxable     | 360.00                  | 370.00                  | 10.00                        | 2.8%                        | Non-Statutory |
| ROW OR Outfall Drain Construction   | Per assessment  | Taxable     | 180.00                  | 190.00                  | 10.00                        | 5.6%                        | Non-Statutory |
| <b>Fees for Assessing and Approving Onsite Stormwater Detention Drainage Plans for Developments</b> |                 |             |                         |                         |                              |                             |               |
| 6 + Lot Developments  | Per assessment  | Taxable     | 250.00                  | 260.00                  | 10.00                        | 4.0%                        | Non-Statutory |
| Up to 5 Lot Developments  | Per assessment  | Taxable     | 170.00                  | 180.00                  | 10.00                        | 5.9%                        | Non-Statutory |

| Description of Fees and Charges   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$  | 2020/21 Fee incl GST \$  | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|--|--|------------------------------|-----------------------------|---------------|
| <b>INFILL PLANTING</b>  |                 |            |  |  |                              |                             |               |
| <b>Tree replacement due to vehicle crossing or development application</b>  |                 |            |  |  |                              |                             |               |
| High retention value  | Per application | Taxable    | Depending on condition of the tree (calculated using the City of Melbourne amenity value method) | Depending on condition of the tree (calculated using the City of Melbourne amenity value method) | -                            | 0.0%                        | Non-Statutory |
| Low retention value   | Per application | Taxable    | 499.00   | 507.75   | 8.75                         | 1.8%                        | Non-Statutory |
| <b>Community</b>  |                 |            |  |  |                              |                             |               |
| <b>KEON PARK CHILDRENS HUB</b>  |                 |            |  |  |                              |                             |               |
| <b>Facility Hire</b>  |                 |            |  |  |                              |                             |               |
| Commercial Kitchen Hire   | Per hour        | Taxable    | 120.00   | 122.00   | 2.00                         | 1.7%                        | Non-Statutory |
| Meeting Room Darebin & non profit organisations (per hour)                  | Per hour        | Taxable    | 17.00  | 17.50  | 0.50                         | 2.9%                        | Non-Statutory |
| Meeting Room Internal Users   | Per hour        | Taxable    | 15.50  | 16.00  | 0.50                         | 3.2%                        | Non-Statutory |
| Meeting Room Non Darebin & Profit organisations (per hour)                  | Per hour        | Taxable    | 28.00  | 28.50  | 0.50                         | 1.8%                        | Non-Statutory |
| Multi-use Room 1 & 2 combined Darebin & non profit organisations (per hour) | Per hour        | Taxable    | 34.00  | 34.50  | 0.50                         | 1.5%                        | Non-Statutory |
| Multi-use Room 1 & 2 combined Non Darebin & Profit organisations (per hour) | Per hour        | Taxable    | 57.00  | 58.00  | 1.00                         | 1.8%                        | Non-Statutory |
| Multi-use Room 1 (half room) Darebin & non profit organisations (per hour)  | Per hour        | Taxable    | 17.00  | 17.25  | 0.25                         | 1.5%                        | Non-Statutory |
| Multi-use Room 1 (half room) Non Darebin & Profit organisations (per hour)  | Per hour        | Taxable    | 28.50  | 29.00  | 0.50                         | 1.8%                        | Non-Statutory |
| Multi-use Room 2 (half room) Darebin & non profit organisations (per hour)  | Per hour        | Taxable    | 17.00  | 17.25  | 0.25                         | 1.5%                        | Non-Statutory |
| Multi-use Room 2 (half room) Non Darebin & Profit organisations (per hour)  | Per hour        | Taxable    | 28.50  | 29.00  | 0.50                         | 1.8%                        | Non-Statutory |
| <b>Other</b>  |                 |            |  |  |                              |                             |               |
| After hours casual staff costs (per hour)                                   | Per hour        | Taxable    | 49.00  | 50.00  | 1.00                         | 2.0%                        | Non-Statutory |
| Bond for swipe card issue   | Per hour        | OOS        | 100.00   | 100.00   | -                            | 0.0%                        | Non-Statutory |
| Meeting Room Cleaning   | Per hour        | Taxable    | 52.00  | 53.00  | 1.00                         | 1.9%                        | Non-Statutory |

| Description of Fees and Charges                            | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>INTERCULTURAL CENTRE</b>                                |                 |            |                         |                         |                              |                             |               |
| <b>Access Card (Refundable)</b>                            |                 |            |                         |                         |                              |                             |               |
| Commercial- per session                                    | Per session     | Taxable    | 20.00                   | 20.35                   | 0.35                         | 1.8%                        | Non-Statutory |
| Community - per session                                    | Per session     | Taxable    | 20.00                   | 20.35                   | 0.35                         | 1.8%                        | Non-Statutory |
| <b>Amber Room- Office and Hot desk</b>                     |                 |            |                         |                         |                              |                             |               |
| Commercial - per hour                                      | Per hour        | Taxable    | 28.50                   | 29.00                   | 0.50                         | 1.8%                        | Non-Statutory |
| Community - per hour                                       | Per hour        | Taxable    | 21.00                   | 21.40                   | 0.40                         | 1.9%                        | Non-Statutory |
| <b>Blue-ray player (Pearl room only)</b>                   |                 |            |                         |                         |                              |                             |               |
| Commercial- per session                                    | Per session     | Taxable    | 23.00                   | 23.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Community - per session                                    | Per session     | Taxable    | 18.00                   | 18.30                   | 0.30                         | 1.7%                        | Non-Statutory |
| <b>Community Kitchen- (To serve food only- no cooking)</b> |                 |            |                         |                         |                              |                             |               |
| Commercial - per meeting                                   | Per meeting     | Taxable    | 69.00                   | 70.00                   | 1.00                         | 1.4%                        | Non-Statutory |
| Community - per meeting                                    | Per meeting     | Taxable    | 58.00                   | 59.00                   | 1.00                         | 1.7%                        | Non-Statutory |
| <b>Data Projector and screen</b>                           |                 |            |                         |                         |                              |                             |               |
| Commercial- per session                                    | Per session     | Taxable    | 23.00                   | 23.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Community - per session                                    | Per session     | Taxable    | 18.00                   | 18.30                   | 0.30                         | 1.7%                        | Non-Statutory |
| <b>Flip Chart</b>  |                 |            |                         |                         |                              |                             |               |
| Commercial- per session                                    | Per session     | Taxable    | 23.00                   | 23.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Community - per session                                    | Per session     | Taxable    | 18.00                   | 18.30                   | 0.30                         | 1.7%                        | Non-Statutory |
| <b>Jade Room- Function Room</b>                            | Per session     |            |                         |                         |                              |                             |               |
| Commercial - per hour                                      | Per hour        | Taxable    | 34.50                   | 35.00                   | 0.50                         | 1.4%                        | Non-Statutory |
| Community - per hour                                       | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>Laptop</b>  |                 |            |                         |                         |                              |                             |               |
| Commercial- per session                                    | Per session     | Taxable    | 23.00                   | 23.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Community - per session                                    | Per session     | Taxable    | 18.00                   | 18.30                   | 0.30                         | 1.7%                        | Non-Statutory |
| <b>Lectern with PA and fixed microphone</b>                |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges          | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Commercial- per session                  | Per session     | Taxable    | 23.00                   | 23.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Community - per session                  | Per session     | Taxable    | 18.00                   | 18.30                   | 0.30                         | 1.7%                        | Non-Statutory |
| <b>Opal Room- Small Meeting Room</b>     |                 |            |                         |                         |                              |                             |               |
| Commercial - per hour                    | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| Community - per hour                     | Per hour        | Taxable    | 21.00                   | 21.35                   | 0.35                         | 1.7%                        | Non-Statutory |
| <b>Other</b>                             |                 |            |                         |                         |                              |                             |               |
| Facility Cleaning Fee - minimum          | Per session     | Taxable    | 57.00                   | 58.00                   | 1.00                         | 1.8%                        | Non-Statutory |
| Kitchen Cleaning Fee - minimum           | Per session     | Taxable    | 57.00                   | 58.00                   | 1.00                         | 1.8%                        | Non-Statutory |
| <b>Pearl Room- Function Room</b>         |                 |            |                         |                         |                              |                             |               |
| Commercial - per hour                    | Per hour        | Taxable    | 34.50                   | 35.00                   | 0.50                         | 1.4%                        | Non-Statutory |
| Community - per hour                     | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>Staffing</b>                          |                 |            |                         |                         |                              |                             |               |
| Commercial- per session                  | Per session     | Taxable    | 52.00                   | 52.90                   | 0.90                         | 1.7%                        | Non-Statutory |
| Community - per session                  | Per session     | Taxable    | 40.00                   | 40.70                   | 0.70                         | 1.8%                        | Non-Statutory |
| <b>DAREBIN NORTH EAST COMMUNITY HUB</b>  |                 |            |                         |                         |                              |                             |               |
| <b>Children's space</b>                  |                 |            |                         |                         |                              |                             |               |
| Commercial - playgroups only - hourly    | Per hour        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Community - hourly                       | Per hour        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Community - playgroups only - hourly     | Per hour        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| <b>Function space</b>                    |                 |            |                         |                         |                              |                             |               |
| After hours casual staff - hourly        | Per hour        | Taxable    | 49.00                   | -                       | - 49.00                      | -100.0%                     | Non-Statutory |
| Function room   commercial - hourly      | Per hour        | Taxable    | 32.00                   | -                       | - 32.00                      | -100.0%                     | Non-Statutory |
| Function room   community - hourly       | Per hour        | Taxable    | 22.00                   | -                       | - 22.00                      | -100.0%                     | Non-Statutory |
| Gallery   commercial - hourly            | Per hour        | Taxable    | 32.00                   | -                       | - 32.00                      | -100.0%                     | Non-Statutory |
| Gallery   community - hourly             | Per hour        | Taxable    | 22.00                   | -                       | - 22.00                      | -100.0%                     | Non-Statutory |
| Multi purpose room   commercial - hourly | Per hour        | Taxable    | 22.00                   | -                       | - 22.00                      | -100.0%                     | Non-Statutory |

| Description of Fees and Charges                                 | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Multi purpose room   community - hourly                         | Per hour        | Taxable    | 19.00                   | -                       | - 19.00                      | -100.0%                     | Non-Statutory |
| Reception room   commercial - hourly                            | Per hour        | Taxable    | 24.50                   | -                       | - 24.50                      | -100.0%                     | Non-Statutory |
| Reception room   community - hourly                             | Per hour        | Taxable    | 19.00                   | -                       | - 19.00                      | -100.0%                     | Non-Statutory |
| Reception, function & multi purpose rooms   commercial - hourly | Per hour        | Taxable    | 78.50                   | -                       | - 78.50                      | -100.0%                     | Non-Statutory |
| Reception, function & multi purpose rooms   community - hourly  | Per hour        | Taxable    | 60.00                   | -                       | - 60.00                      | -100.0%                     | Non-Statutory |
| <b>Meeting Room 1</b>   |                 |            |                         |                         |                              |                             |               |
| Commercial - hourly   | Per hour        | Taxable    | 16.00                   | 16.50                   | 0.50                         | 3.1%                        | Non-Statutory |
| Community - hourly  | Per hour        | Taxable    | 11.50                   | 12.00                   | 0.50                         | 4.3%                        | Non-Statutory |
| <b>Meeting room 2</b>   |                 |            |                         |                         |                              |                             |               |
| Commercial - hourly   | Per hour        | Taxable    | 10.50                   | -                       | - 10.50                      | -100.0%                     | Non-Statutory |
| Community - hourly  | Per hour        | Taxable    | 8.50                    | -                       | - 8.50                       | -100.0%                     | Non-Statutory |
| <b>One off charges</b>  |                 |            |                         |                         |                              |                             |               |
| AV hire   commercial  | Per session     | Taxable    | 120.00                  | -                       | - 120.00                     | -100.0%                     | Non-Statutory |
| AV hire   community   | Per session     | Taxable    | 54.00                   | -                       | - 54.00                      | -100.0%                     | Non-Statutory |
| Commercial kitchen  | Per session     | Taxable    | 120.00                  | -                       | - 120.00                     | -100.0%                     | Non-Statutory |
| General cleaning fee  | Per session     | Taxable    | 123.00                  | -                       | - 123.00                     | -100.0%                     | Non-Statutory |
| <b>Other</b>  |                 |            |                         |                         |                              |                             |               |
| Security bond \$300 - \$600                                     |                 | Taxable    | 300 to 600              | -                       | -                            | 0.0%                        | Non-Statutory |
| Tea/coffee/sugar/milk and biscuits per person                   | Per person      | Taxable    | 3.50                    | 3.55                    | 0.05                         | 1.4%                        | Non-Statutory |
| Tea/coffee/sugar/milk per person                                | Per person      | Taxable    | 2.80                    | 2.85                    | 0.05                         | 1.8%                        | Non-Statutory |
| <b>LIBRARY-MANAGEMENT &amp; OPERATIONS</b>                      |                 |            |                         |                         |                              |                             |               |
| <b>Digital images</b>   |                 |            |                         |                         |                              |                             |               |
| Custom scanning digital image                                   | Per image       | Taxable    | 30.00                   | 30.00                   | -                            | 0.0%                        | Non-Statutory |
| Per digital image - private use or research                     | Per image       | Taxable    | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Per digital image - publication or commercial use               | Per image       | Taxable    | 25.00                   | 25.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>Inter library loans</b>                                      |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Inter library loans from non-Victorian public libraries or academic libraries                 |                 | Taxable     | 16.50                   | 28.50                   | 12.00                        | 72.7%                       | Non-Statutory |
| <b>Library fines</b>  |                 |             |                         |                         |                              |                             |               |
| Damaged and lost books fine   | Per book        | Taxable     | Replacement cost        | Replacement cost        | -                            | 0.0%                        | Non-Statutory |
| Debt recovery fee   | Per book        | Taxable     | 15.00                   | 15.00                   | -                            | 0.0%                        | Non-Statutory |
| Maximum fine per member per book  | Per book        | Non-Taxable | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Per day fine  | Per day         | Non-Taxable | 0.35                    | 0.35                    | -                            | 0.0%                        | Non-Statutory |
| Replacement membership cards  | Per card        | Taxable     | 3.00                    | 3.00                    | -                            | 0.0%                        | Non-Statutory |
| <b>Meeting room hire</b>  |                 |             |                         |                         |                              |                             |               |
| < 3 hour - weekday (per hour, pro rata) - non profit organisations                            | Per hour        | Taxable     | 20.00                   | 20.50                   | 0.50                         | 2.5%                        | Non-Statutory |
| 3 hour (weekday) - commercial organisations   | Per hour        | Taxable     | 93.00                   | 95.00                   | 2.00                         | 2.2%                        | Non-Statutory |
| 3 hour (weekday) - non profit organisations   | Per hour        | Taxable     | 46.00                   | 47.00                   | 1.00                         | 2.2%                        | Non-Statutory |
| 3 hour (weekend) - commercial organisations   | Per hour        | Taxable     | 141.00                  | 144.00                  | 3.00                         | 2.1%                        | Non-Statutory |
| 3 hour (weekend) - non profit organisations   | Per hour        | Taxable     | 80.00                   | 82.00                   | 2.00                         | 2.5%                        | Non-Statutory |
| 6 hour (weekday) - commercial organisations   | Per hour        | Taxable     | 152.00                  | 156.00                  | 4.00                         | 2.6%                        | Non-Statutory |
| 6 hour (weekday) - non profit organisations   | Per hour        | Taxable     | 92.00                   | 94.00                   | 2.00                         | 2.2%                        | Non-Statutory |
| 7 hour (weekend) - commercial organisations   | Per hour        | Taxable     | 170.00                  | 175.00                  | 5.00                         | 2.9%                        | Non-Statutory |
| 7 hour (weekend) - non profit organisations   | Per hour        | Taxable     | 135.00                  | 138.00                  | 3.00                         | 2.2%                        | Non-Statutory |
| < 3 hour - weekday (per hour, pro rata) - commercial organisations                            | Per hour        | Taxable     | 42.00                   | 43.00                   | 1.00                         | 2.4%                        | Non-Statutory |
| < 3 hour - weekend (per hour, pro rata) - commercial organisations                            | Per hour        | Taxable     | 66.00                   | 68.00                   | 2.00                         | 3.0%                        | Non-Statutory |
| < 3 hour - weekend (per hour, pro rata) - non profit organisations                            | Per hour        | Taxable     | 32.00                   | 33.00                   | 1.00                         | 3.1%                        | Non-Statutory |
| weekday (per hour, pro rata) Northcote Library Frontroom (name TBC) - commercial organisation | Per hour        | Taxable     | 31.50                   | 32.50                   | 1.00                         | 3.2%                        | Non-Statutory |
| weekday (per hour, pro rata) Northcote Library Frontroom (name TBC) - non profit organisation | Per hour        | Taxable     | 15.00                   | 15.50                   | 0.50                         | 3.3%                        | Non-Statutory |
| weekend (per hour, pro rata) Northcote Library Frontroom (name TBC) - commercial organisation | Per hour        | Taxable     | 49.50                   | 50.50                   | 1.00                         | 2.0%                        | Non-Statutory |
| weekend (per hour, pro rata) Northcote Library Frontroom (name TBC) - non profit organisation | Per hour        | Taxable     | 24.00                   | 24.50                   | 0.50                         | 2.1%                        | Non-Statutory |
| <b>Merchandise</b>  |                 |             |                         |                         |                              |                             |               |

| Description of Fees and Charges                  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Individual book packs (per book)                 | Per item        | Taxable    | 2.80                    | 2.80                    | -                            | 0.0%                        | Non-Statutory |
| Library bags                                     | Per item        | Taxable    | 2.50                    | 2.50                    | -                            | 0.0%                        | Non-Statutory |
| Reusable coffee cup                              | Per item        | Taxable    | 5.50                    | 5.50                    | -                            | 0.0%                        | Non-Statutory |
| <b>Printing &amp; Copying</b>                    |                 |            |                         |                         |                              |                             |               |
| Colour (A3)                                      | Per request     | Taxable    | 3.00                    | 3.00                    | -                            | 0.0%                        | Non-Statutory |
| Colour (A4)                                      | Per request     | Taxable    | 2.00                    | 2.00                    | -                            | 0.0%                        | Non-Statutory |
| Scanning   | Per request     | Taxable    | 0.25                    | 0.25                    | -                            | 0.0%                        | Non-Statutory |
| Standard black & white (A3)                      | Per request     | Taxable    | 0.40                    | 0.40                    | -                            | 0.0%                        | Non-Statutory |
| Standard black & white (A4)                      | Per request     | Taxable    | 0.25                    | 0.25                    | -                            | 0.0%                        | Non-Statutory |
| <b>Storage lockers</b>                           |                 |            |                         |                         |                              |                             |               |
| Double locker - commercial organisations         | Per locker      | Taxable    | 125.00                  | 127.50                  | 2.50                         | 2.0%                        | Non-Statutory |
| Double locker - non profit organisations         | Per locker      | Taxable    | 96.00                   | 98.00                   | 2.00                         | 2.1%                        | Non-Statutory |
| Single locker - commercial organisations         | Per locker      | Taxable    | 74.00                   | 75.50                   | 1.50                         | 2.0%                        | Non-Statutory |
| Single locker - non profit organisations         | Per locker      | Taxable    | 48.00                   | 49.00                   | 1.00                         | 2.1%                        | Non-Statutory |
| <b>RESERVOIR COMMUNITY &amp; LEARNING CENTRE</b> |                 |            |                         |                         |                              |                             |               |
| <b>Equipment Hire</b>                            |                 |            |                         |                         |                              |                             |               |
| Audio visual system                              | Per session     | Taxable    | 110.00                  | 112.00                  | 2.00                         | 1.8%                        | Non-Statutory |
| <b>Function Room 1</b>                           |                 |            |                         |                         |                              |                             |               |
| Darebin & non profit organisations (per hour)    | Per hour        | Taxable    | 17.00                   | 17.50                   | 0.50                         | 2.9%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)    | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>Function Room 2</b>                           |                 |            |                         |                         |                              |                             |               |
| Darebin & non profit organisations (per hour)    | Per hour        | Taxable    | 17.00                   | 17.50                   | 0.50                         | 2.9%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)    | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>Function Room combined (1 and 2)</b>          |                 |            |                         |                         |                              |                             |               |
| Darebin & non profit organisations (per hour)    | Per hour        | Taxable    | 34.00                   | 35.00                   | 1.00                         | 2.9%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)    | Per hour        | Taxable    | 58.00                   | 59.00                   | 1.00                         | 1.7%                        | Non-Statutory |

| Description of Fees and Charges                                       | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Meeting Room 1</b>   |                 |             |                         |                         |                              |                             |               |
| Darebin & non profit organisations (per hour)                         | Per hour        | Taxable     | 6.50                    | 6.75                    | 0.25                         | 3.8%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)                         | Per hour        | Taxable     | 10.00                   | 10.25                   | 0.25                         | 2.5%                        | Non-Statutory |
| <b>Meeting Room 2</b>   |                 |             |                         |                         |                              |                             |               |
| Darebin & non profit organisations (per hour)                         | Per hour        | Taxable     | 6.50                    | 6.75                    | 0.25                         | 3.8%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)                         | Per hour        | Taxable     | 10.00                   | 10.25                   | 0.25                         | 2.5%                        | Non-Statutory |
| <b>Meeting Room combined (1 and 2)</b>                                |                 |             |                         |                         |                              |                             |               |
| Darebin & non profit organisations (per hour)                         | Per hour        | Taxable     | 13.00                   | 13.50                   | 0.50                         | 3.8%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)                         | Per hour        | Taxable     | 20.00                   | 20.50                   | 0.50                         | 2.5%                        | Non-Statutory |
| <b>Other</b>  |                 |             |                         |                         |                              |                             |               |
| After hours casual staff cost   | Per hour        | Taxable     | 49.00                   | 50.00                   | 1.00                         | 2.0%                        | Non-Statutory |
| Bond \$300- \$600   |                 | Taxable     | 300 to 600              | 300 to 600              | -                            | 0.0%                        | Non-Statutory |
| Commercial kitchen hire   | Per hour        | Taxable     | 120.00                  | 120.00                  | -                            | 0.0%                        | Non-Statutory |
| RCLC cleaning fee   | Per session     | Taxable     | 115.00                  | 117.00                  | 2.00                         | 1.7%                        | Non-Statutory |
| Tea/coffee/sugar/milk and biscuits per person                         | Per session     | Taxable     | 3.50                    | 3.50                    | -                            | 0.0%                        | Non-Statutory |
| Tea/coffee/sugar/milk per person                                      | Per session     | Taxable     | 2.80                    | 2.80                    | -                            | 0.0%                        | Non-Statutory |
| <b>DAC PRESENTER SERVICES</b>   |                 |             |                         |                         |                              |                             |               |
| <b>AV Equipment Hire</b>  |                 |             |                         |                         |                              |                             |               |
| AV package (daily rate) (includes projector, screen and laptop)       | Per session     | Taxable     | -                       | 500.00                  | 500.00                       | 100.0%                      | Non-Statutory |
| Laptop (daily rate)   | Per day         | Taxable     | 90.00                   | 95.00                   | 5.00                         | 5.6%                        | Non-Statutory |
| Theatre Barco Projector (daily rate)                                  | Per day         | Taxable     | 450.00                  | 450.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Administration charges</b>   |                 |             |                         |                         |                              |                             |               |
| Administration fee  | Per item        | Taxable     | -                       | 14.00                   | 14.00                        | 100.0%                      | Non-Statutory |
| Artwork Sales commission  | Per item        | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Non-Statutory |
| Catering  | Per item        | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Non-Statutory |
| Cleaning fee - if venue is left requiring additional special cleaning | Per item        | Taxable     | -                       | -                       | -                            | 100.0%                      | Non-Statutory |



| Description of Fees and Charges  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Crockery and cutlery   | Per head        | Taxable     | -                       | 1.30                    | 1.30                         | 100.0%                      | Non-Statutory |
| External equipment hires recoup  | Per item        | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Non-Statutory |
| Merchandise commission   | Per item        | Non-Taxable | -                       | -                       | -                            | 100.0%                      | Non-Statutory |
| <b>Audio Equipment Hire</b>  |                 |             |                         |                         |                              |                             |               |
| Audio package - includes PA, FOH console, all cabled mics, monitors, DIs, up to 4x wireless mics. Does not include wireless comms, monitors console or operator (daily rate) | Per day         | Taxable     | -                       | 500.00                  | 500.00                       | 100.0%                      | Non-Statutory |
| Cabled microphone per unit (daily rate)  | Per day         | Taxable     | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Condenser microphone per unit (daily rate)   | Per day         | Taxable     | -                       | 20.00                   | 20.00                        | 100.0%                      | Non-Statutory |
| D.I. box per unit (daily rate)   | Per day         | Taxable     | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Drum kit microphone set (daily rate)   | Per day         | Taxable     | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Foldback speaker per unit (daily rate)   | Per day         | Taxable     | 55.00                   | 30.00                   | - 25.00                      | -45.5%                      | Non-Statutory |
| Lectern with gooseneck microphone (daily rate)   | Per day         | Taxable     | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Monitors console (daily rate)  | Per day         | Taxable     | -                       | 200.00                  | 200.00                       | 100.0%                      | Non-Statutory |
| Overhead choir mics per unit (daily rate)  | Per day         | Taxable     | -                       | 20.00                   | 20.00                        | 100.0%                      | Non-Statutory |
| Radio microphone (lapel, handheld, headset) per unit (daily rate)  | Per day         | Taxable     | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Casual operational staff</b>  |                 |             |                         |                         |                              |                             |               |
| Bar staff per hour (3hrs minimum) band 3   | Per hour        | Taxable     | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Box Office staff per hour (3hrs minimum) band 3  | Per hour        | Taxable     | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Front of House or Technical Supervisor per hour (3hrs minimum) band 5  | Per hour        | Taxable     | 65.00                   | 63.00                   | - 2.00                       | -3.1%                       | Non-Statutory |
| Front of House ushers, event staff of technical staff per hour (3hrs minimum) band 3   | Per hour        | Taxable     | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| <b>Equipment Hire</b>  |                 |             |                         |                         |                              |                             |               |
| Wireless Comms per unit (daily rate)   | Per day         | Taxable     | 20.00                   | 20.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>Foyer Room Hire</b>   |                 |             |                         |                         |                              |                             |               |
| Not-for-profit rate, core hours (hourly rate). 3hrs minimum  | Per hour        | Taxable     | 60.00                   | 55.00                   | - 5.00                       | -8.3%                       | Non-Statutory |
| Not-for-profit rate, non-core hours (hourly rate). 3hrs minimum  | Per hour        | Taxable     | -                       | 172.00                  | 172.00                       | 100.0%                      | Non-Statutory |

| Description of Fees and Charges   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Standard rate, core hours (hourly rate). 3hrs minimum                       | Per hour        | Taxable    | 105.00                  | 110.00                  | 5.00                         | 4.8%                        | Non-Statutory |
| Standard rate, non-core hours (hourly rate). 3hrs minimum                   | Per hour        | Taxable    | -                       | 227.00                  | 227.00                       | 100.0%                      | Non-Statutory |
| <b>Grevillea Room Hire</b>  |                 |            |                         |                         |                              |                             |               |
| Artist rehearsal / classes rate, core hours (hourly rate). 3hrs minimum     | Per hour        | Taxable    | 35.00                   | 25.00                   | - 10.00                      | -28.6%                      | Non-Statutory |
| Artist rehearsal / classes rate, non-core hours (hourly rate). 3hrs minimum | Per hour        | Taxable    | -                       | 142.00                  | 142.00                       | 100.0%                      | Non-Statutory |
| Not-for-profit rate, core hours (hourly rate). 3hrs minimum                 | Per hour        | Taxable    | 75.00                   | 50.00                   | - 25.00                      | -33.3%                      | Non-Statutory |
| Not-for-profit rate, non-core hours (hourly rate). 3hrs minimum             | Per hour        | Taxable    | -                       | 167.00                  | 167.00                       | 100.0%                      | Non-Statutory |
| Standard rate, core hours (hourly rate). 3hrs minimum                       | Per hour        | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| Standard rate, non-core hours (hourly rate). 3hrs minimum                   | Per hour        | Taxable    | -                       | 217.00                  | 217.00                       | 100.0%                      | Non-Statutory |
| <b>Instrument &amp; Staging Hire</b>  |                 |            |                         |                         |                              |                             |               |
| Additional piano tuning - fee per session                                   | Per session     | Taxable    | -                       | 250.00                  | 250.00                       | 100.0%                      | Non-Statutory |
| Baby Grand Piano - additional days (daily rate)                             | Per day         | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| Baby Grand Piano - must include tuning when set in performance position     | Per session     | Taxable    | 350.00                  | 355.00                  | 5.00                         | 1.4%                        | Non-Statutory |
| Risers - 2.4m x 1.2m piece (daily rate)                                     | Per day         | Taxable    | -                       | 100.00                  | 100.00                       | 100.0%                      | Non-Statutory |
| <b>Jacaranda Room Hire</b>  |                 |            |                         |                         |                              |                             |               |
| Artist rehearsal / classes rate, core hours (hourly rate). 3hrs minimum     | Per hour        | Taxable    | 25.00                   | 12.50                   | - 12.50                      | -50.0%                      | Non-Statutory |
| Artist rehearsal / classes rate, non-core hours (hourly rate). 3hrs minimum | Per hour        | Taxable    | -                       | 130.00                  | 130.00                       | 100.0%                      | Non-Statutory |
| Not-for-profit rate, core hours (hourly rate). 3hrs minimum                 | Per hour        | Taxable    | 60.00                   | 25.00                   | - 35.00                      | -58.3%                      | Non-Statutory |
| Not-for-profit rate, non-core hours (hourly rate). 3hrs minimum             | Per hour        | Taxable    | -                       | 142.00                  | 142.00                       | 100.0%                      | Non-Statutory |
| Standard rate, core hours (hourly rate). 3hrs minimum                       | Per hour        | Taxable    | 85.00                   | 50.00                   | - 35.00                      | -41.2%                      | Non-Statutory |
| Standard rate, non-core hours (hourly rate). 3hrs minimum                   | Per hour        | Taxable    | -                       | 167.00                  | 167.00                       | 100.0%                      | Non-Statutory |
| <b>Kitchen Hire</b>   |                 |            |                         |                         |                              |                             |               |
| Not-for-profit rate, core hours (hourly rate). 3hrs minimum                 | Per hour        | Taxable    | 20.00                   | 20.00                   | -                            | 0.0%                        | Non-Statutory |
| Not-for-profit rate, non-core hours (hourly rate). 3hrs minimum             | Per hour        | Taxable    | -                       | 137.00                  | 137.00                       | 100.0%                      | Non-Statutory |
| Standard rate, core hours (hourly rate). 3hrs minimum                       | Per hour        | Taxable    | 35.00                   | 40.00                   | 5.00                         | 14.3%                       | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Standard rate, non-core hours (hourly rate). 3hrs minimum  | Per hour        | Taxable     | -                       | 157.00                  | 157.00                       | 100.0%                      | Non-Statutory |
| <b>Lighting Equipment Hire</b>   |                 |             |                         |                         |                              |                             |               |
| Blinders - full wash   | Per day         | Taxable     | -                       | 50.00                   | 50.00                        | 100.0%                      | Non-Statutory |
| Booms - 2x 3m height - includes arms, shotbags, 1x profile, 2x LED par per boom (daily rate)           | Per day         | Taxable     | -                       | 100.00                  | 100.00                       | 100.0%                      | Non-Statutory |
| Booms - 6x 3m height - includes arms, shotbags, 1x profile, 2x LED par per boom (daily)                | Per day         | Taxable     | -                       | 250.00                  | 250.00                       | 100.0%                      | Non-Statutory |
| Booms- 4x3m height - includes arms and shotbags (daily rate)   | Per day         | Taxable     | -                       | 30.00                   | 30.00                        | 100.0%                      | Non-Statutory |
| ETC Profile Source 4- per unit (daily rate)  | Per day         | Taxable     | 20.00                   | 20.00                   | -                            | 0.0%                        | Non-Statutory |
| Followspots (2 units available total - fee for up to 2- not including operator) (daily rate)           | Per day         | Taxable     | 100.00                  | 105.00                  | 5.00                         | 5.0%                        | Non-Statutory |
| Haze Machine (daily rate)  | Per day         | Taxable     | 85.00                   | 85.00                   | -                            | 0.0%                        | Non-Statutory |
| Lighting package (daily rate) (includes all movers, hazer, blinders, booms and mirror ball)            | Per day         | Taxable     | -                       | 500.00                  | 500.00                       | 100.0%                      | Non-Statutory |
| Mirror Ball 24" with motor and 4 profiles (daily rate)   | Per day         | Taxable     | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Moving Lights - mini pack (4 units available total) (daily rate)                                       | Per day         | Taxable     | 155.00                  | 160.00                  | 5.00                         | 3.2%                        | Non-Statutory |
| Moving Lights package (8 units available total) (daily rate)   | Per day         | Taxable     | 310.00                  | 320.00                  | 10.00                        | 3.2%                        | Non-Statutory |
| Portable dimmer rack (daily rate)  | Per day         | Taxable     | 40.00                   | 40.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>Theatre Hire</b>  |                 |             |                         |                         |                              |                             |               |
| Internal programming, core hours (hourly rate)   | Per hour        | Taxable     | -                       | 50.00                   | 50.00                        | 100.0%                      | Non-Statutory |
| Internal programming, non-core hours (hourly rate). 3hrs minimum                                       | Per hour        | Taxable     | -                       | 158.00                  | 158.00                       | 100.0%                      | Non-Statutory |
| Not-for-profit non-performance rate per hour (includes 1 supervising technician). 3hrs minimum         | Per hour        | Taxable     | 175.00                  | 190.00                  | 15.00                        | 8.6%                        | Non-Statutory |
| Not-for-profit performance rate per hour (includes 1 supervising technician & FOH staff). 3hrs minimum | Per hour        | Taxable     | -                       | 415.00                  | 415.00                       | 100.0%                      | Non-Statutory |
| Standard non-performance rate per hour (includes 1 supervising technician). 3hrs minimum               | Per hour        | Taxable     | 200.00                  | 215.00                  | 15.00                        | 7.5%                        | Non-Statutory |
| Standard performance rate per hour (includes 1 supervising tech and FOH staff). 3hrs minimum           | Per hour        | Taxable     | -                       | 440.00                  | 440.00                       | 100.0%                      | Non-Statutory |
| <b>Venue Hire Deposit</b>  |                 |             |                         |                         |                              |                             |               |
| Non-refundable deposit (First-time hirer and High Risk Events)   | Per booking     | Non-Taxable | 2,200.00                | 2,200.00                | -                            | 0.0%                        | Non-Statutory |
| Non-refundable deposit (Low Risk Events)   | Per booking     | Non-Taxable | 700.00                  | 700.00                  | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges                               | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>BOX OFFICE</b>   |                 |            |                         |                         |                              |                             |               |
| <b>Darebin Arts Box Office</b>                                |                 |            |                         |                         |                              |                             |               |
| Inside Charge - Not For Profit                                | Per booking     | Taxable    | 2.50                    | 2.50                    | -                            | 0.0%                        | Non-Statutory |
| Inside Charge - Standard                                      | Per booking     | Taxable    | 3.00                    | 3.00                    | -                            | 0.0%                        | Non-Statutory |
| Inside Charge - Commercial                                    | Per booking     | Taxable    | 3.50                    | 3.50                    | -                            | 0.0%                        | Non-Statutory |
| Ownsell Charge - Not For Profit                               | Per booking     | Taxable    | 3.00                    | 3.00                    | -                            | 0.0%                        | Non-Statutory |
| Ownsell Charge - Standard                                     | Per booking     | Taxable    | 3.90                    | 4.00                    | 0.10                         | 2.6%                        | Non-Statutory |
| Ownsell Charge - Commercial                                   | Per booking     | Taxable    | 4.00                    | 4.00                    | -                            | 0.0%                        | Non-Statutory |
| Ownsell Administration Charge                                 | Per booking     | Taxable    | 95.00                   | 100.00                  | 5.00                         | 5.3%                        | Non-Statutory |
| Internet Bookings   | Per booking     | Taxable    | 3.90                    | 4.00                    | 0.10                         | 2.6%                        | Non-Statutory |
| Phone Bookings  | Per booking     | Taxable    | 5.00                    | 5.50                    | 0.50                         | 10.0%                       | Non-Statutory |
| Reprint Fee   | Per booking     | Taxable    | 0.50                    | 0.50                    | -                            | 0.0%                        | Non-Statutory |
| Exchange or Refund Fee - Per Ticket                           | Per booking     | Taxable    | 3.90                    | 4.00                    | 0.10                         | 2.6%                        | Non-Statutory |
| <b>NORTHCOTE T/HALL PRESENTER SERVICES</b>                    |                 |            |                         |                         |                              |                             |               |
| <b>AV/ Projector Packages- Standard Rate</b>                  |                 |            |                         |                         |                              |                             |               |
| Main Hall Barco & screen (daily rate)                         | Per day         | Taxable    | 450.00                  | 450.00                  | -                            | 0.0%                        | Non-Statutory |
| Main Hall Barco & screen (weekly rate)                        | Per week        | Taxable    | 1,800.00                | 1,800.00                | -                            | 0.0%                        | Non-Statutory |
| Portable Projector & Screen set up by NTH staff (Daily rate)  | Per day         | Taxable    | 102.50                  | 103.00                  | 0.50                         | 0.5%                        | Non-Statutory |
| Portable Projector & Screen set up by NTH staff (Weekly rate) | Per week        | Taxable    | 410.00                  | 410.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 1 projector & screen package (daily rate)              | Per day         | Taxable    | 102.50                  | 103.00                  | 0.50                         | 0.5%                        | Non-Statutory |
| Studio 1 projector & screen package (weekly rate)             | Per week        | Taxable    | 410.00                  | 410.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 2 projector & screen package (daily rate)              | Per day         | Taxable    | 82.00                   | 82.00                   | -                            | 0.0%                        | Non-Statutory |
| Studio 2 projector & screen package (weekly rate)             | Per week        | Taxable    | 328.00                  | 328.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Administration charges</b>                                 |                 |            |                         |                         |                              |                             |               |
| Admin charge per hour per booking                             | Per hour        | Taxable    | 14.00                   | 14.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>Audio Equipment Individual Items- Standard Rate</b>        |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Active/ Passive D.I. (Daily Rate)                                       | Per day         | Taxable    | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Active/ Passive D.I. (Weekly Rate)                                      | Per week        | Taxable    | 40.00                   | 40.00                   | -                            | 0.0%                        | Non-Statutory |
| Drum Mic Kit (Daily rate)   | Per day         | Taxable    | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Drum Mic Kit (Weekly Rate)  | Per week        | Taxable    | 200.00                  | 200.00                  | -                            | 0.0%                        | Non-Statutory |
| Foldback Speakers - RCF Active Speakers (Daily Rate)                    | Per day         | Taxable    | 55.00                   | 55.00                   | -                            | 0.0%                        | Non-Statutory |
| Foldback Speakers - RCF Active Speakers (Weekly Rate)                   | Per week        | Taxable    | 220.00                  | 220.00                  | -                            | 0.0%                        | Non-Statutory |
| Grand Piano (Daily Rate)  | Per day         | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| Grand Piano - must include tuning when set in performance position      | Per booking     | Taxable    | 350.00                  | 350.00                  | -                            | 0.0%                        | Non-Statutory |
| Lectern With Goose Neck Mic (Weekly Rate)                               | Per week        | Taxable    | 200.00                  | 200.00                  | -                            | 0.0%                        | Non-Statutory |
| Lectern with Goose Neck Mic (Daily Rate)                                | Per day         | Taxable    | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Mipro Battery P.A (Daily Rate)  | Per day         | Taxable    | 80.00                   | 80.00                   | -                            | 0.0%                        | Non-Statutory |
| Mipro Battery P.A (Weekly Rate)   | Per week        | Taxable    | 320.00                  | 320.00                  | -                            | 0.0%                        | Non-Statutory |
| Shure SM 58 // Shure SM57 (Daily rate)                                  | Per day         | Taxable    | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Shure SM 58 // Shure SM57 (Weekly rate)                                 | Per week        | Taxable    | 40.00                   | 40.00                   | -                            | 0.0%                        | Non-Statutory |
| Wireless microphone (Daily Rate)  | Per day         | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| Wireless microphone (Weekly Rate)                                       | Per week        | Taxable    | 400.00                  | 400.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Audio Packages- Standard Rate (weekly rate based on 4 days hire)</b> |                 |            |                         |                         |                              |                             |               |
| East wing portable audio package with 1 hr tech staff set up (daily)    | Per day         | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| East wing portable audio package with 4 hr tech staff (weekly)          | Per week        | Taxable    | 250.00                  | 250.00                  | -                            | 0.0%                        | Non-Statutory |
| Main hall audio package standard rig (daily rate)                       | Per day         | Taxable    | 160.00                  | 160.00                  | -                            | 0.0%                        | Non-Statutory |
| Main hall audio package standard rig (weekly rate)                      | Per week        | Taxable    | 640.00                  | 640.00                  | -                            | 0.0%                        | Non-Statutory |
| Portable Meyer Audio system with 4hr tech time (daily rate)             | Per day         | Taxable    | 650.00                  | 650.00                  | -                            | 0.0%                        | Non-Statutory |
| Portable Meyer Audio system with 16hr tech time (weekly rate)           | Per week        | Taxable    | 2,600.00                | 2,600.00                | -                            | 0.0%                        | Non-Statutory |
| Studio 1 audio package standard rig (daily rate)                        | Per day         | Taxable    | 150.00                  | 150.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 1 audio package standard rig (weekly rate)                       | Per week        | Taxable    | 600.00                  | 600.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 2 audio package standard rig (daily rate)                        | Per day         | Taxable    | 130.00                  | 130.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 2 audio package standard rig (weekly rate)                       | Per week        | Taxable    | 520.00                  | 520.00                  | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges                                   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Bonds/ Security Deposits</b>                                   |                 |            |                         |                         |                              |                             |               |
| Cleaning and repair bond (low risk events)                        | Per booking     | Taxable    | 718.00                  | 718.00                  | -                            | 0.0%                        | Non-Statutory |
| Cleaning and repair bond (high risk events)                       | Per booking     | Taxable    | 2,255.00                | 2,255.00                | -                            | 0.0%                        | Non-Statutory |
| <b>Civic Square</b>   |                 |            |                         |                         |                              |                             |               |
| Not for profit/artist - performance rate - per hour               | Per hour        | Taxable    | 45.00                   | 219.00                  | 174.00                       | 386.7%                      | Non-Statutory |
| Not for profit/artist - rehearsal rate - per hour                 | Per hour        | Taxable    | -                       | 100.00                  | 100.00                       | 100.0%                      | Non-Statutory |
| Standard - performance rate - per hour                            | Per hour        | Taxable    | 78.00                   | 239.00                  | 161.00                       | 206.4%                      | Non-Statutory |
| Standard - rehearsal rate - per hour                              | Per hour        | Taxable    | -                       | 133.00                  | 133.00                       | 100.0%                      | Non-Statutory |
| <b>Extra Equipment Individual Items- Standard Rate</b>            |                 |            |                         |                         |                              |                             |               |
| Festoons [20m] Includes 2hrs bump in/out staff time (Daily rate)  | Per day         | Taxable    | 123.00                  | 123.00                  | -                            | 0.0%                        | Non-Statutory |
| Festoons [20m] Includes 2hrs bump in/out staff time (Weekly rate) | Per week        | Taxable    | 184.50                  | 185.00                  | 0.50                         | 0.3%                        | Non-Statutory |
| Laptop (Daily Rate)   | Per day         | Taxable    | 90.00                   | 90.00                   | -                            | 0.0%                        | Non-Statutory |
| Laptop (Weekly Rate)  | Per week        | Taxable    | 360.00                  | 360.00                  | -                            | 0.0%                        | Non-Statutory |
| Portable Drapes [Per Length] (Weekly rate)                        | Per week        | Taxable    | 123.00                  | 123.00                  | -                            | 0.0%                        | Non-Statutory |
| Portable Drapes [Per Length] (Daily rate)                         | Per day         | Taxable    | 31.00                   | 31.00                   | -                            | 0.0%                        | Non-Statutory |
| Portable Stage 1.2m x 2.4m [per piece] (Weekly Rate)              | Per week        | Taxable    | 184.50                  | 185.00                  | 0.50                         | 0.3%                        | Non-Statutory |
| Portable Stage 1.2m x 2.4m [per piece] (Daily Rate)               | Per day         | Taxable    | 46.00                   | 46.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>Large Rooms (FFR2A&amp;B, Roof Top)</b>                        |                 |            |                         |                         |                              |                             |               |
| Not for profit/ Artist rate - core hours - per hour               | Per hour        | Taxable    | 64.00                   | 60.00                   | - 4.00                       | -6.3%                       | Non-Statutory |
| Not for profit/ Artist rate - out of hours - per hour             | Per hour        | Taxable    | -                       | 166.00                  | 166.00                       | 100.0%                      | Non-Statutory |
| Quick response artist rate - core hours - per hour                | Per hour        | Taxable    | -                       | 26.00                   | 26.00                        | 100.0%                      | Non-Statutory |
| Quick response artist rate - out of hours - per hour              | Per hour        | Taxable    | -                       | 132.00                  | 132.00                       | 100.0%                      | Non-Statutory |
| Standard rate - core hours - per hour                             | Per hour        | Taxable    | -                       | 80.00                   | 80.00                        | 100.0%                      | Non-Statutory |
| Standard rate - out of hours - per hour                           | Per hour        | Taxable    | 78.00                   | 186.00                  | 108.00                       | 138.5%                      | Non-Statutory |
| <b>Lighting Equipment Individual Items- Standard Rate</b>         |                 |            |                         |                         |                              |                             |               |
| Hazer (Daily rate)  | Per day         | Taxable    | 85.00                   | 85.00                   | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges                                   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Hazer (Weekly Rate)   | Per week        | Taxable    | 340.00                  | 340.00                  | -                            | 0.0%                        | Non-Statutory |
| Jands 12 Channel Portable dimmer rack (Daily Rate)                | Per day         | Taxable    | 40.00                   | 40.00                   | -                            | 0.0%                        | Non-Statutory |
| Jands 12 Channel Portable dimmer rack (Weekly Rate)               | Per week        | Taxable    | 160.00                  | 160.00                  | -                            | 0.0%                        | Non-Statutory |
| Jands 4 PAK Controller with DMX (Daily Rate)                      | Per day         | Taxable    | 40.00                   | 40.00                   | -                            | 0.0%                        | Non-Statutory |
| Jands 4 PAK Controller with DMX (Weekly Rate)                     | Per week        | Taxable    | 160.00                  | 160.00                  | -                            | 0.0%                        | Non-Statutory |
| Mirrorball (Daily Rate)   | Per day         | Taxable    | 80.00                   | 80.00                   | -                            | 0.0%                        | Non-Statutory |
| Mirrorball (Weekly Rate)  | Per week        | Taxable    | 320.00                  | 320.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Lighting Packages- Standard Rate</b>                           |                 |            |                         |                         |                              |                             |               |
| Main Hall Performance Standard Lighting Package (daily rate rate) | Per day         | Taxable    | 750.00                  | 750.00                  | -                            | 0.0%                        | Non-Statutory |
| Main Hall Performance Standard Lighting Package (weekly rate)     | Per week        | Taxable    | 3,000.00                | 3,000.00                | -                            | 0.0%                        | Non-Statutory |
| Main Hall Touch Pad Lighting Package A (daily rate)               | Per day         | Taxable    | 220.00                  | 220.00                  | -                            | 0.0%                        | Non-Statutory |
| Main Hall Touch Pad Lighting Package A (weekly rate)              | Per week        | Taxable    | 880.00                  | 880.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 1 Lighting package standard rig (daily rate)               | Per day         | Taxable    | 160.00                  | 160.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 1 Lighting package standard rig (weekly rate)              | Per week        | Taxable    | 640.00                  | 640.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 2 Lighting package standard rig (daily rate)               | Per day         | Taxable    | 130.00                  | 130.00                  | -                            | 0.0%                        | Non-Statutory |
| Studio 2 Lighting package standard rig (weekly rate)              | Per week        | Taxable    | 520.00                  | 520.00                  | -                            | 0.0%                        | Non-Statutory |
| <b>Main Hall</b>  |                 |            |                         |                         |                              |                             |               |
| Not for profit/artist - performance rate - per hour               | Per hour        | Taxable    | 109.00                  | 287.00                  | 178.00                       | 163.3%                      | Non-Statutory |
| Not for profit/artist - rehearsal rate - per hour                 | Per hour        | Taxable    | -                       | 167.00                  | 167.00                       | 100.0%                      | Non-Statutory |
| Quick response artist rate - core hours - per hour                | Per hour        | Taxable    | -                       | 56.00                   | 56.00                        | 100.0%                      | Non-Statutory |
| Quick response artist rate - out of hours - per hour              | Per hour        | Taxable    | -                       | 201.00                  | 201.00                       | 100.0%                      | Non-Statutory |
| Standard - performance rate - per hour                            | Per hour        | Taxable    | -                       | 329.00                  | 329.00                       | 100.0%                      | Non-Statutory |
| Standard - rehearsal rate - per hour                              | Per hour        | Taxable    | 168.00                  | 223.00                  | 55.00                        | 32.7%                       | Non-Statutory |
| <b>Medium Rooms (GFR2, FFR1, FFR2A, FFR2B)</b>                    |                 |            |                         |                         |                              |                             |               |
| Not for profit/ artist rate - core hours - per hour               | Per hour        | Taxable    | -                       | 37.50                   | 37.50                        | 100.0%                      | Non-Statutory |
| Not for profit/ artist rate - out of hours - per hour             | Per hour        | Taxable    | 37.00                   | 143.50                  | 106.50                       | 287.8%                      | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Quick response artist rate - core hours - per hour                                   | Per hour        | Taxable    | -                       | 17.00                   | 17.00                        | 100.0%                      | Non-Statutory |
| Quick response artist rate - out of hours - per hour                                 | Per hour        | Taxable    | -                       | 123.00                  | 123.00                       | 100.0%                      | Non-Statutory |
| Standard rate - core hours - per hour  | Per hour        | Taxable    | -                       | 50.00                   | 50.00                        | 100.0%                      | Non-Statutory |
| Standard rate - out of hours - per hour  | Per hour        | Taxable    | 49.00                   | 156.00                  | 107.00                       | 218.4%                      | Non-Statutory |
| <b>Other Fees- staffing costs</b>  |                 |            |                         |                         |                              |                             |               |
| Bar manager  | Per hour        | Taxable    | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Front-of- house, function or technical staff- per hour/ 3 hour minimum (Band 3)      | Per hour        | Taxable    | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Front-of- house, functions or technical supervisor per hour /3 hour minimum (Band 5) | Per hour        | Taxable    | 65.00                   | 66.00                   | 1.00                         | 1.5%                        | Non-Statutory |
| Security & crowd control (external hire in)  | Per hour        | Taxable    | 50.00                   | 52.00                   | 2.00                         | 4.0%                        | Non-Statutory |
| <b>Small Rooms (GFR1, FFR3 &amp; The Loft)</b>                                       |                 |            |                         |                         |                              |                             |               |
| Not for profit - out of hours - per hour   | Per hour        | Taxable    | -                       | 136.00                  | 136.00                       | 100.0%                      | Non-Statutory |
| Not for profit/ artist rate - core hours - per hour                                  | Per hour        | Taxable    | 30.00                   | 30.00                   | -                            | 0.0%                        | Non-Statutory |
| Quick response artist rate - core hours - per hour                                   | Per hour        | Taxable    | -                       | 13.00                   | 13.00                        | 100.0%                      | Non-Statutory |
| Quick response artist rate - out of hours - per hour                                 | Per hour        | Taxable    | -                       | 119.00                  | 119.00                       | 100.0%                      | Non-Statutory |
| Standard rate - core hours - per hour  | Per hour        | Taxable    | -                       | 40.00                   | 40.00                        | 100.0%                      | Non-Statutory |
| Standard rate - out of hours - per hour  | Per hour        | Taxable    | 37.00                   | 146.00                  | 109.00                       | 294.6%                      | Non-Statutory |
| <b>Studio 1</b>  |                 |            |                         |                         |                              |                             |               |
| Not for profit/artist - performance rate - per hour                                  | Per hour        | Taxable    | 84.00                   | 130.00                  | 46.00                        | 54.8%                       | Non-Statutory |
| Not for profit/artist - rehearsal rate - per hour                                    | Per hour        | Taxable    | -                       | 173.00                  | 173.00                       | 100.0%                      | Non-Statutory |
| Quick response artist rate - core hours - per hour                                   | Per hour        | Taxable    | -                       | 40.00                   | 40.00                        | 100.0%                      | Non-Statutory |
| Quick response artist rate - out of hours - per hour                                 | Per hour        | Taxable    | -                       | 189.00                  | 189.00                       | 100.0%                      | Non-Statutory |
| Standard - performance rate - per hour   | Per hour        | Taxable    | -                       | 279.00                  | 279.00                       | 100.0%                      | Non-Statutory |
| Standard - rehearsal rate - per hour   | Per hour        | Taxable    | 109.00                  | 173.00                  | 64.00                        | 58.7%                       | Non-Statutory |
| <b>Studio 2</b>  |                 |            |                         |                         |                              |                             |               |
| Not for profit/artist - performance rate - per hour                                  | Per hour        | Taxable    | 49.00                   | 227.00                  | 178.00                       | 363.3%                      | Non-Statutory |
| Not for profit/artist - rehearsal rate - per hour                                    | Per hour        | Taxable    | -                       | 107.00                  | 107.00                       | 100.0%                      | Non-Statutory |



| Description of Fees and Charges                         | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Quick response artist rate - core hours - per hour      | Per hour        | Taxable    | -                       | 30.00                   | 30.00                        | 100.0%                      | Non-Statutory |
| Quick response artist rate - out of hours - per hour    | Per hour        | Taxable    | -                       | 181.00                  | 181.00                       | 100.0%                      | Non-Statutory |
| Standard - performance rate - per hour                  | Per hour        | Taxable    | -                       | 249.00                  | 249.00                       | 100.0%                      | Non-Statutory |
| Standard - rehearsal rate - per hour                    | Per hour        | Taxable    | 68.00                   | 143.00                  | 75.00                        | 110.3%                      | Non-Statutory |
| <b>The Loft - hot desk</b>                              |                 |            |                         |                         |                              |                             |               |
| Not for profit/ artist rate - core hours - per hour     | Per hour        | Taxable    | -                       | 11.00                   | 11.00                        | 100.0%                      | Non-Statutory |
| Not for profit/ artist rate - out of hours - per hour   | Per hour        | Taxable    | -                       | 117.00                  | 117.00                       | 100.0%                      | Non-Statutory |
| Standard rate - core hours - per hour                   | Per hour        | Taxable    | -                       | 15.00                   | 15.00                        | 100.0%                      | Non-Statutory |
| Standard rate - out of hours - per hour                 | Per hour        | Taxable    | -                       | 121.00                  | 121.00                       | 100.0%                      | Non-Statutory |
| <b>Tram stop</b>  |                 |            |                         |                         |                              |                             |               |
| Tram Stop Stage- Not For Profit Rate - Per Hour Booking | Per hour        | Taxable    | 26.00                   | 27.00                   | 1.00                         | 3.8%                        | Non-Statutory |
| Tram Stop Stage- standard rate - per hour booking       | Per hour        | Taxable    | 49.00                   | 50.00                   | 1.00                         | 2.0%                        | Non-Statutory |
| <b>DONALD STREET COMMUNITY CENTRE</b>                   |                 |            |                         |                         |                              |                             |               |
| <b>Facility Hire</b>                                    |                 |            |                         |                         |                              |                             |               |
| Bond  | Per booking     | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| Cleaning  | Per hour        | Taxable    | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Darebin & non profit organisations (per hour)           | Per hour        | Taxable    | 10.50                   | 11.00                   | 0.50                         | 4.8%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)           | Per hour        | Taxable    | 22.50                   | 23.00                   | 0.50                         | 2.2%                        | Non-Statutory |
| <b>RUTHVEN COMMUNITY ROOM</b>                           |                 |            |                         |                         |                              |                             |               |
| <b>Facility Hire</b>                                    |                 |            |                         |                         |                              |                             |               |
| Bond for swipe card issue                               | Per booking     | Taxable    | 100.00                  | -                       | - 100.00                     | -100.0%                     | Non-Statutory |
| Cleaning  | Per hour        | Taxable    | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Darebin & non profit organisations (per hour)           | Per hour        | Taxable    | 17.00                   | 17.50                   | 0.50                         | 2.9%                        | Non-Statutory |
| Non Darebin & profit organisations (per hour)           | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>CLYDE STREET COMMUNITY CENTRE</b>                    |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Facility Hire</b>  |                 |            |                         |                         |                              |                             |               |
| Bond  | Per booking     | Taxable    | 100.00                  | -                       | - 100.00                     | -100.0%                     | Non-Statutory |
| Children's party's  | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| Cleaning  | Per hour        | Taxable    | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| Darebin & non profit organisations (Per Hour)                                     | Per hour        | Taxable    | 10.50                   | 11.00                   | 0.50                         | 4.8%                        | Non-Statutory |
| Internal users (Per Hour)   | Per hour        | Taxable    | 9.50                    | 10.00                   | 0.50                         | 5.3%                        | Non-Statutory |
| Non Darebin or profit making organisations (Per Hour)                             | Per hour        | Taxable    | 22.50                   | 23.00                   | 0.50                         | 2.2%                        | Non-Statutory |
| <b>SPORTS DEVELOPMENT PROGRAM</b>   |                 |            |                         |                         |                              |                             |               |
| <b>Casual Ground Allocations</b>  |                 |            |                         |                         |                              |                             |               |
| District ground hire - per day for community access                               | Per day         | Taxable    | 356.00                  | 363.00                  | 7.00                         | 2.0%                        | Non-Statutory |
| District ground hire - per day for commercial access                              | Per day         | Taxable    | 710.00                  | 722.00                  | 12.00                        | 1.7%                        | Non-Statutory |
| Edwardes Lake Athletics Track & Hardiman Reserve Hockey Pitch (community access)  | Per day         | Taxable    | 356.00                  | 362.00                  | 6.00                         | 1.7%                        | Non-Statutory |
| Edwardes Lake Athletics Track & Hardiman Reserve Hockey Pitch (commercial access) | Per day         | Taxable    | 710.00                  | 722.00                  | 12.00                        | 1.7%                        | Non-Statutory |
| Neighbourhood & Local ground hire - per day for community access                  | Per day         | Taxable    | 97.00                   | 99.00                   | 2.00                         | 2.1%                        | Non-Statutory |
| Neighbourhood & Local ground hire - per day for commercial access                 | Per day         | Taxable    | 196.00                  | 200.00                  | 4.00                         | 2.0%                        | Non-Statutory |
| Regional ground hire - per day for commercial access                              | Per day         | Taxable    | 1,419.00                | 1,444.00                | 25.00                        | 1.8%                        | Non-Statutory |
| <b>Grade 1 (District)</b>   |                 |            |                         |                         |                              |                             |               |
| Additional oval shared use  | Per oval        | Taxable    | 642.00                  | 654.00                  | 12.00                        | 1.9%                        | Non-Statutory |
| Additional oval sole use  | Per oval        | Taxable    | 846.00                  | 861.00                  | 15.00                        | 1.8%                        | Non-Statutory |
| Shared use of oval  | Per oval        | Taxable    | 1,152.00                | 1,172.00                | 20.00                        | 1.7%                        | Non-Statutory |
| Sole use of oval  | Per oval        | Taxable    | 1,689.00                | 1,719.00                | 30.00                        | 1.8%                        | Non-Statutory |
| <b>Grade 1A (Regional)</b>  |                 |            |                         |                         |                              |                             |               |
| Additional oval shared use  | Per oval        | Taxable    | 3,241.00                | 3,298.00                | 57.00                        | 1.8%                        | Non-Statutory |
| Additional oval sole use  | Per oval        | Taxable    | 4,266.00                | 4,341.00                | 75.00                        | 1.8%                        | Non-Statutory |
| Shared use of oval  | Per oval        | Taxable    | 6,396.00                | 6,508.00                | 112.00                       | 1.8%                        | Non-Statutory |
| Sole use of oval  | Per oval        | Taxable    | 8,526.00                | 8,676.00                | 150.00                       | 1.8%                        | Non-Statutory |

| Description of Fees and Charges                       | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |               |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|---------------|
| <b>Grade 2 (Local)</b>                                |                 |            |                         |                         |                              |                             |               |               |
| Additional oval shared use                            | Per oval        | Taxable    | 583.00                  | 600.00                  | 17.00                        | 2.9%                        | Non-Statutory |               |
| Additional oval sole use                              | Per oval        | Taxable    | 769.00                  | 782.00                  | 13.00                        | 1.7%                        | Non-Statutory |               |
| Shared use of oval                                    | Per oval        | Taxable    | 1,135.00                | 1,155.00                | 20.00                        | 1.8%                        | Non-Statutory |               |
| Sole use of oval                                      | Per oval        | Taxable    | 1,535.00                | 1,562.00                | 27.00                        | 1.8%                        | Non-Statutory |               |
| <b>Grade 3 (Neighbourhood)</b>                        |                 |            |                         |                         |                              |                             |               |               |
| Additional oval shared use                            | Per oval        | Taxable    | 389.00                  | 396.00                  | 7.00                         | 1.8%                        | Non-Statutory |               |
| Additional oval sole use                              | Per oval        | Taxable    | 513.00                  | 522.00                  | 9.00                         | 1.8%                        | Non-Statutory |               |
| Shared use of oval                                    | Per oval        | Taxable    | 768.00                  | 781.00                  | 13.00                        | 1.7%                        | Non-Statutory |               |
| Sole use of oval                                      | Per oval        | Taxable    | 1,024.00                | 1,042.00                | 18.00                        | 1.8%                        | Non-Statutory |               |
| <b>Recreation Trades</b>                              |                 |            |                         |                         |                              |                             |               |               |
| Hot air balloon per casual take- off/ landing         | Per trip        | Taxable    | 190.00                  | 193.00                  | 3.00                         | 1.6%                        | Non-Statutory |               |
| Hot air balloon operator annual fee                   | Per permit      | Taxable    | 2,846.00                | 2,896.00                | 50.00                        | 1.8%                        | Non-Statutory |               |
| <b>FAIRFIELD COMMUNITY CENTRE</b>                     |                 |            |                         |                         |                              |                             |               |               |
| <b>Facility Hire</b>                                  |                 |            |                         |                         |                              |                             |               |               |
| Bond  | Per booking     | Taxable    | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |               |
| Cleaning  | Per hour        | Taxable    | 53.00                   | 54.00                   | 1.00                         | 1.9%                        | Non-Statutory |               |
| Darebin and non profit organisations (per hour)       | Per hour        | Taxable    | 10.50                   | 11.00                   | 0.50                         | 4.8%                        | Non-Statutory |               |
| Non Darebin or profit making organisations (per hour) | Per hour        | Taxable    | 22.50                   | 23.00                   | 0.50                         | 2.2%                        | Non-Statutory |               |
| <b>BATMAN PARK HALL</b>                               |                 |            |                         |                         |                              |                             |               |               |
| <b>Facility Hire</b>                                  |                 |            |                         |                         |                              |                             |               |               |
| Darebin & non profit organisations (per hour)         | Per hour        | Taxable    | 10.50                   | -                       | -                            | 10.50                       | -100.0%       | Non-Statutory |
| Non Darebin or profit making organisations (per hour) | Per hour        | Taxable    | 22.50                   | -                       | -                            | 22.50                       | -100.0%       | Non-Statutory |
| <b>RLC - AQUATIC OPERATIONS</b>                       |                 |            |                         |                         |                              |                             |               |               |
| <b>Aquatic</b>  |                 |            |                         |                         |                              |                             |               |               |
| Administration Fee - All Memberships                  | Per membership  | Taxable    | 30.00                   | 30.60                   | 0.60                         | 2.0%                        | Non-Statutory |               |

| Description of Fees and Charges                        | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Adult 12 Month - Direct Debit Fortnightly              | Per membership  | Taxable    | 21.50                   | 21.90                   | 0.40                         | 1.9%                        | Non-Statutory |
| Adult 12 Month - Direct Debit Fortnightly - Concession | Per membership  | Taxable    | 17.20                   | 17.55                   | 0.35                         | 2.0%                        | Non-Statutory |
| Adult 12 Month - Upfront                               | Per membership  | Taxable    | 560.00                  | 571.20                  | 11.20                        | 2.0%                        | Non-Statutory |
| Adult 12 Month - Upfront - Concession                  | Per membership  | Taxable    | 447.70                  | 456.65                  | 8.95                         | 2.0%                        | Non-Statutory |
| Adult 3 Month - Upfront                                | Per membership  | Taxable    | 144.50                  | 147.40                  | 2.90                         | 2.0%                        | Non-Statutory |
| Adult 3 Month - Upfront - Concession                   | Per membership  | Taxable    | 115.60                  | 117.90                  | 2.30                         | 2.0%                        | Non-Statutory |
| Adult Flexi - Direct Debit Fortnightly                 | Per membership  | Taxable    | 24.10                   | 24.60                   | 0.50                         | 2.1%                        | Non-Statutory |
| Adult Flexi - Direct Debit Fortnightly - Concession    | Per membership  | Taxable    | 19.30                   | 19.70                   | 0.40                         | 2.1%                        | Non-Statutory |
| Staying Active 12 Month - Direct Debit Fortnightly     | Per membership  | Taxable    | 13.80                   | 14.10                   | 0.30                         | 2.2%                        | Non-Statutory |
| Staying Active 12 Month - Upfront                      | Per membership  | Taxable    | 358.40                  | 365.55                  | 7.15                         | 2.0%                        | Non-Statutory |
| Staying Active 3 Month - Upfront                       | Per membership  | Taxable    | 93.10                   | 94.95                   | 1.85                         | 2.0%                        | Non-Statutory |
| Staying Active Flexi - Direct Debit Fortnightly        | Per membership  | Taxable    | 15.50                   | 15.80                   | 0.30                         | 1.9%                        | Non-Statutory |
| Teen 12 Month - Direct Debit Fortnightly               | Per membership  | Taxable    | 11.00                   | 11.20                   | 0.20                         | 1.8%                        | Non-Statutory |
| Teen 12 Month - Upfront                                | Per membership  | Taxable    | 286.50                  | 292.20                  | 5.70                         | 2.0%                        | Non-Statutory |
| Teen 3 Month - Upfront                                 | Per membership  | Taxable    | 78.70                   | 80.25                   | 1.55                         | 2.0%                        | Non-Statutory |
| Teen Flexi - Direct Debit Fortnightly                  | Per membership  | Taxable    | 13.10                   | 13.35                   | 0.25                         | 1.9%                        | Non-Statutory |
| Work Cover - Aquatic - 12 months                       | Per membership  | Taxable    | 595.00                  | 606.90                  | 11.90                        | 2.0%                        | Non-Statutory |
| Work Cover - Aquatic - 3 months                        | Per membership  | Taxable    | 220.00                  | 224.40                  | 4.40                         | 2.0%                        | Non-Statutory |
| <b>Aquatic Various</b>                                 |                 |            |                         |                         |                              |                             |               |
| Lockers  | Per visit       | Taxable    | 2.00                    | 2.00                    | -                            | 0.0%                        | Non-Statutory |
| Birthday Parties w/o food                              | Per event       | Taxable    | 16.40                   | 16.70                   | 0.30                         | 1.8%                        | Non-Statutory |
| <b>Family Swim and Visit Passes</b>                    |                 |            |                         |                         |                              |                             |               |
| 20 Visit Swim (Child)                                  | Per visit       | Taxable    | 88.20                   | 90.00                   | 1.80                         | 2.0%                        | Non-Statutory |
| 20 Visit Swim (Concession)                             | Per visit       | Taxable    | 88.20                   | 90.00                   | 1.80                         | 2.0%                        | Non-Statutory |
| 20 Visit Swim (Adult)                                  | Per visit       | Taxable    | 113.40                  | 115.20                  | 1.80                         | 1.6%                        | Non-Statutory |
| Family (1 Adults & 3 Child.)                           | Per visit       | Taxable    | 13.00                   | 13.25                   | 0.25                         | 1.9%                        | Non-Statutory |
| Family (1 Adults & 3 Child.) - Concession              | Per visit       | Taxable    | 10.40                   | 10.60                   | 0.20                         | 1.9%                        | Non-Statutory |

| Description of Fees and Charges           | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Family (2 Adults & 3 Child.)              | Per visit       | Taxable    | 16.80                   | 17.10                   | 0.30                         | 1.8%                        | Non-Statutory |
| Family (2 Adults & 3 Child.) - Concession | Per visit       | Taxable    | 14.70                   | 15.00                   |                              | 2.0%                        | Non-Statutory |
| <b>Hire</b>                               |                 |            |                         |                         |                              |                             |               |
| Hydro Pool- Half Pool                     | Per visit       | Taxable    | 65.00                   | 66.30                   | 1.30                         | 2.0%                        | Non-Statutory |
| Hydro Pool- Full Pool                     | Per visit       | Taxable    | 88.15                   | 89.90                   | 1.75                         | 2.0%                        | Non-Statutory |
| Lane Hire                                 | Per visit       | Taxable    | 36.80                   | 36.80                   | -                            | 0.0%                        | Non-Statutory |
| Men's Night                               | Per visit       | Taxable    | 365.00                  | 372.00                  | 7.00                         | 1.9%                        | Non-Statutory |
| Men's/Women Night - Additional LG         | Per visit       | Taxable    | 61.50                   | 62.70                   | 1.20                         | 2.0%                        | Non-Statutory |
| Women's Night                             | Per visit       | Taxable    | 365.00                  | 372.00                  | 7.00                         | 1.9%                        | Non-Statutory |
| <b>Swim Entry</b>                         |                 |            |                         |                         |                              |                             |               |
| Children under 3Yrs                       | Per visit       | Taxable    | -                       | -                       | -                            | -100.0%                     | Non-Statutory |
| Concession Swim                           | Per visit       | Taxable    | 4.90                    | 5.00                    | 0.10                         | 2.0%                        | Non-Statutory |
| Junior Swim - 3Yrs +                      | Per visit       | Taxable    | 4.90                    | 5.00                    | 0.10                         | 2.0%                        | Non-Statutory |
| Adult Swim - 16Yrs +                      | Per visit       | Taxable    | 6.30                    | 6.40                    | 0.10                         | 1.6%                        | Non-Statutory |
| Spectator Entry                           | Per visit       | Taxable    | 2.00                    | 2.00                    | -                            | 0.0%                        | Non-Statutory |
| Sporting Club Class                       | Per visit       | Taxable    | 5.80                    | 5.90                    | 0.10                         | 1.7%                        | Non-Statutory |
| Sporting Club Class & SSS                 | Per visit       | Taxable    | 8.90                    | 9.10                    | 0.20                         | 2.2%                        | Non-Statutory |
| Staying Active Swim Entry                 | Per visit       | Taxable    | 3.20                    | 3.25                    | 0.05                         | 1.6%                        | Non-Statutory |
| TGD Swim Entry                            | Per visit       | Taxable    | 3.00                    | 3.00                    | -                            | 0.0%                        | Non-Statutory |
| <b>Swim, Spa &amp; Sauna</b>              |                 |            |                         |                         |                              |                             |               |
| Adult SSS                                 | Per visit       | Taxable    | 11.00                   | 11.20                   | 0.20                         | 1.8%                        | Non-Statutory |
| Adult SSS Concession                      | Per visit       | Taxable    | 8.90                    | 9.10                    | 0.20                         | 2.2%                        | Non-Statutory |
| Adult SSS Concession- Staying Active      | Per visit       | Taxable    | 6.65                    | 6.75                    | 0.10                         | 1.5%                        | Non-Statutory |
| PLUS SSS - Staying Active                 | Per visit       | Taxable    | 3.45                    | 3.50                    | 0.05                         | 1.4%                        | Non-Statutory |
| Plus Adult SSS                            | Per visit       | Taxable    | 4.70                    | 4.80                    | 0.10                         | 2.1%                        | Non-Statutory |
| Plus SSS Concession                       | Per visit       | Taxable    | 4.00                    | 4.10                    | 0.10                         | 2.5%                        | Non-Statutory |
| <b>RLC - FITNESS</b>                      |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges                         | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Aerobics &amp; Gymnasium</b>                         |                 |            |                         |                         |                              |                             |               |
| Aqua Aerobics   | Per visit       | Taxable    | 12.60                   | 12.85                   | 0.25                         | 2.0%                        | Non-Statutory |
| Aqua Aerobics Concession                                | Per visit       | Taxable    | 9.95                    | 10.15                   | 0.20                         | 2.0%                        | Non-Statutory |
| Aqua Aerobics- 20 Visit Pass                            | Per visit       | Taxable    | 226.80                  | 231.30                  | 4.50                         | 2.0%                        | Non-Statutory |
| Aqua Aerobics- 20 Visit Pass Concession                 | Per visit       | Taxable    | 179.10                  | 182.70                  | 3.60                         | 2.0%                        | Non-Statutory |
| Arthritis Class   | Per visit       | Taxable    | 9.95                    | 10.15                   | 0.20                         | 2.0%                        | Non-Statutory |
| Body Analysis Session Non-member                        | Per visit       | Taxable    | 20.00                   | 20.00                   | -                            | 0.0%                        | Non-Statutory |
| Body Analysis Session member                            | Per visit       | Taxable    | No charge               | No charge               | -                            | 0.0%                        | Non-Statutory |
| Casual Adult Gym  | Per visit       | Taxable    | 15.40                   | 15.70                   | 0.30                         | 1.9%                        | Non-Statutory |
| Casual Adult Gym - Concession                           | Per visit       | Taxable    | 12.30                   | 12.55                   | 0.25                         | 2.0%                        | Non-Statutory |
| Group Fitness Class                                     | Per visit       | Taxable    | 15.40                   | 15.70                   | 0.30                         | 1.9%                        | Non-Statutory |
| Group Fitness Class - Concession                        | Per visit       | Taxable    | 12.30                   | 12.55                   | 0.25                         | 2.0%                        | Non-Statutory |
| Group Fitness Multi-Visit Pass - 20 Visits              | Per visit       | Taxable    | 277.20                  | 282.75                  | 5.55                         | 2.0%                        | Non-Statutory |
| Group Fitness Multi-Visit Pass - 20 Visits - Concession | Per visit       | Taxable    | 221.40                  | 225.85                  | 4.45                         | 2.0%                        | Non-Statutory |
| Living Longer Living Strong Classes                     | Per visit       | Taxable    | 5.10                    | 5.20                    | 0.10                         | 2.0%                        | Non-Statutory |
| Living Longer Living Strong Classes- 20 Visit Pass      | Per visit       | Taxable    | 91.80                   | 93.65                   | 1.85                         | 2.0%                        | Non-Statutory |
| Staying Active Aerobics- 20 Visit Pass                  | Per visit       | Taxable    | 163.80                  | 167.10                  | 3.30                         | 2.0%                        | Non-Statutory |
| Staying Active Casual Gym                               | Per visit       | Taxable    | 9.85                    | 10.00                   | 0.15                         | 1.5%                        | Non-Statutory |
| Staying Active Group Exercise Class                     | Per visit       | Taxable    | 9.10                    | 9.30                    | 0.20                         | 2.2%                        | Non-Statutory |
| Teen Aerobics- 20 Visit Pass                            | Per visit       | Taxable    | 153.00                  | 144.00                  | - 9.00                       | -5.9%                       | Non-Statutory |
| Teen Casual Gym   | Per visit       | Taxable    | 7.90                    | 8.00                    | 0.10                         | 1.3%                        | Non-Statutory |
| Teen Group Exercise                                     | Per visit       | Taxable    | 8.50                    | 8.35                    | - 0.15                       | -1.8%                       | Non-Statutory |
| <b>Hire</b>   |                 |            |                         |                         |                              |                             |               |
| Consulting Rooms - Monthly Rent                         | Per month       | Taxable    | 525.00                  | 525.00                  | -                            | 0.0%                        | Non-Statutory |
| Room Hire per Hour - Meeting Room / Creche              | Per hour        | Taxable    | 31.80                   | 32.45                   | 0.65                         | 2.0%                        | Non-Statutory |

| Description of Fees and Charges                        | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Room Hire per Hour - Studio 1 / Studio 2 & Creche      | Per hour        | Taxable    | 52.55                   | 53.60                   | 1.05                         | 2.0%                        | Non-Statutory |
| Room Hire per Hour - Studio 2 / Cycle Room             | Per hour        | Taxable    | 42.00                   | 42.85                   | 0.85                         | 2.0%                        | Non-Statutory |
| <b>Memberships- Health Club</b>                        |                 |            |                         |                         |                              |                             |               |
| Administration Fee - All Memberships                   | Per membership  | Taxable    | 30.00                   | 30.00                   | -                            | 0.0%                        | Non-Statutory |
| Adult 12 Month - Direct Debit Fortnightly              | Per membership  | Taxable    | 35.72                   | 36.45                   | 0.73                         | 2.0%                        | Non-Statutory |
| Adult 12 Month - Direct Debit Fortnightly - Concession | Per membership  | Taxable    | 28.60                   | 29.15                   | 0.55                         | 1.9%                        | Non-Statutory |
| Adult 12 Month - Upfront                               | Per membership  | Taxable    | 928.75                  | 947.35                  | 18.60                        | 2.0%                        | Non-Statutory |
| Adult 12 Month - Upfront - Concession                  | Per membership  | Taxable    | 743.00                  | 757.85                  | 14.85                        | 2.0%                        | Non-Statutory |
| Adult 3 Month - Upfront                                | Per membership  | Taxable    | 235.75                  | 240.45                  | 4.70                         | 2.0%                        | Non-Statutory |
| Adult 3 Month - Upfront - Concession                   | Per membership  | Taxable    | 188.60                  | 192.35                  | 3.75                         | 2.0%                        | Non-Statutory |
| Adult Flexi - Direct Debit Fortnightly                 | Per membership  | Taxable    | 39.30                   | 40.10                   | 0.80                         | 2.0%                        | Non-Statutory |
| Adult Flexi - Direct Debit Fortnightly - Concession    | Per membership  | Taxable    | 31.40                   | 32.00                   | 0.60                         | 1.9%                        | Non-Statutory |
| Staying Active 12 Month - Direct Debit Fortnightly     | Per membership  | Taxable    | 22.86                   | 23.30                   | 0.44                         | 1.9%                        | Non-Statutory |
| Staying Active 12 Month - Upfront                      | Per membership  | Taxable    | 594.40                  | 606.30                  | 11.90                        | 2.0%                        | Non-Statutory |
| Staying Active 3 Month - Upfront                       | Per membership  | Taxable    | 150.85                  | 153.85                  | 3.00                         | 2.0%                        | Non-Statutory |
| Staying Active Flexi - Direct Debit Fortnightly        | Per membership  | Taxable    | 25.11                   | 25.60                   | 0.49                         | 2.0%                        | Non-Statutory |
| Teen 12 Monthly - Direct Debit Fortnightly             | Per membership  | Taxable    | 18.30                   | 18.65                   | 0.35                         | 1.9%                        | Non-Statutory |
| Teen 12 Monthly - Upfront                              | Per membership  | Taxable    | 475.50                  | 485.00                  | 9.50                         | 2.0%                        | Non-Statutory |
| Teen 3 Month - Upfront                                 | Per membership  | Taxable    | 120.75                  | 123.15                  | 2.40                         | 2.0%                        | Non-Statutory |
| Teen Flexi - Direct Debit Fortnightly                  | Per membership  | Taxable    | 20.10                   | 20.50                   | 0.40                         | 2.0%                        | Non-Statutory |
| <b>Memberships- Health Club</b>                        |                 |            |                         |                         |                              |                             |               |
| Neighbourhood House monthly                            | Per membership  | Taxable    | 20.50                   | 20.00                   | - 0.50                       | -2.4%                       | Non-Statutory |
| Work Cover - Health Club - 12 Months                   | Per membership  | Taxable    | 1,020.00                | 1,040.00                | 20.00                        | 2.0%                        | Non-Statutory |
| Work Cover - Health Club - 3 Months                    | Per membership  | Taxable    | 440.00                  | 448.80                  | 8.80                         | 2.0%                        | Non-Statutory |
| <b>Personal Training</b>                               |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges                    | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Personal Training Session (30 Mins)                | Per session     | Taxable     | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| Personal Training Session (45 Mins)                | Per session     | Taxable     | -                       | 75.00                   | 75.00                        | 100.0%                      | Non-Statutory |
| Personal Training Session (60 Mins)                | Per session     | Taxable     | -                       | 100.00                  | 100.00                       | 100.0%                      | Non-Statutory |
| Personal Training 10 Session Pass                  | Per session     | Taxable     | 450.00                  | 450.00                  | -                            | 0.0%                        | Non-Statutory |
| PT Starter Pack (3 Sessions) first time users only | Per session     | Taxable     | 99.00                   | 99.00                   | -                            | 0.0%                        | Non-Statutory |
| PT1 Membership- Direct Debit                       | Per session     | Taxable     | 80.00                   | 80.00                   | -                            | 0.0%                        | Non-Statutory |
| PT2 Membership- Direct Debit                       | Per session     | Taxable     | 176.00                  | 176.00                  | -                            | 0.0%                        | Non-Statutory |
| Small Group Training - per person                  | Per session     | Taxable     | 12.50                   | 12.75                   | 0.25                         | 2.0%                        | Non-Statutory |
| <b>RLC - CRECHE</b>                                |                 |             |                         |                         |                              |                             |               |
| <b>Child Care</b>                                  |                 |             |                         |                         |                              |                             |               |
| Occasional Care (1 Child Per Session)              | Per session     | Taxable     | 6.90                    | 7.00                    | 0.10                         | 1.4%                        | Non-Statutory |
| Occasional Care (Additional Child)                 | Per session     | Taxable     | 3.70                    | 3.75                    | 0.05                         | 1.4%                        | Non-Statutory |
| <b>RLC - SWIM SCHOOL</b>                           |                 |             |                         |                         |                              |                             |               |
| <b>Learn to Swim Membership</b>                    |                 |             |                         |                         |                              |                             |               |
| Adult Squad Training - Per Week                    | Per lesson      | Taxable     | 12.30                   | 12.55                   | 0.25                         | 2.0%                        | Non-Statutory |
| Swim Lessons - Adult - Per Week                    | Per lesson      | Non-Taxable | 15.80                   | 16.15                   | 0.35                         | 2.2%                        | Non-Statutory |
| Swim Lessons - LTS - Concession - Per Week         | Per lesson      | Non-Taxable | 12.60                   | 12.85                   | 0.25                         | 2.0%                        | Non-Statutory |
| Swim Lessons - LTS - Per Week                      | Per lesson      | Non-Taxable | 14.20                   | 14.50                   | 0.30                         | 2.1%                        | Non-Statutory |
| Swim Lessons - Private - Per Week                  | Per lesson      | Non-Taxable | 43.00                   | 43.85                   | 0.85                         | 2.0%                        | Non-Statutory |
| Swim Lessons - Women's Night - Group Rate          | Per lesson      | Non-Taxable | 5.90                    | 6.00                    | 0.10                         | 1.7%                        | Non-Statutory |
| Swim Lessons- LTS - Special Needs - Per Week       | Per lesson      | Non-Taxable | 21.00                   | 21.40                   | 0.40                         | 1.9%                        | Non-Statutory |
| <b>School Swimming</b>                             |                 |             |                         |                         |                              |                             |               |
| School Swimming - Per Student                      | Per lesson      | Taxable     | 3.70                    | 3.75                    | 0.05                         | 1.4%                        | Non-Statutory |
| School Swimming - 45 Minute Lesson - 1:06 Ratio    | Per lesson      | Taxable     | 11.50                   | 11.70                   | 0.20                         | 1.7%                        | Non-Statutory |
| School Swimming - 45 Minute Lesson - 1:08 Ratio    | Per lesson      | Taxable     | 9.55                    | 9.75                    | 0.20                         | 2.1%                        | Non-Statutory |
| School Swimming - 45 Minute Lesson - 1:10 Ratio    | Per lesson      | Taxable     | 8.40                    | 8.60                    | 0.20                         | 2.4%                        | Non-Statutory |



| Description of Fees and Charges                      | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| School Swimming - 45 Minute Lesson - 1:12 Ratio      | Per lesson      | Taxable    | 7.60                    | 7.75                    | 0.15                         | 2.0%                        | Non-Statutory |
| School Swimming - Teacher - 45 Minute Class          | Per lesson      | Taxable    | 46.80                   | 47.75                   | 0.95                         | 2.0%                        | Non-Statutory |
| <b>DAREBIN INTERNATIONAL SPORTS CENTRE</b>           |                 |            |                         |                         |                              |                             |               |
| <b>DCBC - State Lawn Bowls Centre</b>                |                 |            |                         |                         |                              |                             |               |
| Community hire - per person for 2 hours              | Per hour        | Taxable    | 11.00                   | 11.00                   | -                            | 0.0%                        | Non-Statutory |
| Indoor Green hire- cycling event full day            | Per day         | Taxable    | 600.00                  | 610.00                  | 10.00                        | 1.7%                        | Non-Statutory |
| <b>FFV - State Football Centre</b>                   |                 |            |                         |                         |                              |                             |               |
| Daily Rates Commercial Booking                       | Per day         | Taxable    | 1,260.00                | 1,282.00                | 22.00                        | 1.7%                        | Non-Statutory |
| Daily Rates Community Booking                        | Per day         | Taxable    | 630.00                  | 641.00                  | 11.00                        | 1.7%                        | Non-Statutory |
| Daily Rates FFV Affiliated Club                      | Per day         | Taxable    | 790.00                  | 804.00                  | 14.00                        | 1.8%                        | Non-Statutory |
| Hourly Rates FFV Affiliated Club                     | Per hour        | Taxable    | 125.00                  | 127.00                  | 2.00                         | 1.6%                        | Non-Statutory |
| Hourly Rates Northcote FC                            | Per hour        | Taxable    | 55.00                   | 56.00                   | 1.00                         | 1.8%                        | Non-Statutory |
| Hourly Rates Schools (After Hours)                   | Per hour        | Taxable    | 125.00                  | 127.00                  | 2.00                         | 1.6%                        | Non-Statutory |
| Hourly Rates Schools (School Hours)                  | Per hour        | Taxable    | 78.00                   | 80.00                   | 2.00                         | 2.6%                        | Non-Statutory |
| Hourly Rates Social Booking                          | Per hour        | Taxable    | 190.00                  | 193.00                  | 3.00                         | 1.6%                        | Non-Statutory |
| <b>DAREBIN COMMUNITY SPORTS STADIUM</b>              |                 |            |                         |                         |                              |                             |               |
| <b>Stadium Entry Fees</b>                            |                 |            |                         |                         |                              |                             |               |
| Adult  | Per visit       | Taxable    | 2.50                    | 2.55                    | 0.05                         | 2.0%                        | Non-Statutory |
| Concession (Student, Health Care Card, Pension Card) | Per visit       | Taxable    | 2.20                    | 2.25                    | 0.05                         | 2.3%                        | Non-Statutory |
| Family (2 Adults, 2 Children)                        | Per visit       | Taxable    | 7.20                    | 7.30                    | 0.10                         | 1.4%                        | Non-Statutory |
| <b>Programs</b>                                      |                 |            |                         |                         |                              |                             |               |
| Group Class- Community Access                        | Per item        | Taxable    | 6.00                    | 6.10                    | 0.10                         | 1.7%                        | Non-Statutory |
| Group Fitness  | Per item        | Taxable    | 16.50                   | 16.80                   | 0.30                         | 1.8%                        | Non-Statutory |
| Group Fitness Concession                             | Per item        | Taxable    | 14.00                   | 14.25                   | 0.25                         | 1.8%                        | Non-Statutory |
| Rock Up Netball Team Sheet                           | Per item        | Taxable    | 70.00                   | 71.20                   | 1.20                         | 1.7%                        | Non-Statutory |

| Description of Fees and Charges                      | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Rock Up individual                                   | Per item        | Taxable    | 10.00                   | 10.20                   | 0.20                         | 2.0%                        | Non-Statutory |
| School Holiday Program                               | Per item        | Taxable    | 60.00                   | 61.00                   | 1.00                         | 1.7%                        | Non-Statutory |
| <b>Facility Hire</b>                                 |                 |            |                         |                         |                              |                             |               |
| Foyer Office Hire                                    | Per hour        | Taxable    | 5.00                    | 5.10                    | 0.10                         | 2.0%                        | Non-Statutory |
| Indoor Court Hire - Off Peak                         | Per hour        | Taxable    | 43.00                   | 43.75                   | 0.75                         | 1.7%                        | Non-Statutory |
| Indoor Court Hire - Peak                             | Per hour        | Taxable    | 56.00                   | 56.95                   | 0.95                         | 1.7%                        | Non-Statutory |
| Indoor Court Hire - Peak/ Contracted                 | Per hour        | Taxable    | 53.00                   | 53.95                   | 0.95                         | 1.8%                        | Non-Statutory |
| Mezzanine Hire                                       | Per hour        | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| Multi Purpose Room Hire                              | Per hour        | Taxable    | 36.00                   | 36.65                   | 0.65                         | 1.8%                        | Non-Statutory |
| Outdoor Court Hire - Lights Off                      | Per hour        | Taxable    | 33.00                   | 33.60                   | 0.60                         | 1.8%                        | Non-Statutory |
| Outdoor Court Hire - Lights On                       | Per hour        | Taxable    | 36.00                   | 36.60                   | 0.60                         | 1.7%                        | Non-Statutory |
| Storage Fee  | Per hour        | Taxable    | 5.00                    | 5.10                    | 0.10                         | 2.0%                        | Non-Statutory |
| Tennis Court Hire - Lights Off                       | Per hour        | Taxable    | 33.00                   | 33.60                   | 0.60                         | 1.8%                        | Non-Statutory |
| Tennis Court Hire - Lights On                        | Per hour        | Taxable    | 36.00                   | 36.65                   | 0.65                         | 1.8%                        | Non-Statutory |
| Upstairs Office Hire                                 | Per hour        | Taxable    | 15.00                   | 15.25                   | 0.25                         | 1.7%                        | Non-Statutory |
| <b>NORTHCOTE GOLF COURSE</b>                         |                 |            |                         |                         |                              |                             |               |
| <b>Membership Fees</b>                               |                 |            |                         |                         |                              |                             |               |
| Adult 5 weekday direct debit (fortnight)             | Per membership  | Taxable    | 27.50                   | 27.90                   | 0.40                         | 1.5%                        | Non-Statutory |
| Adult 5 weekday upfront                              | Per membership  | Taxable    | 649.00                  | 659.00                  | 10.00                        | 1.5%                        | Non-Statutory |
| Adult 7 day Upfront                                  | Per membership  | Taxable    | 749.00                  | 759.00                  | 10.00                        | 1.3%                        | Non-Statutory |
| Adult 7 day direct debit (fortnight)                 | Per membership  | Taxable    | 31.00                   | 31.55                   | 0.55                         | 1.8%                        | Non-Statutory |
| Concession/ Pensioner 5 day direct debit (fortnight) | Per membership  | Taxable    | 21.00                   | 21.40                   | 0.40                         | 1.9%                        | Non-Statutory |
| Concession/Pensioner 5 day upfront                   | Per membership  | Taxable    | 499.00                  | 509.00                  | 10.00                        | 2.0%                        | Non-Statutory |
| Concession/Pensioner 7 day direct debit (fortnight)  | Per membership  | Taxable    | 25.00                   | 25.45                   | 0.45                         | 1.8%                        | Non-Statutory |
| Concession/Pensioner 7 day upfront                   | Per membership  | Taxable    | 589.00                  | 599.00                  | 10.00                        | 1.7%                        | Non-Statutory |

| Description of Fees and Charges                                   | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Junior 7 day direct debit (fortnight)                             | Per membership  | Taxable    | 13.00                   | 13.25                   | 0.25                         | 1.9%                        | Non-Statutory |
| Junior 7 day upfront  | Per membership  | Taxable    | 299.00                  | 309.00                  | 10.00                        | 3.3%                        | Non-Statutory |
| <b>Joining Fee</b>  |                 |            |                         |                         |                              |                             |               |
| Adult   | Per fee         | Taxable    | 100.00                  | 101.75                  | 1.75                         | 1.8%                        | Non-Statutory |
| Junior  | Per fee         | Taxable    | 50.00                   | 50.90                   | 0.90                         | 1.8%                        | Non-Statutory |
| <b>Green Fees</b>   |                 |            |                         |                         |                              |                             |               |
| Adult 9 Holes   | Per fee         | Taxable    | 21.00                   | 21.40                   | 0.40                         | 1.9%                        | Non-Statutory |
| Adults 18 Holes   | Per fee         | Taxable    | 28.50                   | 29.00                   | 0.50                         | 1.8%                        | Non-Statutory |
| Concession 18 Holes   | Per fee         | Taxable    | 24.00                   | 24.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Concession 9 Holes  | Per fee         | Taxable    | 17.00                   | 17.30                   | 0.30                         | 1.8%                        | Non-Statutory |
| Junior 18 Holes (Weekdays Weekend & Public Holidays after midday) | Per fee         | Taxable    | 14.00                   | 14.25                   | 0.25                         | 1.8%                        | Non-Statutory |
| Junior 9 Holes (Weekdays Weekend & Public Holidays after midday)  | Per fee         | Taxable    | 12.00                   | 12.20                   | 0.20                         | 1.7%                        | Non-Statutory |
| <b>NORTHCOTE AQUATIC &amp; REC. CENTRE</b>                        |                 |            |                         |                         |                              |                             |               |
| <b>10 Pass Cards</b>  |                 |            |                         |                         |                              |                             |               |
| Adult Swim (10)   | Per visit       | Taxable    | 61.20                   | 62.25                   | 1.05                         | 1.7%                        | Non-Statutory |
| Adult Swim (10) - Concession                                      | Per visit       | Taxable    | 49.50                   | 50.35                   | 0.85                         | 1.7%                        | Non-Statutory |
| Child Swim (10)   | Per visit       | Taxable    | 49.50                   | 50.35                   | 0.85                         | 1.7%                        | Non-Statutory |
| Family Swim (10)  | Per visit       | Taxable    | 171.90                  | 174.90                  | 3.00                         | 1.7%                        | Non-Statutory |
| Family Swim (10) Concession                                       | Per visit       | Taxable    | 148.50                  | 151.10                  | 2.60                         | 1.8%                        | Non-Statutory |
| Group Fitness (10) - Concession                                   | Per visit       | Taxable    | 126.00                  | 128.20                  | 2.20                         | 1.7%                        | Non-Statutory |
| Group Fitness (10) - Pryme  | Per visit       | Taxable    | 67.50                   | 68.65                   | 1.15                         | 1.7%                        | Non-Statutory |
| Group Fitness Class (10)  | Per visit       | Taxable    | 148.50                  | 151.10                  | 2.60                         | 1.8%                        | Non-Statutory |
| Swim, Spa, Sauna (10)   | Per visit       | Taxable    | 108.00                  | 109.90                  | 1.90                         | 1.8%                        | Non-Statutory |
| Swim, Spa, Sauna (10) - Concession                                | Per visit       | Taxable    | 91.80                   | 93.40                   | 1.60                         | 1.7%                        | Non-Statutory |
| <b>20 Visits</b>  |                 |            |                         |                         |                              |                             |               |

| Description of Fees and Charges    | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|------------------------------------|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Single Child Care Non Members (20) | Per visit       | Taxable    | 189.00                  | 192.30                  | 3.30                         | 1.7%                        | Non-Statutory |
| <b>20 Visits- Child Pass</b>       |                 |            |                         |                         |                              |                             |               |
| Family Care Non Members (20)       | Per visit       | Taxable    | 366.30                  | 366.30                  | -                            | 0.0%                        | Non-Statutory |
| Single Child Care Members (20)     | Per visit       | Taxable    | 122.70                  | 122.70                  | -                            | 0.0%                        | Non-Statutory |
| <b>20 Visits- Family Pass</b>      |                 |            |                         |                         |                              |                             |               |
| Family Care Members (20)           | Per visit       | Taxable    | 175.00                  | 178.00                  | 3.00                         | 1.7%                        | Non-Statutory |
| <b>Aqua</b>                        |                 |            |                         |                         |                              |                             |               |
| Aqua Aerobics                      | Per visit       | Taxable    | 16.50                   | 16.80                   | 0.30                         | 1.8%                        | Non-Statutory |
| Aqua Aerobics - Concession         | Per visit       | Taxable    | 14.40                   | 14.65                   | 0.25                         | 1.7%                        | Non-Statutory |
| Aqua Movers                        | Per visit       | Taxable    | 7.50                    | 7.65                    | 0.15                         | 2.0%                        | Non-Statutory |
| <b>Aqua Memberships</b>            |                 |            |                         |                         |                              |                             |               |
| Concession joining fee             | Per membership  | Taxable    | 70.00                   | 71.20                   | 1.20                         | 1.7%                        | Non-Statutory |
| Fortnightly Debit                  | Per membership  | Taxable    | 28.00                   | 28.50                   | 0.50                         | 1.8%                        | Non-Statutory |
| Fortnightly Debit - Concession     | Per membership  | Taxable    | 24.00                   | 24.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Joining fee                        | Per membership  | Taxable    | 90.00                   | 91.60                   | 1.60                         | 1.8%                        | Non-Statutory |
| <b>Carnivals</b>                   |                 |            |                         |                         |                              |                             |               |
| 25M Lane Hire per Hour (Casual)    | Per hour        | Taxable    | 51.00                   | 51.90                   | 0.90                         | 1.8%                        | Non-Statutory |
| 25m whole pool hire per hour       | Per hour        | Taxable    | 143.00                  | 145.50                  | 2.50                         | 1.7%                        | Non-Statutory |
| 50M Lane Hire per Hour (Casual)    | Per hour        | Taxable    | 64.00                   | 65.10                   | 1.10                         | 1.7%                        | Non-Statutory |
| 50m whole pool Hire per Hour       | Per hour        | Taxable    | 300.00                  | 305.25                  | 5.25                         | 1.8%                        | Non-Statutory |
| Lifeguard Hire Rate for Carnivals  | Per hour        | Taxable    | 40.00                   | 40.70                   | 0.70                         | 1.8%                        | Non-Statutory |
| <b>Casual Gym</b>                  |                 |            |                         |                         |                              |                             |               |
| Access for All                     | Per session     | Taxable    | 5.00                    | 5.10                    | 0.10                         | 2.0%                        | Non-Statutory |
| Active Adults                      | Per session     | Taxable    | 7.50                    | 7.65                    | 0.15                         | 2.0%                        | Non-Statutory |
| Adult Gym/Swim/Spa/Steam           | Per session     | Taxable    | 21.50                   | 21.90                   | 0.40                         | 1.9%                        | Non-Statutory |

| Description of Fees and Charges                             | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Gym Concession  | Per session     | Taxable    | 18.30                   | 18.60                   | 0.30                         | 1.6%                        | Non-Statutory |
| Health Consultation   | Per session     | Taxable    | 70.00                   | 71.20                   | 1.20                         | 1.7%                        | Non-Statutory |
| <b>Child Care</b>   |                 |            |                         |                         |                              |                             |               |
| Members (Per Child Per Session)                             | Per session     | Taxable    | 6.70                    | 6.80                    | 0.10                         | 1.5%                        | Non-Statutory |
| Non Members (Per Child Per Session)                         | Per session     | Taxable    | 12.50                   | 12.70                   | 0.20                         | 1.6%                        | Non-Statutory |
| <b>Family Members (2 or more from same family)</b>          |                 |            |                         |                         |                              |                             |               |
| Members (Per Child Per Session)                             | Per session     | Taxable    | 10.50                   | 10.70                   | 0.20                         | 1.9%                        | Non-Statutory |
| Non Members   | Per session     | Taxable    | 20.00                   | 20.35                   | 0.35                         | 1.8%                        | Non-Statutory |
| Occasional Care - 1 Child (2 hours)                         | Per session     | Taxable    | 18.00                   | 18.30                   | 0.30                         | 1.7%                        | Non-Statutory |
| <b>Group Fitness</b>  |                 |            |                         |                         |                              |                             |               |
| Group Fitness Adult   | Per session     | Taxable    | 16.50                   | 16.80                   | 0.30                         | 1.8%                        | Non-Statutory |
| Group Fitness Concession                                    | Per session     | Taxable    | 14.00                   | 14.25                   | 0.25                         | 1.8%                        | Non-Statutory |
| Group Fitness Pryme (specific classes)                      | Per session     | Taxable    | 7.50                    | 7.65                    | 0.15                         | 2.0%                        | Non-Statutory |
| Group Fitness Teenage (specific classes)                    | Per session     | Taxable    | 8.00                    | 8.15                    | 0.15                         | 1.9%                        | Non-Statutory |
| <b>Health &amp; Wellness Membership Gym/Aerobics/S/S/S)</b> |                 |            |                         |                         |                              |                             |               |
| 12 Month  | Per membership  | Taxable    | 1,192.00                | 1,212.85                | 20.85                        | 1.7%                        | Non-Statutory |
| 12 Month - Concession                                       | Per membership  | Taxable    | 1,028.20                | 1,046.20                | 18.00                        | 1.8%                        | Non-Statutory |
| 3 Month   | Per membership  | Taxable    | 477.00                  | 485.35                  | 8.35                         | 1.8%                        | Non-Statutory |
| 3 Month - Concession  | Per membership  | Taxable    | 405.00                  | 412.10                  | 7.10                         | 1.8%                        | Non-Statutory |
| 6 Month   | Per membership  | Taxable    | 733.00                  | 745.85                  | 12.85                        | 1.8%                        | Non-Statutory |
| 6 Month - Concession  | Per membership  | Taxable    | 620.00                  | 630.85                  | 10.85                        | 1.8%                        | Non-Statutory |
| Concession joining fee                                      | Per membership  | Taxable    | 90.00                   | 91.60                   | 1.60                         | 1.8%                        | Non-Statutory |
| Fortnightly Debit   | Per membership  | Taxable    | 42.00                   | 42.75                   | 0.75                         | 1.8%                        | Non-Statutory |
| Fortnightly Debit - Concession                              | Per membership  | Taxable    | 35.70                   | 36.30                   | 0.60                         | 1.7%                        | Non-Statutory |
| Joining fee   | Per membership  | Taxable    | 100.00                  | 101.75                  | 1.75                         | 1.8%                        | Non-Statutory |

| Description of Fees and Charges                         | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| PrYme membership  | Per membership  | Taxable    | 28.00                   | 28.50                   | 0.50                         | 1.8%                        | Non-Statutory |
| <b>Other Fees</b>                                       |                 |            |                         |                         |                              |                             |               |
| Lockers   | Per item        | Taxable    | 3.50                    | 3.55                    | 0.05                         | 1.4%                        | Non-Statutory |
| Lost Locker Keys  | Per item        | Taxable    | 20.00                   | 20.35                   | 0.35                         | 1.8%                        | Non-Statutory |
| Security Pouch  | Per item        | Taxable    | 3.50                    | 3.55                    | 0.05                         | 1.4%                        | Non-Statutory |
| <b>Personal Training</b>                                |                 |            |                         |                         |                              |                             |               |
| Challenge Fitness Camp - Members rate (per session)     | Per session     | Taxable    | 15.50                   | 15.75                   | 0.25                         | 1.6%                        | Non-Statutory |
| Challenge Fitness Camp - Non members rate (per session) | Per session     | Taxable    | 20.50                   | 20.85                   | 0.35                         | 1.7%                        | Non-Statutory |
| Personal Training 1 on 1 - 30 minutes - Member          | Per session     | Taxable    | 43.00                   | 43.75                   | 0.75                         | 1.7%                        | Non-Statutory |
| Personal Training 1 on 1 - 30 minutes - Non Member      | Per session     | Taxable    | 53.00                   | 53.95                   | 0.95                         | 1.8%                        | Non-Statutory |
| Personal Training 1 on 1 - 60 minutes - Member          | Per session     | Taxable    | 71.00                   | 72.25                   | 1.25                         | 1.8%                        | Non-Statutory |
| Personal Training 1 on 1 - 60 minutes - Non Member      | Per session     | Taxable    | 89.00                   | 90.55                   | 1.55                         | 1.7%                        | Non-Statutory |
| Personal Training 2 on 1 - 30 minutes - Member          | Per session     | Taxable    | 64.00                   | 65.10                   | 1.10                         | 1.7%                        | Non-Statutory |
| Personal Training 2 on 1 - 30 minutes - Non Member      | Per session     | Taxable    | 80.00                   | 81.40                   | 1.40                         | 1.8%                        | Non-Statutory |
| Personal Training 2 on 1 - 60 minutes - Member          | Per session     | Taxable    | 107.00                  | 108.85                  | 1.85                         | 1.7%                        | Non-Statutory |
| Personal Training 2 on 1 - 60 minutes - Non Member      | Per session     | Taxable    | 133.00                  | 135.35                  | 2.35                         | 1.8%                        | Non-Statutory |
| Personal Training 3 on 1 - 30 minutes - Member          | Per session     | Taxable    | 75.00                   | 76.30                   | 1.30                         | 1.7%                        | Non-Statutory |
| Personal Training 3 on 1 - 30 minutes - Non Member      | Per session     | Taxable    | 94.00                   | 95.64                   | 1.64                         | 1.7%                        | Non-Statutory |
| Personal Training 3 on 1 - 60 minutes - Member          | Per session     | Taxable    | 125.00                  | 127.20                  | 2.20                         | 1.8%                        | Non-Statutory |
| Personal Training 3 on 1 - 60 minutes - Non Member      | Per session     | Taxable    | 155.00                  | 157.70                  | 2.70                         | 1.7%                        | Non-Statutory |
| <b>Room Hire</b>  |                 |            |                         |                         |                              |                             |               |
| Birthday Party Per Child fee (10 children for more)     | Per room        | Taxable    | 16.00                   | 16.30                   | 0.30                         | 1.9%                        | Non-Statutory |
| Birthday Party Room                                     | Per room        | Taxable    | 60.00                   | 61.05                   | 1.05                         | 1.8%                        | Non-Statutory |
| Birthday Party additional instructor                    | Per room        | Taxable    | 99.00                   | 100.75                  | 1.75                         | 1.8%                        | Non-Statutory |
| Group Fitness Studio                                    | Per room        | Taxable    | 130.00                  | 132.30                  | 2.30                         | 1.8%                        | Non-Statutory |

| Description of Fees and Charges                                    | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Occasional Care Room   | Per room        | Taxable     | 85.00                   | 86.50                   | 1.50                         | 1.8%                        | Non-Statutory |
| Programme Room 2   | Per room        | Taxable     | 110.00                  | 111.90                  | 1.90                         | 1.7%                        | Non-Statutory |
| <b>Schools Lessons- Child School Entry</b>                         |                 |             |                         |                         |                              |                             |               |
| Schools T2 & T3 - Student lesson rate: Ratio 1:6                   | Per lesson      | Non-Taxable | 11.50                   | 11.70                   | 0.20                         | 1.7%                        | Non-Statutory |
| Schools T2 & T3 - Student lesson rate: Ratio 1:7                   | Per lesson      | Non-Taxable | 11.50                   | 11.70                   | 0.20                         | 1.7%                        | Non-Statutory |
| Schools T2 & T3 - Student lesson rate: Ratio 1:8                   | Per lesson      | Non-Taxable | 10.00                   | 10.20                   | 0.20                         | 2.0%                        | Non-Statutory |
| Schools T2 & T3 - Student lesson rate: Ratio 1:9                   | Per lesson      | Non-Taxable | 10.00                   | 10.20                   | 0.20                         | 2.0%                        | Non-Statutory |
| Schools T4 & T1 - Student lesson rate: Ratio 1:6                   | Per lesson      | Non-Taxable | 12.00                   | 12.20                   | 0.20                         | 1.7%                        | Non-Statutory |
| Schools T4 & T1 - Student lesson rate: Ratio 1:7                   | Per lesson      | Non-Taxable | 12.00                   | 12.20                   | 0.20                         | 1.7%                        | Non-Statutory |
| Schools T4 & T1 - Student lesson rate: Ratio 1:8                   | Per lesson      | Non-Taxable | 11.50                   | 11.70                   | 0.20                         | 1.7%                        | Non-Statutory |
| Schools T4 & T1 - Student lesson rate: Ratio 1:9                   | Per lesson      | Non-Taxable | 11.50                   | 11.70                   | 0.20                         | 1.7%                        | Non-Statutory |
| <b>Swim Club</b>   |                 |             |                         |                         |                              |                             |               |
| Swim Club - 1 lesson per week                                      | Per lesson      | Taxable     | 16.30                   | 16.70                   | 0.40                         | 2.5%                        | Non-Statutory |
| Swim Club - 2 lesson per week                                      | Per lesson      | Taxable     | 28.75                   | 29.25                   | 0.50                         | 1.7%                        | Non-Statutory |
| Swim Club - 3 lesson per week                                      | Per lesson      | Taxable     | 39.00                   | 39.70                   | 0.70                         | 1.8%                        | Non-Statutory |
| Swim Club - 4 lesson per week                                      | Per lesson      | Taxable     | 47.00                   | 47.80                   | 0.80                         | 1.7%                        | Non-Statutory |
| Swim Club - 5 lesson per week                                      | Per lesson      | Taxable     | 55.70                   | 56.65                   | 0.95                         | 1.7%                        | Non-Statutory |
| <b>Swim Entry</b>  |                 |             |                         |                         |                              |                             |               |
| Adult Concession Restricted Swim 8 am to 4pm (During School Terms) | Per lesson      | Taxable     | 4.50                    | 4.60                    | 0.10                         | 2.2%                        | Non-Statutory |
| Adult Swim - 16Yrs +   | Per lesson      | Taxable     | 6.80                    | 6.95                    | 0.15                         | 2.2%                        | Non-Statutory |
| Children under 2Yrs  | Per lesson      | Taxable     | No Charge               | No Charge               | -                            | 0.0%                        | Non-Statutory |
| Concession Swim  | Per lesson      | Taxable     | 5.50                    | 5.60                    | 0.10                         | 1.8%                        | Non-Statutory |
| Family (2 Adults & 3 Child.)                                       | Per lesson      | Taxable     | 19.10                   | 19.45                   | 0.35                         | 1.8%                        | Non-Statutory |
| Family (2 Adults & 3 Child.) concession                            | Per lesson      | Taxable     | 16.50                   | 16.80                   | 0.30                         | 1.8%                        | Non-Statutory |
| Junior Swim - 2Yrs +   | Per lesson      | Taxable     | 5.50                    | 5.60                    | 0.10                         | 1.8%                        | Non-Statutory |

| Description of Fees and Charges                           | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Non Participant Entry                                     | Per lesson      | Taxable     | 5.00                    | 5.10                    | 0.10                         | 2.0%                        | Non-Statutory |
| <b>Swim Lesson Junior Life</b>                            |                 |             |                         |                         |                              |                             |               |
| SS JLG Debit 1st  | Per lesson      | Non-Taxable | 33.00                   | 33.60                   | 0.60                         | 1.8%                        | Non-Statutory |
| <b>Swim Lessons- Joining Fee</b>                          |                 |             |                         |                         |                              |                             |               |
| All Swim Lessons  | Per lesson      | Non-Taxable | 30.00                   | 30.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>Swim Lessons- Swim School Infants price per lesson</b> |                 |             |                         |                         |                              |                             |               |
| SS Infant Debit   | Per lesson      | Non-Taxable | 19.50                   | 19.85                   | 0.35                         | 1.8%                        | Non-Statutory |
| SS Preschool Debit  | Per lesson      | Non-Taxable | 19.50                   | 19.85                   | 0.35                         | 1.8%                        | Non-Statutory |
| <b>Swim Lessons- term</b>                                 |                 |             |                         |                         |                              |                             |               |
| 12 month term payment                                     | Per lesson      | Non-Taxable | 495.00                  | 503.65                  | 8.65                         | 1.7%                        | Non-Statutory |
| 3 month term payment                                      | Per lesson      | Non-Taxable | 230.00                  | 234.00                  | 4.00                         | 1.7%                        | Non-Statutory |
| 6 month term payment                                      | Per lesson      | Non-Taxable | 310.00                  | 315.40                  | 5.40                         | 1.7%                        | Non-Statutory |
| <b>Swim School Adult price per lesson</b>                 |                 |             |                         |                         |                              |                             |               |
| SS Adult Debit  | Per lesson      | Non-Taxable | 22.00                   | 22.40                   | 0.40                         | 1.8%                        | Non-Statutory |
| <b>Swim School Primary price per lesson</b>               |                 |             |                         |                         |                              |                             |               |
| SS Primary Debit  | Per lesson      | Non-Taxable | 19.50                   | 19.85                   | 0.35                         | 1.8%                        | Non-Statutory |
| <b>Swim, Spa &amp; Sauna</b>                              |                 |             |                         |                         |                              |                             |               |
| Adult   | Per visit       | Taxable     | 12.00                   | 12.20                   | 0.20                         | 1.7%                        | Non-Statutory |
| After Class   | Per visit       | Taxable     | 4.70                    | 4.80                    | 0.10                         | 2.1%                        | Non-Statutory |
| After Entry   | Per visit       | Taxable     | 5.00                    | 5.10                    | 0.10                         | 2.0%                        | Non-Statutory |
| Concession - 6am - 4pm                                    | Per visit       | Taxable     | 10.20                   | 10.40                   | 0.20                         | 2.0%                        | Non-Statutory |
| <b>Teenage Memberships</b>                                |                 |             |                         |                         |                              |                             |               |
| Fortnightly Debit   | Per membership  | Taxable     | 25.50                   | 25.95                   | 0.45                         | 1.8%                        | Non-Statutory |
| Joining Fee   | Per membership  | Taxable     | 70.00                   | 71.20                   | 1.20                         | 1.7%                        | Non-Statutory |
| <b>Teenage Memberships</b>                                |                 |             |                         |                         |                              |                             |               |



| Description of Fees and Charges                        | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| 12 month   | Per membership  | Taxable    | 495.00                  | 503.65                  | 8.65                         | 1.7%                        | Non-Statutory |
| <b>Tennis</b>  |                 |            |                         |                         |                              |                             |               |
| 30min Private Lesson                                   | Per hour        | Taxable    | 45.00                   | 45.80                   | 0.80                         | 1.8%                        | Non-Statutory |
| 45min Private Lesson                                   | Per hour        | Taxable    | 60.00                   | 61.05                   | 1.05                         | 1.8%                        | Non-Statutory |
| 60min Private Lesson                                   | Per hour        | Taxable    | 75.00                   | 76.30                   | 1.30                         | 1.7%                        | Non-Statutory |
| Adult Group Coaching                                   | Per hour        | Taxable    | 19.00                   | 19.35                   | 0.35                         | 1.8%                        | Non-Statutory |
| Cardio Tennis  | Per hour        | Taxable    | 13.00                   | 13.25                   | 0.25                         | 1.9%                        | Non-Statutory |
| Tennis - Hot Shots Green (10 to 12 years) 60 mins      | Per hour        | Taxable    | 24.60                   | 25.00                   | 0.40                         | 1.6%                        | Non-Statutory |
| Tennis - Hot Shots Orange (8 to 10 years) 60 mins      | Per hour        | Taxable    | 24.60                   | 25.00                   | 0.40                         | 1.6%                        | Non-Statutory |
| Tennis - Hot Shots Red and Blue (3 to 7 years) 30 mins | Per hour        | Taxable    | 20.00                   | 20.35                   | 0.35                         | 1.8%                        | Non-Statutory |
| YMCA Junior Squad Program                              | Per hour        | Taxable    | 20.00                   | 20.35                   | 0.35                         | 1.75%                       | Non-Statutory |
| <b>Tennis Court Hire</b>                               |                 |            |                         |                         |                              |                             |               |
| Member 1 hour  | Per hour        | Taxable    | 25.00                   | 25.45                   | 0.45                         | 1.8%                        | Non-Statutory |
| Member half hour                                       | Per hour        | Taxable    | 15.00                   | 15.25                   | 0.25                         | 1.7%                        | Non-Statutory |
| Non-Member 1 hour                                      | Per hour        | Taxable    | 35.00                   | 35.60                   | 0.60                         | 1.7%                        | Non-Statutory |
| Non-Member half hour                                   | Per hour        | Taxable    | 25.00                   | 25.45                   | 0.45                         | 1.8%                        | Non-Statutory |
| <b>Tennis Only Memberships</b>                         |                 |            |                         |                         |                              |                             |               |
| 12 Month   | Per membership  | Taxable    | 530.00                  | 539.30                  | 9.30                         | 1.8%                        | Non-Statutory |
| Fortnightly Debit                                      | Per membership  | Taxable    | 24.00                   | 24.40                   | 0.40                         | 1.7%                        | Non-Statutory |
| Joining fee  | Per membership  | Taxable    | 70.00                   | 71.20                   | 1.20                         | 1.7%                        | Non-Statutory |
| <b>BP GOLF COURSE CONTRACT MGT</b>                     |                 |            |                         |                         |                              |                             |               |
| <b>Green Fees</b>                                      |                 |            |                         |                         |                              |                             |               |
| 18 Hole Weekends/Public Hols. (Adult)                  | Per round       | Taxable    | 34.00                   | 35.00                   | 1.00                         | 2.9%                        | Non-Statutory |
| 18 Hole Weekends/Public Hols. (Junior/After Middy)     | Per round       | Taxable    | 12.50                   | 12.50                   | -                            | 0.0%                        | Non-Statutory |
| 18 holes Weekdays (Adult)                              | Per round       | Taxable    | 32.00                   | 33.00                   | 1.00                         | 3.1%                        | Non-Statutory |

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|---|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| 18 holes Weekdays (Concession)  | Per round       | Taxable    | 24.50                   | 25.00                   | 0.50                         | 2.0%                        | Non-Statutory |
| 18 holes Weekdays after 2pm   | Per round       | Taxable    | 22.00                   | 22.50                   | 0.50                         | 2.3%                        | Non-Statutory |
| 9 Hole Weekdays (Adult)   | Per round       | Taxable    | 21.50                   | 22.00                   | 0.50                         | 2.3%                        | Non-Statutory |
| 9 Hole Weekdays (Concession)  | Per round       | Taxable    | 18.00                   | 18.50                   | 0.50                         | 2.8%                        | Non-Statutory |
| 9 Hole Weekends/Public Hols. (Adult)  | Per round       | Taxable    | 22.00                   | 22.50                   | 0.50                         | 2.3%                        | Non-Statutory |
| 9 Hole Weekends/Public Hols. (Junior/After Midday)                                    | Per round       | Taxable    | 10.50                   | 10.50                   | -                            | 0.0%                        | Non-Statutory |
| Junior Promotions/Schools   | Per round       | Taxable    | 7.00                    | 7.00                    | -                            | 0.0%                        | Non-Statutory |
| Practice Fairway- per hour  | Per hour        | Taxable    | 6.50                    | 6.50                    | -                            | 0.0%                        | Non-Statutory |
| <b>BUNDOORA PARK - ADMINISTRATION</b>   |                 |            |                         |                         |                              |                             |               |
| <b>Friends of Bundoora Park Annual Membership Fees</b>                                |                 |            |                         |                         |                              |                             |               |
| Friends of Bundoora Park Annual Membership Fees Adult                                 | Per membership  | Taxable    | 72.50                   | 74.00                   | 1.50                         | 2.1%                        | Non-Statutory |
| Friends of Bundoora Park Annual Membership Fees Family                                | Per membership  | Taxable    | 190.00                  | 194.00                  | 4.00                         | 2.1%                        | Non-Statutory |
| Friends of Bundoora Park Annual Membership Fees Additional child in family membership | Per membership  | Taxable    | 45.00                   | 46.00                   | 1.00                         | 2.2%                        | Non-Statutory |
| <b>BUNDOORA PARK - COOPERS SETTLEMENT</b>   |                 |            |                         |                         |                              |                             |               |
| <b>Birthday Parties</b>   |                 |            |                         |                         |                              |                             |               |
| Birthday Barn - per 3 hours   | Per hour        | Taxable    | 585.00                  | 600.00                  | 15.00                        | 2.6%                        | Non-Statutory |
| Ibis Room - per 3 hours   | Per hour        | Taxable    | 300.00                  | 305.00                  | 5.00                         | 1.7%                        | Non-Statutory |
| <b>Casual Admission:</b>  |                 |            |                         |                         |                              |                             |               |
| Casual Admission: Adult   | Per visit       | Taxable    | 10.80                   | 11.00                   | 0.20                         | 1.9%                        | Non-Statutory |
| Casual Admission: Child   | Per visit       | Taxable    | 7.20                    | 7.30                    | 0.10                         | 1.4%                        | Non-Statutory |
| Casual Admission: Child Hosted Parties  | Per visit       | Taxable    | 40.00                   | 41.00                   | 1.00                         | 2.5%                        | Non-Statutory |
| Casual Admission: Family  | Per visit       | Taxable    | 28.80                   | 29.30                   | 0.50                         | 1.7%                        | Non-Statutory |
| Casual Admission: Group 15+/Concession Adult  | Per visit       | Taxable    | 7.20                    | 7.30                    | 0.10                         | 1.4%                        | Non-Statutory |
| <b>Educational Programs:</b>  |                 |            |                         |                         |                              |                             |               |
| Educational Programs: Full day Program  | Per da          | Taxable    | 15.90                   | 16.20                   | 0.30                         | 1.9%                        | Non-Statutory |
| Educational Programs: One hour session  | Per hour        | Taxable    | 11.10                   | 13.00                   | 1.90                         | 17.1%                       | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Educational Programs: Registered Pre-School/play & kinder groups - Adult admission | Per visit       | Taxable    | 7.20                    | 7.30                    | 0.10                         | 1.4%                        | Non-Statutory |
| <b>Recreational Programs</b>   |                 |            |                         |                         |                              |                             |               |
| Holiday Programs (external)  | Per program     | Taxable    | 15.90                   | 16.20                   | 0.30                         | 1.9%                        | Non-Statutory |
| Holiday program (internal)   | Per program     | Taxable    | 60.00                   | 61.00                   | 1.00                         | 1.7%                        | Non-Statutory |
| Jackaroo & Jillaroo 8 weeks (Price per 3hr session)                                | Per hour        | Taxable    | 30.00                   | 30.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| <b>Rides &amp; Activities</b>  |                 |            |                         |                         |                              |                             |               |
| BBQ Hire   | Per activity    | Taxable    | 13.50                   | 13.70                   | 0.20                         | 1.5%                        | Non-Statutory |
| Book of 10 ride tickets  | Per activity    | Taxable    | 29.00                   | 29.50                   | 0.50                         | 1.7%                        | Non-Statutory |
| Community Gardens (per year)   | Per year        | Taxable    | 110.00                  | 112.00                  | 2.00                         | 1.8%                        | Non-Statutory |
| Community Gardens - Raised Plot (per year)   | Per year        | Taxable    | 83.00                   | 85.00                   | 2.00                         | 2.4%                        | Non-Statutory |
| Community Gardens Social Group Visits (50 per year)                                | Per year        | Taxable    | 370.00                  | 375.00                  | 5.00                         | 1.4%                        | Non-Statutory |
| Filming (Not For Profit Organisations) - 4 hours                                   | Per hour        | Taxable    | 240.00                  | 245.00                  | 5.00                         | 2.1%                        | Non-Statutory |
| Filming (Not For Profit/Community Organisations) - Full Day                        | Per day         | Taxable    | 470.00                  | 480.00                  | 10.00                        | 2.1%                        | Non-Statutory |
| Filming Commercial - 4 hours   | Per hour        | Taxable    | 1,050.00                | 1,070.00                | 20.00                        | 1.9%                        | Non-Statutory |
| Filming Commercial - Full Day  | Per day         | Taxable    | 1,800.00                | 1,830.00                | 30.00                        | 1.7%                        | Non-Statutory |
| Mobile Farm Hire (per 4 hours)   | Per hour        | Taxable    | 1,080.00                | 1,100.00                | 20.00                        | 1.9%                        | Non-Statutory |
| Mobile Farm Hire (per 6 hours)   | Per hour        | Taxable    | 1,540.00                | 1,565.00                | 25.00                        | 1.6%                        | Non-Statutory |
| Photo shoot (per 2 hours)  | Per hour        | Taxable    | 133.00                  | 135.00                  | 2.00                         | 1.5%                        | Non-Statutory |
| Pony Rides (child 1-10 only)   | Per ride        | Taxable    | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| Tractor Ride of Discovery (adult/ child)   | Per ride        | Taxable    | 3.60                    | 3.70                    | 0.10                         | 2.8%                        | Non-Statutory |
| <b>Room Hire</b>   |                 |            |                         |                         |                              |                             |               |
| Booking Cancellation Fee   | Per booking     | Taxable    | 60.00                   | 61.00                   | 1.00                         | 1.7%                        | Non-Statutory |
| Chapel - per 2 hours   | Per hour        | Taxable    | 260.00                  | 265.00                  | 5.00                         | 1.9%                        | Non-Statutory |
| <b>FESTIVAL AND EVENTS ADMIN</b>   |                 |            |                         |                         |                              |                             |               |
| Equipment- Single Instant Marquee, Chairs and Table                                | Per booking     | Taxable    | 239.00                  | 244.00                  | 5.00                         | 2.1%                        | Non-Statutory |
| <b>Large Event</b>   |                 |            |                         |                         |                              |                             |               |
| Commercial Rate- Coffee, Juice and Ice-Cream Stall                                 | Per booking     | Taxable    | 270.00                  | 275.00                  | 5.00                         | 1.9%                        | Non-Statutory |

| Description of Fees and Charges                            | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Commercial Rate- Food Stall                                | Per booking     | Taxable     | 379.00                  | 387.00                  | 8.00                         | 2.1%                        | Non-Statutory |
| Commercial Rate- Info Stall                                | Per booking     | Taxable     | 162.00                  | 165.00                  | 3.00                         | 1.9%                        | Non-Statutory |
| Community Rate- Coffee, Juice and Ice-Cream Stall          | Per booking     | Taxable     | 162.00                  | 165.00                  | 3.00                         | 1.9%                        | Non-Statutory |
| Community Rate- Food Stall                                 | Per booking     | Taxable     | 217.00                  | 220.00                  | 3.00                         | 1.4%                        | Non-Statutory |
| Community Rate- Info Stall                                 | Per booking     | Taxable     | 81.00                   | 83.00                   | 2.00                         | 2.5%                        | Non-Statutory |
| <b>Medium Event</b>  |                 |             |                         |                         |                              |                             |               |
| Commercial Rate- Coffee, Juice and Ice-Cream Stall         | Per booking     | Taxable     | 162.00                  | 165.00                  | 3.00                         | 1.9%                        | Non-Statutory |
| Commercial Rate- Food Stall                                | Per booking     | Taxable     | 218.00                  | 222.00                  | 4.00                         | 1.8%                        | Non-Statutory |
| Commercial Rate- Info Stall                                | Per booking     | Taxable     | 81.00                   | 83.00                   | 2.00                         | 2.5%                        | Non-Statutory |
| Community Rate- Coffee, Juice and Ice-Cream Stall          | Per booking     | Taxable     | 109.00                  | 111.00                  | 2.00                         | 1.8%                        | Non-Statutory |
| Community Rate- Food Stall                                 | Per booking     | Taxable     | 136.00                  | 138.00                  | 2.00                         | 1.5%                        | Non-Statutory |
| Community Rate- Info Stall                                 | Per booking     | Taxable     | 60.00                   | 61.00                   | 1.00                         | 1.7%                        | Non-Statutory |
| <b>Small Event</b>   |                 |             |                         |                         |                              |                             |               |
| Commercial Rate- Coffee, Juice and Ice-Cream Stall         | Per booking     | Taxable     | 76.00                   | 77.50                   | 1.50                         | 2.0%                        | Non-Statutory |
| Commercial Rate- Food Stall                                | Per booking     | Taxable     | 109.00                  | 111.00                  | 2.00                         | 1.8%                        | Non-Statutory |
| Commercial Rate- Info Stall                                | Per booking     | Taxable     | 55.00                   | 56.00                   | 1.00                         | 1.8%                        | Non-Statutory |
| Community Rate- Coffee, Juice and Ice-Cream Stall          | Per booking     | Taxable     | 60.00                   | 61.00                   | 1.00                         | 1.7%                        | Non-Statutory |
| Community Rate- Food Stall                                 | Per booking     | Taxable     | 93.00                   | 95.00                   | 2.00                         | 2.2%                        | Non-Statutory |
| Community Rate- Info Stall                                 | Per booking     | Taxable     | 39.00                   | 40.00                   | 1.00                         | 2.6%                        | Non-Statutory |
| <b>TRANSPORT SERVICE</b>                                   |                 |             |                         |                         |                              |                             |               |
| <b>Community Transport Service</b>                         |                 |             |                         |                         |                              |                             |               |
| Cost of transport per client per day                       | Per day         | Non-Taxable | 4.80                    | 5.00                    | 0.20                         | 4.2%                        | Non-Statutory |
| Darebin Bus (\$150 Bond)                                   | Per booking     | Non-Taxable | 52.00                   | 53.00                   | 1.00                         | 1.9%                        | Non-Statutory |
| <b>SENIOR CITIZENS CLUB-EAST PRESTON</b>                   |                 |             |                         |                         |                              |                             |               |
| <b>Room Hire</b>   |                 |             |                         |                         |                              |                             |               |
| East Preston Senior Citizens Centre Donald Street per hour | Per hour        | Taxable     | 9.90                    | 10.00                   | 0.10                         | 1.0%                        | Non-Statutory |
| <b>SENIOR CITIZENS CLUB-RESERVOIR</b>                      |                 |             |                         |                         |                              |                             |               |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Room Hire</b>  |                 |             |                         |                         |                              |                             |               |
| Reservoir Senior Citizens Centre Wright Street per hour   | Per hour        | Taxable     | 9.90                    | 9.90                    | -                            | 0.0%                        | Non-Statutory |
| <b>SENIOR CITIZENS CLUB-E.RESERVOIR</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Room Hire</b>  |                 |             |                         |                         |                              |                             |               |
| East Reservoir Senior Citizens Centre 7a Strathmerton Street per hour   | Per hour        | Taxable     | 9.90                    | 9.90                    | -                            | 0.0%                        | Non-Statutory |
| <b>SENIOR CITIZENS CLUB-NORTHCOTE</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Room Hire</b>  |                 |             |                         |                         |                              |                             |               |
| Northcote Senior Citizens Centre 18a Bent Street per hour   | Per hour        | Taxable     | 9.90                    | 9.90                    | -                            | 0.0%                        | Non-Statutory |
| <b>REGENT CENTRE</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Room Hire</b>  |                 |             |                         |                         |                              |                             |               |
| Regent Centre Senior Citizens Centre  | Per hour        | Taxable     | 9.90                    | 9.90                    | -                            | 0.0%                        | Non-Statutory |
| <b>DOMESTIC ASSISTANCE</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Domestic Assistance</b>  |                 |             |                         |                         |                              |                             |               |
| COUPLE - over \$115,245 pa - per hour   | Per hour        | Non-Taxable | 45.00                   | 46.00                   | 1.00                         | 2.2%                        | Non-Statutory |
| COUPLE - under \$59,802 pa - per hour   | Per hour        | Non-Taxable | 7.30                    | 7.50                    | 0.20                         | 2.7%                        | Non-Statutory |
| COUPLE -over \$59,802 pa but under \$115,245 pa - per hour  | Per hour        | Non-Taxable | 17.60                   | 18.20                   | 0.60                         | 3.4%                        | Non-Statutory |
| FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child) - per hour                   | Per hour        | Non-Taxable | 45.00                   | 46.00                   | 1.00                         | 2.2%                        | Non-Statutory |
| FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child) - per hour | Per hour        | Non-Taxable | 18.00                   | 18.50                   | 0.50                         | 2.8%                        | Non-Statutory |
| FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child) - per hour                       | Per hour        | Non-Taxable | 7.30                    | 7.50                    | 0.20                         | 2.7%                        | Non-Statutory |
| Full Cost - per hour  | Per hour        | Non-Taxable | 98.00                   | 75.80                   | - 22.20                      | -22.7%                      | Non-Statutory |
| SINGLE - over \$39,089 pa but under \$86,208 pa - per hour  | Per hour        | Non-Taxable | 12.30                   | 12.70                   | 0.40                         | 3.3%                        | Non-Statutory |
| SINGLE - over \$86,208 pa - per hour  | Per hour        | Non-Taxable | 45.00                   | 46.00                   | 1.00                         | 2.2%                        | Non-Statutory |
| SINGLE- under \$39,089 pa - per hour  | Per hour        | Non-Taxable | 6.80                    | 7.00                    | 0.20                         | 2.9%                        | Non-Statutory |
| <b>PERSONAL CARE</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Personal Care</b>  |                 |             |                         |                         |                              |                             |               |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| COUPLE - over \$115,245 pa - per hour   | Per hour        | Non-Taxable | 47.00                   | 48.00                   | 1.00                         | 2.1%                        | Non-Statutory |
| COUPLE - over \$59,802 pa but under \$115,245 pa - per hour   | Per hour        | Non-Taxable | 10.90                   | 11.30                   | 0.40                         | 3.7%                        | Non-Statutory |
| COUPLE - under \$59,802 pa - per hour   | Per hour        | Non-Taxable | 5.00                    | 5.20                    | 0.20                         | 4.0%                        | Non-Statutory |
| FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child) - per hour                                       | Per hour        | Non-Taxable | 47.00                   | 48.00                   | 1.00                         | 2.1%                        | Non-Statutory |
| FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child) - per hour                     | Per hour        | Non-Taxable | 10.90                   | 11.30                   | 0.40                         | 3.7%                        | Non-Statutory |
| FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child) - per hour   | Per hour        | Non-Taxable | 5.00                    | 5.20                    | 0.20                         | 4.0%                        | Non-Statutory |
| Full Cost - per hour  | Per hour        | Non-Taxable | 98.00                   | 97.50                   | - 0.50                       | -0.5%                       | Non-Statutory |
| SINGLE - over \$39,089 pa but under \$86,208 pa - per hour  | Per hour        | Non-Taxable | 10.90                   | 11.30                   | 0.40                         | 3.7%                        | Non-Statutory |
| SINGLE - over \$86,208 pa - per hour  | Per hour        | Non-Taxable | 47.00                   | 48.00                   | 1.00                         | 2.1%                        | Non-Statutory |
| SINGLE- under \$39,089pa - per hour   | Per hour        | Non-Taxable | 5.00                    | 5.20                    | 0.20                         | 4.0%                        | Non-Statutory |
| <b>FLEXIBLE RESPITE</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Flexible Respite</b>   |                 |             |                         |                         |                              |                             |               |
| COUPLE - over \$115,245 pa (adult & children) - per hour  | Per hour        | Non-Taxable | 44.00                   | 45.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| COUPLE - over \$59,802 pa but under \$115,245 pa - (adult & children) - per hour  | Per hour        | Non-Taxable | 6.20                    | 6.40                    | 0.20                         | 3.2%                        | Non-Statutory |
| COUPLE - under \$59,802 pa (adult & children) - per hour  | Per hour        | Non-Taxable | 4.00                    | 4.10                    | 0.10                         | 2.5%                        | Non-Statutory |
| FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child) Respite care (adult & children) - per hour       | Per hour        | Non-Taxable | 44.00                   | 45.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| FAMILY with 1 child - under \$66,009 pa (plus and extra \$6,206 for each additional child) - (adult & children) - per hour                      | Per hour        | Non-Taxable | 4.00                    | 4.10                    | 0.10                         | 2.5%                        | Non-Statutory |
| FAMILY with 1 child- over \$66,009 pa but under \$118,546 pa (plus and extra \$6,206 for each additional child) - (adult & children) - per hour | Per hour        | Non-Taxable | 6.20                    | 6.40                    | 0.20                         | 3.2%                        | Non-Statutory |
| Full Cost - per hour  | Per hour        | Non-Taxable | 98.00                   | 86.60                   | - 11.40                      | -11.6%                      | Non-Statutory |
| SINGLE - over \$39,089 pa but under \$86,208 pa (adult & children) - per hour   | Per hour        | Non-Taxable | 6.20                    | 6.40                    | 0.20                         | 3.2%                        | Non-Statutory |
| SINGLE - over \$86,208 pa (adult & children) - per hour   | Per hour        | Non-Taxable | 44.00                   | 45.00                   | 1.00                         | 2.3%                        | Non-Statutory |
| SINGLE- under \$39,089 pa (adult & children) - per hour   | Per hour        | Non-Taxable | 4.00                    | 4.10                    | 0.10                         | 2.5%                        | Non-Statutory |
| <b>HOME MAINTENANCE</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Home Maintenance</b>   |                 |             |                         |                         |                              |                             |               |

| Description of Fees and Charges  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Full Cost - per hour   | Per hour        | Non-Taxable | 106.10                  | 108.20                  | 2.10                         | 2.0%                        | Non-Statutory |
| High Level Fees COUPLE - over \$115,245 pa- per hour   | Per hour        | Non-Taxable | 58.00                   | 60.00                   | 2.00                         | 3.4%                        | Non-Statutory |
| High Level Fees FAMILY with 1 child - over \$118,546 pa (plus an additional \$6,206 for each additional child) - per hour                    | Per hour        | Non-Taxable | 58.00                   | 60.00                   | 2.00                         | 3.4%                        | Non-Statutory |
| High Level Fees SINGLE - over \$86,208 pa - per hour   | Per hour        | Non-Taxable | 56.00                   | 58.00                   | 2.00                         | 3.6%                        | Non-Statutory |
| Low Level Fees COUPLE - under \$59,802 pa - per hour   | Per hour        | Non-Taxable | 14.60                   | 15.00                   | 0.40                         | 2.7%                        | Non-Statutory |
| Low Level Fees FAMILY - under \$66,009pa - per hour  | Per hour        | Non-Taxable | 14.60                   | 15.00                   | 0.40                         | 2.7%                        | Non-Statutory |
| Low Level Fees SINGLE - under \$39,089pa - per hour  | Per hour        | Non-Taxable | 13.60                   | 14.00                   | 0.40                         | 2.9%                        | Non-Statutory |
| Medium Level Fees COUPLE - over \$59,802 pa but under \$115,245 pa - per hour  | Per hour        | Non-Taxable | 21.60                   | 22.20                   | 0.60                         | 2.8%                        | Non-Statutory |
| Medium Level Fees FAMILY with 1 child - over \$66,009 pa but under \$118,546 pa (plus an extra \$6,206 for each additional child) - per hour | Per hour        | Non-Taxable | 21.60                   | 22.20                   | 0.60                         | 2.8%                        | Non-Statutory |
| Medium Level Fees SINGLE - over \$39,089 pa but under \$86,208 pa - per hour   | Per hour        | Non-Taxable | 20.60                   | 21.20                   | 0.60                         | 2.9%                        | Non-Statutory |
| <b>MEALS SERVICES</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Delivered Meals</b>   |                 |             |                         |                         |                              |                             |               |
| Delivered Meals Fee  | Per meal        | Non-Taxable | 10.00                   | 10.00                   | -                            | 0.0%                        | Non-Statutory |
| Full Cost Delivered Meal - per meal  | Per meal        | Non-Taxable | 26.50                   | 27.00                   | 0.50                         | 1.9%                        | Non-Statutory |
| <b>SOCIAL SUPPORT GROUP</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Social Support Group</b>  |                 |             |                         |                         |                              |                             |               |
| Full Cost Social Support Group (SSG) - Per visit   | Per visit       | Taxable     | 62.65                   | 63.90                   | 1.25                         | 2.0%                        | Non-Statutory |
| Social Support Group High (SSG) - Per Visit  | Per visit       | Non-Taxable | 13.50                   | 14.00                   | 0.50                         | 3.7%                        | Non-Statutory |
| <b>EARLY YEARS SUPPORT</b>   |                 |             |                         |                         |                              |                             |               |
| <b>Fairfield Room</b>  |                 |             |                         |                         |                              |                             |               |
| Hire Fees- Activity Room - weekends per hour   | Per hour        | Taxable     | 24.10                   | 24.50                   | 0.40                         | 1.7%                        | Non-Statutory |
| Darebin & non profit Organisations (Per Hour)  | Per hour        | Taxable     | 10.20                   | 10.40                   | 0.20                         | 2.0%                        | Non-Statutory |
| Non Darebin or Profit making Organisations (Per Hour)  | Per hour        | Taxable     | 22.60                   | 23.00                   | 0.40                         | 1.8%                        | Non-Statutory |
| <b>Thornbury Early Years Facility Hire</b>   |                 |             |                         |                         |                              |                             |               |
| Darebin & non profit Organisations (Per Hour)  | Per hour        | Taxable     | 10.20                   | 10.40                   | 0.20                         | 2.0%                        | Non-Statutory |
| Non Darebin or Profit making Organisations (Per Hour)  | Per hour        | Taxable     | 22.60                   | 23.00                   | 0.40                         | 1.8%                        | Non-Statutory |

| Description of Fees and Charges   | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|---|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>KINDER &amp; CHILDCARE REGISTRATION</b>                                      |                 |             |                         |                         |                              |                             |               |
| <b>Application</b>  |                 |             |                         |                         |                              |                             |               |
| 1 February 2021 to 30 June 2021 *Concession card holders                        | Per application | Non-Taxable | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| 1 February 2021 to 30 June 2021 Centralised Child Care Application Fee          | Per application | Non-Taxable | 26.00                   | 28.00                   | 2.00                         | 7.7%                        | Non-Statutory |
| 1 February 2021 to 30 June 2021 Centralised Kindergarten Application Fee        | Per application | Non-Taxable | 26.00                   | 28.00                   | 2.00                         | 7.7%                        | Non-Statutory |
| 1 February 2021 to 30 June 2021 Centralised Pre- Kindergarten Application Fee   | Per application | Non-Taxable | 26.00                   | 28.00                   | 2.00                         | 7.7%                        | Non-Statutory |
| 1st July 2020 - 31st January 2021 *Concession card holders                      | Per application | Non-Taxable | -                       | -                       | -                            | 0.0%                        | Non-Statutory |
| 1st July 2020 - 31st January 2021 Centralised Child Care Application Fee        | Per application | Non-Taxable | 27.00                   | 27.00                   | -                            | 0.0%                        | Non-Statutory |
| 1st July 2020 - 31st January 2021 Centralised Kindergarten Application Fee      | Per application | Non-Taxable | 27.00                   | 27.00                   | -                            | 0.0%                        | Non-Statutory |
| 1st July 2020 - 31st January 2021 Centralised Pre- Kindergarten Application Fee | Per application | Non-Taxable | 27.00                   | 27.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>TOY LIBRARY SERVICE</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Fines</b>  |                 |             |                         |                         |                              |                             |               |
| January 2020 - December 2020 Miscellaneous - Fines (as of 1st Jan)              | Per fine        | Taxable     | 3.50                    | 3.50                    | -                            | 0.0%                        | Non-Statutory |
| January 2021 - December 2021 Miscellaneous - Fines (as of 1st Jan)              | Per fine        | Taxable     | 3.50                    | 3.60                    | 0.10                         | 2.9%                        | Non-Statutory |
| <b>Membership</b>   |                 |             |                         |                         |                              |                             |               |
| January 2020 - December 2020 Additional Toy (Small)                             | Per membership  | Taxable     | 2.70                    | 2.80                    | 0.10                         | 3.7%                        | Non-Statutory |
| January 2020 - December 2020 Additional Toy (Large)                             | Per membership  | Taxable     | 5.75                    | 5.90                    | 0.15                         | 2.6%                        | Non-Statutory |
| January 2020 - December 2020 Annual Fee (as of 1st Jan)                         | Per membership  | Taxable     | 49.00                   | 50.20                   | 1.20                         | 2.4%                        | Non-Statutory |
| January 2020 - December 2020 Grandparent  | Per membership  | Taxable     | 11.80                   | 12.10                   | 0.30                         | 2.5%                        | Non-Statutory |
| January 2020 - December 2020 Renewal Fee - Group/Service                        | Per membership  | Taxable     | 69.00                   | 70.70                   | 1.70                         | 2.5%                        | Non-Statutory |
| January 2020 - December 2020 Student  | Per membership  | Taxable     | 11.80                   | 12.10                   | 0.30                         | 2.5%                        | Non-Statutory |
| January 2020- December 2020 Concession Rate                                     | Per membership  | Taxable     | 6.70                    | 6.90                    | 0.20                         | 3.0%                        | Non-Statutory |
| January 2021 - December 2021 Additional Toy (Large)                             | Per membership  | Taxable     | 5.90                    | 6.00                    | 0.10                         | 1.7%                        | Non-Statutory |
| January 2021 - December 2021 Additional Toy (Small)                             | Per membership  | Taxable     | 2.80                    | 3.00                    | 0.20                         | 7.1%                        | Non-Statutory |
| January 2021 - December 2021 Annual Fee (as of 1st Jan)                         | Per membership  | Taxable     | 50.20                   | 51.00                   | 0.80                         | 1.6%                        | Non-Statutory |
| January 2021 - December 2021 Concession Rate                                    | Per membership  | Taxable     | 6.90                    | 7.00                    | 0.10                         | 1.4%                        | Non-Statutory |
| January 2021 - December 2021 Grandparent  | Per membership  | Taxable     | 12.10                   | 12.30                   | 0.20                         | 1.7%                        | Non-Statutory |



| Description of Fees and Charges                                  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| January 2021 - December 2021 Renewal Fee - Group/Service         | Per membership  | Taxable     | 70.70                   | 72.00                   | 1.30                         | 1.8%                        | Non-Statutory |
| January 2021 - December 2021 Student                             | Per membership  | Taxable     | 12.10                   | 12.30                   | 0.20                         | 1.7%                        | Non-Statutory |
| <b>CHILDREN SERVICES CO-ORDINATOR</b>                            |                 |             |                         |                         |                              |                             |               |
| <b>Archiving Fee</b>   |                 |             |                         |                         |                              |                             |               |
| Retrieval and return delivery fee (per box)                      | Per box         | Non-Taxable | 22.00                   | 22.00                   | -                            | 0.0%                        | Non-Statutory |
| Services with 0-50 enrolments (5+ boxes per annum)               | Per box         | Non-Taxable | 26.00                   | 26.00                   | -                            | 0.0%                        | Non-Statutory |
| Services with 100+ enrolments (9+ boxes per annum)               | Per box         | Non-Taxable | 26.00                   | 26.00                   | -                            | 0.0%                        | Non-Statutory |
| Services with 50-100 enrolments (7+ boxes per annum)             | Per box         | Non-Taxable | 26.00                   | 26.00                   | -                            | 0.0%                        | Non-Statutory |
| <b>IMMUNISATION</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Vaccine Sales</b>   |                 |             |                         |                         |                              |                             |               |
| BP Monitoring & Flu- Commercial Program (1-20 people) flat fee   | Per program     | Non-Taxable | 520.00                  | 525.00                  | 5.00                         | 1.0%                        | Non-Statutory |
| BP Monitoring & Flu- Commercial Program (21 + people) per person | Per person      | Non-Taxable | 31.00                   | 31.50                   | 0.50                         | 1.6%                        | Non-Statutory |
| Commercial Program (travel greater than 30km from Preston)       | Per person      | Non-Taxable | 105.00                  | 107.00                  | 2.00                         | 1.9%                        | Non-Statutory |
| VACCINES- Boostrix   | Per person      | Non-Taxable | 40.00                   | 40.00                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Engerix (Hepatis B) Paediatric                         | Per person      | Non-Taxable | 27.00                   | 27.50                   | 0.50                         | 1.9%                        | Non-Statutory |
| VACCINES- Engerix Hep B Adult                                    | Per person      | Non-Taxable | 30.50                   | 31.00                   | 0.50                         | 1.6%                        | Non-Statutory |
| VACCINES- GARDISAL 9   | Per person      | Non-Taxable | 175.00                  | 175.00                  | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Hep A (per dose) Adult Havrix 1440                     | Per person      | Non-Taxable | 82.00                   | 82.50                   | 0.50                         | 0.6%                        | Non-Statutory |
| VACCINES- Hep A (per dose) Paediatric Havrix 720                 | Per person      | Non-Taxable | 50.00                   | 50.00                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Hep A Paed Vaqta                                       | Per person      | Non-Taxable | 49.00                   | 49.50                   | 0.50                         | 1.0%                        | Non-Statutory |
| VACCINES- IPOL   | Per person      | Non-Taxable | 48.50                   | 48.50                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Infanrix Hexa  | Per person      | Non-Taxable | 102.50                  | 102.50                  | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Infanrix IPV   | Per person      | Non-Taxable | 62.00                   | 62.50                   | 0.50                         | 0.8%                        | Non-Statutory |
| VACCINES- Influenza  | Per person      | Non-Taxable | 20.00                   | 20.00                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Influenza- Commercial Program (1-20 people) Flat Fee   | Per program     | Non-Taxable | 450.00                  | 450.00                  | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Influenza- Commercial Program (21 + people) per person | Per person      | Non-Taxable | 22.00                   | 22.00                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Nimenrix   | Per person      | Non-Taxable | 70.00                   | 70.00                   | -                            | 0.0%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| VACCINES- Prevenar 13V   | Per person      | Non-Taxable | 156.50                  | 156.50                  | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Priorix  | Per person      | Non-Taxable | 41.00                   | 41.00                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Priorix Tetra  | Per person      | Non-Taxable | 78.50                   | 78.50                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Rotarix  | Per person      | Non-Taxable | 100.00                  | 100.00                  | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Twinrix (Hepatitis A & B) Adult  | Per person      | Non-Taxable | 84.00                   | 84.00                   | -                            | 0.0%                        | Non-Statutory |
| VACCINES- Varilrix   | Per person      | Non-Taxable | 71.50                   | 71.50                   | -                            | 0.0%                        | Non-Statutory |
| <b>DECIBELS MUSIC AND ARTS PROGRAMS</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Decibels</b>  |                 |             |                         |                         |                              |                             |               |
| Equipment hire (e.g. PA, mics)   |                 | Taxable     | 51.30                   | -                       | 51.30                        | -100%                       | Non-Statutory |
| Hourly Rate - Go Team Per YP   |                 | Taxable     | 25.00                   | -                       | 25.00                        | -100%                       | Non-Statutory |
| Internal technical support per hour  |                 | Taxable     | 45.00                   | -                       | - 45.00                      | -100%                       | Non-Statutory |
| Recording & mixing for community projects targeting under 25's (including engineer) per hour | Per hour        | Taxable     | 27.50                   | 27.50                   | -                            | -                           | Non-Statutory |
| Recording and mixing for general public (including engineer) per hour                        |                 | Taxable     | 61.50                   | -                       | 61.50                        | -100%                       | Non-Statutory |
| Recording and mixing for under 25s (including engineer) per hour                             | Per hour        | Taxable     | 45.00                   | -                       | 45.00                        | -100%                       | Non-Statutory |
| Studio/room hire   |                 | Taxable     | 33.00                   | 33.00                   | -                            | -                           | Non-Statutory |
| <b>FREEZA</b>  |                 |             |                         |                         |                              |                             |               |
| <b>FREEZA</b>  |                 |             |                         |                         |                              |                             |               |
| Standard Event- ticket sales   | Per ticket      | Taxable     | 5.00                    | 5.50                    | 0.50                         | 10.0%                       | Non-Statutory |
| <b>GE ROBINSON COMMUNITY ROOM</b>  |                 |             |                         |                         |                              |                             |               |
| <b>Facility Hire</b>   |                 |             |                         |                         |                              |                             |               |
| Cleaning   | Per hour        | Taxable     | -                       | 54.00                   | 54.00                        | 100.0%                      | Non-Statutory |
| Darebin & non profit organisations (per hour)  | Per hour        | Taxable     | -                       | 17.50                   | 17.50                        | 100.0%                      | Non-Statutory |
| Non Darebin & profit organisations (per hour)  | Per hour        | Taxable     | -                       | 29.50                   | 29.50                        | 100.0%                      | Non-Statutory |
| <b>Governance &amp; Engagement</b>   |                 |             |                         |                         |                              |                             |               |
| <b>REVENUE</b>   |                 |             |                         |                         |                              |                             |               |

| Description of Fees and Charges  | Unit of Measure      | GST Status  | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|----------------------|-------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| <b>Land certificate</b>  |                      |             |                         |                         |                              |                             |               |
| Land certificates (non urgent)   | Per application      | Non-Taxable | 26.80                   | 28.00                   | 1.20                         | 4.5%                        | Statutory     |
| Land certificates (urgent)   | Per application      | Non-Taxable | 50.00                   | 50.00                   | -                            | 0.0%                        | Statutory     |
| <b>Credit card fee</b>   |                      |             |                         |                         |                              |                             |               |
| Credit card fee for payment of rates - 0.33%   | Per payment          | Taxable     | 0.00                    | 0.00                    | -                            | 0.0%                        | Non-Statutory |
| <b>RIGHTS OF WAY</b>   |                      |             |                         |                         |                              |                             |               |
| <b>Right of way</b>  |                      |             |                         |                         |                              |                             |               |
| Sale of discontinued Laneways establishment fee  | Per application      | Taxable     | 385.00                  | -                       | - 385.00                     | -100.0%                     | Non-Statutory |
| <b>CORPORATE INFORMATION</b>   |                      |             |                         |                         |                              |                             |               |
| <b>Application Fee</b>   |                      |             |                         |                         |                              |                             |               |
| F.O.I. Application fee   | Per application      | Non-Taxable | 29.60                   | 30.20                   | 0.60                         | 2.0%                        | Statutory     |
| <b>Copying</b>   |                      |             |                         |                         |                              |                             |               |
| Photocopying Charge (per black and white A4 page)  | Per page             | Taxable     | 0.20                    | 0.20                    | -                            | 0.0%                        | Statutory     |
| Photocopying Charge (per black and white A3 page)  | Per page             | Taxable     | -                       | 0.40                    | 0.40                         | 100.0%                      | Non-Statutory |
| Photocopying Charge (per black and white AO page)  | Per page             | Taxable     | -                       | 1.00                    | 1.00                         | 100.0%                      | Non-Statutory |
| Photocopying Charge (per couleur A4 page)  | Per page             | Taxable     | -                       | 0.40                    | 0.40                         | 100.0%                      | Non-Statutory |
| Photocopying Charge (per colour A3 page)   | Per page             | Taxable     | -                       | 0.80                    | 0.80                         | 100.0%                      | Non-Statutory |
| Photocopying Charge (per colour AO page)   | Per page             | Taxable     | -                       | 2.00                    | 2.00                         | 100.0%                      | Non-Statutory |
| <b>Inspection Supervision</b>  |                      |             |                         |                         |                              |                             |               |
| F.O.I. Inspection Supervision per hour (to be calculated per quarter hour or part of a quarter hour) | Per hour             | Non-Taxable | 22.20                   | 22.60                   | 0.40                         | 1.8%                        | Statutory     |
| <b>Search Charge</b>   |                      |             |                         |                         |                              |                             |               |
| F.O.I. Application fee Search Charges (per hour or part of an hour)                                  |                      | Non-Taxable | 22.20                   | 22.60                   | 0.40                         | 1.8%                        | Statutory     |
| <b>CIVIC SERVICES</b>  |                      |             |                         |                         |                              |                             |               |
| <b>Other</b>   |                      |             |                         |                         |                              |                             |               |
| Note: (Community group rates are 77% of scheduled fee)   | 77% of scheduled fee | Taxable     |                         |                         |                              |                             | Non-Statutory |
| Audio Visual Hire (commercial hire rates) - per item   | Per item             | Taxable     | 50.70                   | 50.75                   | 0.05                         | 0.1%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Glass Hire   |                 | Taxable    | 0.50                    | 0.55                    | 0.05                         | 10.0%                       | Non-Statutory |
| Portable Sound System (with 3 microphones) per day                                 | Per day         | Taxable    | 285.95                  | 286.10                  | 0.15                         | 0.1%                        | Non-Statutory |
| Portable Stage with skirt (Commercial) per day                                     | Per day         | Taxable    | 285.95                  | 286.10                  | 0.15                         | 0.1%                        | Non-Statutory |
| Portable Stage with skirt (Community) per day                                      | Per day         | Taxable    | 150.15                  | 150.25                  | 0.10                         | 0.1%                        | Non-Statutory |
| Security Deposit Bond- \$300- \$600  |                 | Taxable    | 300 to 600              | 300 to 600              | -                            | 0.0%                        | Non-Statutory |
| Side Plates  | Per item        | Taxable    | 0.55                    | 0.60                    | 0.05                         | 9.1%                        | Non-Statutory |
| Tea & Coffee Service per cup   | Per item        | Taxable    | 2.50                    | 2.85                    | 0.35                         | 14.0%                       | Non-Statutory |
| Tea, Coffee & Biscuits Service per cup   | Per item        | Taxable    | 3.50                    | 4.10                    | 0.60                         | 17.1%                       | Non-Statutory |
| <b>Preston City Hall</b>   |                 |            |                         |                         |                              |                             |               |
| Note: (Community group rates are 77% of scheduled fee)                             | Per hour        | Taxable    |                         |                         |                              |                             | Non-Statutory |
| Mon - Fri (Day Rate) Per Hour  | Per hour        | Taxable    | 64.60                   | 64.85                   | 0.25                         | 0.4%                        | Non-Statutory |
| Mon to Fri (Night Rate) Per Hour   | Per hour        | Taxable    | 129.15                  | 132.40                  | 3.25                         | 2.5%                        | Non-Statutory |
| Saturday Per Hour  | Per hour        | Taxable    | 129.15                  | 132.40                  | 3.25                         | 2.5%                        | Non-Statutory |
| Sunday & Public Holidays Per Hour  | Per hour        | Taxable    | 129.15                  | 132.40                  | 3.25                         | 2.5%                        | Non-Statutory |
| <b>Preston Shire Hall</b>  |                 |            |                         |                         |                              |                             |               |
| Note: (Community group rates are 77% of scheduled fee)                             | Per hour        | Taxable    |                         |                         |                              |                             | Non-Statutory |
| Mon - Fri (Day Rate) Per Hour  | Per hour        | Taxable    | 59.45                   | 59.35                   | - 0.10                       | -0.2%                       | Non-Statutory |
| Mon to Fri (Night Rate) Per Hour   | Per hour        | Taxable    | 123.00                  | 126.10                  | 3.10                         | 2.5%                        | Non-Statutory |
| Saturday Per Hour  | Per hour        | Taxable    | 123.00                  | 126.10                  | 3.10                         | 2.5%                        | Non-Statutory |
| Sunday & Public Holidays Per Hour  | Per hour        | Taxable    | 123.00                  | 126.10                  | 3.10                         | 2.5%                        | Non-Statutory |
| <b>Non Attributable</b>  |                 |            |                         |                         |                              |                             |               |
| <b>INSURANCES - HIRERS</b>   |                 |            |                         |                         |                              |                             |               |
| <b>Hirers Insurance</b>  |                 |            |                         |                         |                              |                             |               |
| Casual Hirers Public Liability Scheme Under 10 People or \$11.00/8hr booking       | Per hour        | Taxable    | 3.70                    | 4.00                    | 0.30                         | 8.0%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 11-20 People or \$15.40/8hr booking          | Per hour        | Taxable    | 4.90                    | 5.30                    | 0.40                         | 8.2%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 21-30 People \$36.30 per day or part thereof | Per hour        | Taxable    | 40.50                   | 43.75                   | 3.25                         | 8.0%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 21-30 People or \$18.70/8hr booking          | Per hour        | Taxable    | 6.15                    | 6.65                    | 0.50                         | 8.1%                        | Non-Statutory |

| Description of Fees and Charges  | Unit of Measure | GST Status | 2019/20 Fee incl GST \$ | 2020/21 Fee incl GST \$ | Fee Increase / (Decrease) \$ | Fee Increase / (Decrease) % | Fee Type      |
|--|-----------------|------------|-------------------------|-------------------------|------------------------------|-----------------------------|---------------|
| Casual Hirers Public Liability Scheme 31-40 People \$48.40 per day or part thereof     | Per hour        | Taxable    | 53.80                   | 58.10                   | 4.30                         | 8.0%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 41-50 People \$60.50 per day or part thereof     | Per hour        | Taxable    | 67.50                   | 72.90                   | 5.40                         | 8.0%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 51-100 People \$72.60 per day or part thereof    | Per hour        | Taxable    | 81.00                   | 87.50                   | 6.50                         | 8.0%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 101-500 People \$96.80 per day or part thereof   | Per hour        | Taxable    | 109.00                  | 117.70                  | 8.70                         | 8.0%                        | Non-Statutory |
| Casual Hirers Public Liability Scheme 501-1000 People \$145.20 per day or part thereof | Per hour        | Taxable    | 164.00                  | 177.10                  | 13.10                        | 8.0%                        | Non-Statutory |

## CITY OF DAREBIN

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City of  
**DAREBIN**

the place  
to live

# STRATEGIC RESOURCE PLAN

**For the four years ended 2020-2024**

This Strategic Resource Plan has been developed in accordance with the Local Government Better Practice Guide – Strategic Resource Plan, 2020 issued by the Department of Environment, Land, Water and Planning on preparing a Strategic Resource Plan in accordance with the legislation.



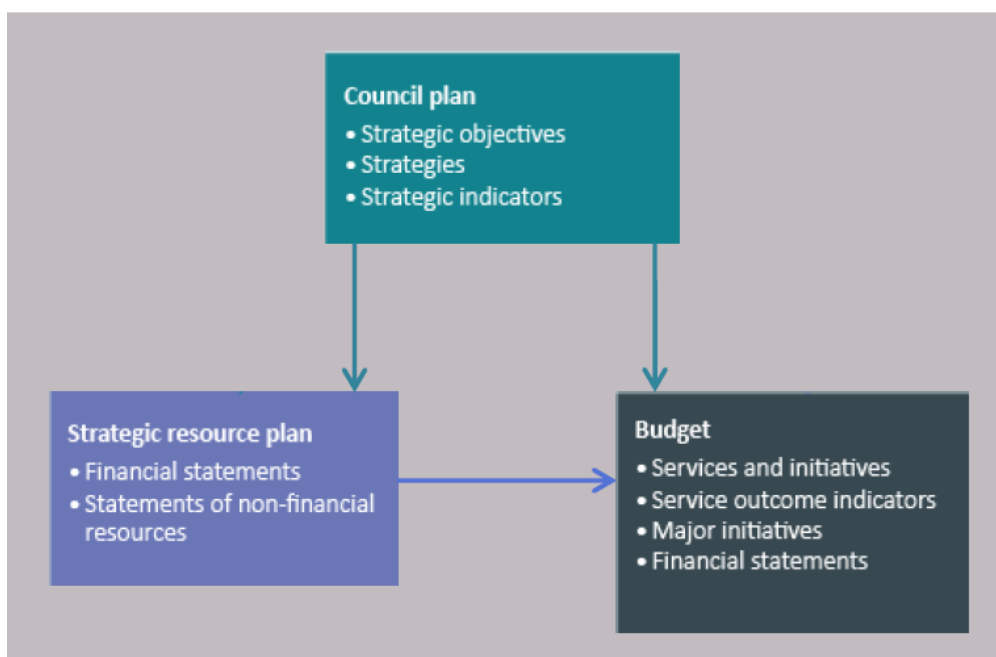
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## 1. Background

The *Local Government Act 1989* (the Act) requires Council to prepare a Strategic Resource Plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by Council.

Council has prepared a SRP for the four years 2020-21 to 2023-24 as part of its integrated planning framework as set out below.



The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the Council Plan.

## 2. Objectives of the plan

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- maintaining ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities including Darebin's COVID-19 Community and Business Resilience and Recovery Package
- the timely renewal of community assets and the assets required for ongoing service delivery
- ongoing underlying surpluses that allow the funding of ongoing service delivery and capital works commitments
- holding sufficient cash and other assets in order to meet payment obligations to suppliers and employees as they fall due.

In preparing the SRP, Council needs to comply with the principles of sound financial management in the Act which requires Council to:

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

The key objectives set out in this SRP and the measures used to reflect these objectives are:

| 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>   | Allowance for continuity of services included within the annual budgets throughout the plan period.  |
| <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>   | 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><u>Operating performance</u></p> <p>We will ensure that Council delivers ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and the assets required for ongoing service delivery, and new community assets.</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><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 as they fall due.</p>  | Achieve a working capital ratio of at least 1.1: 1 throughout the plan.  |

### 3. How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2019
- assumptions provided by Council service providers about changes in future income and expenditure
- assumptions provided by Council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets
- assumptions provided by finance regarding future changes in assets, liabilities and equity
- information provided in the Darebin COVID-19 Community and Business Resilience and Recovery Package
- information provided by the executive management team and Council
- In October 2019, Council endorsed a ten-year capital works funding strategy

The financial projections included in the SRP have been developed using a 'four-way' budget model. This methodology is an integrated model, which enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

### 4. Assessment of Council's current financial position

An assessment has been undertaken of the Council's current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for 2019-20 are outlined below.

| Result                         | Adopted Budget | Forecast Actual | Variance Fav/ |
|--------------------------------|----------------|-----------------|---------------|
|                                | 2019-20        | 2019-20         | (Unfav)       |
|                                | \$'000         | \$'000          | \$'000        |
| Surplus/(deficit) for the year | 12,390         | 8,449           | (3,941)       |
| Cash and investments balance   | 50,870         | 57,642          | 6,772         |
| Capital works expenditure      | 52,223         | 49,021          | (3,202)       |

A surplus of \$8.45 million is forecast to be achieved, compared with an original budgeted surplus of \$12.39 million.

Cash and investments are forecast to be \$57.64 million compared with an original budget of \$50.87 million. The forecast \$6.78 million favourable variance is primarily due the opening balance being \$4.53 greater than budgeted.

Capital works expenditure is forecast to be \$49.02 million compared with an original budget of \$52.23 million. Once 2018/19 carried forwards were finalised, the adjusted 2019/20 budget increased to \$53.25 million against the forecast amount of \$49.02 million resulting in a \$4.23 million favourable variance which is made up of eight projects in the value of \$3.2 million that will be carried over into 2020/21 with the balance to be retained in cash as unspent funds.

The Victorian Government has legislated that local government rates be capped from the 2016-17 year. The rate cap for the 2020-21 year as set by the Minister for Local Government is 2.0 percent. Depending on the level at which rates are capped in future years, Council may need to review the level of services and capital works expenditure which are delivered in future years and/or apply for a higher cap.

## 5. Key assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position
- scan of the external economic environment including COVID-19 implications
- forecast changes in population and demographics
- advice from officers responsible for service and capital works planning and delivery
- services and initiatives contained in plans adopted or proposed to be adopted by Council.

The key assumptions underlying the SRP are set out below.

### **General operating**

The general assumptions affecting all operating income and expenditure are included the following table.

|                                | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--------------------------------|---------|---------|---------|---------|
|                                | %       | %       | %       | %       |
| Consumer Price Index           | 2.0%    | 2.0%    | 2.0%    | 2.0%    |
| Average Weekly Earnings        | 3.2%    | 3.2%    | 3.2%    | 3.2%    |
| Engineering Construction Index | 3.2%    | 3.2%    | 3.2%    | 3.2%    |
| Non-Residential Building Index | 3.5%    | 3.5%    | 3.5%    | 3.5%    |
| Rate increases                 | 2.0%    | 2.0%    | 2.0%    | 2.0%    |
| Property growth                | 1.0%    | 1.0%    | 1.0%    | 0.6%    |
| Wages growth                   | 2.0%    | 2.0%    | 2.0%    | 2.0%    |
| Government funding             | 2.0%    | 2.0%    | 2.0%    | 2.0%    |
| Statutory fees                 | 1.8%    | 2.2%    | 2.2%    | 2.2%    |
| Investment return              | 1.0%    | 1.0%    | 1.0%    | 1.0%    |

### **Consumer price index**

The annual consumer price index (CPI) for the December 2019 quarter for Melbourne was 2.0 percent (ABS catalogue 6401.0). The weighted average state-wide CPI is 1.80 percent in December 2019 quarter. For the purposes of developing the SRP, CPI has been set at 2.0 percent for the 2020-21 year onwards and applied to all income and expense types with the exception of those specifically identified in the above table.

### **Rate cap**

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2020-21 year is 2.0 percent and based on the state-wide CPI projections is likely to remain at this level for the forecast period.

**Property growth**

The municipality is expected to continue growing at an average rate of 1.5 percent over the four-year period to 2023-24.

**Wages growth**

The collective wage agreement has been finalised and is before the Fair Work Commission awaiting ratification. The wages growth in the SRP is based on the forecast rate cap in future years.

**Grants (operating)**

Council receives approximately \$15.73 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$4.39 million for the 2020-21 year in financial assistance grants. Future increases in operating grants excluding financial assistance grants have been set at CPI minus 0.7 percent in all years.

**Statutory fees**

Council raises approximately \$5.74 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

**Investment return**

The official cash rate is now 0.25 percent, following a rate decrease of 0.25 percent by the Reserve Bank on 20 March 2020. Council has set its investment return at 1.00 percent reflecting current investment returns.

**Service delivery**

The assumptions affecting specific services provided by Council are set out below.

**Residential garbage and recycling collection**

Waste tipping charges associated with the disposal of residential garbage and growth in the number of tenements (~980 per annum over the four-year period) is expected to have minimal financial impact with cost increases only reflecting CPI. With the current challenges impacting waste services in Victoria, the cost of Council's kerbside recycling is expected to significantly increase. This will be an area of particular focus over the term of the SRP. Increases in the landfill levy will increase the cost of residential garbage disposal by \$0.25 million in the 2020-21 financial year with similar increases forecast in the following two years.

**Property valuation**

Council is now required to revalue all properties within the municipality every year. The last general revaluation was carried out as at 1 January 2020 and is effective for the 2020/21 year.

**Service levels**

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

Service levels have been maintained for 2020-21 but with the impact of capped rates increases service reviews will need to be undertaken across all services to establish sustainable service levels in future years as well as Council needing to review other potential sources of revenue.

**Other operating**

Other assumptions affecting operating income and expenditure which cannot be directly attributed to specific services are included in the following table.

|                                    | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|------------------------------------|---------|---------|---------|---------|
|                                    | \$'000  | \$'000  | \$'000  | \$'000  |
| Supplementary rates                | 750     | 750     | 750     | 750     |
| Developer contributions (cash)     | 3,500   | 6,260   | 6,260   | 6,260   |
| Developer contributions (non-cash) | 0       | 0       | 0       | 0       |
| Financial assistance grants        | 4,390   | 4,503   | 4,598   | 4,690   |
| Grants (capital)                   | 2,071   | 3,276   | 3,215   | 3,285   |
| Asset sales proceeds               | 612     | 750     | 750     | 750     |

### **Supplementary rates**

Supplementary rates are expected to remain constant over the four-year period based on current trends in property development and the impact of annual valuations. Supplementary rates are estimated to add an additional \$0.75 million in rate revenue in each year.

### **Developer contributions (cash)**

Contributions are levied on developers for the purpose of offsetting future costs associated with the creation of open space and new community infrastructure. The growth rate is based the current property developing and expected to be completed over the four years to 2023-24.

### **Developer contributions (non-cash)**

From time to time Council receives infrastructure assets from developers at no cost which are recognised as income in the comprehensive income statement. This normally occurs following the completion of a property development, where the developer agrees to construct the required infrastructure including roads, footpaths and drains. At the conclusion of the development, these assets are handed over to Council. It is expected that Council will receive some infrastructure assets during the four-year period. As the value of assets cannot be reliably measured at this time no allowance has been made.

### **Financial assistance grants**

Council's financial assistance grant allocation has been decreasing in recent years due to the freeze in indexation by the Federal Government and Council's assessment relative to other Victorian Councils. The budgeted allocation for the 2020-21 year of \$4.39 million is based on the minimum grant level having been reached by Council as the current formula being used by the Victorian Grants Commission indicates that Darebin has a lesser need for access to these grants when compared with other Victorian Councils. Future years' financial grant allocations are expected to increase in line with other recurrent grant increases.

### **Grants (capital)**

Council receives both recurrent and non-recurrent government funding for capital works projects. Capital grants are expected to be relatively consistent to reflect Roads to Recovery grants to be received in future years.

### **Asset sales (proceeds)**

Council has in the past disposed of assets as part of its plant replacement program for light and heavy vehicle fleet. An amount of \$0.61 million has been forecast in 2020-21 and an amount of \$0.75 million as the expected proceeds from the plant replacement program in future years.

### **General balance sheet**

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 98.5 percent of the total rates and charges raised, is expected to be collected
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days
- other debtors and creditors are expected to remain consistent with 2019-20 levels
- employee entitlements have increased in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff.

### **Other balance sheet**

The assumptions affecting specific balance sheet items is set out below.

### **Borrowings**

In developing the SRP, borrowings were identified as an important funding source for capital works expenditure.

In the past, Council has borrowed to finance large infrastructure projects and since then has been in a phase of debt reduction resulting in borrowings reduced to \$0 during 2015-16. With Council considering a number of substantial intergenerational capital works projects and environmental initiatives, it is timely to reconsider the issue of borrowings.

Loan borrowing is a legitimate and responsible financial management tool that provides Council an appropriate mechanism to enable it to implement its Council Plan objectives.

Borrowing allows for a timing mismatch in income and expenditure, where it allows the income to be offset and balanced with expenditure, over a longer period of time. Accordingly decisions to raise borrowings are not funding strategies, but rather financing options and strategies.

Borrowing provides cash, but it is important to recognise that this is not income. Borrowing creates an asset (available cash) and also a liability (obligation to repayment). The repayment of the principal itself results in a reduction of the liability, and a reduction of the asset (available cash). The interest though, is regarded as an expense.

It is not possible for Council to meet infrastructure outlay needs and treat different generations of ratepayers equitably (in terms of services provided relative to rates and charges levied) without the use of borrowing. Borrowing is a useful instrument for spreading the costs of an asset over its useful life or time that the asset provides services to the ratepayers so that ratepayers who benefit from the assets, pay for their consumption over time, providing inter-generational benefits to the community.

Council is dependent on infrastructure assets which require large investment to deliver its service objectives and needs to be mindful of intergenerational equity in generating revenue to offset service costs. If Council as an infrastructure intensive organisation was to keep its level of borrowings very low, it is likely to under-invest in new infrastructure and asset renewal relative to what its operating income stream would allow.

It is important to note that borrowing would not allow Council to make acquisitions that it otherwise could not afford and that it is more cost effective to use surplus cash and investments rather than borrowing.

Deciding an appropriate borrowing level is a difficult task. Each council is different and the level of debt that is appropriate for Darebin may not be acceptable for another council.

It is anticipated that Council will consider borrowings in future years to provide a funding source for significant intergenerational infrastructure works planned for delivery over the period 2020-21 through to 2024-25.

### Council's current position

Council has determined that borrowings will be considered as a means of financing strategic infrastructure initiatives with reference to criteria including financing 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
- delivering intergenerational infrastructure
- ensures long term financial sustainability.

Borrowings may also be required in the future to fund 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 relevant State Government prudential requirements for borrowing, which are set out below:

| Prudential ratio            | Calculation                            | Rationale   | State Govt Limit |
|-----------------------------|--|---|------------------|
| Liquidity (working capital) | Current Assets:<br>Current Liabilities | Reflects ability to repay current commitments from cash or near cash assets | > 1.1: 1         |



|                 |   |  |       |
|-----------------|---|--|-------|
| Debt commitment | Total loans as a percentage of rate revenue           | Reflects total loan levels relative to Council rates                           | < 60% |
| 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%  |

Council will manage its debt and only undertake additional borrowings in accordance with the following principles:

- Council complies with the Local Government Prudential Guidelines at all times.
- Loans are only taken when Council's Long-Term Financial Plan shows that debt management obligations can be met over the life of the loan.
- Loan funds are drawn only at the time when required.
- Loan funds should be considered when funding intergenerational infrastructure initiatives.

It is important that Council adopts a responsible borrowing strategy that ensures long term financial sustainability.

### Essential Services Commission's position on borrowings

The Essential Services Commission (ESC) does not advocate for the local government sector to increase or reduce its debt level. Whether it is prudent or responsible to use debt finance depends on the circumstances of each municipality and the judgment of the council.

The ESC's expectation is that a Council applying for a higher cap shows it has a well-considered debt policy (preferably consulted on with the community) that guides its decision whether to use debt to reduce the need for additional funding in the short term through increased rates revenue. If the Council adopts a debt position that is not consistent with its debt policy, then the application should clearly explain why.

As required by the legislation, a Council's application must demonstrate it considered the option of debt and the reasons for adopting or not adopting it.

Section 185E (3) of the Local Government Act 1989 states that:

An application under this section must specify —

- (a) a proposed higher cap for each specified financial year; and
- (b) the reasons for which the Council seeks the higher cap; and
- (c) how the views of ratepayers and the community have been taken into account in proposing the higher cap; and
- (d) how the higher cap is an efficient use of Council resources and represents value for money; and
- (e) whether consideration has been given to reprioritising proposed expenditure and alternative funding options and why those options are not adequate; and
- (f) that the assumptions and proposals in the application are consistent with the Council's long-term strategy and financial management policies set out in the Council's planning documents and annual budget.

An application for a higher rate cap would need to demonstrate that the Council considered other suitable funding or financing options. It also needs to outline the decision reached (and reasoning for the decision) on those options (which should include) different rate increase scenarios. In demonstrating the preferred option, the Council should consider how a higher cap is in the long-term interests of the community and ratepayers. The Council, in consultation with the community, must decide priorities and desired outcomes; this decision is not the role of the ESC.

### Borrowing Principles

Council's future borrowings would be underpinned by the following principles which will be considered as part of any decision to borrow:

1. The purpose for borrowing is consistent with Council's strategic objectives as detailed in the Council Plan.
2. Any 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.
3. Borrowing is undertaken only when Council's Long-Term Financial Plan shows that debt management obligations can be fully met over the life of the loan.
4. The minimum cash requirement to be set as:
  - Restricted cash as per Council's annual financial statements that includes statutory reserves and funds held in trust
  - Seventy percent of provisions as per Council's annual financial statements
5. Loan funds are drawn only at the time when required and for the amount that is required.
  - Expenditure made using working capital during the financial year with borrowings entered into towards the end of the financial year.
  - Amount drawn down does not exceed funding requirements.
6. Management of borrowings will focus on sound cash management practices in that Council will not borrow at higher interest rates when unrestricted funds are invested at lower interest rates.
7. The nature of any borrowings (short or long term) and the interest rate (fixed or variable) will take into account the purpose of the borrowings and seek to minimise interest rate exposure.
8. Borrowing does not increase the amount of money available to spend. Borrowing does allow a higher level of expenditure in a given year, but as it must be repaid with interest it requires a reduction of expenditure in future years.
9. Borrowing is not to be used to finance ongoing recurrent operational expenditure.
10. Where borrowing is associated with the construction or purchase of an asset, the term of the loan is not to exceed the useful life of the asset.

For the 2020-21 year, Council has decided not to take out new borrowings.

It is likely in future years that borrowings will be required to fund future intergenerational infrastructure initiatives such as the Multi-sports Stadium in Thornbury and the renewal of the Northcote Aquatic and Recreation Centre.

| Year    | New        | Principal Paid | Interest Paid | Balance 30 |
|---------|------------|----------------|---------------|------------|
|         | Borrowings |                |               |            |
|         | \$'000     | \$'000         | \$'000        | \$'000     |
| 2020/21 | 0          | 0              | 0             | 0          |
| 2021/22 | 12,000     | 87             | 28            | 11,913     |
| 2022/23 | 34,000     | 1,306          | 392           | 44,607     |
| 2023/24 | 0          | 4,091          | 1,175         | 40,516     |

### **Capital works**

The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

#### ***Asset renewal***

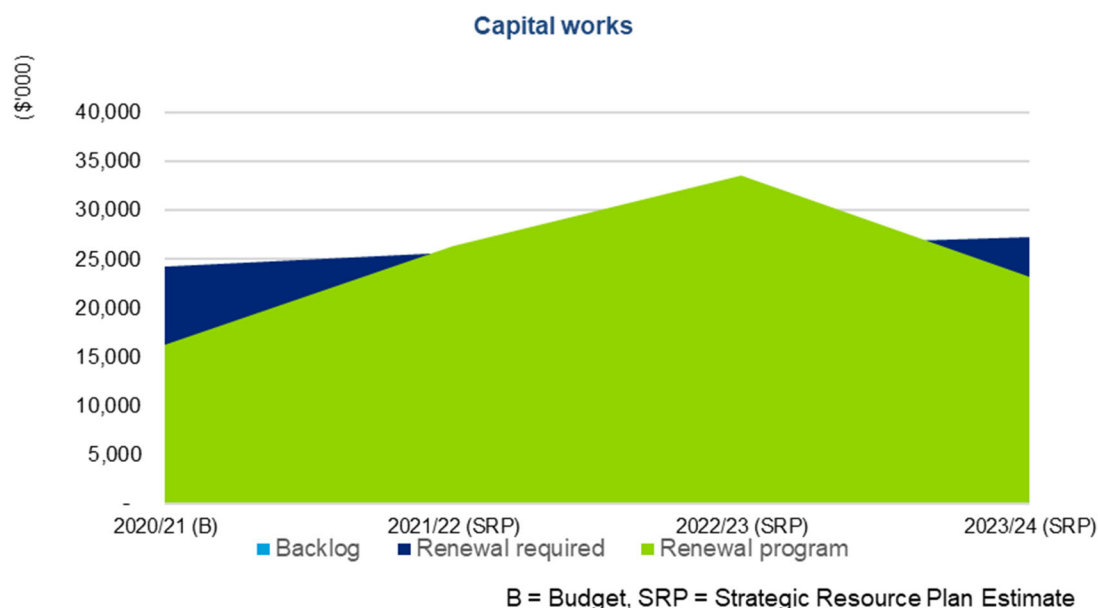
Council is developing a more detailed understanding of its future infrastructure requirements based on the knowledge provided by asset management plans, which set out future capital expenditure requirements of Council for the next ten years by class of asset. Asset management plans predict infrastructure consumption, renewal needs and consider infrastructure needs to meet future community service expectations.

A key objective 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. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to maintain delivery of services to the community.

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



While Council is endeavouring to provide a sufficient level of annual funding to meet the ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap.

### **Capital expenditure program**

In developing the capital expenditure program for the next four years, the following matters have had a significant impact:

- reduction in the amount of cash and investment reserves available to fund future capital expenditure programs
- the commitment to undertake significant large infrastructure projects that will provide intergenerational benefits such as the Multi-sports Stadium in Thornbury and the renewal of the Northcote Aquatic and Recreation Centre
- the availability of grant funding for capital projects
- The minimum cash requirement to be set as:
  - Restricted cash as per Council's annual financial statements that includes statutory reserves and funds held in trust
  - Seventy percent of provisions as per Council's annual financial statements
- the level of ongoing Commonwealth funding for the upgrade of roads
- the need to close the renewal gap and address the backlog in future years.

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

| Year    | Summary of funding sources |        |               |              |            |
|---------|----------------------------|--------|---------------|--------------|------------|
|         | Total Capital Program      | Grants | Contributions | Council Cash | Borrowings |
|         | \$'000                     | \$'000 | \$'000        | \$'000       | \$'000     |
| 2020/21 | 37,463                     | 2,071  | 299           | 35,093       | 0          |
| 2021/22 | 78,377                     | 2,541  | 450           | 63,386       | 12,000     |
| 2022/23 | 78,673                     | 2,465  | 450           | 41,758       | 34,000     |
| 2023/24 | 40,382                     | 2,520  | 450           | 37,412       | 0          |

## Human resources

The assumptions affecting the level of human resources are set out in the following table.

|                               | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|-------------------------------|---------|---------|---------|---------|
| Employee cost growth %        | 6.66%   | 2.15%   | 2.15%   | 2.15%   |
| Employee numbers growth (FTE) | 0.0     | 0.0     | 0.0     | 0.0     |

### **Employee costs**

The collective wage agreement has been finalised and applies to wage rate changes for the term up to 30 June 2022. Employee costs are forecast to increase by 6.66% in 2020-21 then stabilise to 2.15% over the remainder of the SRP. This percentage increase relates to the increase in salary and wages and resources to meet additional community and compliance demand. The increase also includes additional grant funded positions and positions to undertake work previously outsourced to contractors and consultants.

### **Employee numbers**

A key objective of the SRP is maintaining existing service levels, however this needs to be balanced against the introduction of rate capping from the 2016-17 year onwards which has resulted in downward pressure being placed on employee costs. Staff numbers are not forecast to grow in 2020-21.

## **6. Outcomes**

### Financial outcomes

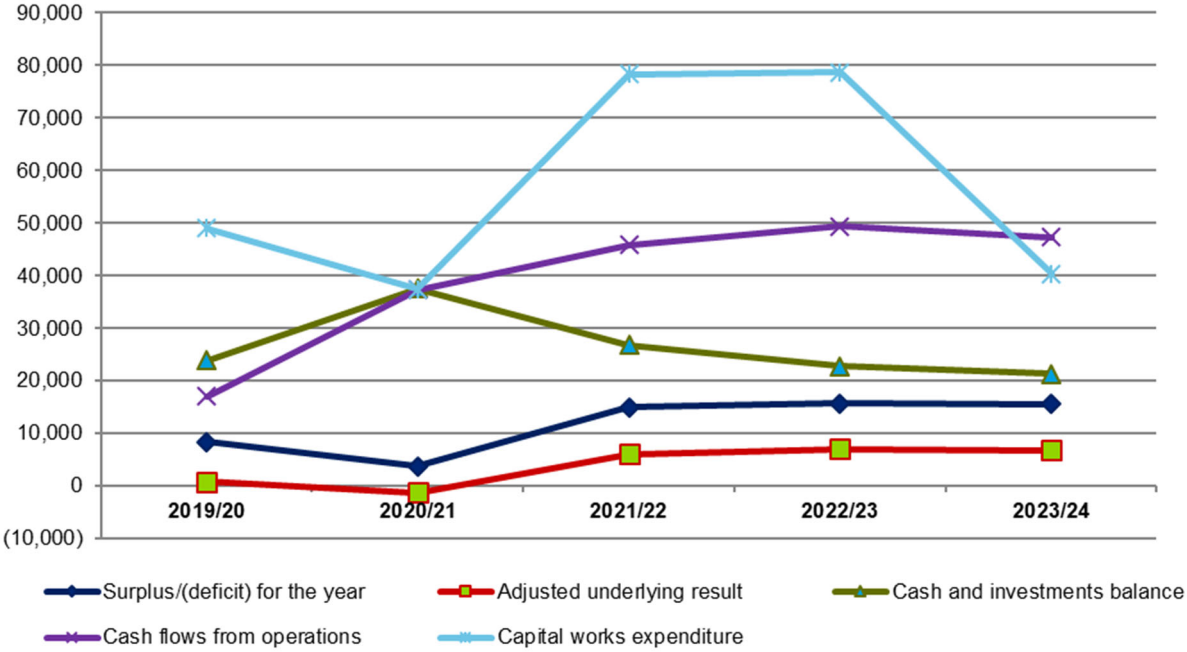
The following financial results, graph and indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2020-24 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

|                                | Forecast Actual   | Budget            | Strategic Resource Plan Projections |                   |                   | Trend |
|--------------------------------|-------------------|-------------------|-------------------------------------|-------------------|-------------------|-------|
|                                | 2019/20<br>\$'000 | 2020/21<br>\$'000 | 2021/22<br>\$'000                   | 2022/23<br>\$'000 | 2023/24<br>\$'000 | +/-   |
| Surplus/(deficit) for the year | 8,449             | 3,727             | 14,948                              | 15,740            | 15,645            | +     |
| Adjusted underlying result     | 822               | (1,262)           | 6,147                               | 7,015             | 6,865             | +     |
| Cash and investments balance   | 23,936            | 37,602            | 26,797                              | 22,811            | 21,335            | -     |
| Cash flows from operations     | 17,107            | 37,349            | 45,847                              | 49,427            | 47,387            | +     |
| Capital works expenditure      | 49,021            | 37,463            | 78,377                              | 78,673            | 40,382            | -     |

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

**Financial resources (\$'000)**



| Indicator                  | Measure   | Notes | Forecast          | Budget  | Strategic Resource Plan Projections |         |         | Trend |
|----------------------------|---|-------|-------------------|---------|-------------------------------------|---------|---------|-------|
|                            |   |       | Actual<br>2019/20 | 2020/21 | 2021/22                             | 2022/23 | 2023/24 | +/-   |
| <b>Operating position</b>  |   |       |                   |         |                                     |         |         |       |
| Adjusted underlying result | Adjusted underlying surplus (deficit) /<br>Adjusted underlying revenue  | 1     | 0.5%              | (0.8)%  | 3.4%                                | 3.8%    | 3.6%    | +     |
| <b>Liquidity</b>           |   |       |                   |         |                                     |         |         |       |
| Working capital            | Current assets /<br>Current liabilities   | 2     | 215.9%            | 215.0%  | 131.4%                              | 110.5%  | 105.8%  | -     |
| Unrestricted cash          | Unrestricted cash /<br>Current liabilities  |       | 76.1%             | 84.7%   | 5.5%                                | (5.6%)  | (9.4%)  | -     |
| <b>Obligations</b>         |   |       |                   |         |                                     |         |         |       |
| Loans borrowings           | Interest bearing loans and<br>borrowings /<br>Rate revenue  | 3     | 0.0%              | 0.0%    | 8.5%                                | 31.0%   | 27.4%   | +     |
| Loans borrowings           | Interest and principal repayments on<br>interest bearing loans and<br>borrowings /<br>Rate revenue                  |       | 0.0%              | 0.0%    | 0.1%                                | 1.2%    | 3.6%    | +     |
| Indebtedness               | Non-current liabilities /<br>Own source revenue   |       | 1.2%              | 1.2%    | 7.7%                                | 24.9%   | 21.9%   | +     |
| Asset renewal              | Asset renewal & upgrade<br>expenditure /<br>Depreciation  | 4     | 144.3%            | 95.9%   | 162.5%                              | 206.4%  | 122.4%  | -     |
| <b>Stability</b>           |   |       |                   |         |                                     |         |         |       |
| Rates concentration        | Rate revenue /<br>Adjusted underlying revenue   | 5     | 77.5%             | 80.9%   | 77.0%                               | 76.9%   | 77.1%   | o     |
| Rates effort               | Rate revenue /<br>CIV of rateable properties in the<br>municipality   |       | 0.2%              | 0.2%    | 0.2%                                | 0.2%    | 0.2%    | o     |
| <b>Efficiency</b>          |   |       |                   |         |                                     |         |         |       |
| Expenditure level          | Total expenditure /<br>No. of property assessments  |       | \$2,378           | \$2,317 | \$2,373                             | \$2,387 | \$2,404 | o     |
| Revenue level              | Residential rate revenue /<br>No. of residential property<br>assessments  |       | \$1,570           | \$1,612 | \$1,619                             | \$1,627 | \$1,634 | o     |
| Workforce turnover         | No. of permanent staff resignations &<br>terminations /<br>Average no. of permanent staff for<br>the financial year |       | 9.3%              | 9.3%    | 9.3%                                | 9.3%    | 9.3%    | 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

**Notes to indicators**

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period but are reliant on savings being realised from service reviews and from revenue increases from sources other than rates and charges.

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly over the term of the SRP due to a run down in cash reserves to fund the capital program.

**3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt and no additional borrowings currently forecast during the term of this SRP.

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

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

## **Achievement of SRP objectives**

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the SRP over the next four years.

### **1. Maintain existing service levels (objective: achieved)**

Service levels have been maintained throughout the four-year period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

### **2. Meet Council's asset renewal requirements (objective: achieved)**

Asset renewal is forecast to be above the target of 100 percent of depreciation for all four years covered by the SRP (measure: asset renewal).

### **3. Achieve ongoing adjusted underlying surpluses (objective: achieved)**

The adjusted underlying result is a surplus and is forecast to increase moderately over the four year period (measure: underlying surplus).

### **4. Have sufficient cash and other assets to meet payment obligations (objective: achieved)**

The working capital ratio is greater than 100% for each of the four years of the Strategic Resource Plan. Council endorsed on 14 October 2019 a funding strategy for the intergenerational assets being constructed in years two, three and four of the strategic resource plan.

## City of Darebin

### Budgeted Comprehensive Income Statement

| For the four years ending 30 June 2024                                       | Forecast         | Budget           | Strategic Resource Plan Projections |                  |                  |
|--|------------------|------------------|-------------------------------------|------------------|------------------|
|  | Actual           | 2020/21          | 2021/22                             | 2022/23          | 2023/24          |
|  | 2019/20          | 2020/21          | 2021/22                             | 2022/23          | 2023/24          |
|  | \$'000           | \$'000           | \$'000                              | \$'000           | \$'000           |
| <b>Income</b>  |                  |                  |                                     |                  |                  |
| Rates and charges  | 133,353          | 135,764          | 140,853                             | 144,827          | 148,892          |
| Statutory fees and fines   | 7,859            | 5,739            | 10,378                              | 10,550           | 10,762           |
| User fees  | 7,093            | 5,464            | 10,052                              | 10,232           | 10,444           |
| Grants - Operating   | 15,891           | 15,727           | 16,041                              | 16,362           | 16,688           |
| Grants - Capital   | 3,595            | 2,071            | 3,276                               | 3,215            | 3,285            |
| Contributions - monetary   | 4,738            | 3,500            | 6,260                               | 6,260            | 6,260            |
| Contributions - non-monetary   | -                | -                | -                                   | -                | -                |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment | 520              | 612              | 750                                 | 750              | 750              |
| Fair value adjustments for investment property                               | -                | -                | -                                   | -                | -                |
| Net gain/(loss) on disposal of investment property                           | -                | -                | -                                   | -                | -                |
| Net gain/(loss) on disposal of intangible assets                             | -                | -                | -                                   | -                | -                |
| Share of net profits/(losses) of associates and joint ventures               | -                | -                | -                                   | -                | -                |
| Other income   | 5,222            | 2,614            | 2,655                               | 3,446            | 3,488            |
| <b>Total Income</b>  | <b>178,271</b>   | <b>171,491</b>   | <b>190,264</b>                      | <b>195,641</b>   | <b>200,569</b>   |
| <b>Expenses</b>  |                  |                  |                                     |                  |                  |
| Employee costs   | (83,008)         | (88,313)         | (90,079)                            | (91,881)         | (93,718)         |
| Materials and services   | (55,526)         | (46,698)         | (53,789)                            | (55,208)         | (56,664)         |
| Bad and doubtful debts   | (1,301)          | (1,320)          | (612)                               | (708)            | (725)            |
| Depreciation and amortisation  | (23,449)         | (24,323)         | (25,668)                            | (26,437)         | (27,229)         |
| Borrowing costs  | -                | -                | (28)                                | (392)            | (1,175)          |
| Other expenses   | (6,538)          | (7,110)          | (5,141)                             | (5,275)          | (5,412)          |
| <b>Total Expenses</b>  | <b>(169,822)</b> | <b>(167,764)</b> | <b>(175,316)</b>                    | <b>(179,901)</b> | <b>(184,924)</b> |
| <b>Surplus/(deficit) for the year</b>  | <b>8,449</b>     | <b>3,727</b>     | <b>14,948</b>                       | <b>15,740</b>    | <b>15,645</b>    |
| <b>Other comprehensive income</b>  |                  |                  |                                     |                  |                  |
| Items that will not be reclassified to surplus or deficit in future periods: |                  |                  |                                     |                  |                  |
| Net asset revaluation increment /(decrement)                                 | -                | -                | -                                   | -                | -                |
| Share of other comprehensive income of associates and joint ventures         | -                | -                | -                                   | -                | -                |
| Items that may be reclassified to surplus or deficit in future periods       | -                | -                | -                                   | -                | -                |
| <b>Total comprehensive result</b>  | <b>8,449</b>     | <b>3,727</b>     | <b>14,948</b>                       | <b>15,740</b>    | <b>15,645</b>    |

## City of Darebin Budgeted Balance Sheet

| For the four years ending 30 June 2024         | Forecast          | Budget            | Strategic Resource Plan Projections |                   |                   |
|--|-------------------|-------------------|-------------------------------------|-------------------|-------------------|
|  | Actual            |                   |                                     |                   |                   |
|  | 2019/20<br>\$'000 | 2020/21<br>\$'000 | 2021/22<br>\$'000                   | 2022/23<br>\$'000 | 2023/24<br>\$'000 |
| <b>Assets</b>                                  |                   |                   |                                     |                   |                   |
| <b>Current assets</b>                          |                   |                   |                                     |                   |                   |
| Cash and cash equivalents                      | 23,936            | 37,602            | 26,797                              | 22,811            | 21,335            |
| Trade and other receivables                    | 27,523            | 13,378            | 15,663                              | 16,024            | 16,056            |
| Other financial assets                         | 33,706            | 16,853            | -                                   | -                 | -                 |
| Inventories                                    | 67                | 67                | 67                                  | 67                | 68                |
| Non-current assets classified as held for sale | -                 | -                 | -                                   | -                 | -                 |
| Other assets                                   | 2,618             | 2,618             | 2,618                               | 2,618             | 2,618             |
| <b>Total current assets</b>                    | <b>87,850</b>     | <b>70,518</b>     | <b>45,146</b>                       | <b>41,520</b>     | <b>40,077</b>     |
| <b>Non-current assets</b>                      |                   |                   |                                     |                   |                   |
| Trade and other receivables                    | 4,695             | 4,718             | 4,742                               | 4,766             | 4,790             |
| Other financial assets                         | 236               | 236               | 236                                 | 236               | 236               |
| Investments in associates and joint ventures   | -                 | -                 | -                                   | -                 | -                 |
| Property, infrastructure, plant & equipment    | 1,398,965         | 1,412,130         | 1,464,864                           | 1,517,125         | 1,530,303         |
| Investment property                            | 2,810             | 2,810             | 2,810                               | 2,810             | 2,810             |
| Intangible asset                               | 492               | 467               | 443                                 | 418               | 394               |
| Landfill rehabilitation intangible asset       | -                 | -                 | -                                   | -                 | -                 |
| <b>Total non-current assets</b>                | <b>1,407,198</b>  | <b>1,420,362</b>  | <b>1,473,095</b>                    | <b>1,525,355</b>  | <b>1,538,532</b>  |
| <b>Total assets</b>                            | <b>1,495,048</b>  | <b>1,490,880</b>  | <b>1,518,241</b>                    | <b>1,566,875</b>  | <b>1,578,609</b>  |
| <b>Liabilities</b>                             |                   |                   |                                     |                   |                   |
| <b>Current liabilities</b>                     |                   |                   |                                     |                   |                   |
| Trade and other payables                       | 15,823            | 7,928             | 8,428                               | 8,628             | 8,809             |
| Trust funds and deposits                       | 4,571             | 4,571             | 4,571                               | 4,571             | 4,571             |
| Provisions                                     | 20,294            | 20,294            | 20,294                              | 20,294            | 20,294            |
| Interest-bearing loans and borrowings          | -                 | -                 | 1,060                               | 4,091             | 4,205             |
| <b>Total current liabilities</b>               | <b>40,688</b>     | <b>32,793</b>     | <b>34,352</b>                       | <b>37,584</b>     | <b>37,879</b>     |
| <b>Non-current liabilities</b>                 |                   |                   |                                     |                   |                   |
| Provisions                                     | 1,810             | 1,810             | 1,810                               | 1,810             | 1,810             |
| Interest-bearing loans and borrowings          | -                 | -                 | 10,853                              | 40,516            | 36,310            |
| <b>Total non-current liabilities</b>           | <b>1,810</b>      | <b>1,810</b>      | <b>12,663</b>                       | <b>42,326</b>     | <b>38,120</b>     |
| <b>Total liabilities</b>                       | <b>42,498</b>     | <b>34,603</b>     | <b>47,016</b>                       | <b>79,910</b>     | <b>75,999</b>     |
| <b>Net assets</b>                              | <b>1,452,550</b>  | <b>1,456,277</b>  | <b>1,471,225</b>                    | <b>1,486,965</b>  | <b>1,502,610</b>  |
| <b>Equity</b>                                  |                   |                   |                                     |                   |                   |
| Accumulated surplus                            | 563,073           | 566,800           | 583,523                             | 599,263           | 614,908           |
| Reserves                                       | 889,477           | 889,477           | 887,702                             | 887,702           | 887,702           |
| <b>Total equity</b>                            | <b>1,452,550</b>  | <b>1,456,277</b>  | <b>1,471,225</b>                    | <b>1,486,965</b>  | <b>1,502,610</b>  |

## City of Darebin

### Budgeted Statement of Changes in Equity

For the four years ending 30 June 2024

|   | Total<br>\$'000  | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|---|------------------|----------------------------------|----------------------------------|-----------------------------|
| <b>2020/21</b>                              |                  |                                  |                                  |                             |
| Balance at beginning of the financial year  | 1,452,550        | 563,073                          | 865,796                          | 23,681                      |
| Surplus/(deficit) for the year              | 3,727            | 3,727                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | -                | -                                | -                                | -                           |
| Transfer (to)/from reserves                 | -                | -                                | -                                | -                           |
| <b>Balance at end of financial year</b>     | <b>1,456,277</b> | <b>566,800</b>                   | <b>865,796</b>                   | <b>23,681</b>               |
| <b>2021/22</b>                              |                  |                                  |                                  |                             |
| Balance at beginning of the financial year  | 1,456,277        | 566,800                          | 865,796                          | 23,681                      |
| Surplus/(deficit) for the year              | 14,948           | 14,948                           | -                                | -                           |
| Net asset revaluation increment/(decrement) | -                | -                                | -                                | -                           |
| Transfer (to)/from reserves                 | -                | 1,775                            | -                                | (1,775)                     |
| <b>Balance at end of financial year</b>     | <b>1,471,225</b> | <b>583,523</b>                   | <b>865,796</b>                   | <b>21,906</b>               |
| <b>2022/23</b>                              |                  |                                  |                                  |                             |
| Balance at beginning of the financial year  | 1,471,225        | 583,523                          | 865,796                          | 21,906                      |
| Surplus/(deficit) for the year              | 15,740           | 15,740                           | -                                | -                           |
| Net asset revaluation increment/(decrement) | -                | -                                | -                                | -                           |
| Transfer (to)/from reserves                 | -                | -                                | -                                | -                           |
| <b>Balance at end of financial year</b>     | <b>1,486,965</b> | <b>599,263</b>                   | <b>865,796</b>                   | <b>21,906</b>               |
| <b>2023/24</b>                              |                  |                                  |                                  |                             |
| Balance at beginning of the financial year  | 1,486,965        | 599,263                          | 865,796                          | 21,906                      |
| Surplus/(deficit) for the year              | 15,645           | 15,645                           | -                                | -                           |
| Net asset revaluation increment/(decrement) | -                | -                                | -                                | -                           |
| Transfer (to)/from reserves                 | -                | -                                | -                                | -                           |
| <b>Balance at end of financial year</b>     | <b>1,502,610</b> | <b>614,908</b>                   | <b>865,796</b>                   | <b>21,906</b>               |



## City of Darebin

### Budgeted Statement of Cash Flows

| For the four years ending 30 June 2024                              | Forecast              | Budget                | Strategic Resource Plan Projections |                       |                       |
|---|-----------------------|-----------------------|-------------------------------------|-----------------------|-----------------------|
|   | Actual                |                       | 2021/22                             | 2022/23               | 2023/24               |
|   | 2019/20               | 2020/21               | 2021/22                             | 2022/23               | 2023/24               |
|   | \$'000                | \$'000                | \$'000                              | \$'000                | \$'000                |
|   | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows)               | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                         |                       |                       |                                     |                       |                       |
| Rates and charges   | 118,503               | 147,837               | 141,029                             | 146,249               | 150,348               |
| Statutory fees and fines  | 7,859                 | 6,249                 | 10,391                              | 10,654                | 10,867                |
| User fees   | 7,782                 | 5,950                 | 10,065                              | 10,332                | 10,546                |
| Grants - operating  | 16,046                | 17,126                | 16,061                              | 16,522                | 16,852                |
| Grants - capital  | 3,595                 | 2,255                 | 3,280                               | 3,246                 | 3,317                 |
| Contributions - monetary  | 4,738                 | 3,500                 | 6,260                               | 6,260                 | 6,260                 |
| Interest received   | 1,245                 | 1,175                 | 1,187                               | 1,199                 | 1,211                 |
| Other receipts  | 3,977                 | 1,878                 | 1,477                               | 2,331                 | 2,361                 |
| Net GST refund / payment  | 10,385                | 6,799                 | 10,523                              | 10,871                | 7,471                 |
| Employee costs  | (82,690)              | (96,577)              | (93,354)                            | (95,422)              | (97,358)              |
| Materials and services  | (74,333)              | (51,068)              | (55,744)                            | (57,336)              | (58,865)              |
| Trust funds and deposits repaid                                     | -                     | -                     | -                                   | -                     | -                     |
| Other payments  | -                     | (7,775)               | (5,328)                             | (5,478)               | (5,622)               |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>17,107</b>         | <b>37,349</b>         | <b>45,847</b>                       | <b>49,427</b>         | <b>47,387</b>         |
| <b>Cash flows from investing activities</b>                         |                       |                       |                                     |                       |                       |
| Payments for property, infrastructure, plant and equipment          | (49,528)              | (41,209)              | (86,215)                            | (86,540)              | (44,420)              |
| Proceeds from sale of property, infrastructure, plant and equipment | 949                   | 673                   | 825                                 | 825                   | 825                   |
| Proceeds from investments   | 9                     | 16,853                | 16,853                              | -                     | -                     |
| <b>Net cash provided by/(used in) investing activities</b>          | <b>(48,570)</b>       | <b>(23,683)</b>       | <b>(68,537)</b>                     | <b>(85,715)</b>       | <b>(43,595)</b>       |
| <b>Cash flows from financing activities</b>                         |                       |                       |                                     |                       |                       |
| Finance costs   | -                     | -                     | (28)                                | (392)                 | (1,175)               |
| Proceeds from borrowings  | -                     | -                     | 12,000                              | 34,000                | -                     |
| Repayment of borrowings   | -                     | -                     | (87)                                | (1,306)               | (4,091)               |
| <b>Net cash provided by/(used in) financing activities</b>          | <b>-</b>              | <b>-</b>              | <b>11,886</b>                       | <b>32,302</b>         | <b>(5,267)</b>        |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>       | <b>(31,463)</b>       | <b>13,666</b>         | <b>(10,804)</b>                     | <b>(3,986)</b>        | <b>(1,475)</b>        |
| Cash and cash equivalents at the beginning of the financial year    | 55,399                | 23,936                | 37,602                              | 26,797                | 22,811                |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>23,936</b>         | <b>37,602</b>         | <b>26,797</b>                       | <b>22,811</b>         | <b>21,335</b>         |

## City of Darebin

### Budgeted Capital Works Statement

| For the four years ending 30 June 2024         | Forecast | Budget  | Strategic Resource Plan |         |         |
|--|----------|---------|-------------------------|---------|---------|
|  | Actual   |         | Projections             |         |         |
|  | 2019/20  | 2020/21 | 2021/22                 | 2022/23 | 2023/24 |
|  | \$'000   | \$'000  | \$'000                  | \$'000  | \$'000  |
| <b>Property</b>                                |          |         |                         |         |         |
| Land   | -        | -       | -                       | -       | -       |
| Land improvements                              | 2,862    | 3,000   | 900                     | 990     | 551     |
| <b>Total land</b>                              | 2,862    | 3,000   | 900                     | 990     | 551     |
| Buildings                                      | 14,234   | 15,209  | 54,868                  | 54,650  | 14,901  |
| Heritage buildings                             | -        | -       | -                       | -       | -       |
| Building improvements                          | 1,955    | 100     | 500                     | 450     | 450     |
| Leasehold improvements                         | -        | -       | -                       | -       | -       |
| <b>Total buildings</b>                         | 16,189   | 15,309  | 55,368                  | 55,100  | 15,351  |
| <b>Total property</b>                          | 19,051   | 18,309  | 56,268                  | 56,090  | 15,902  |
| <b>Plant and equipment</b>                     |          |         |                         |         |         |
| Heritage plant and equipment                   | -        | -       | -                       | -       | -       |
| Plant, machinery and equipment                 | 3,706    | 2,325   | 3,700                   | 3,880   | 3,700   |
| Fixtures, fittings and furniture               | 225      | 100     | 200                     | 200     | 200     |
| Computers and telecommunications               | 3,145    | 2,764   | 3,164                   | 2,502   | 2,600   |
| Library books                                  | 820      | 800     | 800                     | 800     | 800     |
| <b>Total plant and equipment</b>               | 7,896    | 5,989   | 7,864                   | 7,382   | 7,300   |
| <b>Infrastructure</b>                          |          |         |                         |         |         |
| Roads  | 4,481    | 3,675   | 4,967                   | 5,368   | 5,172   |
| Bridges  | 2,474    | 480     | -                       | -       | 100     |
| Footpaths and cycleways                        | 7,373    | 2,333   | 4,115                   | 4,263   | 4,786   |
| Drainage                                       | 2,341    | 1,093   | 1,343                   | 1,770   | 1,777   |
| Recreational, leisure and community facilities | 162      | -       | 560                     | 515     | 350     |
| Waste management                               | -        | -       | 200                     | 200     | 200     |
| Parks, open space and streetscapes             | 5,243    | 2,384   | 3,060                   | 3,085   | 4,795   |
| Aerodromes                                     | -        | -       | -                       | -       | -       |
| Off street car parks                           | -        | -       | -                       | -       | -       |
| Other infrastructure                           | -        | 3,200   | -                       | -       | -       |
| <b>Total infrastructure</b>                    | 22,074   | 13,165  | 14,245                  | 15,201  | 17,180  |
| <b>Total capital works expenditure</b>         | 49,021   | 37,463  | 78,377                  | 78,673  | 40,382  |
| <b>Represented by:</b>                         |          |         |                         |         |         |
| New asset expenditure                          | 13,465   | 9,710   | 19,627                  | 3,396   | 3,005   |
| Asset renewal expenditure                      | 24,759   | 16,236  | 26,368                  | 33,582  | 23,208  |
| Asset expansion expenditure                    | 1,713    | 4,443   | 17,080                  | 20,772  | 4,079   |
| Asset upgrade expenditure                      | 9,084    | 7,074   | 15,303                  | 20,924  | 10,091  |
| <b>Total capital works</b>                     | 49,021   | 37,463  | 78,377                  | 78,673  | 40,382  |
| <b>Funding sources represented by:</b>         |          |         |                         |         |         |
| Grants   | 1,993    | 2,071   | 2,541                   | 2,465   | 2,520   |
| Contributions                                  | 2,033    | 299     | 450                     | 450     | 450     |
| Council Cash                                   | 44,995   | 35,093  | 63,386                  | 41,758  | 37,412  |
| Borrowings                                     | -        | -       | 12,000                  | 34,000  | -       |
| <b>Total capital works expenditure</b>         | 49,021   | 37,463  | 78,377                  | 78,673  | 40,382  |

## City of Darebin

### Budgeted Statement of Human Resources

| For the four years ending 30 June 2024 | Forecast          | Budget            | Strategic Resource Plan |                   |                   |
|--|-------------------|-------------------|-------------------------|-------------------|-------------------|
|  | Actual            |                   | Projections             |                   |                   |
|  | 2019/20<br>\$'000 | 2020/21<br>\$'000 | 2021/22<br>\$'000       | 2022/23<br>\$'000 | 2023/24<br>\$'000 |
| <b>Staff expenditure</b>               |                   |                   |                         |                   |                   |
| Employee costs - Operating             | (82,178)          | (87,430)          | (89,178)                | (90,962)          | (92,781)          |
| Employee costs - Capital               | (830)             | (883)             | (901)                   | (919)             | (937)             |
| <b>Total staff expenditure</b>         | <b>(83,008)</b>   | <b>(88,313)</b>   | <b>(90,079)</b>         | <b>(91,881)</b>   | <b>(93,718)</b>   |
| <b>Staff numbers</b>                   | EFT               | EFT               | EFT                     | EFT               | EFT               |
| Employees                              | 898               | 891               | 891                     | 891               | 891               |
| <b>Total staff numbers</b>             | <b>898</b>        | <b>891</b>        | <b>891</b>              | <b>891</b>        | <b>891</b>        |

## Other information

Summary of planned capital works expenditure for the four years ended 30 June 2024

### City of Darebin

#### Capital Works Program

For the year ending 30 June 2021

#### New Works

| Capital Works Area                             | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|--|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|  |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>2020-21</b>                                 |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Property</b>                                |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Land   | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Land improvements                              | 3,000                  | -                      | 2,425             | 575               | -                   | -                          | -                       | 3,000                  | -                    |
| <b>Total land</b>                              | <b>3,000</b>           | <b>-</b>               | <b>2,425</b>      | <b>575</b>        | <b>-</b>            | <b>-</b>                   | <b>-</b>                | <b>3,000</b>           | <b>-</b>             |
| <b>Buildings</b>                               | <b>15,209</b>          | <b>6,700</b>           | <b>4,652</b>      | <b>1,955</b>      | <b>1,902</b>        | <b>212</b>                 | <b>-</b>                | <b>14,997</b>          | <b>-</b>             |
| Heritage buildings                             | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Building improvements                          | 100                    | -                      | 50                | 25                | 25                  | -                          | -                       | 100                    | -                    |
| Leasehold improvements                         | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| <b>Total buildings</b>                         | <b>15,309</b>          | <b>6,700</b>           | <b>4,702</b>      | <b>1,980</b>      | <b>1,927</b>        | <b>212</b>                 | <b>-</b>                | <b>15,097</b>          | <b>-</b>             |
| <b>Total property</b>                          | <b>18,309</b>          | <b>6,700</b>           | <b>7,127</b>      | <b>2,555</b>      | <b>1,927</b>        | <b>212</b>                 | <b>-</b>                | <b>18,097</b>          | <b>-</b>             |
| <b>Plant and equipment</b>                     |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Heritage plant and equipment                   | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Plant, machinery and equipment                 | 2,325                  | -                      | 2,194             | 56                | 75                  | -                          | 299                     | 2,026                  | -                    |
| Fixtures, fittings and furniture               | 100                    | 25                     | 50                | 25                | -                   | -                          | -                       | 100                    | -                    |
| Computers and telecommunications               | 2,764                  | 450                    | 466               | 1,157             | 691                 | -                          | -                       | 2,764                  | -                    |
| Library books                                  | 800                    | 600                    | 200               | -                 | -                   | 18                         | -                       | 782                    | -                    |
| <b>Total plant and equipment</b>               | <b>5,989</b>           | <b>1,075</b>           | <b>2,910</b>      | <b>1,238</b>      | <b>766</b>          | <b>18</b>                  | <b>299</b>              | <b>5,672</b>           | <b>-</b>             |
| <b>Infrastructure</b>                          |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Roads  | 3,675                  | 475                    | 2,938             | 175               | 88                  | 1,057                      | -                       | 2,618                  | -                    |
| Bridges  | 480                    | -                      | 250               | 230               | -                   | 50                         | -                       | 430                    | -                    |
| Footpaths and cycleways                        | 2,333                  | -                      | 979               | 833               | 521                 | -                          | -                       | 2,333                  | -                    |
| Drainage                                       | 1,093                  | -                      | 547               | 273               | 273                 | -                          | -                       | 1,093                  | -                    |
| Recreational, leisure and community facilities | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Waste management                               | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Parks, open space and streetscapes             | 2,384                  | -                      | 671               | 1,155             | 559                 | 734                        | -                       | 1,650                  | -                    |
| Aerodromes                                     | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Off street car parks                           | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Other infrastructure                           | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| <b>Total infrastructure</b>                    | <b>9,965</b>           | <b>475</b>             | <b>5,384</b>      | <b>2,666</b>      | <b>1,440</b>        | <b>1,841</b>               | <b>-</b>                | <b>8,124</b>           | <b>-</b>             |
| <b>Total capital works expenditure</b>         | <b>34,263</b>          | <b>8,250</b>           | <b>15,421</b>     | <b>6,459</b>      | <b>4,133</b>        | <b>2,071</b>               | <b>299</b>              | <b>31,893</b>          | <b>-</b>             |

## Works Carried Forward from Previous Year

| Capital Works Area                             | Project cost<br>\$'000 | Asset expenditure type |            |            |            | Summary of funding sources |               |              |            |
|--|------------------------|------------------------|------------|------------|------------|----------------------------|---------------|--------------|------------|
|  |                        | New                    | Renewal    | Upgrade    | Expansion  | Grants                     | Contributions | Council cash | Borrowings |
|  |                        | \$'000                 | \$'000     | \$'000     | \$'000     | \$'000                     | \$'000        | \$'000       | \$'000     |
| <b>Property</b>                                |                        |                        |            |            |            |                            |               |              |            |
| Land   | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Land improvements                              | 50                     | -                      | 50         | -          | -          | -                          | -             | 50           | -          |
| <b>Total land</b>                              | <b>50</b>              | <b>-</b>               | <b>50</b>  | <b>-</b>   | <b>-</b>   | <b>-</b>                   | <b>-</b>      | <b>50</b>    | <b>-</b>   |
| Buildings                                      | 2,650                  | 1,460                  | 640        | 390        | 160        | -                          | -             | 2,650        | -          |
| Heritage buildings                             | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Building improvements                          | 100                    | -                      | 25         | 25         | 50         | -                          | -             | 100          | -          |
| Leasehold improvements                         | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| <b>Total buildings</b>                         | <b>2,750</b>           | <b>1,460</b>           | <b>665</b> | <b>415</b> | <b>210</b> | <b>-</b>                   | <b>-</b>      | <b>2,750</b> | <b>-</b>   |
| <b>Total property</b>                          | <b>2,800</b>           | <b>1,460</b>           | <b>715</b> | <b>415</b> | <b>210</b> | <b>-</b>                   | <b>-</b>      | <b>2,800</b> | <b>-</b>   |
| <b>Plant and equipment</b>                     |                        |                        |            |            |            |                            |               |              |            |
| Heritage plant and equipment                   | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Plant, machinery and equipment                 | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Fixtures, fittings and furniture               | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Computers and telecommunications               | 200                    | -                      | 50         | 100        | 50         | -                          | -             | 200          | -          |
| Library books                                  | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| <b>Total plant and equipment</b>               | <b>200</b>             | <b>-</b>               | <b>50</b>  | <b>100</b> | <b>50</b>  | <b>-</b>                   | <b>-</b>      | <b>200</b>   | <b>-</b>   |
| <b>Infrastructure</b>                          |                        |                        |            |            |            |                            |               |              |            |
| Roads  | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Bridges  | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Footpaths and cycleways                        | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Drainage                                       | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Recreational, leisure and community facilities | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Waste management                               | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Parks, open space and streetscapes             | 200                    | -                      | 50         | 100        | 50         | -                          | -             | 200          | -          |
| Aerodromes                                     | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Off street car parks                           | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| Other infrastructure                           | -                      | -                      | -          | -          | -          | -                          | -             | -            | -          |
| <b>Total infrastructure</b>                    | <b>200</b>             | <b>-</b>               | <b>50</b>  | <b>100</b> | <b>50</b>  | <b>-</b>                   | <b>-</b>      | <b>200</b>   | <b>-</b>   |
| <b>Total capital works expenditure</b>         | <b>3,200</b>           | <b>1,460</b>           | <b>815</b> | <b>615</b> | <b>310</b> | <b>-</b>                   | <b>-</b>      | <b>3,200</b> | <b>-</b>   |

## inc. carried forward works for 2020/21

| Capital Works Area                             | Project cost<br>\$'000 | Asset expenditure type |               |              |              | Summary of funding sources |               |               |            |
|--|------------------------|------------------------|---------------|--------------|--------------|----------------------------|---------------|---------------|------------|
|  |                        | New                    | Renewal       | Upgrade      | Expansion    | Grants                     | Contributions | Council cash  | Borrowings |
|  |                        | \$'000                 | \$'000        | \$'000       | \$'000       | \$'000                     | \$'000        | \$'000        | \$'000     |
| <b>2020-21</b>                                 |                        |                        |               |              |              |                            |               |               |            |
| <b>Property</b>                                |                        |                        |               |              |              |                            |               |               |            |
| Land   | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Land improvements                              | 3,050                  | -                      | 2,475         | 575          | -            | -                          | -             | 3,050         | -          |
| <b>Total land</b>                              | <b>3,050</b>           | <b>-</b>               | <b>2,475</b>  | <b>575</b>   | <b>-</b>     | <b>-</b>                   | <b>-</b>      | <b>3,050</b>  | <b>-</b>   |
| Buildings                                      | 17,859                 | 8,160                  | 5,292         | 2,345        | 2,062        | 212                        | -             | 17,647        | -          |
| Heritage buildings                             | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Building improvements                          | 200                    | -                      | 75            | 50           | 75           | -                          | -             | 200           | -          |
| Leasehold improvements                         | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| <b>Total buildings</b>                         | <b>18,059</b>          | <b>8,160</b>           | <b>5,367</b>  | <b>2,395</b> | <b>2,137</b> | <b>212</b>                 | <b>-</b>      | <b>17,847</b> | <b>-</b>   |
| <b>Total property</b>                          | <b>21,109</b>          | <b>8,160</b>           | <b>7,842</b>  | <b>2,970</b> | <b>2,137</b> | <b>212</b>                 | <b>-</b>      | <b>20,897</b> | <b>-</b>   |
| <b>Plant and equipment</b>                     |                        |                        |               |              |              |                            |               |               |            |
| Heritage plant and equipment                   | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Plant, machinery and equipment                 | 2,325                  | -                      | 2,194         | 56           | 75           | -                          | 299           | 2,026         | -          |
| Fixtures, fittings and furniture               | 100                    | 25                     | 50            | 25           | -            | -                          | -             | 100           | -          |
| Computers and telecommunications               | 2,964                  | 450                    | 516           | 1,257        | 741          | -                          | -             | 2,964         | -          |
| Library books                                  | 800                    | 600                    | 200           | -            | -            | 18                         | -             | 782           | -          |
| <b>Total plant and equipment</b>               | <b>6,189</b>           | <b>1,075</b>           | <b>2,960</b>  | <b>1,338</b> | <b>816</b>   | <b>18</b>                  | <b>299</b>    | <b>5,872</b>  | <b>-</b>   |
| <b>Infrastructure</b>                          |                        |                        |               |              |              |                            |               |               |            |
| Roads  | 3,675                  | 475                    | 2,938         | 175          | 88           | 1,057                      | -             | 2,618         | -          |
| Bridges  | 480                    | -                      | 250           | 230          | -            | 50                         | -             | 430           | -          |
| Footpaths and cycleways                        | 2,333                  | -                      | 979           | 833          | 521          | -                          | -             | 2,333         | -          |
| Drainage                                       | 1,093                  | -                      | 547           | 273          | 273          | -                          | -             | 1,093         | -          |
| Recreational, leisure and community facilities | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Waste management                               | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Parks, open space and streetscapes             | 2,584                  | -                      | 721           | 1,255        | 609          | 734                        | -             | 1,850         | -          |
| Aerodromes                                     | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Off street car parks                           | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| Other infrastructure                           | -                      | -                      | -             | -            | -            | -                          | -             | -             | -          |
| <b>Total infrastructure</b>                    | <b>10,165</b>          | <b>475</b>             | <b>5,434</b>  | <b>2,766</b> | <b>1,490</b> | <b>1,841</b>               | <b>-</b>      | <b>8,324</b>  | <b>-</b>   |
| <b>Total capital works expenditure</b>         | <b>37,463</b>          | <b>9,710</b>           | <b>16,236</b> | <b>7,074</b> | <b>4,443</b> | <b>2,071</b>               | <b>299</b>    | <b>35,093</b> | <b>-</b>   |

## Works for 2021/22

| Capital Works Area                             | Project cost<br>\$'000 | Asset expenditure type |               |               |               | Summary of funding sources |               |               |               |
|--|------------------------|------------------------|---------------|---------------|---------------|----------------------------|---------------|---------------|---------------|
|  |                        | New                    | Renewal       | Upgrade       | Expansion     | Grants                     | Contributions | Council cash  | Borrowings    |
|  |                        | \$'000                 | \$'000        | \$'000        | \$'000        | \$'000                     | \$'000        | \$'000        | \$'000        |
| <b>2021-22</b>                                 |                        |                        |               |               |               |                            |               |               |               |
| <b>Property</b>                                |                        |                        |               |               |               |                            |               |               |               |
| Land   | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| Land improvements                              | 900                    | 479                    | 225           | 184           | 13            | -                          | -             | 900           | -             |
| <b>Total land</b>                              | <b>900</b>             | <b>479</b>             | <b>225</b>    | <b>184</b>    | <b>13</b>     | <b>-</b>                   | <b>-</b>      | <b>900</b>    | <b>-</b>      |
| Buildings                                      | 54,868                 | 16,748                 | 14,205        | 10,048        | 13,868        | 2,541                      | -             | 40,327        | 12,000        |
| Heritage buildings                             | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| Building improvements                          | 500                    | -                      | 150           | 125           | 225           | -                          | -             | 500           | -             |
| Leasehold improvements                         | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| <b>Total buildings</b>                         | <b>55,368</b>          | <b>16,748</b>          | <b>14,355</b> | <b>10,173</b> | <b>14,093</b> | <b>2,541</b>               | <b>-</b>      | <b>40,827</b> | <b>12,000</b> |
| <b>Total property</b>                          | <b>56,268</b>          | <b>17,227</b>          | <b>14,580</b> | <b>10,357</b> | <b>14,105</b> | <b>2,541</b>               | <b>-</b>      | <b>41,727</b> | <b>12,000</b> |
| <b>Plant and equipment</b>                     |                        |                        |               |               |               |                            |               |               |               |
| Heritage plant and equipment                   | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| Plant, machinery and equipment                 | 3,700                  | 350                    | 3,188         | 80            | 83            | -                          | 450           | 3,250         | -             |
| Fixtures, fittings and furniture               | 200                    | 50                     | 100           | 50            | -             | -                          | -             | 200           | -             |
| Computers and telecommunications               | 3,164                  | 1,000                  | 341           | 1,032         | 791           | -                          | -             | 3,164         | -             |
| Library books                                  | 800                    | 600                    | 200           | -             | -             | -                          | -             | 800           | -             |
| <b>Total plant and equipment</b>               | <b>7,864</b>           | <b>2,000</b>           | <b>3,829</b>  | <b>1,162</b>  | <b>874</b>    | <b>-</b>                   | <b>450</b>    | <b>7,414</b>  | <b>-</b>      |
| <b>Infrastructure</b>                          |                        |                        |               |               |               |                            |               |               |               |
| Roads  | 4,967                  | 200                    | 4,167         | 400           | 200           | -                          | -             | 4,967         | -             |
| Bridges  | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| Footpaths and cycleways                        | 4,115                  | -                      | 1,836         | 1,404         | 875           | -                          | -             | 4,115         | -             |
| Drainage                                       | 1,343                  | -                      | 672           | 336           | 336           | -                          | -             | 1,343         | -             |
| Recreational, leisure and community facilities | 560                    | -                      | 370           | 190           | -             | -                          | -             | 560           | -             |
| Waste management                               | 200                    | 200                    | -             | -             | -             | -                          | -             | 200           | -             |
| Parks, open space and streetscapes             | 3,060                  | -                      | 915           | 1,455         | 690           | -                          | -             | 3,060         | -             |
| Aerodromes                                     | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| Off street car parks                           | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| Other infrastructure                           | -                      | -                      | -             | -             | -             | -                          | -             | -             | -             |
| <b>Total infrastructure</b>                    | <b>14,245</b>          | <b>400</b>             | <b>7,960</b>  | <b>3,785</b>  | <b>2,101</b>  | <b>-</b>                   | <b>-</b>      | <b>14,245</b> | <b>-</b>      |
| <b>Total capital works expenditure</b>         | <b>78,377</b>          | <b>19,627</b>          | <b>26,368</b> | <b>15,303</b> | <b>17,080</b> | <b>2,541</b>               | <b>450</b>    | <b>63,386</b> | <b>12,000</b> |

## Works for 2022/23

| Capital Works Area                             | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|--|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|  |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>2022-23</b>                                 |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Property</b>                                |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Land   | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Land improvements                              | 990                    | 479                    | 270               | 228               | 13                  | -                          | -                       | 990                    | -                    |
| <b>Total land</b>                              | 990                    | 479                    | 270               | 228               | 13                  | -                          | -                       | 990                    | -                    |
| Buildings                                      | 54,650                 | 775                    | 20,725            | 15,588            | 17,563              | 2,465                      | -                       | 18,185                 | 34,000               |
| Heritage buildings                             | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Building improvements                          | 450                    | -                      | 125               | 113               | 213                 | -                          | -                       | 450                    | -                    |
| Leasehold improvements                         | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| <b>Total buildings</b>                         | 55,100                 | 775                    | 20,850            | 15,700            | 17,775              | 2,465                      | -                       | 18,635                 | 34,000               |
| <b>Total property</b>                          | <b>56,090</b>          | <b>1,254</b>           | <b>21,120</b>     | <b>15,928</b>     | <b>17,788</b>       | <b>2,465</b>               | <b>-</b>                | <b>19,625</b>          | <b>34,000</b>        |
| <b>Plant and equipment</b>                     |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Heritage plant and equipment                   | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Plant, machinery and equipment                 | 3,880                  | 530                    | 3,188             | 80                | 83                  | -                          | 450                     | 3,430                  | -                    |
| Fixtures, fittings and furniture               | 200                    | 50                     | 100               | 50                | -                   | -                          | -                       | 200                    | -                    |
| Computers and telecommunications               | 2,502                  | 550                    | 401               | 926               | 626                 | -                          | -                       | 2,502                  | -                    |
| Library books                                  | 800                    | 600                    | 200               | -                 | -                   | -                          | -                       | 800                    | -                    |
| <b>Total plant and equipment</b>               | <b>7,382</b>           | <b>1,730</b>           | <b>3,888</b>      | <b>1,056</b>      | <b>709</b>          | <b>-</b>                   | <b>450</b>              | <b>6,932</b>           | <b>-</b>             |
| <b>Infrastructure</b>                          |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Roads  | 5,368                  | 200                    | 4,568             | 400               | 200                 | -                          | -                       | 5,368                  | -                    |
| Bridges  | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Footpaths and cycleways                        | 4,263                  | -                      | 2,008             | 1,380             | 875                 | -                          | -                       | 4,263                  | -                    |
| Drainage                                       | 1,770                  | -                      | 885               | 443               | 443                 | -                          | -                       | 1,770                  | -                    |
| Recreational, leisure and community facilities | 515                    | 11                     | 191               | 250               | 63                  | -                          | -                       | 515                    | -                    |
| Waste management                               | 200                    | 200                    | -                 | -                 | -                   | -                          | -                       | 200                    | -                    |
| Parks, open space and streetscapes             | 3,085                  | -                      | 921               | 1,468             | 696                 | -                          | -                       | 3,085                  | -                    |
| Aerodromes                                     | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Off street car parks                           | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| Other infrastructure                           | -                      | -                      | -                 | -                 | -                   | -                          | -                       | -                      | -                    |
| <b>Total infrastructure</b>                    | <b>15,201</b>          | <b>411</b>             | <b>8,574</b>      | <b>3,940</b>      | <b>2,276</b>        | <b>-</b>                   | <b>-</b>                | <b>15,201</b>          | <b>-</b>             |
| <b>Total capital works expenditure</b>         | <b>78,673</b>          | <b>3,396</b>           | <b>33,582</b>     | <b>20,924</b>     | <b>20,772</b>       | <b>2,465</b>               | <b>450</b>              | <b>41,758</b>          | <b>34,000</b>        |



## Works for 2023/24

| Capital Works Area                             | Project cost<br>\$'000 | Asset expenditure type |               |               |              | Summary of funding sources |               |               |            |
|--|------------------------|------------------------|---------------|---------------|--------------|----------------------------|---------------|---------------|------------|
|  |                        | New                    | Renewal       | Upgrade       | Expansion    | Grants                     | Contributions | Council cash  | Borrowings |
|  |                        | \$'000                 | \$'000        | \$'000        | \$'000       | \$'000                     | \$'000        | \$'000        | \$'000     |
| <b>2023-24</b>                                 |                        |                        |               |               |              |                            |               |               |            |
| <b>Property</b>                                |                        |                        |               |               |              |                            |               |               |            |
| Land   | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| Land improvements                              | 551                    | 30                     | 276           | 233           | 13           | -                          | -             | 551           | -          |
| <b>Total land</b>                              | <b>551</b>             | <b>30</b>              | <b>276</b>    | <b>233</b>    | <b>13</b>    | <b>-</b>                   | <b>-</b>      | <b>551</b>    | <b>-</b>   |
| Buildings                                      | 14,901                 | 775                    | 9,523         | 4,101         | 503          | 2,520                      | -             | 12,381        | -          |
| Heritage buildings                             | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| Building improvements                          | 450                    | -                      | 125           | 113           | 213          | -                          | -             | 450           | -          |
| Leasehold improvements                         | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| <b>Total buildings</b>                         | <b>15,351</b>          | <b>775</b>             | <b>9,648</b>  | <b>4,213</b>  | <b>715</b>   | <b>2,520</b>               | <b>-</b>      | <b>12,831</b> | <b>-</b>   |
| <b>Total property</b>                          | <b>15,902</b>          | <b>805</b>             | <b>9,924</b>  | <b>4,446</b>  | <b>728</b>   | <b>2,520</b>               | <b>-</b>      | <b>13,382</b> | <b>-</b>   |
| <b>Plant and equipment</b>                     |                        |                        |               |               |              |                            |               |               |            |
| Heritage plant and equipment                   | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| Plant, machinery and equipment                 | 3,700                  | 350                    | 3,188         | 80            | 83           | -                          | 450           | 3,250         | -          |
| Fixtures, fittings and furniture               | 200                    | 50                     | 100           | 50            | -            | -                          | -             | 200           | -          |
| Computers and telecommunications               | 2,600                  | 550                    | 425           | 975           | 650          | -                          | -             | 2,600         | -          |
| Library books                                  | 800                    | 600                    | 200           | -             | -            | -                          | -             | 800           | -          |
| <b>Total plant and equipment</b>               | <b>7,300</b>           | <b>1,550</b>           | <b>3,913</b>  | <b>1,105</b>  | <b>733</b>   | <b>-</b>                   | <b>450</b>    | <b>6,850</b>  | <b>-</b>   |
| <b>Infrastructure</b>                          |                        |                        |               |               |              |                            |               |               |            |
| Roads  | 5,172                  | 200                    | 4,372         | 400           | 200          | -                          | -             | 5,172         | -          |
| Bridges  | 100                    | -                      | 100           | -             | -            | -                          | -             | 100           | -          |
| Footpaths and cycleways                        | 4,786                  | -                      | 2,606         | 1,330         | 850          | -                          | -             | 4,786         | -          |
| Drainage                                       | 1,777                  | -                      | 889           | 444           | 444          | -                          | -             | 1,777         | -          |
| Recreational, leisure and community facilities | 350                    | 188                    | 88            | 75            | -            | -                          | -             | 350           | -          |
| Waste management                               | 200                    | 200                    | -             | -             | -            | -                          | -             | 200           | -          |
| Parks, open space and streetscapes             | 4,795                  | 63                     | 1,318         | 2,291         | 1,124        | -                          | -             | 4,795         | -          |
| Aerodromes                                     | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| Off street car parks                           | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| Other infrastructure                           | -                      | -                      | -             | -             | -            | -                          | -             | -             | -          |
| <b>Total infrastructure</b>                    | <b>17,180</b>          | <b>650</b>             | <b>9,372</b>  | <b>4,541</b>  | <b>2,618</b> | <b>-</b>                   | <b>-</b>      | <b>17,180</b> | <b>-</b>   |
| <b>Total capital works expenditure</b>         | <b>40,382</b>          | <b>3,005</b>           | <b>23,208</b> | <b>10,091</b> | <b>4,079</b> | <b>2,520</b>               | <b>450</b>    | <b>37,412</b> | <b>-</b>   |

## CITY OF DAREBIN

Summary of planned human resources expenditure for the four years ending 30 June 2024

|   | 2021<br>\$'000 | 2022<br>\$'000 | 2023<br>\$'000 | 2024<br>\$'000 |
|---|----------------|----------------|----------------|----------------|
| <b>Chief Executive</b>                          |                |                |                |                |
| -Permanent full time                            | 578            | 590            | 601            | 613            |
| -Permanent part time                            | 145            | 148            | 151            | 154            |
| <b>Total Chief Executive</b>                    | <b>723</b>     | <b>739</b>     | <b>752</b>     | <b>766</b>     |
| <b>City Sustainability &amp; Strategy</b>       |                |                |                |                |
| -Permanent full time                            | 15,128         | 15,431         | 15,739         | 16,054         |
| -Permanent part time                            | 1,841          | 1,877          | 1,915          | 1,953          |
| <b>Total City Sustainability &amp; Strategy</b> | <b>16,969</b>  | <b>17,308</b>  | <b>17,654</b>  | <b>18,008</b>  |
| <b>Operations &amp; Capital</b>                 |                |                |                |                |
| -Permanent full time                            | 16,293         | 16,619         | 16,952         | 17,291         |
| -Permanent part time                            | 188            | 192            | 196            | 200            |
| <b>Total Operations &amp; Capital</b>           | <b>16,481</b>  | <b>16,811</b>  | <b>17,147</b>  | <b>17,490</b>  |
| <b>Community</b>                                |                |                |                |                |
| -Permanent full time                            | 16,529         | 16,859         | 17,196         | 17,540         |
| -Permanent part time                            | 14,000         | 14,280         | 14,566         | 14,857         |
| <b>Total Community</b>                          | <b>30,529</b>  | <b>31,140</b>  | <b>31,761</b>  | <b>32,399</b>  |
| <b>Governance &amp; Engagement</b>              |                |                |                |                |
| -Permanent full time                            | 12,125         | 12,368         | 12,615         | 12,867         |
| -Permanent part time                            | 2,066          | 2,107          | 2,149          | 2,192          |
| <b>Total Governance &amp; Engagement</b>        | <b>14,191</b>  | <b>14,475</b>  | <b>14,764</b>  | <b>15,060</b>  |
| Total casuals and other                         | 7,977          | 8,137          | 8,299          | 8,465          |
| Capitalised labour                              | 1,442          | 1,471          | 1,500          | 1,530          |
| <b>Total staff expenditure</b>                  | <b>88,313</b>  | <b>90,080</b>  | <b>91,878</b>  | <b>93,719</b>  |

|   | FTE          | FTE          | FTE          | FTE          |
|---|--------------|--------------|--------------|--------------|
| <b>Chief Executive</b>                          |              |              |              |              |
| -Permanent full time                            | 3.0          | 3.0          | 3.0          | 3.0          |
| -Permanent part time                            | 0.9          | 0.9          | 0.9          | 0.9          |
| <b>Total Chief Executive</b>                    | <b>3.9</b>   | <b>3.9</b>   | <b>3.9</b>   | <b>3.9</b>   |
| <b>City Sustainability &amp; Strategy</b>       |              |              |              |              |
| -Permanent full time                            | 142.1        | 142.1        | 142.1        | 142.1        |
| -Permanent part time                            | 24.9         | 24.9         | 24.9         | 24.9         |
| <b>Total City Sustainability &amp; Strategy</b> | <b>167.0</b> | <b>167</b>   | <b>167</b>   | <b>167</b>   |
| <b>Operations &amp; Capital</b>                 |              |              |              |              |
| -Permanent full time                            | 172.5        | 172.5        | 172.5        | 172.5        |
| -Permanent part time                            | 2.4          | 2.4          | 2.4          | 2.4          |
| <b>Total Operations &amp; Capital</b>           | <b>174.9</b> | <b>174.9</b> | <b>174.9</b> | <b>174.9</b> |
| <b>Community</b>                                |              |              |              |              |
| -Permanent full time                            | 150.9        | 150.9        | 150.9        | 150.9        |
| -Permanent part time                            | 160.0        | 160.0        | 160.0        | 160.0        |
| <b>Total Community</b>                          | <b>310.9</b> | <b>310.9</b> | <b>310.9</b> | <b>310.9</b> |
| <b>Governance &amp; Engagement</b>              |              |              |              |              |
| -Permanent full time                            | 105.5        | 107.1        | 107.1        | 107.1        |
| -Permanent part time                            | 22.0         | 22.0         | 22.0         | 22.0         |
| <b>Total Governance &amp; Engagement</b>        | <b>127.5</b> | <b>129.1</b> | <b>129.1</b> | <b>129.1</b> |
| Total casuals and other                         | 95.3         | 95.3         | 95.3         | 95.3         |
| Capitalised labour                              | 11.5         | 11.5         | 11.5         | 11.5         |
| <b>Total staff numbers*</b>                     | <b>891.0</b> | <b>892.6</b> | <b>892.6</b> | <b>892.6</b> |

\*Includes temporary and casual staff

## Glossary

|   |  |
|---|--|
| <b>Act</b>                                    | means the <i>Local Government Act 1989</i>   |
| <b>Annual report</b>                          | means a report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement   |
| <b>Asset expansion expenditure</b>            | means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries  |
| <b>Asset expenditure type</b>                 | means the following types of asset expenditure:<br>(a) asset renewal expenditure;<br>(b) new asset expenditure;<br>(c) asset upgrade expenditure;<br>(d) asset expansion expenditure   |
| <b>Asset renewal expenditure</b>              | means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability   |
| <b>Asset upgrade expenditure</b>              | means expenditure that:<br>(a) enhances an existing asset to provide a higher level of service; or<br>(b) increases the life of the asset beyond its original life   |
| <b>Australian Accounting Standards (AASB)</b> | means the accounting standards published by the Australian Accounting Standards Board  |
| <b>Average rate cap</b>                       | Means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment  |
| <b>Budget</b>                                 | means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan   |
| <b>Capital works expenditure</b>              | means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade  |
| <b>Council Plan</b>                           | means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year  |
| <b>Financial resources</b>                    | means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget  |
| <b>Financial statements</b>                   | means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report |
| <b>Financial year</b>                         | means the period of 12 months ending on 30 June each year  |

|  |   |
|--|---|
| <b>General order</b>                           | means an order made by the Minister under section 185D of the Act   |
| <b>Higher cap</b>                              | means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year   |
| <b>Human resources</b>                         | means the staff employed by a Council   |
| <b>Indicator</b>                               | means what will be measured to assess performance   |
| <b>Initiatives</b>                             | means actions that are one-off in nature and/or lead to improvements in service   |
| <b>Local Government Model Financial Report</b> | means the model report published by the Department of Environment, Land, Water and Planning   |
| <b>Major initiatives</b>                       | means significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget   |
| <b>Minister</b>                                | means the Minister for Local Government   |
| <b>Model budget</b>                            | means the Victorian City Council Model Budget previously prepared annually by the Chartered Accountants in Australia and New Zealand (2017-18 edition) and currently prepared annually by Local Government Victoria (2018-19 edition onwards) |
| <b>New asset expenditure</b>                   | means expenditure that creates a new asset that provides a service that does not currently exist  |
| <b>Non-financial resources</b>                 | means the resources other than financial resources required to deliver the services and initiatives in the budget   |
| <b>Non-recurrent grant</b>                     | means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan   |
| <b>Planning and accountability framework</b>   | means the key statutory planning and reporting documents that are required to be prepared by Councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act                      |
| <b>Performance statement</b>                   | means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report                           |
| <b>Recurrent grant</b>                         | means a grant other than a non-recurrent grant  |
| <b>Regulations</b>                             | means the Local Government (Planning and Reporting) Regulations 2014  |
| <b>Report of operations</b>                    | means a report containing a description of the operations of the Council during the financial year and included in the  |

annual report

|   |   |
|---|---|
| <b>Services</b>                                       | means assistance, support, advice and other actions undertaken by a Council for the benefit of the local community  |
| <b>Special order</b>                                  | means assistance, support, advice and other actions undertaken by a Council for the benefit of the local community  |
| <b>Statement of capital works</b>                     | means a statement which shows all capital expenditure of a Council in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the Local Government Model Financial Report |
| <b>Strategic objectives</b>                           | means the outcomes a Council is seeking to achieve over the next four years and included in the Council Plan  |
| <b>Strategic Resource Plan</b>                        | means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. Is also referred to as a long term financial plan                                |
| <b>Strategies</b>                                     | means high level actions directed at achieving the strategic objectives in the Council Plan   |
| <b>Statement of human resources</b>                   | means a statement which shows all Council staff expenditure and numbers of full time equivalent Council staff   |
| <b>Statements of non-financial resources</b>          | means a statement which describes the non-financial resources including human resources   |
| <b>Summary of planned capital works expenditure</b>   | means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source            |
| <b>Summary of planned human resources expenditure</b> | means a summary of permanent Council staff expenditure and numbers of full time equivalent Council staff categorised according to the organisational structure of the Council   |

**INTENTIONALLY BLANK**

## CITY OF DAREBIN

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|----------|------------|------------|
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| Ελληνικά | नेपाली     | اردو       |
| हिंदी    | ਪੰਜਾਬੀ     | Tiếng Việt |

| #   | Issue   | Officer comments  | Officer recommendation  |
|---|---|---|---|
|   | <b>Lower Merri Creek Trail/ Capital City Trail</b>  |   |   |
| 1<br>35   | <p>Proposal for infrastructure improvements to the Lower Merri Creek Trail and some of its parts that also serve as the Capital City Trail.</p> <p>Development of design for the Lower Merri Creek Trail from Sumner Park to Heidelberg Road.</p> <p>The first will assist a design project probably led by Moreland for the upstream section through to Green Reserve, Northcote. \$45k is recommended.</p> <p>Development &amp; design of Merri Creek Trail section between Cunningham Street, Northcote and McLachlan Street, Northcote.</p> <p>An amount of \$85k is recommended for the Darebin components of functional design in 20/21. Department of Transport will be approached in the meantime to lead and fund design and the Darebin allocation may not be called upon in its entirety should discussions with Department of Transport prove fruitful.</p> <p>This additional budget item could be supported from the \$581k funding recently provided to Council by the Federal Government.</p> | <p>The goals of improving biodiversity and cycling infrastructure in this area and across the City are shared by Council.</p> <p>Council's budget provides for programs to improve both biodiversity (through rewilding and planting in multiple locations) and cycling and walking infrastructure in Darebin, however there are a large number of higher priority projects in the City. Therefore, funds for work on the specific projects outlined in the submission is not included in the 2020-21 budget because they have been assessed as lower priority than other needs.</p> <p>In regard to this proposal Council could express in-principle support for some of the project elements to the State Government and request that the State explore the opportunity to lead and finance a preliminary opportunities and constraints study to determine the viability and limitations of this proposal. Some feasibility issues would need to be assessed and there are complexities. This project likely has at minimum a five-year delivery timeframe. Complexities include:</p> <ul style="list-style-type: none"> <li>• Requirement for multiple, complex approvals which can take up to two years;</li> <li>• The need for coordination and agreement from multiple stakeholders including Moreland Council and a variety of State Government agencies.</li> <li>• The need for complex engineering design to minimise impact on biodiversity as well as balance the passive nature of the linear reserve with transport needs;</li> <li>• Significant community engagement will likely be required.</li> <li>• Important cultural heritage sites in the area.</li> </ul> <p>Other related activities in the nearby area include regular community planting along Merri Creek and on 29 June 2020 Council decided to advocate for a temporary protected bicycle lanes to be implemented by the Victorian State Government at Westgarth Street between South Crescent and Rucker Street - this would connect South Crescent to the Merri Creek Trail</p> | <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|   | <b>Rates</b>  |   |   |
| 2<br>7.1<br>7.3<br>12<br>14<br>16<br>17<br>23<br>26<br>27<br>53<br>54.1<br>56 | <p>Why is the council proposing to increase rates by 2% when the community is going through an unprecedented crisis?</p>  | <p>Council must continue to make informed and responsible decisions to ensure its long-term financial sustainability and ensure that financial performance is in line with the Victorian Auditor General key risk indicators whilst being agile enough to respond to the unprecedented impact of Coronavirus.</p> <p>Financial modelling shows that by not applying the 2% rate increase, over the next five years there will be a reduction in rate revenue of \$13M and over ten years, \$28M. The impact to rate payers in applying the rate increase for 2020-21 is on average \$1.00 per week. Council has also considered support offered by Commonwealth and State Government including the two payments of \$750.00 for pensioners.</p> <p>Council has also forecasted that overall revenue will be reduced by approximately \$18M for 2020/2021 due to the impact of COVID-19 and Council is now required to use its cash reserves to support the community-wide (residential and business) deferment of rate payments for 14 months to the total of \$94M. Darebin Council is only one of three Councils offering a 14-month rate deferment period.</p> <p>Council must maintain cashflow solvency during the financial year and consider the impact of rate deferment and short-term financial sustainability.</p>   | <p>Noted.<br/>No change recommended.</p>  |
| 16  | <p>Many residents are facing extraordinary financial stress at the moment in particular residents in the Southern part of Darebin who are already paying very large amounts cannot afford to have the amounts automatically increased when incomes have been reduced and many people have lost their jobs.</p>  | <p>Refer above</p> <p>In addition, the proposed rate increase will enable Council to provide targeted financial relief and support to our community through the COVID-19 \$11.3M Community and Business Resilience and Recovery Package and strategically direct investment into the \$34M capital works program which also acts as an economic stimulus and will provide much needed support to our community, particularly in the areas that need it the most. The revenue raised through the proposed rate increase does not cover the financial impact of COVID-19.</p>   | <p>Noted.<br/>No change recommended.</p>  |



| #  | Issue  | Officer comments   | Officer recommendation                   |
|----|--|--|--|
|    | Council should consider reducing discretionary spending rather than continue to put residents under financial pressure by automatically increasing rates as a matter of course.  | Council has also forecasted that overall revenue will be reduced by approximately \$18M for 2020/2021 due to the impact of COVID-19 and Council is now required to use its cash reserves to support the community-wide (residential and business) deferment of rate payments for 14 months to the total of \$94M. Darebin Council is only one of three Councils offering a 14-month rate deferment period. Council must maintain cashflow solvency during the financial year and consider the impact of rate deferment and short-term financial sustainability. Council must continue to make informed and responsible decisions to ensure its long-term financial sustainability and ensure that financial performance is in line with the Victorian Auditor General key risk indicators whilst being agile enough to respond to the unprecedented impact of Coronavirus.   |  |
| 22 | <p>I am so very worried that by deferring rate payments for 13 months for ratepayers with financial stress, whilst increasing rates (one of the few councils to raise rates) you are only deferring truly financially stressed ratepayers from defaulting on their rate payments. These defaults are going to happen and will negatively impact your budgeted income. You have not provided evidence you have factored this into your budget.</p> <p>Ratepayers cannot be asked to take on further financial burden, while \$63.5M has been earmarked for the Northcote Swimming and Recreation Centre refurbishment. It is immoral to spend this amount of money on a vanity project while there will be increasing demands in the community for support for mental health, the homeless and the elderly, as the economy deteriorates. Where is the money going to come from to pay for these services or will you simply not provide them?</p> | <p>Council is strong in its belief that proposing a 2% rate rise is both a responsible and responsive approach to COVID-19. The financial impact of not applying the rate increase will have a significant cumulative impact on Councils long term financial sustainability. Financial modelling shows that by not applying the 2% rate increase, over the next five years there will be a reduction in rate revenue of \$13M and over ten years, \$28M. The impact to rate payers in applying the rate increase for 2020-21 is on average \$1.00 per week. Council has also considered support offered by Commonwealth and State Government including the two payments of \$750.00 for pensioners.</p> <p>The proposed rate increase will enable Council to provide targeted financial relief and support to our community through the COVID-19 \$11.3M Community and Business Resilience and Recovery Package and strategically direct investment into the \$34M capital works program which also acts as an economic stimulus and will provide much needed support to our community, particularly in the areas that need it the most. The revenue raised through the proposed rate increase does not cover the financial impact of COVID-19.</p> <p>Council must maintain cashflow solvency during the financial year and consider the impact of rate deferment and short-term financial sustainability. Council must continue to make informed and responsible decisions to ensure its long-term financial sustainability and ensure that financial performance is in line with the Victorian Auditor General key risk indicators whilst being agile enough to respond to the unprecedented impact of Coronavirus.</p> <p>In support of the rate rise as discussed in 1), and in response to COVID-19, Council responded immediately with the Darebin City Council COVID-19 \$11.3M Community and Business Resilience and Recovery Package (the Package) which aims to provide immediate and ongoing support to our community including local businesses. The Package includes purpose-built social and business/economic development programs targeting those in our community who need it most, now.</p> <p>The Package includes waiver of fees and charges, deferring rate payments for 14 months (up to \$94M) with no penalty interest through its COVID-19 Financial Hardship Policy (Council is only one of three Councils across Victoria who are offering this support); and the development of new partnerships and programs established with non-government organisations and the not for profit sector. Examples of some of the programs featured in the Package include over \$1M to support local people experiencing homelessness and family violence, supporting 6 Neighbourhood Houses in delivering thousands of meals to the Darebin community, an additional \$1M to support local businesses, financial grants to 35 community sporting clubs and \$200,000 to support the arts and culture organisations in Darebin. Council engaged over 400 local small businesses in the development of the business and economic development initiatives. Full details of the Package on are Councils' website.</p> <p>Council is also offering non-financial support and has engaged over 400 local small businesses in the development of the Business Resilience and Recovery Package.</p> <p>Council's budgeted capital work program of \$34M is not insignificant and focuses on projects that can generate local jobs and act as an economic stimulus. We have stayed committed to investing in the public infrastructure the community needs, responding to COVID-19, the climate emergency and supporting those most in need, particularly those who are already disadvantaged. As an example, major capital</p> | <p>Noted.<br/>No change recommended.</p> |

| #                         | Issue  | Officer comments   | Officer recommendation                   |
|---------------------------|--|--|--|
|                           |  | <p>projects for 20-21 include the Multi-Sports Stadium (\$6.7M), Northcote Aquatic Recreation Centre (\$3M), Hardiman Synthetic Hockey Pitch (\$2.3M), Reservoir Leisure Centre (\$800K) and Road Rehabilitation Design and Construction program (\$1.5M).</p>   |  |
| 40                        | <p>Request for waiver of Rates raised against Community Entities/Organisations re application of the LG Act &amp; C &amp; R Lands Act.</p>   | <p>Under the Culture and Recreational Lands Act 1963 (CRLA) Section 4 (1), Council is able to set a separate rating structure for cultural and recreational lands, after having reasonable regard to the services provided and having regard to the benefit derived from such recreational lands.</p> <p>The Act effectively provides for properties used for outdoor activities to be differentially rated and if land is 'recreational lands' within the meaning of the CRLA, Council is able to charge such amount as Council thinks 'reasonable'.</p> <p>For the ten entities falling within the CRLA in the 2019-20 rating year, Council applied a 50% discount to an amount that would otherwise have been applied if that property was rated under the Local Government Act 1989.</p> <p>Council's is of the opinion that the rate revenue collected from the ten CRLA is fair and reasonable and will not reduce the applied discount or waive any rates liabilities.</p>  | <p>Noted.<br/>No change recommended.</p> |
|                           | <p><b>Operating Surplus</b></p>  |  |  |
| 2<br>6<br>6.1<br>12<br>38 | <p>Council is disclosing a surplus of \$3.72 million. Don't you think you could provide a reduction in the rates instead?</p>  | <p>The proposed reduced operating surplus of \$3.7M, has been prepared in consideration of ensuring all operational obligations are met; the \$11.3M Community and Business Resilience and Recovery Package is implemented immediately; the COVID-19 Hardship Policy is implemented immediately (deferred rates of \$94M); the \$18M overall reduction in revenue is considered; cash reserves are not eroded; and that Council must maintain its financial sustainability in line with the Victorian Auditor General key risk indicators.</p>   | <p>Noted.<br/>No change recommended.</p> |
|                           | <p><b>Traders</b></p>  |  |  |
| 2<br>12                   | <p>I note there are rate deferrals for traders, waving of fees for street furniture and other support in the \$10million relief package. Why was rates relief for traders not considered by council?</p> | <p>In addition to the \$11.3M Community and Business Recovery Package, Council endorsed a temporary financial hardship policy that allows all ratepayers, including those traders that are experiencing financial hardship, the option to defer their rate payments until June 2021 with no interest. This is a 14-month period for rate payment deferral. Council is also offering non-financial support and has engaged over 400 local small businesses in the development of the Business Resilience and Recovery Package.</p> <p>The Package includes waiver of fees and charges, deferring rate payments for 14 months (up to \$94M) with no penalty interest through its COVID-19 Financial Hardship Policy (Council is only one of three Councils across Victoria who are offering this support); and the development of new partnerships and programs established with non-government organisations and the not for profit sector.</p> <p>Examples of some of the programs featured in the Package include over \$1M to support local people experiencing homelessness and family violence, supporting 6 Neighbourhood Houses in delivering thousands of meals to the Darebin community, an additional \$1M to support local businesses, financial grants to 35 community sporting clubs and \$200,000 to support the arts and culture organisations in Darebin.</p> <p>Finally, Council has just provided \$535k in business grants for 156 local businesses, with a second tranche of \$400k for business grants in 2020-21.</p> | <p>Noted.<br/>No change recommended.</p> |

| #   | Issue  | Officer comments  | Officer recommendation                   |
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|     | <p><b>Cost Shifting</b><br/><b>Staffing/Salaries</b><br/><b>Operational expenses</b><br/><b>Community support</b></p>  |   |  |
| 7.1 | <p>1) The State &amp; Commonwealth cost shifting must be quantified and expressed clearly to enable ordinary ratepayers such as me to fully understand the actual impact on the Darebin revenue.</p> <p>The Draft Budget does not indicate the proposed salary increases for Darebin Council's senior executive staff. Surely as a gesture of solidarity with the ratepayers who have been and will continue to be financially impacted by the pandemic, the very fortunate Council employees should contribute as many have done in the private sector?</p> <p>2) I believe that 2020-21 is shaping up to be a year of extraordinary financial and personal anguish for many in Darebin. Why do we see no reflection of this in the Draft Budget?</p> <p>3) Where are the big new public works projects with policies to favour the recruitment of Darebin residents?</p> | <p>1) An example of cost shifting is in the state funding provided to Council's libraries. Council's libraries were originally funded 50:50 by State and Local Government. Victorian Government funding has since declined to just 17 per cent of public library operating costs, with councils now contributing 83 per cent of the total cost.</p> <p>The Indexation of financial assistance grants from the Commonwealth was frozen for three years from 2014, resulting in a \$200 million black hole in Victorian council budgets. While indexation was restored to the grants in the 2017 Federal Budget, the three-year freeze permanently reduced the base level of grants to councils – for Darebin this amount was \$600k or 12 per cent. Government grants are usually indexed to CPI or less, while council costs rise in line with construction and material costs, and wage costs. This means that grants are lower than actual costs incurred by councils to deliver many services, leaving councils to fund the gap from rates revenue.</p> <p>2) Council has also forecasted that overall revenue will be reduced by approximately \$18M for 2020/2021 due to the impact of COVID-19 and Council is now required to use its cash reserves to support the community-wide (residential and business) deferment of rate payments for 14 months to the total of \$94M. Darebin Council is only one of three Councils offering a 14-month rate deferment period. Council must maintain cashflow solvency during the financial year and consider the impact of rate deferment and short-term financial sustainability. Council must continue to make informed and responsible decisions to ensure its long-term financial sustainability and ensure that financial performance is in line with the Victorian Auditor General key risk indicators whilst being agile enough to respond to the unprecedented impact of Coronavirus.</p> <p>In response to COVID-19, Council responded immediately with the Darebin City Council COVID-19 \$11.3M Community and Business Resilience and Recovery Package (the Package) which aims to provide immediate and ongoing support to our community including local businesses. The Package includes purpose-built social and business/economic development programs targeting those in our community who need it most, now.</p> <p>The Package includes waiver of fees and charges, deferring rate payments for 14 months (up to \$94M) with no penalty interest through its COVID-19 Financial Hardship Policy (Council is only one of three Councils across Victoria who are offering this support); and the development of new partnerships and programs established with non-government organisations and the not for profit sector. Examples of some of the programs featured in the Package include over \$1M to support local people experiencing homelessness and family violence, supporting 6 Neighbourhood Houses in delivering thousands of meals to the Darebin community, an additional \$1M to support local businesses, financial grants to 35 community sporting clubs and \$200,000 to support the arts and culture organisations in Darebin.</p> <p>Council engaged over 400 local small businesses in the development of the business and economic development initiatives. Full details of the Package on are Councils' website.</p> <p>3) Council's budgeted capital work program of \$34M is not insignificant and focuses on projects that can generate local jobs and act as an economic stimulus. We have stayed committed to investing in the public infrastructure the community needs, responding to COVID-19, the climate emergency and supporting those most in need, particularly those who are already disadvantaged. As an example, major capital projects for 20-21 include the Multi-Sports Stadium (\$6.7M), Northcote Aquatic Recreation Centre (\$3M), Hardiman Synthetic Hockey Pitch (\$2.3M), Reservoir Leisure Centre (\$800K) and Road Rehabilitation Design and Construction program (\$1.5M).</p> | <p>Noted.<br/>No change recommended.</p> |

| #   | Issue  | Officer comments  | Officer recommendation           |
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|     | 4) Why has Darebin Council proposed such an insensitive and 'business as usual' budget for 2020/21?  | 4) Based on the significant changes highlighted in points 1), 2) and 3) above, the Annual Budget 2020-21 is not considered 'a business as usual budget' and through its consultation with over 400 small business, new partnerships established with non-government organisations and the not for profit sector, waiver of fees and charges and deferment of over \$90M of revenue and income, Council believes that the budget is not insensitive but responsive to community need.  |                                  |
| 7.3 | <p>1) Cost shifting by State &amp; Commonwealth Government are very vague drivers not evident in the Draft Budget and must be quantified and expressed clearly to enable ordinary ratepayers to fully understand the actual impact on the Darebin revenue.</p> <p>2) Few ratepayers or indeed Councillors will fully understand this 2020/21 Draft Budget. More notes and footnotes are required to reassure ratepayers that Council commitments are being met in this 2020/21 budget.</p> | <p>1) An example of cost shifting is in the state funding provided to Council's libraries. Council's libraries were originally funded 50:50 by State and Local Government. Victorian Government funding has since declined to just 17 per cent of public library operating costs, with councils now contributing 83 per cent of the total cost.</p> <p>The Indexation of financial assistance grants from the Commonwealth was frozen for three years from 2014, resulting in a \$200 million black hole in Victorian council budgets. While indexation was restored to the grants in the 2017 Federal Budget, the three-year freeze permanently reduced the base level of grants to councils – for Darebin this amount was \$600k or 12 per cent. Government grants are usually indexed to CPI or less, while council costs rise in line with construction and material costs, and wage costs. This means that grants are lower than actual costs incurred by councils to deliver many services, leaving councils to fund the gap from rates revenue.</p> <p>2) The format and disclosures made in the Annual Budget document are in accordance with the Better Practice Guide (BPG) which accompanies the Local Government Model Budget 2020-21 (Model Budget).</p> <p>The Model Budget and BPG are developed to assist councils in the preparation of financial statements for inclusion in their annual budget. In accordance with the Local Government (Planning and Reporting) Regulations 2014 the financial statements in a Council annual budget must be in the form set out in the Local Government Model Financial Report (LGMFR).</p> <p>Council acknowledges that annual budget documentation can be hard to understand and aims to use the covering Council report, Hearing of Submission process and invitations to contact Council to discuss the budget as ways to explain what is in the budget, why it is developed in the way it is, and what the outcomes will be from the budget.</p> | Noted.<br>No change recommended. |
| 26  | Given the impact of COVID-19 to property values post 1 January 2020, it is (i) unconscionable to set valuations as per the General Revaluation dated 1 January 2020, (ii) and poor financial practice to assume a revenue base on valuations as per the General Revaluation dated 1 January 2020   | <p>The General Valuation date is set by the Valuer-General Victoria and they have advised all Councils that no changes have been made to requirements under the Valuation Best Practice Specifications Guidelines as a result of the coronavirus (COVID- 19). The 2020 general valuation has a relevant date of 1 January 2020 and is therefore based on market conditions at, and immediately before, that date.</p> <p>There is no basis under the Valuation of Land Act 1960 (the Act) for valuers to consider coronavirus (COVID-19) impacts when assessing statutory values for the purposes of the 2020 general valuation.</p>  | Noted.<br>No change recommended. |
| 27  | 1) Why has total staff reduced from 898 to 892 over the year (page 30)? Shouldn't government organisations like Darebin be trying to retain their staff and ongoing employment for the community? Is there a reduction in services and if so, what are they or are you doing the same for less?  | <p>1) The reduction in FTE relates to causal positions and this is mainly due to the impact of COVID-19 and the temporary closure of some of Councils services for part of the 2020-21 financial year. During COVID-19, Council has made a concerted effort to retain all employees including casuals. Some casuals have accessed the State Government's JobSeeker program as it is more viable for their personal situations. No employees have been stood down during the COVID-19 pandemic. To support the commitment to retaining the workforce, Council has also redeployed over 170 employees who have been directly affected by the temporary closure of Council services due to COVID-19.</p> <p>In addition to no stand downs and redeployment, Council has applied for additional resources through the State Governments, Working for Victoria program, and is seeking over 200 local and Melbourne-based people who have become unemployed through the pandemic to undertake and support capital, non-capital and operational activities across the municipality, and to support the Darebin City Council's \$11.3M COVID-19 Community and Business Resilience and Recovery Package.</p>  | Noted.<br>No change recommended. |

| #             | Issue  | Officer comments   | Officer recommendation   |
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|               | 2) In light of the reduction in staff numbers, why has the total costs for staff employee costs increased significantly, rising from \$83,008 to \$88,337. This is a 6.4% increase, above CPI with lower staff numbers?  | 2) The amount of \$83.008M is based on 2019-20 forecast which includes savings realised throughout the year due to the time taken to recruit for vacant positions. In addition to this, due to COVID-19 impacting Council services that were forced to temporary close or services that experienced a significant downturn in activity, vacant positions were not recruited for. Both of these factors contributed to the forecast being below the 2019-20 budget figure of \$88.112M. If you compare the budget 2020-21 figure of \$88.337M, there is only a slight increase of \$225K or 0.3%. The increase also includes additional grant funded positions and positions to undertake work previously outsourced to contractors and consultants.  |  |
|               | <b>Budget Process</b>  |  |  |
| 3.1 & 11.1 17 | Why Council did not follow the previous process of consulting with the Community in Oct/Nov of the first half of the financial year?   | <p>Council made a determination late 2019 to not undertake the same level of consultation as the previous year. Consultation had only just concluded before the next round of consultation was due to commence. Council felt that it was not timely to start the budget consultation period again so soon.</p> <p>In addition to this, due to the outbreak of COVID-19, the community consultation process had to be restricted which meant Council was unable to hold opportunities for officers to meet with the community face-to-face. This year, Council has received more submissions than last year which indicates that communications and online opportunities have reached the community.</p>  | Noted.<br>No change recommended.   |
| 7.2           | In previous years budget considerations have been at Ordinary Council Meetings where ratepayers raised issues and asked questions. Why is the process in 2020 different? I consider this 2020 process to be undemocratic.  | <p>Due to the timing of the process to place this year's budget on exhibition and the planned date when it is proposed to be adopted – both these meetings have been scheduled as Special Meetings of Council. Council's Governance Local Law allows there to be a 'Public Question time' only at Ordinary Council Meetings. This is consistent with the previous Local Law.</p> <p>Notwithstanding this, the public exhibition of the budget is in itself an annual process to allow interested persons to comment on and / or ask questions about the draft budget through submissions. This process also enables submitters to present to the Hearing of Submissions Committee (Council) and speak directly in support of their submission for two minutes. In addition to this, Council formally responds in writing to their submission which ensures that all questions and statements are responded to prior to the draft Budget being adopted. This goes to the core of our commitment to transparent and accountable decision making.</p> <p>At an Ordinary Council Meeting, if officers are unable to answer a public question, it is taken on notice which could result in a question being answered after the draft Budget is adopted.</p>                           | Noted.<br>No change recommended.   |
|               | <b>Aged Friendly Darebin</b>   |  |  |
| 6.2 7.0 7.4   | <p>In the 2020/21 draft budget the proposed aged care expenditure by Council is \$5,230,000, a slight increase on the projected 2019/20 expenditure of \$5,211,000. This indicates to a proposed decrease in actual aged care service delivery in 2020/21.</p> <p>The only direct reference to aged care or to the general well-being of older folk, who make up a significant proportion of the Darebin population, is in the Mayor's introduction in the notes to the draft budget:</p> <p>Age Friendly Darebin: A gardening service trial will commence in the current year and continue until November 2020. The Flexible Meals Model trial will run in 2021 to inform a possible future tender.</p> | <p>This submission aligns with the Council Plan 2017-2021, with Aged Friendly Darebin continuing to be one of our flagship initiatives. The implementation of Year Two of the Age Friendly Darebin is a key action in the 2020-21 Council Plan Action Plan.</p> <p>Council continues to prioritise, invest and progress AFD initiatives into facilities, programs and services which promote the health and wellbeing of older people. All Year 2 AFD initiatives are fully funded for 2020-21. This includes:</p> <ul style="list-style-type: none"> <li>\$5.2M in the Aged and Disability operational budget (inclusive of AFD initiatives).</li> <li>Funding for other AFD initiatives and activities mainstreamed and integrated across other departmental operational budgets.</li> </ul> <p>In 2020-21, Council funding is in the budget to provide a range of new services and programs in line with the Towards Age Friendly Darebin report, recommendations and the Year 2 plan including:</p> <ul style="list-style-type: none"> <li>Positive Ageing Service, this service continues to support older people and their carers to navigate My Aged Care and other aspects of the service system, including advice on what to look for in Home Care Packages.</li> </ul> | Work aligned to this goal is already provided in the budget.<br>Additional funding for this submission not recommended for support in 2020-21 as it is fully funded. |

| #         | Issue   | Officer comments   | Officer recommendation                   |
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|           | <p>On 22 July 2019, Council considered the final report of the Age Friendly Darebin Review and committed to a budget of \$500,000 to implement 93 of the Review's recommendations.</p> <p>What has happened to the myriad of Age Friendly Darebin commitments and projects that are not yet implemented and why are only two Age Friendly Darebin projects mentioned in the notes to the draft?</p> <p>How can a measly \$19,000 increase in the 2020/21 aged care budget cover the increased cost of aged care service delivery PLUS the cost of Age Friendly Darebin commitments?</p> <p>Why is the Aged Friendly Darebin commitment not shown as a separate budget item?</p> | <ul style="list-style-type: none"> <li>• Home Care Packages trial, this is continuing to enrol suitable clients transitioning from Council's Commonwealth Home Support Programme (CHSP) services to Home Care Packages. This service will continue to enrol eligible clients until September 2020 with access for enrolled clients continuing to March 2021.</li> <li>• Gardening and lawnmowing program, the 6 months trial commenced in May 2020 and will to run until November 2020 and we will evaluate its effectiveness and make recommendations to Council.</li> <li>• Senior Citizens Action Plan: to reinvigorate our Senior Citizen's Centres and their use.</li> <li>• Flexible Meals Model to develop holistic and individual response for eligible clients – this is presently out for tender.</li> <li>• The Service Improvements Plan will continue to work with clients and staff to improve services through more flexible approach to service delivery.</li> <li>• Homeshare</li> <li>• Street seats for collaboration with older people</li> <li>• Footpath audit</li> <li>• Outdoor tailored exercise programs</li> <li>• Arts programs targeting older makers and patrons</li> <li>• Volunteer program trial.</li> </ul> <p>Further, our initiatives resulting from COVID 19 responding to the needs of older people will continue to be funded and implemented for FY21 – including: Community Navigation service, ensuring the emergency needs of older people are being met, social connection programs to address social isolation and loneliness, adaption of some of our recreation programs etc.</p> <p>Finally, in line with this alignment and its commitment for an Age Friendly municipality, at its meeting on 9 June 2020, Darebin Council approved the offer Commonwealth's offer of contract extension of Commonwealth Home Support Programme (CHSP), therefore in 2020-21 Council will continue to deliver all the current suite of the CHSP.</p> <p>A full report on AFD Year 1 implementation and Year 2 action plan is to be presented at an upcoming Council meeting.</p> |  |
|           | <p><b>Capital Program</b></p>   |  |  |
| <p>28</p> | <p>1) Why is there a cut in the capital budget program in the 20-21? Which sporting clubs will be affected by this reduction because of the capital works and what support is council going to give to sporting clubs to bounce back, in addition to not paying fees to the council?</p>  | <p>1) Darebin and all other Victorian Councils are required by the Victorian Auditor General to make decisions that ensure the financial sustainability of the Council. The reduction in the capital works program to \$34 million is to ensure that council maintains its financial sustainability, is in line with the Victorian Auditor General key risk indicators and is agile enough to respond to the unprecedented impact of Coronavirus.</p> <p>The \$34 million capital works program is focused on projects that can generate local jobs and act as an economic stimulus. Council have stayed committed to investing in the public infrastructure the community needs, responding to the climate emergency and supporting those most in need, particularly those who are already disadvantaged.</p> <p>In the adopting the draft 2020-21 budget for public consultation at the Special Council meeting on 13 May 2020, consideration was given regarding capital projects in the draft budget, with the budget including the following major projects:</p> <ul style="list-style-type: none"> <li>• Full delivery of KP Hardiman Pavilion and lighting upgrade (\$2.3m)</li> <li>• delivery of BT Connor over two financial years (\$500k included for FY21)</li> <li>• Intercultural Centre</li> <li>• RLC (\$800k)</li> </ul>   | <p>Noted.<br/>No change recommended.</p> |

| #        | Issue   | Officer comments  | Officer recommendation                      |
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|          | <p>2) What support is council going to give to sporting clubs to bounce back, in addition to not paying fees to the council</p>   | <ul style="list-style-type: none"> <li>• NARC (\$3m)</li> <li>• MSS (\$6.7m).</li> </ul> <p>Applications for State Government funding for MSS, KP Hardiman Pavilion and BT Connor Pavilion are pending and expected to be announced in July/August 2020. Officers are in regular contact with the impacted clubs for each of these projects and are confident that they are aware of the impacts and we are working with them to ensure that their needs are well met. There have been no key risks identified by the clubs through this engagement.</p> <p>2) In addition to the waiver of ground use fees and charges for 9 months from 1 March 2020 to 31 December 2020, Council's Community and Business Resilience and Recovery Package includes \$100K to go towards one off grants to the 24 winter sports clubs and 11 that operate all year round, to enable clubs to restart activities.</p>  |   |
|          | <p><b>NARC and RLC</b></p>  |   |   |
| <p>3</p> | <p>The consultation process for the proposed redevelopment of the Northcote Aquatic &amp; Recreation Centre. Many older residents who may not be on social media or be tech literate, and the high numbers of people from non-English speaking migrant backgrounds; why was the public consultation period so short at less than 3 weeks, and only accessible through online portals and Facebook and only available in English?</p> <p>What steps were made to ensure a fair and equitable consultation process for the proposed redevelopment of Northcote Aquatic and Recreation Centre.</p> | <p>The recent consultation on the NARC concept design follows significant consultation undertaken for the development of the Council Plan which identified the redevelopment of NARC as one of Council's Big Actions.</p> <p>Further consultation was then undertaken as part of the master planning and feasibility study with several thousand participants in the process.</p> <p>The consultation most recently conducted had to amend the methodology to take account of the mandatory COVID-19 shutdowns recognising that face to face consultation could not occur during this time.</p> <p>Despite the restrictions, a wide range of interviews and workshops with key stakeholder community groups were still achieved.</p> <p>Information on how to find the dedicated NARC project webpage was advertised via:</p> <ul style="list-style-type: none"> <li>• Website – Council and YMCA</li> <li>• Social media – Council, Darebin Leisure and YMCA</li> <li>• Leader articles</li> <li>• Resident letter box drops within a 1km radius of the site (4,500 residences)</li> <li>• Email to existing facility user groups, members, and key stakeholders</li> </ul> <p>Feedback on the proposed concept plans was received via:</p> <ul style="list-style-type: none"> <li>• Online survey via the project page</li> <li>• Hard copy</li> <li>• Email</li> <li>• Phone and virtual meetings via MS Teams</li> </ul> <p>Throughout the 4-week consultation period, a total of 401 completed surveys were received and over 1,000 hits on the Your Say website per day.</p> <p>Feedback was overwhelmingly positive, with 81% of the 401 survey respondents rating the proposed new designs as good – excellent. While 95% respondents stated they strongly support Council's aim to achieve 6 Star Green Star rating through ESD initiatives proposed.</p> <p>The design process is continuing, utilising the community feedback that has been received to further define and shape the project. Changes made as a result of the community consultation will be done so ensuring that the project is delivered within budget.</p> <p>A full report on the consultation findings will be considered at the Council meeting on 20 July.</p> | <p>Noted.</p> <p>No change recommended.</p> |

| #  | Issue   | Officer comments  | Officer recommendation  |
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| 23 | Please also allocate more funds to the Reservoir Leisure Centre, as opposed to so much being spent at Northcote.  | <p>There is an allocation of \$800K in the 2020-21 budget to complete the investigations which are underway to determine what redevelopment option should be pursued. These funds will also see the continuance of the program of improvement works on site that have been underway for the past 2 years.</p> <p>RLC is projected to receive \$16.8M over the next 5 years which includes urgent repair and maintenance works in the 2020-21 budget, as well as a completing a study, that is currently underway, that is investigating opportunities for the redevelopment of the RLC to enhance the health, wellbeing and socio-economic outcomes to the East Reservoir area. The findings will be presented to Council later this year which will assist with further planning and scope of a redevelopment option that best meets the community needs in the years to come.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
| 4  | <p>1) Was there an indicative \$63.5m price goal in the 2019 architectural tender, prior to the quantity report in late 2019?</p> <p>2) Regarding the process used to determine if NARC was the best choice of project to do first, while the redevelopment of Reservoir Leisure Centre is not considered for an upgrade,</p> <p>3) What type of feasibility report has been conducted to determine this? Is it measured purely on building life?</p> <p>4) Does the Council have a Return on Investment report NARC available to the public?</p> | <p>1) The project budget of \$63.5million is the total project cost and was derived from the quantity surveyors estimate that formed part of the tender information package and was used for the engagement of the principal design consultant.</p> <p>2) There are two key reasons for the different timing of these two major projects:</p> <ul style="list-style-type: none"> <li>- The 2018 NARC feasibility study found that the facility was at its end of life and that the building could not be renewed. The age and condition of the facility meant that the choice for Council was to either renew the facility or plan to close the facility within the next 5 years.</li> <li>- The 2019 RLC feasibility study found that the facility needed investment but was sound – therefore a range of options were open to Council as to the how to invest in the facility so it could continue to provide community benefit.</li> </ul> <p>3) The feasibility studies conducted for both facilities consider a range of factors (not just building condition). The studies have both included:</p> <ul style="list-style-type: none"> <li>- Community consultation with users and non-users</li> <li>- Stakeholder engagement</li> <li>- An assessment of current use patterns</li> <li>- Industry trends analysis (including service and facility provision and use patterns and trends)</li> <li>- An assessment of facility provision in the surrounding areas</li> <li>- Financial modelling (over a ten-year period)</li> </ul> <p>4) Ten-year financial models were included in the NARC Feasibility Study that was made available to the public as part of a report to the Council meeting on the 24 September 2018.</p> | <p>Noted.</p> <p>No change recommended.</p>   |
| 5  | 1) Why did council refuse to consider potential economies of scale by doing an Omnibus Contract on the two pool projects?   | <p>1) The two projects are at very different stages:</p> <p>The key issues include:</p> <ul style="list-style-type: none"> <li>• NARC and RLC are at different project and timeline stages, to combine them will significantly delay NARC and greatly increase risk to delivery.</li> <li>• The existing NARC is at the end of its lifecycle with maintenance/upkeep costs of \$200 - \$500K per annum with potential closure and service disruption.</li> <li>• RLC is at the early options stage and lags at least 3 years behind NARC.</li> <li>• There are community and reputational risks if NARC was to be delayed to accommodate a combined design and construction approach.</li> <li>• NARC needs to proceed to offset construction escalation costs and reduce upkeep costs. Further delaying NARC creates a risk that the facility condition would be such that the facility would have to close, creating a significant service provision gap.</li> <li>• The economy of scale for a combined construction appear limited, due to geographic separation of the projects.</li> <li>• There is greater risk of project failure using one contractor, for example there is a much higher risk of the contractor becoming insolvent or delivering poor construction.</li> <li>• Combining the two projects creates a risk to maximising external funding as the projects in effect compete for the same funding dollar.</li> </ul>   | <p>Already funded in budget and additional funding for this submission not recommended for support in 2020-21.</p>  |



| #                       | Issue   | Officer comments   | Officer recommendation   |
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|                         | <p>2) I note that on 8th of April 2019, the council rejected a \$35m pool redevelopment at Reservoir without an officer report and without a single word of debate before the vote. Why did the majority of councillors decide to reject a full development of Reservoir Leisure Centre?</p> <p>3) I note that the council have no debt at the moment. I also note that the capital works is slated to be cut by \$20m. Have council's debt ratio been taken into consideration when budgeting for the 3 large projects; Multisports Stadium, NARC and RLC?</p> | <ul style="list-style-type: none"> <li>• Combining projects creates a risk to Council resources to be able to deliver two major projects at the same time.</li> <li>• Closure of both aquatic centres to design and construct concurrently would result in Council having no Council run aquatic centre offer for a period of time. Staging the design and construction over both sites ensures residents and visitors are able to access an aquatic centre somewhere in the municipality.</li> <li>• It is unclear how the market might respond to a single contract to design and construct 2 large aquatic centres concurrently. It may be attractive to some design and construction contractors (and result in savings) but equally might deter others due to the size and risks associated. Whether a construction saving would materialise could only be confirmed through a competitive market test.</li> </ul> <p>2) <u>In April 2019 the following motion was put and lost:</u></p> <p><b>That</b> Council notes the above-average Diabetic illness and cancer rates in the northern postcodes of our city and resolves to transform the Reservoir Leisure Centre into a best practice 'Health and Wellbeing Aquatics Centre' and includes in the 2019–20 Budget and Council's Strategic Resource Plan a revised long-term capital works plan of \$36 million for the long-term redevelopment of the Reservoir Leisure Centre into a Health and Wellbeing Aquatic Centre.</p> <p>This motion was put to Council prior to the completion of the RLC Feasibility study.</p> <p><u>In September 2019:</u> The results of the RLC Feasibility Study were considered at a briefing.</p> <p>The RLC options analysis, investigated and costed four possible redevelopment options for the centre.</p> <ul style="list-style-type: none"> <li>- Option 1 \$3.5M</li> <li>- Option 2 \$15.9M</li> <li>- Option 3 \$32M</li> <li>- Option 4 \$55M</li> </ul> <p>These costs are construction costs only.</p> <p>Officer recommendation in the briefing was that a combination of options 2 and 3 would best suit the community need a would require further investigation.</p> <p>This further investigation did not occur and the feasibility report did not proceed to council. Instead in <u>November 2019</u>, two resolutions pertaining to the RLC were passed by Council (below). These resolutions requested further investigation to be undertaken to inform decision making on any RLC redevelopment. The further investigations were to understand the health, wellbeing and socio-economic impacts that could be leveraged from the RLC.</p> <p>3) Darebin and all other Victorian Councils are required by the Victorian Auditor General to make decisions that ensure the financial sustainability of the Council. Council is proposing in 2021-22 to borrow \$12M and in 2022-23 \$34M to fund the three large projects. Council's debt ratio at all times over the term of the borrowings is rated a low risk within the Victorian Auditor General key risk indicator relating to Indebtness.</p> |  |
| <p>5.1<br/>&amp; 63</p> | <p>1) Reassessment of Development plans for NARC and RLC in relation to Assessment of Accessibility: Using the Darebin City Council's Health and Wellbeing report as a baseline to assess the accessibility of health services and facilities in the City of Darebin on a need basis.</p> <p>2) Reassess parking allotment around NARC, and the impact of the limited parking on accessibility for all Darebin residents and pool users and how that affects point 1.</p>   | <p>1) The new facility will be able to address current access, design and safety risks to patrons to also enable the following to occur:</p> <ul style="list-style-type: none"> <li>• Reduce barriers to participation in priority populations <ul style="list-style-type: none"> <li>○ Newly arrived Australians – inclusion of quiet room (for prayer) and spaces designed for specific programming needs</li> <li>○ Older adults – addition of warm water pool and additional program spaces</li> <li>○ Aboriginal communities – programming inclusions and employment opportunities</li> <li>○ People living with a disability – dedicated changing places and accessible toilet/change spaces, warm water pool for therapeutic and rehabilitation purposes, Universal design principles applied to building design</li> <li>○ Women and girls – spaces designed for women's only programming</li> <li>○ LGBTIQ people – gender neutral change facilities</li> <li>○ NDIS clients – warm water pool and additional gym facilities</li> </ul> </li> </ul> <p>2) The concept plans for the new facility propose that the car park will remain in its current position, with no additional parking bays on site. This allows for the retention of high value trees within the car park, along with minor upgrades to increase safety for pedestrians.</p>   | <p>Already funded in budget and additional funding for this submission not recommended for support in 2020-21.</p> |

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|    | <p>3) Reassess the cost of the NARC project against ALL similar projects in other municipalities, including the recent Rosebud Leisure Centre construction and development, and not exclusively compared with projects in other municipalities which are similar only in cost to the current drafted budget plans for NARC.</p> <p>4) Assessment based on population and demographics to factor on cost of pool per resident.</p> <p>5) Omnibus contract to assess economic scale benefits from doing 2 recreation centre development projects at the same time, also assessing and taking into account return on investment of both projects to maximise outcome per resident per dollar spent.</p> | <p>As the new facility has an ambitious target to be rated 6 Star Green Star under the Green Building Code of Australia, Council will be promoting sustainable transport options and improving accessibility and safety to the current car park by proposing to include the following design and traffic management features:</p> <ul style="list-style-type: none"> <li>• New entry and exit to car park</li> <li>• Electric vehicle charging stations</li> <li>• Car ride sharing parking</li> <li>• Raised pedestrian (wombat) crossings throughout the car park</li> <li>• Increased secure bicycle parking</li> <li>• Pick up / drop off zone</li> <li>• Bus parking on Victoria Road</li> </ul> <p>3) Rosebud Aquatic Centre is currently under construction with a proposed completion date of November 2020 and a total project cost of \$47.8M. This is a greenfield site, and therefore has very few limitations on design and no demolition costs required within the budget. East Keilor Aquatic Centre is currently under construction with proposed completion in early 2021. The total project cost is \$52.9M. Due to site constraints, this project has a much smaller footprint than NARC with no outdoor landscaping. While no two projects are the same, NARC's budget is in line with current projects of a similar scope such as the full redevelopment of Kew Recreation Centre reported to be \$67.5 million and redevelopment of St Albans Leisure Centre budgeted at more than \$60 million. NARC is striving to become the first indoor aquatic facility in Australia to reach a 6 Star Green Star Rating. This rating has an impact on the up-front capital cost of the project; however, this outweighs the long term operational and environmental benefits. 95% of respondents from the concept design community consultation strongly supported the Environmental Sustainable Design initiatives proposed – this is overwhelming positive for Council and the project</p> <p>4) The project is designed to meet health and wellbeing demands arising from the continued Darebin population growth which is expected to grow from 169,533 in 2016 to 230,118 by 2041, equating to a significant 35% increase. The proposed centre incorporates additional facilities which are currently not on offer within the existing building to the local Darebin community, for people to enjoy for the next 50 years to come.</p> <p>5) On 6 November 2019, two resolutions pertaining to the RLC were passed by Council. These resolutions requested further investigation to be undertaken to inform decision making on RLC future options. The further investigations were to understand the health, wellbeing and socio-economic impacts that could be leveraged from the RLC. This work is under way and it is anticipated that it will be completed towards the end of the third quarter of the 2020 calendar year.</p> |  |
| 11 | <p>For such a big capital project, there are a number of older residents who may not be on social media or able to access online portals, as well as high numbers of people from non-English speaking migrant backgrounds; why was the public consultation period so short at less than 3 weeks, and only accessible through online portals and Facebook and only available in English?</p>  | <p>The first stage of engagement conducted for the Northcote Aquatic and Recreation Centre included extensive community consultation which contributed to a feasibility study. The consultation in mid-April 2020 was the second stage of engagement which is why the engagement period was shorter. The second stage of engagement sought feedback on the proposed concept designs which included a focus on the use and experience of the facility.</p> <p>Residents within 1km radius of the facility received information via post letting them know about the engagement opportunity and the different ways to provide their feedback which, due to the restrictions created by the COVID-19 pandemic, could not include face-to-face sessions. In addition to the online method, residents were invited to provide their feedback via phone, and could also request for a hard copy version of the survey. Residents who received information via post were also invited to call our multilingual line if they required the information to be translated to another language and the online project page included an automatic translations function to translate the text on the page to other languages. There were also translated materials available on the online project page in different languages.</p>   | <p>Noted.<br/>No change recommended.</p>   |
| 8  | <p>1) In the Darebin Health and Wellbeing plan, there are 4 points set out to serve as guidelines in Council's overall goals for the city, the first of these being "Create</p>  | <p>1) The three major projects have been identified, prioritised and scoped from a number of sources (including community consultation) to determine the need, scope and how they will be delivered. The Health and Wellbeing Plan is one of many data sources that has been considered in the development of these projects. Furthermore, as the projects are delivered, the Health and Wellbeing Plan will also</p>  | <p>Already funded in budget and additional funding for this submission not recommended for support in 2020-21.</p> |

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|        | <p>equitable, healthy and sustainable neighbourhoods” and further points expressing the need for these goals to be met for “ALL DAREBIN PEOPLE”. Was this report considered in the draft budget for redevelopment of NARC, Multisports Stadium, and RLC?</p> <p>2) Northcote is slated to get a \$63.5 mil aquatic centre, whilst there are no current quantity reports for RLC (question) and no plans to look at a commercial feasibility report until later this year. The city’s expenditure is currently heavily skewed towards Northcote. Why does the baseline of spending not reflect on the risk factors to health and wellbeing of Northcote and Reservoir, as per the statistics that are found in the Darebin Health and Wellbeing plan?</p> <p>3) Why is the council rushing in capital expenditure on projects like NARC and the multi-sport complex in the middle of the biggest health crisis our country has ever seen? What’s the reasoning behind immediate commencement as an emergency item, particularly when facilities such as these have been deemed non-essential and were amongst the first to be closed in government lockdown?</p> | <p>influence how such facilities are activities (in practice which will help to determine ensure things like the food and drinks sold at the facilities are healthy).</p> <p>2) The funding for the RLC and NARC projects has been determined by the following:</p> <ul style="list-style-type: none"> <li>- The 2018 NARC feasibility study found that the facility was at its end of life and that the building could not be renewed. The age and condition of the facility meant that the choice for Council was to either renew the facility or plan to close the facility within the next 5 years.</li> <li>- The 2019 RLC feasibility study found that the facility needed investment but was sound – therefore a range of options were open to Council as to the how to invest in the facility so it could continue to provide community benefit. In 19/20 \$1Million has been invested in progressing the planning for the facility and investing in facility upgrades to improve the customer experience and facility operations.</li> <li>- On 6 November 2019, two resolutions pertaining to the RLC were passed by Council. These resolutions requested further investigation to be undertaken to inform decision making on RLC future options. The further investigations were to understand the health, wellbeing and socio-economic impacts that could be leveraged from the RLC. This work is under way and it is anticipated that it will be completed towards the end of the third quarter of the 2020 calendar year.</li> </ul> <p>3) - The COVID-19 crisis has not accelerated the leisure major projects (RLC, NARC and MSS) and continue as identified in the Council Plan.</p> <ul style="list-style-type: none"> <li>- Continuing with these projects has been identified as appropriate to meet the community need for the facilities that they will deliver, furthermore the delivery of the projects will also assist in the community recovery through the creation of jobs both through their construction and their activation.</li> <li>- The use restrictions placed on these facilities have been mandated by State and Federal governments, which Council must comply with. A return to service delivery (within the guidelines) has already commenced and has been positively received by community members.</li> </ul> |  |
| 9 & 10 | <p>1) Regarding 20% contingency that the CEO has put on capital works, why was the decision not brought to the council before it was issued by the CEO?</p> <p>2) Is there a 20% contingency on the new Northcote Pool and Multi-sports Stadium?</p>  | <p>1) Very few of the projects in Council’s capital works program has a contingency applied to it, and those that do, have a typical contingency of 10%. This is an industry standard, is consistent with projects delivered in the local government sector and reflects the complexity of projects that Council plans for delivery in 2020-21. On a very rare occasion, a contingency of 15% might be applied where significant project risks demand it – e.g. where soil is identified as contaminated</p> <p>2) Any contingency applied is dependent on the project stage. Council hasn’t yet made a decision about a contingency for the construction of the Multi Sports Stadium or the construction of the Northcote Aquatic and Recreation Centre. Typically, these large, high-risk construction projects may attract a construction contingency of 10%.</p>   | <p>Noted.<br/>No change recommended.</p>   |
| 14.1   | <p>1) I am also concerned that the RLC is not receiving a significant upgrade like NARC is, rather it just seems like it will be patched up. This seems like a waste of money since RLC is in need of a significant upgrade and eventually something will have to be done to improve the facility?</p> <p>2) I also think the concession fees are too high in comparison to what those on low incomes are earning. Facilities like the RLC need to be accessible to the entire community</p>  | <p>The 2020-21 Budget includes \$800K to continue the redevelopment and refurbishment works and \$50,000 for equipment, plus operational costs as the facility does not return a profit to Council.</p> <p>1) A facility condition audit of the RLC was conducted in 2017 and found that while the facility was tired and in need of improvements, it was structurally sound and (with investment) it could successfully continue to service the community. The result of this audit was tested via a peer review, which confirmed the findings.</p> <p>In the last two financial years, there has been approximately \$1M per annum spent on upgrading and improving the RLC.</p> <p>2) A benchmarking of fees for facilities in the area was conducted in 2019 and concluded that the RLC fees are lower than neighbouring facilities. The RLC feasibility study found that just over 50% of all memberships access one of concession fees available.</p>  | <p>Work aligned to this goal is already provided in the budget.<br/>Additional funding for this submission not recommended for support in 2020-21.</p> |

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|          | equitably and the concession rate is only a little bit less than the full rate which is grossly unfair?  | The RLC does not return a profit to Council, running at an annual average operating loss (deficit) of just under \$460K per annum over the last six years.   |   |
| 9.1 & 18 | <p>Are there plans to include increased parking space in and around NARC?</p> <p>Many Darebin residents enjoy the use of swimming facilities, and with RLC in the state of disrepair that it is, this centre will surely see huge numbers of Darebin residents from North of the city wishing to make use of it. How will Council ensure that there will be adequate parking for "ALL DAREBIN PEOPLE"?</p> | <p>The 2020-21 budget includes \$3M for Northcote Aquatic and Recreation Centre.</p> <p>The concept plans for the new facility propose that the car park will remain in its current position, with no additional parking bays on site. This allows for the retention of high value trees within the car park, along with minor upgrades to increase safety for pedestrians.</p> <p>As the new facility has an ambitious target to be rated 6 Star Green Star under the Green Building Code of Australia, Council will be promoting sustainable transport options and improving accessibility and safety to the current car park by proposing to include the following design and traffic management features:</p> <ul style="list-style-type: none"> <li>▪ New entry and exit to car park</li> <li>▪ Electric vehicle charging stations</li> <li>▪ Car ride sharing parking</li> <li>▪ Raised pedestrian (wombat) crossings throughout the car park</li> <li>▪ Increased secure bicycle parking</li> <li>▪ Pick up / drop off zone</li> <li>▪ Bus parking on Victoria Road</li> </ul>  | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
| 21       | Overspend on the NARC, to the detriment of Reservoir Leisure Centre, its users, and ratepayers from Reservoir?   | <p>The project is costed at \$63.5 million which includes design, demolition, construction, landscaping and fit out of equipment. While no two projects are the same, this budget is in line with current projects of a similar scope such as the full redevelopment of Kew Recreation Centre reported to be \$67.5 million and building of a replacement St Albans Leisure Centre budgeted at more than \$60 million. Currently the project is still tracking on budget.</p> <p>The Reservoir Leisure Centre (RLC) is currently still in the very early options stage. An options study was presented to Council at a briefing on 30 September 2019 but did not proceed to Council for consideration.</p> <p>On 6 November 2019, two resolutions pertaining to the RLC were passed by Council. These resolutions requested further investigation to be undertaken to inform decision making on RLC future options. The further investigations were to understand the health, wellbeing and socio-economic impacts that could be leveraged from the RLC. This work is under way and it is anticipated that it will be completed towards the end of the third quarter of the 2020 calendar year.</p>  | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
| 22.1     | <p>Revise the Northcote Swimming and Recreation Centre (NARC) refurbishment so that costs are reduced significantly.</p> <p>The pool needs to be functional but not does not need to have such an extravagant and expensive refurbishment. For these reasons I cannot endorse your 20/21 draft budget.</p>   | <p>Council is investing \$63.5M to ensure NARC will continue to service the community for the next 50 years. This investment will ensure Darebin residents have access to a range of contemporary aquatic and leisure services and programs in a state of the art and environmentally sustainable facility.</p> <p>The \$63.5M cost for the renewal of NARC is spread across the life of this multi-year project. The immediate spend on the renewal of NARC is projected to be \$3M in the 20/21 budget, to continue the design phase of the project. This does not impact Council's ability to support Darebin's residents and local businesses and organisations in response to the COVID-19 pandemic.</p> <p>The project is costed at \$63.5 million which includes design, demolition, construction, landscaping and fit out of equipment. While no two projects are the same, this budget is in line with current projects of a similar scope such as the full redevelopment of Kew Recreation Centre reported to be \$67.5 million and building of a replacement St Albans Leisure Centre budgeted at more than \$60 million.</p> <p>The facility is nearing its end of life. Investigations found that the existing facility could not be renovated or re-used and hence a full redevelopment is required.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

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| 26.1 | <p>The Northcote Aquatic Recreation Centre and Reservoir Leisure Centre work for reported period should include benchmarking of other like facilities (particularly financials), not just schematic design completion and the detailed design commencement.</p> | <p>The 2020-21 budget includes \$3M for Northcote Aquatic and Recreation Centre and \$800K for Reservoir Leisure Centre.</p> <p>Prior to the commencement of architectural designs, the following process has been undertaken for both Northcote Aquatic &amp; Recreation Centre and Reservoir Leisure Centre:</p> <ul style="list-style-type: none"> <li>• Feasibility studies using specialist architects, engineers and recreation consultants</li> <li>• Cost estimates from quantity surveyors</li> <li>• Options analysis with cost benefits</li> <li>• Sport &amp; recreational consultants produced benchmark component schedules for the NARC &amp; RLC facilities using: <ul style="list-style-type: none"> <li>○ Benchmarking against other aquatic centres</li> <li>○ Stakeholder &amp; community stakeholder feedback of key requirements</li> <li>○ Modelled community needs</li> </ul> </li> </ul> <p>A benchmarked comparison of current projects in other municipalities are Kew Recreation Centre \$67.5 Million, St Albans Leisure Centre \$60 Million.</p> <p>NARC has a projected budget very similar to the other centres currently under construction but with the significant advantage of being a 6 Star Green Building, we believe the first of its type in Australia.</p>   | <p>Noted.</p> <p>No change recommended.</p>   |
| 27.1 | <p>The Northcote multi-million dollar pool is overpriced and possibly the most expensive pool in the state. We don't need the bells and whistles just the basics.</p> <p>What will Reservoir Leisure receive, \$63m too?</p>                                    | <p>The 2020-21 budget includes \$3M for Northcote Aquatic and Recreation Centre and \$800K for Reservoir Leisure Centre.</p> <p>Council is investing \$63.5M to ensure NARC will continue to service the community for the next 50 years. This investment will ensure Darebin residents have access to a range of contemporary aquatic and leisure services and programs in a state of the art and environmentally sustainable facility.</p> <p>The \$63.5M cost for the renewal of NARC is spread across the life of this multi-year project. The immediate spend on the renewal of NARC is projected to be \$3M in the 20/21 budget, to continue the design phase of the project. This does not impact Council's ability to support Darebin's residents and local businesses and organisations in response to the COVID-19 pandemic.</p> <p>The project is costed at \$63.5 million which includes design, demolition, construction, landscaping and fit out of equipment. While no two projects are the same, this budget is in line with current projects of a similar scope such as the full redevelopment of Kew Recreation Centre reported to be \$67.5 million and building of a replacement St Albans Leisure Centre budgeted at more than \$60 million.</p> <p>Some repair and minor upgrade works are currently taking place at Reservoir Leisure Centre (RLC). While NARC may appear ok to the eye in some regards, the facility is nearing its end of life, which is why these works have been prioritised over RLC. The overall condition of RLC is better than NARC, as identified in building audits, however there is also a longer-term plan to redevelop RLC in the future.</p> <p>RLC is projected to receive \$16.8M over the next 5 years which includes urgent repair and maintenance works in the 2020/21 budget, as well as a completing a study, that is currently underway, that is investigating opportunities for the redevelopment of the RLC to enhance the health, wellbeing and socio-economic outcomes to the East Reservoir area. The findings will be presented to Council later this year which will assist with further planning and scope of a redevelopment option that best meets the community needs in the years to come.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
| 28.1 | <p>Pease provide me with breakdown of \$63 million on the Northcote pool. How does it compare with cost to other pools built in other parts of the city around Melbourne?</p>   | <p>The \$63.5M cost for the renewal of NARC is spread across the life of this multi-year project. The immediate spend on the renewal of NARC is projected to be \$3M in the 20/21 budget, to continue the design phase of the project. This does not impact Council's ability to support Darebin's residents and local businesses and organisations in response to the COVID-19 pandemic.</p>  | <p>Noted.</p> <p>No change recommended.</p>   |

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|    |   | <p>The project is costed at \$63.5 million which includes design, demolition, construction, landscaping and fit out of equipment. This cost plan is based upon on concept designs and the plan is high level, conservative and includes 5% design and 10% construction contingencies.</p> <p>The project is still in its design phase; when the design phase is completed, the construction costs will be tested and confirmed through the public tender process.</p> <p>While no two projects are the same, this budget is in line with current projects of a similar scope such as the full redevelopment of Kew Recreation Centre reported to be \$67.5 million and building of a replacement St Albans Leisure Centre budgeted at more than \$60 million.</p> <p>Council is investing \$63.5M to ensure NARC will continue to service the community for the next 50 years. This investment will ensure Darebin residents have access to a range of contemporary aquatic and leisure services and programs in a state of the art and environmentally sustainable facility.</p> |  |
| 30 | <p>The Northcote Aquatic and Recreation Centre is screaming out for renewal. The dilapidated nature of the pool is a real turn off. It does not seem hygienic or safe and seems like it is constantly in a state of maintenance.</p> <p>Please make sure this renovation really happens, and please make sure that it is bigger, better, cleaner and more sustainable.</p>  | <p>Council is investing \$63.5M to ensure NARC will continue to service the community for the next 50 years. This investment will ensure Darebin residents have access to a range of contemporary aquatic and leisure services and programs in a state of the art and environmentally sustainable facility.</p> <p>The \$63.5M cost for the renewal of NARC is spread across the life of this multi-year project. The immediate spend on the renewal of NARC is projected to be \$3M in the 20/21 budget, to continue the design phase of the project.</p> <p>More information relating to the project can be found at <a href="https://www.yoursaydarebin.com.au/NARC">https://www.yoursaydarebin.com.au/NARC</a>. This project page shows the proposed concept designs for the new facility, and the sustainability initiatives to target a 6 Star rated building, which would be the first indoor aquatic facility within Australia. Note at this stage, however all external funding opportunities will be explored.</p>  | <p>Work aligned to this goal is already provided in the budget. Additional funding for this submission not recommended for support in 2020-21.</p> |
| 45 | <p>Put money into the budget 2020-21 for upgrades of Reservoir pool.</p> <p><b>A petition was attached to this submission.</b></p>  | <p>The Reservoir Leisure Centre (RLC) is currently still in the very early options stage.</p> <p>On 6 November 2019, two resolutions pertaining to the RLC were passed by Council. These resolutions requested further investigation to be undertaken to inform decision making on RLC future options. The further investigations were to understand the health, wellbeing and socio-economic impacts that could be leveraged from the RLC. This work is under way and it is anticipated that it will be completed towards the end of the third quarter of the 2020 calendar year.</p> <p>The \$800k allocation in the 2020-21 budget will be used to continue the improvement works that are underway as well as to commence the design work for the redevelopment option chosen by Council as a result of the health, wellbeing and socio-economic impacts study.</p> <p>Council will continue to investigate any funding opportunity should, one a rise.</p>   | <p>Work aligned to this goal is already provided in the budget. Additional funding for this submission not recommended for support in 2020-21.</p> |
| 51 | <p>Upgrade Reservoir with 25 metre and 50 metre pools.</p> <p>We the undersigned residents call on Darebin Council to consider a full \$36 million upgrade of Reservoir Leisure Centre in the 2020 Council budget. The Reservoir Leisure Centre needs to be urgently upgraded to catch up with the current Northcote Aquatic Centre that already has both a 25 metre indoor pool and a 50 metre outdoor pool.</p> <p>The \$63.5 million Northcote Pool mega project should be scaled back and the Auditor General should fully investigate the costing blowout.</p> <p><b>A petition was attached to this submission.</b></p> | <p>The Reservoir Leisure Centre (RLC) is currently still in the very early options stage.</p> <p>An options study was presented to Council at a briefing on 30 September 2019 which investigated 4 possible redevelopment options.</p> <p>On 6 November 2019, two resolutions pertaining to the RLC were passed by Council. These resolutions requested further investigation to be undertaken to inform decision making on RLC future options. The further investigations were to understand the health, wellbeing and socio-economic impacts that could be leveraged from the RLC. This work is under way and it is anticipated that it will be completed towards the end of the third quarter of the 2020 calendar year.</p> <p>The \$800,000 allocation in the 20/21 budget will be used to continue the improvement works that are underway as well as to commence the design work for the redevelopment option chosen by Council as a result of the health, wellbeing and socio-economic impacts study.</p>   | <p>Work aligned to this goal is already provided in the budget. Additional funding for this submission not recommended for support in 2020-21.</p> |

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|    |   | Although any funding opportunity that does arise will be investigated.  |  |
|    | <b>Crispe Park</b>  |   |  |
| 13 | Engage in further discussion with the Crispe Park dog walking community and Reservoir Sporting Club about potential solutions to provide more lighting cover the cost during winter.                                      | <p>Officers advise that while Crispe Park lighting is a worthy project, there are higher priorities for community safety projects including in Activities Centres such as in Reservoir (Edwardes St, Broadway and Johnson St), based upon issues of disadvantage and more significant safety concerns. Safety complaints relating to activity centres include concerns such as poor lighting, antisocial activity, crime and drug use, which are broader than our understanding of current concerns at Crispe Park. Our approach to improving community safety prioritises areas where a range of issues should be addressed in neighbourhoods of disadvantage. We have recently submitted to a State Government Community Safety Infrastructure grant round for Activity Centre related matters in Reservoir.</p> <p>An initial safety audit has been completed for Crispe Park which recommends improving lighting. The audit is sufficient to progress with lighting improvements if budget were to be allocated.</p> <p>However, we would recommend a more comprehensive whole-of-place audit/review of Crispe Park in consultation with local residents and club members to assess the factors contributing to safety at this park. This would inform the plan for future improvements - as the research into safety in public spaces is that mixed approaches, rather than one intervention alone are likely to more effective at improving perceptions of safety and preventing crime.</p> <p>Investigations in response to this submission have confirmed that the site is well utilised by dog walkers (and their dogs) and that additional lighting on site would improve access, use and perceptions of safety on the site.</p> <p>The sports club have noted issues with dog poo not being picked up at times and this has an impact on their use of the sports field. The site has two dog poo bag dispensers which are well located, there is also signage regarding dog owner responsibilities on site. There is an active Reservoir Dogs Crispe Park Facebook page that could be engaged to help send responsible pet ownership messages to the local community. Users both walk and drive to the site, site visits confirmed that participation drops off significantly at sundown.</p> <p>Possible source of external funding is the Public Safety Fund<br/><a href="https://www.crimeprevention.vic.gov.au/publicsafetyinfrastructure">https://www.crimeprevention.vic.gov.au/publicsafetyinfrastructure</a></p> <p>However, this fund is not currently open to applications. Lighting at Crispe park could be a candidate for this grant scheme fund but would be considered alongside other safety projects (which may be a higher priority than this one) according to its relative merits and benefits and having designs and costs for the project would assist in any funding application.</p> <p>The design has been included in the 20-21 operational work plan to complete design and costings in-house, noting this is within current staffing resources and budget. Completed design and costings would assist seeking external funding via grants for the project. Whilst this project has not been designed and costed accurately, based on similar projects delivered elsewhere, \$50,000 should cover nstallation including a \$5K contingency.</p> | Additional funding for this submission not recommended for support in 2020-21  |
|    | <b>Northcote Golf Course</b>  |   |  |
| 15 | How much of my Darebin rates goes into supporting the lockdown of the land currently occupied by the Northcote Golf Club? I'm thinking it is time that this beautiful piece of land was made accessible as a public park. | <p>The recommendation is provided on the basis that Council consider a comprehensive report at 3 August 2020 Council briefing, which includes examining the future strategies for greater activation of Northcote and Bundoora golf courses. This report will consider a range of factors including:</p> <ul style="list-style-type: none"> <li>• The Northcote Public Golf Club NPGC is managed by via a contract due to expire in 2022.</li> <li>• Over the past 6 years, this facility has cost Council an average of \$135,400 per annum.</li> </ul>  | Work aligned to this goal is already provided in the budget.<br>Additional funding for this submission not recommended for support in 2020-21. |



| #    | Issue  | Officer comments  | Officer recommendation  |
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|      |  | <ul style="list-style-type: none"> <li>In the 12 months period prior to the COVID-19 restrictions, 18,500 rounds of golf were played at this facility.</li> <li>In the 6-month period prior to COVID-19, 41% of visitors to the NPGC were from Darebin and an average of 14% of the participants were female, with 86% of players male.</li> <li>A small investment of \$5K has recently been made to modify the course to allow for "Foot Golf", a modified game using a large ball, which is kicked from hole to hole. This is an innovative concept that is likely to increase the number and range of participants and activation of the space, drawing on the users of Mayer Park (soccer) and other local Clubs. The implementation is due to commence in July 2020. This is forecast to see an increased participation in the space with up to 20 local sporting clubs participating in the activity in the first 12 months, with forecast growth to 40 clubs by year 3. In addition to the sporting clubs, the activity is open for schools, community groups and casual users. Financially, the activity is estimated to deliver increased revenue of approximately \$9K in the first year with growth to \$22K by year three.</li> <li>Estimate that the work needed to conduct consultation and further investigation would be \$150,000. This would include commissioning expert advice to undertake cost estimates for facility improvements on a range of possible use alternatives.</li> <li>Council officers will continue to work with the contracted operator on ways in which the facility can increase use and access by the community while the existing operational contract is in place which would achieve incremental increases in use patterns but not wholesale change as advocated in this submission.</li> </ul>   |   |
|      | <b>Edwards Park Lake</b>   |   |   |
| 17.2 | <p>The pollution of Edwards Park Lake is of growing concern to many residents not only in the neglected North of our City but to all both in Darebin and outside.</p> <p>Will you revisit this issue and solve the problem of who is polluting the lake, dealing with them decisively, and finance a solution so that the Lake can become again a feature of our City?</p> | <p>The aspiration to enable the lake to be used in other ways is shared by Council, however achieving this would be expected to require significant investment over many years and likely decades and could not be achieved by Council alone. Ongoing advocacy is provided for in the Budget in 2020-21 as part of the operating budget.</p> <p>Council has written to the Victorian Minister for Water, seeking funding of \$280K to undertake a specialist feasibility analysis and options assessment to improve water quality in Edwardes Lake to a standard that would allow water-based recreation in 2019. The Minister advised that Council should continue participation in the Yarra Integrated Water Management Forum and pursue collaboration and funding opportunities through this Forum, which Council is doing, along with making direct representations to water agencies and departments.</p> <p>Council considered a detailed report on this matter on 6 April 2020 and resolved</p> <p>"That Council:</p> <p>(1) Notes the findings of water quality monitoring at Edwardes Lake and that it is not currently feasible to improve water quality to a level that allows water-based recreation at Edwardes Lake and therefore to ensure public safety continues to manage the lake without recreation activities.</p> <p>(2) Makes adjustments to maintenance and management of water at the lake to improve water quality but notes that these would not enable recreation.</p> <p>(3) Continues to advocate for improved water quality outcomes in Darebin's waterways and waterbodies by working with other relevant agencies.</p> <p>Since Council's decision in April 2020 on this matter, Darebin City Council successfully secured funding through Melbourne Water's Living Rivers grant program for two projects that will help progress water quality improvements in Darebin:</p> <ul style="list-style-type: none"> <li>The first is to carry out a Wetland Asset and Maintenance Audit in late 2020 and early 2021. This project will check that Darebin's wetland and lake assets are functioning correctly and identify anything that requires fixing and refine ongoing maintenance requirements. Edwardes Lake, and</li> </ul> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |



| #          | Issue   | Officer comments   | Officer recommendation  |
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|            |   | <p>the stormwater treatment wetlands upstream of the lake, will be assessed as part of this audit project.</p> <ul style="list-style-type: none"> <li>• The second will investigate the opportunity for an option for developers to contribute to regional water sensitive urban design projects rather than installing specific infrastructure on site in new developments. This could help create a funding stream for water quality improvements across the City that in the long run could enable important regional level improvements.</li> </ul> <p>Council's budget provides for maintaining water quality in Edwardes Lake and the upstream Leamington Street wetland by:</p> <ul style="list-style-type: none"> <li>• Monitoring sediment levels and removing sediment when these levels exceed design specifications</li> <li>• Ensuring that high flow and low flow weirs are maintained to the design specifications</li> <li>• Ensuring all associated drainage lines and bypass valves are clear and operational</li> <li>• Replacing vegetation where necessary, and planting additional vegetation</li> </ul> <p>Since 2009, it is estimated that Council has spent approximately \$600K managing sediment levels and ensuring that the lake and wetlands are functioning to their 'as constructed' design specifications.</p> <p>Edwardes Lake receives water from Edgars Creek. Only 20% of the Edgars Creek catchment is within the Darebin City Council municipality. Additional improvements to water quality in both Edgars Creek and Edwardes Lake, to a level that would allow water-based recreation, would require significant investment by a number of agencies including Whittlesea City Council, the Victorian state government, Melbourne Water, the EPA and Yarra Valley Water.</p> |   |
|            | <b>KP Hardiman Hockey Pitch</b>   |  |   |
| 19         | The Hockey Victorian Association has indicated the current lighting and poor field quality KP Hardiman are substandard - unfit for night matches, which during winter happen every night of the week. As a result, we risk injury and frequently lose players to clubs in other councils. | <p>The 2020-21 Budget includes \$2.3M for KP Hardiman Synthetic Hockey Pitch Redevelopment and the scope includes full redevelopment of hockey field and new lighting infrastructure to 350 lux.</p> <p>A report is scheduled for the Ordinary Council meeting of 20 July 2020 which will recommend Council award a contract to construct both the synthetic pitch and lighting upgrade.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|            | <b>Zwar Park</b>  |  |   |
| 25 to 25.7 | Remove old and outdated infrastructure and replace it with gender inclusive sport facilities at Zwar Park.  | <p>The assessments undertaken in 2019, as part of the draft Outdoor Sports Infrastructure Framework did not find this facility to be in the category of highest priority for investment. The scoring matrix used in the for the draft Outdoor Sports Infrastructure Framework assesses each facility on the following criteria:</p> <ul style="list-style-type: none"> <li>• Fit for purpose and functionality (condition, DDA, ESD and sports association guidelines)</li> <li>• Participation outcomes</li> <li>• Need and community benefit.</li> </ul> <p>The 20-year Capital Works plan has been developed using the outcomes of the draft Outdoor Sports Infrastructure Framework, HP Zwar pavilion upgrade is listed for schematic design in 2035-36 and construction in 2036-37.</p> <p>Works completed at the facility in the last 2 years include:</p> <ul style="list-style-type: none"> <li>• Toilets made all gender friendly by replacing all urinals with cubicles</li> <li>• The public toilet building was converted to a change space</li> <li>• Storage upgrade (shelving)</li> <li>• Carpet replacement and painting</li> </ul>  | <p>Additional funding for this submission not recommended for support in 2020-21.</p>   |

| #  | Issue   | Officer comments  | Officer recommendation   |
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|    |   | <ul style="list-style-type: none"> <li>• Fencing</li> <li>• Scoreboard</li> <li>• Landscaping (retaining wall next to building rebuilt)</li> <li>• Synthetic wicket relayed.</li> </ul> <p>Bringing forward the HP Zwar pavilion for upgrade would:</p> <ul style="list-style-type: none"> <li>• Be in contradiction to the findings of the draft Outdoor Sports Infrastructure Framework that uses an evidence base of facility condition need and potential community benefit to inform and identify investment priorities</li> <li>• Require projects assessed as having greater condition needs and being able to leverage greater community benefit, to be delayed bringing forward this project.</li> </ul> <p>The cost of schematic and detailed design would be \$250K based on initial cost estimates.</p>   |  |
|    | <b>D.R. Atkinson Reserve Pavilion</b>   |   |  |
| 34 | <p>Budget submission attached for the extension and upgrade of D.R. Atkinson Reserve Pavilion as per "Darebin Outdoor Sports Infrastructure framework" - February 2020. The pavilion is currently allocated to the Northern Raiders Gridiron Club.</p> <p>The facilities are not suitable for female participation.</p> | <p>The assessments undertaken in 2019, as part of the draft Outdoor Sports Infrastructure Framework did not find this facility to be in the category of highest priority for investment, ranking 10<sup>th</sup> highest on the scoring matrix.</p> <p>The 20-year Capital Works plan has been developed using the outcomes of the draft Outdoor Sports Infrastructure Framework, DR Atkinson pavilion upgrade is listed for detailed design in 2028-29 and construction in 2029-30.</p> <p>Bringing forward the DR Atkinson pavilion for upgrade would:</p> <ul style="list-style-type: none"> <li>• Be in contradiction to the findings of the draft Outdoor Sports Infrastructure Framework that uses an evidence base of facility condition need and potential community benefit to inform and identify investment priorities</li> <li>• Require projects assessed as having greater condition needs and being able to leverage greater community benefit, to be delayed bringing forward this project.</li> </ul> <p>Council is currently submitting a grant submission to SRV through the COVID Stimulus Package that would see the construction of a new female friendly pavilion and lighting at IW Dole Reserve. If Council were successful in their bid, the Northern Raiders Gridiron Club would be a suitable Club to move to the new facility. The club have indicated that they would support such a relocation, which would see them housed in a \$2.8M purpose built, female friendly and accessible pavilion, meeting the needs they have described in their budget submission.</p> <p>Ideally projects of this scale should run over three years to allow for concept design, then detailed design and then construction.</p> <p>The additional cost to begin the design process would include:</p> <ul style="list-style-type: none"> <li>• 2020-21 – Concept design and consultation \$20,000</li> <li>• 2021-22 – Detailed design \$104,000</li> <li>• 2022-23 – Construction \$1,050,000</li> </ul> | Additional funding for this submission not recommended for support in 2020-21. |
|    | <b>Lighting at G H Mott Reserve</b>   |   |  |
| 49 | Sports Ground Lighting at G H Mott Reserve for Darebin Falcons  | <p>As assessed by the Outdoor Sports Infrastructure Framework (OSIF) recently adopted by Council, lighting at WH Mott is <u>not</u> the next item on the priority listing (currently shown for design and then construction in years 8 and 9).</p> <p>The higher priority lighting projects are McDonnell West and John Hall, noting that designs for John Hall have been completed in 19/20. KP Hardiman is also a priority for construction, as advised this should be achieved in 20/21 with the pitch resurface.</p> <p>There are light poles at WH Mott, which allow for some night use. However, the existing lights do not cover the whole site and due to age of the infrastructure are a lower Lux level than would be used by today's expected standards. The use at Mott means that there is pre-season (summer) training at Mott Reserve 5</p>  | Additional funding for this submission not recommended for support in 2020-21. |

| #  | Issue   | Officer comments   | Officer recommendation  |
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|    |   | <p>nights a week for the Northern Falcons, Darebin Falcons and Northcote City up until March (then clubs return to their home sites). During winter, the Clubs use Mott Reserve for daytime overflow matches.</p> <p>Construction of the John Hall lighting has been included in a recent State Government grant application for the SRV Stimulus Grants, which should be announced by late July 2020 noting that this is likely to be highly competitive. This grant round required projects to be fully designed and “shovel ready”. The package of lighting works put forward for the SRV Stimulus Grants included: Donath Reserve East (soccer pitches 6 and 8), IW Dole reserve, JE Moore Reserve North and John Hall Reserve. If this application is successful, we will have no designs for lighting left in the bank.</p> <p>Should Council be successful in its grant submission through SRV’s Stimulus Program, it would see the construction of 4 sports field lighting projects (already designed) in 2020/21. This would allow for WH Mott lighting to move up the priority list and be considered for design by 2023/24.</p> <p>Bringing forward the WH Mott Lighting for upgrade would:</p> <ul style="list-style-type: none"> <li>• be in contradiction to the findings of the draft Outdoor Sports Infrastructure Framework that uses an evidence base of facility condition need and potential community benefit to inform and identify investment priorities</li> <li>• require projects assessed as having greater condition needs and being able to leverage greater community benefit, to be delayed bringing forward this project.</li> <li>• require design and delivery within one year as there is currently no completed designs for this project.</li> </ul>   |   |
|    | <b>B.T. Connor</b>  |  |   |
| 68 | <p>Preston Lion FC – Pavilion works at B.T. Connor</p> <p>With the release of the draft 2020-21 Council budget, a budget amount of \$500,000 has been allocated for the pavilion redevelopment. This is significantly short of the anticipated \$3.2 million.</p> | <p>The total project is estimated to be \$3m and is currently planned to be delivered over 2 financial years.</p> <p>To support the community business and resilience package and manage the budget as a whole, this project has been scheduled to be delivered over two financial years. Scheduling the project over two years does not compromise or effect the SRV funding application that has been lodged to support this project (for \$500K).</p> <p>Initially the project was costed at \$3.2M, further refinement of the project and testing of the costings have been successful in reducing the total project spend to \$3M without compromising the outcome.</p> <p>The project is fully documented and ready to commence the tendering process (which would take a minimum of 3 months to complete). The timing of the caretaker period will also affect the timing of when the contract can be awarded.</p> <p>If there were no constraints on the budget as a whole or on delivery, this project would be recommended to proceed ASAP and within one financial year. However, if the project was fully funded in 20-21, construction could not start until late 2020 and completion of works could not be guaranteed in a time that would not impact on next season, primarily because of COVID-19 (significant delays on materials delivery are currently being experienced).</p> <p>Furthermore, if this project is to be brought forward to be fully funded in 20-21, \$2.5m would need to be found to fund the project.</p> <p>Officer’s acknowledge and verify that the impact on the club as described in the submission will cause significant disruption to next year’s season and that on top of the COVID-19 disruptions this impact is significant. To minimise this disruption of construction during the playing season, portable facilities will be provided.</p> <p>A funding application has been lodged to SRV via the World Game Facilities Fund for this project. If successful, Council could receive \$500K towards this project. Funding announcements have been delayed due to COVID-19 but are currently expected to be released in July.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #                | Issue   | Officer comments   | Officer recommendation  |
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|                  |   | The Club have confirmed their contribution of \$100,000 for the project.   |   |
|                  | <b>Bill Lawry and Oldis Gardens</b>   |  |   |
| 33               | <p>The BLOG (Bill Lawry and Oldis Gardens Master Plan) has largely been abandoned (despite years of funding) and needs urgent re-visiting. The barbed-wire-fenced oval specifically has been an invaluable community hub now that the local tenants (football and cricket clubs) have been unable to monopolize the space.</p> <p>Please have this noted, if not specifically, in general terms.</p>  | <p>Additional planting as part of Council's rewilding program is planned in 2020-21 but other improvements to BLOG are not proposed in the Budget for 2020-21 because other locations have been assessed as higher priorities.</p> <p>Council does have plans to continue to implement the master plan over time. Council's current assessment identifies the following projects as the next highest priority although neither is recommended for delivery in 2020-2021:</p> <ul style="list-style-type: none"> <li>• Shared user path: \$100,000</li> <li>• Outdoor gym: \$75,000.</li> </ul> <p>Council's 2020-2021 capital works budget proposes continuing the redevelopment of the Bill Lawry Oval pavilion and has made provision for the engagement of an architect for design services through funding carried forward from 2019/2020. It is hoped that community spaces will be provided in the new pavilion once constructed.</p> <p>In regard to use of the sportsground by other users, Council aims to make open spaces multi-use wherever possible, however formal sport is not always complementary with other uses on the same grounds. In this case, we do expect the sports users to return after COVID19 and the sporting uses are the priority on the sportsground itself.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|                  | <b>Donath/Dole</b>  |  |   |
| 36               | <p>Donath/Dole Master Plan</p> <p>Improvements between ovals 3 and 4 are poor. There is only 1 table, there is no BBQ area for people to cook. There is no shelter for people to sit out of the sun. The seats facing oval is a waste as there no sports played on it. If the CRG added a shelter (like between ovals 1 and 2 and a BBQ area, a water fountain and some more tables you might find some residents may use this area.</p> <p>The pathway finishes between ovals 3 and 4, this pathway should continue all around 4 and finish at oval 1 and oval 1 pathway should be finished also. The pathway on Donath East extend only goes to Lambassa Avenue (I believe this pathway was going to meet up with Dole Avenue.</p> <p>The Southern end of the park you will need to have a couple pathways to run south to north on Donath East to meet up with the pathway running at the Northern End. This would encourage people to use these pathways.</p> | <p>A number of improvements are proposed at Donath and Dole Reserves in 2020-21.</p> <p>Works in 2020-21 provided for in the budget are:</p> <ul style="list-style-type: none"> <li>• Continue the footpath link from Lambassa Grove in Donath Reserve through to Cheddar Road and across to Dole Reserve.</li> <li>• A signalised crossing will be constructed to allow safe pedestrian and cycling access between the two reserves.</li> <li>• New planting and revegetation will be done as part of the Re-Wilding Darebin program. The Re-Wilding program will begin in earnest on the north-east corner of Dole Reserve.</li> </ul> <p>The Donath &amp; Dole Masterplan identifies the space between ovals 3 and 4 as 'informal open spaces – grassed areas that are informal to accommodate a variety of activities', to contrast with the more activated spaces with BBQs and shelters. The recent and planned improvements to the park in this location are in line with the master plan intent and therefore officers do not recommend adjusting the design in this area of the park.</p> <p>Over and above the funds proposed in the budget, the additional works identified in this budget submission would require additional funding of around \$250,000.</p>                         | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|                  | <b>Strathallan Golf Course</b>  |  |   |
| 41<br>41.1<br>48 | <p>Strathallan Open Space is held by La Trobe University, there remains the risk that at some future point in time, the land will again be subject to the threat of being earmarked by LTU for Residential Development rather than use of this land as an Open Space.</p>   | <p>The Strathallan Open Space is expected to remain as public open space for future generations due to its the Public Park and Recreation zoning which provides the strongest available zoning control.</p> <p>With regard to Council having the capacity to acquire the land from La Trobe University, there are still a number of issues to resolve with regard to the land valuation of the main parcel of land at 100 Main Drive Bundoora with one of those issues being the figure of \$1.5M as that valuation is still to be reviewed and certified by the Valuer-General Victoria. The current valuation is significantly higher than \$1.5M.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|                  | <b>Clements Reserve</b>   |  |   |

| #  | Issue  | Officer comments  | Officer recommendation  |
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| 67 | <p>Purchase of three small but important pieces of land within Clements Reserve as part of the 2020-2021 Darebin budget process.</p> <p>The last Open Space valuation of the three small parcels of land within the reserve took place in 2015 and is as follows:</p> <ul style="list-style-type: none"> <li>• 1-11 McMahan Road, \$40,000</li> <li>• Rear 32-34 Clements Grove, \$25,000</li> <li>• Rear 22 Clements Grove, \$30,000</li> </ul> | <p>There is merit in considering acquisition of these sites, and progress towards consideration of this is provided for in the budget, however capital costs associated with this would be expected in future financial years and do not need to be provided for in this budget. The estimated cost of acquisition is higher than estimated in 2015 and is now estimated at \$1 million to \$2 million for all three sites.</p> <p>Strategically, we recommend that these sites stay as open space in the long run and that council work to ensure they are protected and their biodiversity value enhanced (through long term state government commitment and protections, or through acquisition). As such the sites have strategic merit for acquisition.</p>  | <p>Additional funding for this submission not recommended for support in 2020-21.</p>   |
|    | <b>Penders Park</b>  |   |   |
| 57 | <p>Penders Park Playground and Toilets</p> <p>We strongly encourage Council to ensure that implementation of Stage 2 works incorporates refurbishment of the toilets to be clean and accessible for all abilities as a key priority of this project.</p>   | <p>Penders Park is proposed in the budget to receive a large investment in open space improvements next year. The budget includes \$300K for stage 2 of the Penders Park All Abilities Playspace.</p> <p>Construction of changing places facilities across Darebin have been prioritised according to usage needs and Penders Park is not near the top of the list and therefore the budget does not include funding for the toilet block. An additional \$450k would be needed to upgrade the toilet block and include a full changing places facility.</p> <p>Improved maintenance on the existing toilet facilities has been agreed which will see more thorough cleaning, new toilet roll dispensers, assistance to the rough sleepers at the site, graffiti removal and the possibility of new flooring to improve the amenity of the toilets.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|    | <b>Disc Golf Course</b>  |   |   |
| 65 | <p>Disc Golf Course Proposal for City of Darebin</p> <p>A sport much like ball golf played with flying discs or frisbees:</p>  | <p>The recommendation is provided based on the request that Council consider a comprehensive report being prepared for the 3 August 2020 Council briefing, which includes examining the future strategies for greater activation of Northcote and Bundoora golf courses. Funding this specific initiative would be an ad-hoc decision without this broader strategic view.</p>  | <p>Additional funding for this submission not recommended for support in 2020-21.</p>   |
|    | <b>Intercultural Centre</b>  |   |   |
| 20 | <p>Suggestions about moving Darebin Intercultural Centre (DIC) to the old town hall and areas near there, it seems to have disappeared in this budget. What happened to it being your flagship of multiculturalism?</p>  | <p>The 2020-21 Budget includes an allocation of \$1M to the Preston Present Project, including funding for the Intercultural Centre. The request has already been addressed in the budget. The submitter simply required clarification around it.</p> <p>Work on the relocation of the Intercultural Centre continues to progress. A request for tender is currently out to engage an architect for this project.</p> <p>A Community Reference Group is being established to guide and inform the concept design phase of the relocation project.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|    | <b>Improvement of Oakhill Village area</b>   |   |   |
| 24 | <p>Improvement of Oakhill Village area of Preston (Tyler Street and Plenty Road).</p> <p>Key considerations:</p> <ul style="list-style-type: none"> <li>• Currently used a dangerous cut through from Plenty Road to top of High Street. Cars speed around the corner of Tyler Street and is extremely dangerous and</li> </ul>  | <p>The 2020-21 Budget includes close to \$40K allocated for streetscape improvements to Tyler/Plenty to support activation in the area, but this doesn't include closing the road.</p> <p>Council has previously explored whether the road could be closed and a piazza created in this location in around 2014 and it wasn't feasible because the existing bus routes can't be readily re-routed. Officers would expect the same constraint to still exist and therefore don't expect that its likely a piazza could be created.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #           | Issue   | Officer comments   | Officer recommendation  |
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|             | <p>really takes away from everything that local businesses are trying to create.</p> <ul style="list-style-type: none"> <li>• Buses turning from Oakhill Avenue to Tyler Street have to turn on on-coming traffic and there has been multiple times where cars have been backed back over Plenty road, extremely dangerous! Buses should use Walsal Avenue or one of the other clearer paths. Buses using this small, tight road, just is a bad decision.</li> <li>• Ambulances should not be using this road as a thoroughfare, speeding down a one-way street, with speed humps, past a primary school? Not a great idea, use Wood Street or another main road.</li> <li>• The locals and the area is crying out for a space like this, it will put the area on the map.</li> <li>• Think Yarraville piazza, tables, chairs, businesses opening up to serve patrons, 'outsiders' visiting the area, W Class tram to be key backdrop to the whole project, string lighting fixed from building to building!</li> </ul> | <p>However, if it were feasible there are benefits from an urban design point of view. Therefore, officers will re-test the challenge regarding bus routes during 2020-21 including talking to the Department of Transport and the bus operators as part of the project that is budgeted to improve the streetscape in the area. If, in the unlikely event a road closure was found to be feasible, officers would then plan for changes in future years as part of future budget considerations.</p>  |   |
|             | <p><b>Fairfield Village</b></p>   |  |   |
| <p>56.1</p> | <p>There was considerable work undertaken to create the Fairfield Master Plan and it would appear minimal Action has been taken.</p> <p>We would like to see a definitive Action Plan developed so Council and the Traders Association is clear moving forward.</p>   | <p>Fairfield Village is an important activity centre in Darebin and in 2020-21 the budget provides for officers to work with the Fairfield Traders Association in 20-21 as part of Council's Recovery Package which outlines support through the 'Back to our Mainstreets'.</p> <p>The budget also provides for cleaning, maintenance and support with economic development including through the active space activations in vacant properties.</p> <p>There have been a number of recent upgrades in the Fairfield Village area and further works are not planned in 2020-21.</p> <p>Council has recently delivered several upgrades based on the community priorities identified in 2018 during community engagement. These priorities were based on the ideas and thoughts shared by the Fairfield Village Community Reference Group, Fairfield Traders Association and broader community groups. Recent upgrades to Fairfield include:</p> <ul style="list-style-type: none"> <li>• Renewal of Fairfield's much-loved FIDO – lights and sound upgrade</li> <li>• Changes to Fairfield parking restrictions to better support the needs of businesses, residents and visitors</li> <li>• Installation of bicycle racks</li> <li>• Installation of 18 new trees in Wingrove street and railway place</li> <li>• Replacement of walkway signage with contemporary new designs</li> <li>• New directional signage to the community centre, library and toilets</li> <li>• Installation of a drinking fountain and bottle refill station</li> <li>• Installation of recycling bins</li> <li>• Construction of pedestrian crossings at Wingrove and Gillies streets for improved mobility and safety</li> <li>• Changes to loading bays in Gillies street carpark to improve access</li> <li>• Installation of granitic gravel to replace lifted pavers for pedestrian safety and to support an established tree</li> <li>• Trial of one-way vehicle traffic during school hours on Fairfield road</li> <li>• New kerb extensions at Wingrove and Arthur streets to improve pedestrian safety</li> <li>• Upgrade to lighting in walkway entrances to remove pigeon roosting sites and increase the light admitted as well as provide energy efficient lighting.</li> <li>• Renewal current public art mosaics in the footpath at different locations in the centre</li> <li>• Renewal of planting across the activity centre</li> </ul> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|             | <p><b>Parking - Banff Street Reservoir</b></p>  |  |   |

| #  | Issue   | Officer comments  | Officer recommendation  |
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| 43 | <p>Give Back Our Car Spaces at Banff Street Reservoir</p> <p>Residents, traders and shoppers call on Darebin Council to remove these rubbish traps in Banff Street and restore our car spaces so we can shop locally without these ugly hazards.</p> <p><b>A petition was attached to this submission.</b></p>  | <p>Officers don't recommend removing the garden beds. These were introduced in 2019, but no car spaces were removed. 21 spaces remain. Officers will check maintenance of the garden beds and address any issues, within existing budgets.</p> <p>The spaces were re-line marked to use the small area at the end of the row of spaces on Banff Street for planting 2 trees. People may have informally parked in this narrow space at the end of the row of line marked spaces but, if that was the case they would have overlapped into the ROW access, which is not safe.</p> <p>The three small trees planted on Invermay Street are within the very wide area of concrete, not in the car parking area. As the works were only completed in late 2019, it is not recommended to revisit the site or change the works. Clearly there are some issues with maintenance which should be followed up, within existing budgets.</p> <p>Officers have increased the frequency of inspections at this local and are removing rubbish as it is found. In addition, the area is now on Council's regular open space and streetscape maintenance program and should any of the landscape need treatment or replacement planting during the year, it will be delivered.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|    | <b>St Georges Road median</b>   |   |   |
| 31 | <p>In view of the Climate Emergency Council needs to:</p> <ul style="list-style-type: none"> <li>allocate sufficient resources to ensure that the new landscape in St Georges Road median north of Arthurton Road survives as in the designated Melbourne Water M40 Landscape Plan. This will entail a revised maintenance program appropriate to the new landscape</li> <li>allocate sufficient resources to ensure that the mature treed avenue south of Arthurton Road survives well.</li> </ul> <p>We are concerned about the high proportion of plastics including cigarette butts and the likelihood that they end up in the ocean via the stormwater system and the creek.</p> <p>Council needs to:</p> <ul style="list-style-type: none"> <li>press Public Transport Victoria to add litter bins and cigarette disposal bins at tram stops in St Georges Road median</li> <li>install bins in the median itself</li> <li>install bins in the footpath adjacent to every tram stop</li> </ul> <p>In addition to the specific needs of St Georges Road median, Council needs to maintain and increase the number of trees in Darebin for carbon drawdown purposes, and to provide shade and thermal comfort for pedestrians, cyclists and public transport users.</p> | <p>Council is committed to ensuring that the new landscape in St Georges Road median north of Arthurton Road survives as in the designated Melbourne Water M40 Landscape Plan and that the mature treed avenue south of Arthurton Road survives well. These activities will be managed from existing budgets in the 2020-21 financial year. Officers are currently undertaking some strategic analysis of service delivery across the parks and open space network which may result in a request for additional funding in subsequent years.</p> <p>Council will write to PTV to request the addition of litter bins and cigarette disposal bins at tram stops in St Georges Road median and at each tram stop.</p> <p>Council cannot install its own bins on these sites as Council is not the landowner.</p> <p>A meeting with local residents was scheduled for 8 July 2020 to explore what works, particularly south of Arthurton Rd, may be required in 20/21 and which can be accommodated within existing budgets. Residents and officers will begin discussions on any more significant capital investment that may be required in future years.</p>  | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|    | <b>Climate Emergency (incl Solar Savers)</b>  |   |   |
| 29 | <p>I was not able to see the Solar Saver Program within the new budget. Please would you consider adding it back in. The program is so important to addressing a range of issues including our climate crisis.</p>  | <p>The 2020-21 Budget includes \$1.35M towards the Solar Saver program and is planned to prioritise low income households. It also includes offering a Bulk Buy program which is available to all households and businesses in Darebin.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
| 62 | <p>DCAN would like to see a Climate Emergency lens more visible and integrated across all Council programs in this and future Council plans and Budgets. DCAN would like to see a</p>   | <p>Council shares the goals of this submission although the submission generally seeks that council further accelerate work towards these goals.</p>  | <p>Work aligned to this goal is already provided in the budget.</p>   |

| # | Issue  | Officer comments   | Officer recommendation  |
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|   | <p>specific funding allocation for Climate Emergency work, so it can be more easily tracked and measured by the community. Initiatives.</p> <p>DCAN supports the Climate Emergency initiatives listed under the section: <i>A Sustainable City</i>. In the longer description of the Sustainable City Strategic Objective (page 11), there are only brief details on what those innovation projects will cover:</p> <ul style="list-style-type: none"> <li>•Environment and natural resources: The Climate Emergency Plan (CEP); Natural Heritage Strategy; Sustainable Water Strategy; Sustainable Water Use Plan; Urban Forest Plan; and Waste Management Plan.</li> <li>•Open spaces, parks and natural environment: with maintenance of existing assets the focus.</li> <li>•Sustainable transport</li> <li>•Waste management</li> </ul> <p>Similarly, there are only brief details given on what will be involved in the proposed Major and "Other" Initiatives under the Sustainable City Objective, namely:</p> <p>Major Initiatives:</p> <ul style="list-style-type: none"> <li>•Working with Climate Emergency Darebin (CED).</li> <li>•Dramatically improving walking and cycling infrastructure.</li> <li>•Working with Council's Nature Trust to create more open space.</li> <li>•Increasing our tree canopy cover and urban forest.</li> </ul> <p>Other Initiatives:</p> <ul style="list-style-type: none"> <li>•Developing stage 1 of a Biodiversity Plan.</li> <li>•Beginning work on a Local Government Power Purchase Agreement for Darebin and other Victorian Councils.</li> <li>•Implementing the CEP with a focus on local community mobilization and advocacy work.</li> </ul> <p><u>Solar Savers Program</u></p> <p>Council's and the State Government's programs, DCAN is proposing that next year's Budget have a focus on accelerating local businesses' uptake of solar generation. DCAN also proposes that the Council's program should shift to supporting low income households securing the benefits of solar power.</p> <p>DCAN supports the biodiversity "Rewilding" work that redeployed staff have been carrying out under Council's COVID-19 response and supports additional trees being planted under the Urban Forest program.</p> <p>Council could update its CEP plan in the next financial year to develop an equivalent plan to Moreland Council's. DCAN recommends that this be specifically mentioned as an Initiative in the final Budget for 2020/21.</p> <p>DCAN recommends that Darebin Council includes funding for the adoption or development of a calculator of Darebin LGA carbon emissions in the Budget for 2020/21 and begins annual public reporting on them by end of December 2020.</p> | <p>Council's budget includes several substantial programs to support community to act on climate and to address the climate emergency. These include Council's solar saver program, community education and mobilisation programs.</p> <p>There are a number of requests and actions in the submission. They have been addressed specifically below.</p> <ol style="list-style-type: none"> <li>1. <i>More visible CE lens and integrated across all Council programs. Specific funding allocated to CE work so it can be more easily measured and tracked by community.</i></li> </ol> <p>The budget includes a specific allocation for climate emergency of \$3.835 million over the 20/21 financial year. This is split between: Climate Emergency Strategy including delivery of the Power Purchasing Agreement, Climate Emergency mobilisation and the Solar Saver program.</p> <p>Many of Council's programs also embed Climate Emergency work, for example, the Cycling Program, and the building renewal program which incorporated energy efficiency.</p> <ol style="list-style-type: none"> <li>2. <i>Would hope that work on Local Government Power Purchasing Agreement was further progressed than implied by "Beginning".</i></li> </ol> <p>The PPA project is provided for in the 2020-21 budget. We expect tendering and selection of a provider to be completed in 2020-21 and the contract would begin.</p> <ol style="list-style-type: none"> <li>3. <i>Given that Council's target of doubling solar capacity is close to being achieved through the contribution of both the Council's and the State Government's programs, DCAN is proposing that next year's Budget have a focus on accelerating local businesses' uptake of solar generation. DCAN also proposes that the Council's program should shift to supporting low income households securing the benefits of solar power.</i></li> </ol> <p>The budget provides for funding of the Solar Saver program in 2020-2021, which focuses the 2020-21 Solar Saver Special Charge program on low income households only. The Special Charge program is not planned to include businesses.</p> <p>Council has launched a new Solar Saver Bulk Buy program to help other households and businesses and this is provided for in the 2020-21 budget.</p> <p>Supporting the community to save on energy bills, help local economic recovery and continue to address the climate emergency through education and mobilisation is provided for in the budget.</p> <ol style="list-style-type: none"> <li>4. <i>DCAN believes that Darebin maintaining a leadership position on the climate emergency is very important, and strongly supports funding for this advocacy work in next year's Budget.</i></li> </ol> <p>The budget provides for a range of advocacy work including at a community level, which will be kick-started with the green recovery forum series in July 2020. As a founding member of the Climate Emergency Australia network, Darebin will be working with other councils nationally to advocate to State and Federal governments.</p> <ol style="list-style-type: none"> <li>5. <i>Council could update its CEP plan in the next financial year to develop an equivalent plan to Moreland Council's. DCAN recommends that this be specifically mentioned as an Initiative in the final Budget for 2020/21.</i></li> </ol> <p>This is provided for in the budget. With Darebin's current CE plan expiring in 2021, Council will start the review process of the existing CE plan in 20/21.</p> | <p>Additional funding for this submission not recommended for support in 2020-21.</p> |



| #  | Issue   | Officer comments  | Officer recommendation   |
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|    | <p>DCAN also recommends the following:</p> <ul style="list-style-type: none"> <li>• An acceleration in the purchase of Electric Vehicles</li> <li>• The resourcing of all libraries to create dedicated areas (both onsite and online) for Climate Emergency resources and books.</li> <li>• The creation of a dedicated 'shop front' which could support the provision of information about the Climate Emergency to the community and a meeting space for climate action and environment groups.</li> </ul>   | <p><b>6. DCAN would like to see the inclusion of the development of an equivalent initiative (Yarra's decarbonisation plan) to the City of Yarra's in the final Budget for 2020/21.</b></p> <p>The budget provides for review of the existing Climate Emergency Plan in 20/21 and this recommendation will be referred to the review team.</p> <p><b>7. DCAN recommends that Darebin Council includes funding for the adoption or development of a calculator of Darebin LGA carbon emissions in the Budget for 2020/21 and begins annual public reporting on them by end of December 2020.</b></p> <p>Darebin has access to this information and no additional funds are needed. An LGA-based emissions calculator has already been developed and published online for no cost by Snapshot (managed by Beyond Zero Emissions) which includes Darebin. As noted on the snapshot website, updated figures will be calculated and published in the 2020/21 period.</p> <p><b>8. An acceleration in the purchase of Electric Vehicles.</b></p> <p>The budget provides for progressive increase in the proportion of electric vehicles as fleet is replaced</p> <p><b>9. The resourcing of all libraries to create dedicated areas (both onsite and online) for Climate Emergency resources and books;</b></p> <p>Councils libraries include a range of resources, events and activities including on climate topics. The approach currently taken is to integrate these with other programming with the aim of reaching wider audiences but officers will discuss this further with DCAN.</p> <p><b>10. The creation of a dedicated 'shop front' which could support the provision of information about the Climate Emergency to the community and a meeting space for climate action and environment groups.</b></p> <p>While the budget doesn't include a dedicated shopfront, in regard to meeting spaces, Council has a range of bookable meeting spaces available across the City, although many are currently closed due to COVID19. Community groups can access grants to help with venue hire fees and community groups can access a range of informal meeting spaces both indoor and outdoor.</p> |  |
| 37 | <p>1) That a "shop front" with meeting rooms be provided to environmental and related groups to assist community action on climate emergency and biodiversity. This should be staffed by a council officer and provide free, bookable meeting space for groups.</p> <p>2) That all major Council projects/developments include at least 2 electric car charging spots and that an electric car charging spot be planned for at all Council facilities. These should be on 100% renewable energy and be "fast charging". Also, that any new residential and commercial developments in Darebin be encouraged by council to put in electric vehicle charging spots.</p> | <p>Council's budget includes several substantial programs to support community to act on climate and to address the climate emergency. These include Council's solar saver program, community education and mobilisation programs.</p> <p>1) While the budget doesn't include a dedicated shopfront, in regard to meeting spaces, Council has a range of bookable meeting spaces available across the City, although many are currently closed due to COVID19. Community groups can access grants to help with venue hire fees and community groups can access a range of informal meeting spaces both indoor and outdoor.</p> <p>2) The budget provides for electric vehicle charging generally in line with the submission. Council has installed a number of electric vehicle-charging stations and is incorporating these into major projects. For example:</p> <ul style="list-style-type: none"> <li>• The Multi Sports Stadium (MSS) will include approximately 10 EV charging points, solar PV and will be Green Star certified.</li> <li>• The Northcote Aquatic and Recreation Centre will include EV charging infrastructure, solar PV and will be Green Star certified.</li> </ul>  | <p>Work aligned to this goal is already provided in the budget. Additional funding for this submission not recommended for support in 2020-21.</p> |

| #           | Issue   | Officer comments   | Officer recommendation  |
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|             | <p>3) That an advisory service be provided for residents to direct them to resources to reduce energy usage/reduce energy bills and also to advise on replacement of equipment such as gas hot water systems when they fail.</p>  | <p>Council is more limited in what it can require of developments as it operates within the State governments Planning scheme, however all new residential and commercial developments are encouraged to install EV charging infrastructure, and many do so, and Council has been advocating for stronger provisions in the planning scheme to the State Government. This work is provided for in the budget.</p> <p>3) For residents seeking advice on energy, Council has provided in the budget to put residents in touch with a range of high-quality government and community resources that provide excellent advice, but is not planning to create a specific advisory service.</p>   |   |
|             | <p><b>Preventing waterway pollution and litter.</b></p>   |  |   |
| <p>32</p>   | <p>I don't think enough emphasis is given to preventing pollution and litter entering our waterways.</p> <p>What concrete measures are being put in place to upgrade storm water systems with litter traps?</p> <p>How is the Darebin council working with Melbourne water to remove litter and debris from the Darebin creek and other waterways?</p> <p>What concrete pathways are being measured to plant more trees?</p> <p>What are the results?</p> | <p>Council has a strategic plan to build more litter traps in the municipality, generally at a rate of 1-2 per year where the need is greatest. The parks team frequently remove litter from creeks and intend to write to Melbourne Water seeking further investment and assistance.</p> <p>Council's rewilding program will see a doubling of Council's typical street tree planting efforts in the 2020-21 financial year and Council's newly established rewilding program will seek to plant approximately 100,000 new trees and plants in open spaces.</p>   | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|             | <p><b>Bridges</b></p>   |  |   |
| <p>42</p>   | <p>Two steel foot bridges over Darebin Creek urgently needed one at Gronn Street and the other at Clough Parade in the 2020-2021 Budget.</p> <p>These shared bridges have been in the Bundoora Park masterplan since 2013 and are urgently needed to replace the very dangerous crossing points being used to cross to Bundoora Park.</p> <p>A petition was attached to this submission.</p>  | <p>These bridges have been identified as needed in the long run and are shown in the Bundoora Park Master Plan. Council supports their construction, however, considering Council's priorities and need across the City, they have not been assessed as priorities for construction in the ten-year plan for roads and bridges.</p> <p>The Bundoora Park Master Plan proposed sites for 4 bridges and one of these bridges has now been constructed at Rathcown Road.</p>  | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |
|             | <p><b>Safe travel</b><br/><b>Cycling Infrastructure</b><br/><b>Road safety improvements</b></p>   |  |   |
| <p>33.1</p> | <p>Dangerous on-road bike paths need be given a safety treatment. As an example, Copenhagen style lanes on Westgarth Street which supports hundreds of dangerous trips per day. Victoria Street is another good example.</p>  | <p>Council supports the proposed projects and has long term plans for these as outlined in Council's Streets for People corridors and State Government's Strategic Cycling Corridor network, which Council has endorsed.</p> <p>At its 29 June Council meeting Council decided to advocate for a temporary bike lane on Westgarth St, and three other State Government managed roads, and decided to progress work on temporary bike lanes on Council roads in the following locations:</p> <ol style="list-style-type: none"> <li>1. Install temporary bike lane at South Crescent (in sections between Victoria Road and Westgarth Street);</li> <li>2. Install temporary bike lane at Cramer St between St Georges Road and Gilbert Road; and</li> <li>3. Investigate temporary bike lane in further locations, including High Street between Westgarth Street and Darebin Road and Normanby Avenue to Dundas Street</li> </ol> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #  | Issue  | Officer comments  | Officer recommendation  |
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|    |  | <p>Council decided to advocate for the following temporary protected bicycle lanes along key cycling corridors to be implemented by the Victorian State Government:</p> <ul style="list-style-type: none"> <li>a) Heidelberg Road between Ivanhoe and Clifton Hill</li> <li>b) Westgarth Street between South Crescent and Rucker Street</li> <li>c) Station Street between Darebin Road and Railway Place</li> <li>d) St Georges Road between Merri Parade and Fitzroy North.</li> </ul> <p>Victoria Road is not one of the locations currently planned for temporary installation, although a connection to Victoria Road, on South Crescent between Victoria Road and Westgarth Street is planned. The cost of temporary installation in Victoria Road would be around \$280,000.</p> <p>Permanent lanes are not proposed in the 2020-21 budget and would need to be considered in future years. To separate bikes permanently along Victoria road, a total budget would be required of around \$1.45 million over three years. The first year would be consultation, survey and design at \$150,000.</p> <p>In total Council's budget includes a cycling infrastructure improvement program to the total value of \$500,000.</p>  |   |
| 50 | <p>Reduced speed limit for residential streets. Investment needs to be made so, working with DoT, there is reallocation of space for walking and cycling on the high streets. These measures are important for health and so high streets are revitalised, with more space for on-street dining, walking, bicycle parking and protected bicycle lanes.</p> <p>Darebin to report on the walking and cycling infrastructure budget allocation as a per person figure, for benchmarking and to highlight its commitment to healthier, more equitable and liveable communities. Working towards aspirational figure of Dutch or Danish investment, \$20 per resident is suggested.</p> <p>Darebin is supposed to be a child friendly city (CFC), but there is no specific budget and infrastructure for projects focussed on enabling children to walk and cycle independently and the lack of routes and key gaps.</p> <p>Specific budget allocation for Child Friendly City Streets, focussed on implementing wombat or raised priority path crossings or signalised crossings, and safe, inclusive cycling routes to playgrounds and high schools. Current school travel infrastructure is generally focussed on immediate school zones and children often travel farther to high school and more high school children are looking to cycle independently. There needs to be specific budget for addressing the mixing links to routes such as the St Georges Rd path, so more children can cycle to schools such as Northcote High School. For example, east west connections are lacking:</p> <p>-the Christmas St shimmy route involves crossing the High St with an unprotected intersection and travelling eastbound, crossing four lanes of High St, doing a right turn. Once at St</p> | <p>Council shares the goals of this submission, however overall, the submission seeks that Council goes further and accelerates work compared to the cycling program and streetscape improvements proposed in Council's budget. As this is a detailed submission with lots of suggestions, some of them are provided for in the budget in part and others are not.</p> <p>Each request is addressed separately below.</p> <p><u>Support new needs for walking and cycling during COVID 19</u></p> <p>Council considered this at its meeting on 29 June and decided to take a range of measures to support community. This included progressing work on temporary bike lanes on Council roads in the following locations:</p> <ol style="list-style-type: none"> <li>1. Install temporary bike lane at South Crescent (in sections between Victoria Road and Westgarth Street);</li> <li>2. Install temporary bike lane at Cramer St between St Georges Road and Gilbert Road; and</li> <li>3. Investigate temporary bike lane in further locations, including High Street between Westgarth Street and Darebin Road and Normanby Avenue to Dundas Street</li> </ol> <p>And, advocating for the following temporary protected bicycle lanes along key cycling corridors to be implemented by the Victorian State Government:</p> <ul style="list-style-type: none"> <li>a) Heidelberg Road between Ivanhoe and Clifton Hill</li> <li>b) Westgarth Street between South Crescent and Rucker Street</li> <li>c) Station Street between Darebin Road and Railway Place</li> <li>d) St Georges Road between Merri Parade and Fitzroy North.</li> </ul> <p><u>Create child friendly streets</u></p> <p>In addition to work to reduce speed in variation locations (see below). Council has three programs that contribute to improving safety for children, often by reducing speed through raised crossings and other measures, and by addressing missing links. These have had a particular focus on safety near schools and over the last 5 plus years have made a significant difference in safety, however there is more work to do and it is planned to continue throughout the 10-year capital plan.</p> <p>Currently works are being prioritised in areas we understand are most in need. These areas include along Darebin's strategic cycling and streets for people corridors. In 2020-21 works planned are:</p> <p>The Cycling program (\$500,000)</p> <ul style="list-style-type: none"> <li>• Bracken Avenue (signs and lines)</li> <li>• Dundas St (line-marking)</li> <li>• Preston activity link (various treatments)</li> </ul> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #  | Issue   | Officer comments   | Officer recommendation  |
|----|---|--|---|
|    | <p>Georges Rd, there is no signalised intersection to connect to the path.</p> <p>-Separation St has narrow bicycle lanes and no protected intersections at High St or St Georges Rd. Clarendon St-Normanby Avenue is also terrifying for children and all but very confident cyclists.</p> <p>- Similarly, from the west of St Georges Rd, there are signalised pedestrian crossings but in addition to being poorly designed to enable children to cycle the connections, adults and older children cannot legally use them and are again left with unprotected intersection connections.</p> <p>-On the routes themselves, Darebin needs to commit to funding the design of safe, inclusive routes i.e. protected bicycle lanes or reducing speed limits to a Safe System Speed.</p> <p>Specific budget allocation for pilot active travel corridor and bicycle street on Wales St</p> <p>Wales St is a desirable walking and cycling route to playgrounds, Northcote Plaza and community facilities, and various schools. Yet it, and adjacent perpendicular streets, are rat runs. Budget to design and implement filtered permeability so rat running, car traffic volumes reduced, so it can be a 'bicycle street'. Redesign of key dangerous intersections, such as Clarendon St-Wales St, so there are wombat crossings and safer conditions for people cycling.</p> <p>Specific budget allocation to re-do the Thornbury LATM report by O'Brien Traffic (CLARENDON LOCAL AREA TRAFFIC MANAGEMENT STUDY), which contains many engineering errors and recommendations that will deliver poor outcomes, especially in terms of inclusive, safe infrastructure.</p> <p>The report does not align with safe system thinking, has superseded advice (such as the need for warrants for zebra/wombat crossings) and recommended treatments sometimes involve unnecessary re-work of existing infrastructure.</p> <p>The recommended treatments are not only often wrong but are unimaginative (lack consideration of all the level of service requirements for cycling and walking) and are not delivering on the 'streets for people' idea.</p> | <ul style="list-style-type: none"> <li>• Various locations minor safety and bike parking</li> </ul> <p>The Safe Travel program (\$350,000), projects to be constructed in:</p> <ul style="list-style-type: none"> <li>• Cheddar Road local area</li> <li>• Northcote local area</li> <li>• Croxton West local area</li> </ul> <p>The Walking program (\$500,000), projects to be constructed are:</p> <ul style="list-style-type: none"> <li>• Olive St/ Edwards St, Reservoir (raised threshold);</li> <li>• Cheddar / Dole Avenue (signals)</li> <li>• Pram ramps at Preston Polytechnic</li> </ul> <p>The specific suggestions and locations identified by the submission have merit but are not assessed as highest priority for 2020/21. They have been referred for consideration and prioritisation as part of Council's forward program.</p> <p>The suggestion of Wales St becoming a area with filtered permeability to create a safer neighbourhood and bicycle street has merit, but has not been assessed as highest priority for 2020-21. This would be a three-year process with the first year being consultation and functional design at a cost of around \$50,000. Officers have referred it for prioritisation and consideration in future years.</p> <p>The budget does not include re-doing the Clarendon Local Area Traffic Management Study. Every few years we review a local area so that we ensure we progressively review the entire City over time. This area is not scheduled for review in 2020-21 as there are other areas with high priority.</p> <p><u>Reduced speeds for residential streets are provided for the in the budget in part.</u></p> <p>This suggestion aligns with our Safe Travel Strategy and we are currently waiting for the Department of Transport to authorise 4 applications to reduce speeds. The work program for changing speeds includes the conversion of residential streets south of Dundas Street to be converted to 40km/h by the end of 2020/21.</p> <p>To have all residential street converted as the submission requests would require both detailed technical work and sustained advocacy to the state government at an estimated cost of \$400K in 2020-21. It is likely this would need to be done over 2 years or longer.</p> <p><u>Reallocation for walking and riding in activity centres including High Street and more space for on-street dining.</u></p> <p>At its meeting of 29 June 2020, Council decided to:</p> <ul style="list-style-type: none"> <li>• investigate temporary bike lane in further locations, including High Street between Westgarth Street and Darebin Road and Normanby Avenue to Dundas Street, and</li> <li>• trial use of road spaces for footpath trading in up to 5 locations.</li> </ul> |   |
| 54 | <p>Safe pedestrian connections to schools in Alphington</p> <p>My particular concern is the safety of the intersection of Heidelberg Rd and Yarralea St.</p> <p>Darebin's <i>Walking Strategy 2018-2028</i> looks specifically at Outcomes for Schools: "Pedestrian routes and accessibility around schools will be considered as part of specific audits and safety programs."</p>   | <p>1) The safety assessment will be completed in 2020-21 within the operating budget and will be coordinated with officers from Yarra City Council and representatives from the Department of Transport to identify road safety initiatives.</p> <p>Depending on the recommendations from the assessment, Council would then consider how to implement them. Some may be able to be implemented quickly within operating budgets (such as</p>  | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #  | Issue   | Officer comments   | Officer recommendation  |
|----|---|--|---|
|    | <p>I would ask that provision be made in this budget for such an audit of the intersection of Heidelberg Rd and Yarralea St.</p> <p>The intersection forms part of the access route to and from Alphington P.S, Alphington Grammar, Yarralea Kindergarten and the local childcare centre in Como St. It is also part of the access route to and from Alphington train and bus stations for students attending schools in Ivanhoe, Northcote and Kew.</p> <p>At school drop-off and pick-up times, the intersection is highly congested, which highlights the deficiencies in the road design. This period of congestion leads to impatient, and frequently dangerous, driving.</p> <p>Pavements are narrow – the presence of Armaguard rails on the north-west corner of Yarralea St points to the need to protect pedestrians from vehicles mounting the kerb to gain space to turn left into Heidelberg Rd. The restricted pavement area around the pedestrian lights does not provide a safe space for groups of children waiting to cross There is no speed limit reduction in place.</p> <p>Ideally, this audit would be conducted in conjunction with Yarra City Council and could provide a basis for advocating to VicRoads for an upgrade to the intersection, making use of the existing PAO's on either side of Heidelberg Road.</p> | <p>signage), others may require advocacy to the advocacy to State Government or would be referred for consideration for construction funding in future years budgets.</p>  |   |
| 58 | <p>My comments concern investment in bicycle infrastructure, particularly safer roads for cyclists.</p> <p>An area which badly needs investment is the trail up from the main Darebin trail to Bundoora Park and Reservoir. Imagine Bundoora Park with great bike trails you could take a kid on like Ruffy Lake Park in Manningham.</p> <p>We need to see more dollars spent on intersections and making bike passage safe - this goes for almost every major intersection on High Street.</p>   | <p>Council shares the goals outlined in this submission and has proposed work in the budget towards these goals, but continued investment will be needed to ultimately achieve the outcomes being sought. Overall this submission is seeking that Council accelerate its work to improve cycling infrastructure.</p> <p>Council's budget includes a cycling program of \$500,000 which along with Council's safe travel program has progressively been improving cycling and safety on roads for cyclists over the last 5 plus years. Council actively seeks grant opportunities where possible to ensure in can make these improvements as fast as possible.</p> <p>At its 29 June Council meeting Council decided to advocate for temporary bike lanes on four State Government managed roads, and decided to progress work on temporary bike lanes on Council roads in the following locations:</p> <ol style="list-style-type: none"> <li>1. Install temporary bike lane at South Crescent (in sections between Victoria Road and Westgarth Street);</li> <li>2. Install temporary bike lane at Cramer St between St Georges Road and Gilbert Road; and</li> <li>3. Investigate temporary bike lane in further locations, including High Street between Westgarth Street and Darebin Road and Normanby Avenue to Dundas Street</li> </ol> <p>Council also decided to advocate for the following temporary protected bicycle lanes along key cycling corridors to be implemented by the Victorian State Government:</p> <ol style="list-style-type: none"> <li>e) Heidelberg Road between Ivanhoe and Clifton Hill</li> <li>f) Westgarth Street between South Crescent and Rucker Street</li> <li>g) Station Street between Darebin Road and Railway Place</li> <li>h) St Georges Road between Merri Parade and Fitzroy North.</li> </ol> <p>In regard to the specific suggestions they have merit and are factored into council's forward programs, although it will take ongoing investment over many years to upgrade infrastructure in all the locations identified. Trail improvements from the main Darebin trail to Bundoora Park and Reservoir align with</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #   | Issue  | Officer comments  | Officer recommendation  |
|---|--|---|---|
|   |  | <p>routes identified in our cycling strategy. Intersection improvement and making bike passage safe is important for many intersections.</p> <p>Council is working on improving the safety of our entire road network with a focus on the most dangerous locations. We understand there are still challenges including along High Street, which forms part of the strategic cycling network of Darebin.</p>   |   |
| 64  | Improvements to road and transport infrastructure around Thornbury Primary School to increase safety and sustainable travel  | <p>An application has been made to extend the 40km/h speed limit around the school to include all of the local streets from St Georges Road, High Street and Normanby Avenue. We are waiting for agreement to proceed from the Department of Transport and hope to progress with this change in the coming financial year of 2020-21.</p> <p>The budget for 2020-21 does not include infrastructure improvements in this area as other areas have been assessed as higher priority for the year ahead. Council has an annual program to improve safe travel which over the last five years has significantly improved safety near schools. Further improvements are planned every year over the next ten years.</p> <p>There are identified safety improvements that could be delivered near Thornbury Primary School. For example, the intersections of Rayment Street and Clapham Street (north and south) with Hutton Street could all be improved for walking wheeling and riding access to the school. To construct safety changes at the intersections of Rayment Street and Clapham Street (north and south) with Hutton Street is likely to cost \$75,000 at each location. A total of \$ 225,000, which is based on previous similar types of intersection safety treatments.</p>  | Additional funding for this submission not recommended for support in 2020-21.  |
|   | <b>Melbourne Farmers Market<br/>Melbourne Innovation Centre</b>  |   |   |
| 39<br>46 to<br>46.5<br><br>52<br>60<br>61 | <p>Infrastructure improvements to the Melbourne Farmers Market site, Melbourne Innovation Centre<br/>Here is our wish list:</p> <p>(1) Suitable ground cover is needed across entire open space, approximately 2500sqm with material such as recycled crushed concrete.<br/>\$50,000 + GST</p> <p>(2) Create a separate pedestrian entrance from Wingrove Street, away from the vehicle access road Two separate entrances are a necessary safety improvement here. \$10,000 + GST</p> <p>(3) Disability toilet cube (balance of funds already granted in Darebin City Council Community Grants)<br/>\$20,000 + GST</p> <p>(4) Seedling propagation greenhouse and outdoor workshop classroom – First Nations Food Foundation.<br/>\$35,000 +GST</p> <p>(5) Solar power/electricity bank will help to ensure financial sustainability of MFM into the future. \$20,000 + GST</p> <p>(6) Central, above ground shade structures for community event space and pergolas shading attached to buildings.<br/>\$50,000 + GST<br/>TOTAL REQUESTED \$185,000.00 + GST</p> | <p>The Farmers Market plays a valuable role in the Alphington area and Council has a long history of supporting the Melbourne Innovation Centre and the Farmers Market. Council currently provides significant support for it by providing its land at peppercorn rent and through its working relationships with Melbourne Innovation Centre.</p> <p>Officers have assessed all initiatives proposed as having merit, with the priority for funding being the disabled toilet, with the estimated cost (as determined by Council officers) in the order of \$50k for a modular toilet option which is more than the \$20k (plus GST) as submitted. In the meantime, we are working with the Melbourne Farmer's Market to ensure access to facilities at Alphington Community Centre and provide additional signage.</p> <p>Council could consider referring other proposals detailed in the submission to Council's substantial community grants program which includes grants for social enterprise and to environmental initiatives. In regard to the renewable energy request (number 5), generally officers expect investing in solar power to be financially beneficial to an organisation and therefore we would expect financing options to be available. Therefore, we don't recommend that Council fund installation of solar panels. Council could refer this request to its Solar Saver Bulk Buy Program and officers could work with MIC to explore their options.</p> <p>Council has previously funded:</p> <ul style="list-style-type: none"> <li>• \$20,000 initial site works (co-funded by MIC and MFM);</li> <li>• \$30,000 to develop a business plan;</li> <li>• \$37,000 to upgrade power and water in order to assist with the establishment of a commercial kitchen on the site between 2018-2020.</li> <li>• The improvement of the bike track alongside MIC and additional bike racks for MFM have been provided, along with project management support and facilitation of permits/costs associated with Council requirements.</li> <li>• Melbourne Farmers Market was a successful Social Enterprise grant recipient of \$7,500 in early 2020 to position an all abilities toilet on the site. In the grant submission the total budget for the initiative would be \$21k (\$18k for all equipment and \$3500 for trades installers), this was to be</li> </ul> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |

| #  | Issue   | Officer comments   | Officer recommendation   |
|----|---|--|--|
|    |   | made up of: \$10k Darebin grant (\$2,500 shortfall); \$3k Other unconfirmed grants/ funding; \$5k MFH contribution; \$3.5k volunteer hours.  |  |
|    | <b>Northern Darebin Creek Parklands Fund</b>  |  |  |
| 44 | Residents call on Darebin Council to urgently work with police to make our Parklands safe and create a 'Northern Darebin Creek Parklands Fund' in the 2020 budget to fix broken fencing to keep motor bike hoons out, and fund park rangers, expanded plantings, more seats, toilets, water fountains, shelters, BBQs, exercise and kids play equipment, and safer and better linked walking trails for Darebin Creek in Bundoora, Reservoir & Kingsbury.<br><br><b>A petition was attached to this submission.</b> | Council has made a significant investment into the Darebin Creek catchment in its draft 20/21 budget. This includes funding for the Darebin Creek Management Committee which delivers improvements to the catchment and with a particular focus on the Darebin Creek Parklands. In addition, Council's bushland team manages the northern part of the catchment through planting, weed management, biodiversity management, pathway management, and other asset management activities.<br><br>In 2020-21, Council hopes to conclude its parks & open space asset management data collection and development of a levels of service framework to help inform investment decisions in parks and open spaces across the municipality. Council will be asked to make decisions about further investments (over and above its significant investment in the past few years) in water fountains, BBQs, exercise and play equipment, shelters and walking trails once the framework is finished.<br><br>In the meantime, Council will repair broken fences and install seats and benches and continue its rewilding efforts, which in 19/20 included close to 10,000 trees, shrubs and grasses planted. | Work aligned to this goal is already provided in the budget.<br><br>Additional funding for this submission not recommended for support in 2020-21. |
|    | <b>The Bridge Food Waste</b>  |  |  |
| 47 | Bridge Darebin is seeking Council support to purchase the E55M model which has the capacity to convert 33-55kg of food waste per day into fertiliser pellets.   | The proposal has merit in regard to what it would be expected to achieve in terms of food waste recycling, however it is generally beyond Council's core role and should be weighed with other priorities across the City.<br><br>Council could also consider referring these proposals to Council's substantial community grants program which includes grants for social enterprise and to support environmental initiatives amongst other things.<br><br>The following financial support is provided to the Bridge: <ul style="list-style-type: none"> <li>Operational funding: FY20 - \$102k; FY21 - \$104.44k</li> <li>Program delivery: FY20 - \$40k; FY21 - \$40.8K</li> <li>Moon Rabbit Van \$44,250</li> <li>Resilience and recovery package 2019/20: Individual business grant - E-commerce Stream - \$3k and Emergency relief boost –COVI19 Food Relief Response - \$9k.</li> <li>Darebin Grants Program 2019/20: Celebrating TTT Students and End of Year Party - \$900.</li> </ul>  | Additional funding for this submission not recommended for support in 2020-21.   |
|    | <b>Heidelberg Road Corridor structure plan</b>  |  |  |
| 54 | Heidelberg Road Corridor structure plan<br><br>Provision was made in the previous budget for a scoping study. I am hoping that the further work outlined by Council on its website – the establishment of a Built Form Framework, and a subsequent community consultation process- will also be provided for in this budget.  | The built form and land use review of the Heidelberg Road Corridor is well underway. Provision has been made to continue this work in the 2020-21 financial year to finalise planning scheme amendment documents and begin the planning scheme amendment process. Community consultation will be also part of the activities in 2020-21. This is a multi-year project – planning scheme amendments typically take 12 - 18 months to complete and are dependent on a number of external factors including the State Government's timeframes for authorisation.  | Already funded in budget and additional funding for this submission not recommended for support in 2020-21.  |
|    | <b>Bins, seating and outdoor gym equipment</b>  |  |  |
| 55 | The lack of bins, seating areas and outdoor gym equipment in East Reservoir.  | Seats and benches are planned to be installed in CH Memorial Park in 2020/21 which will deliver on commitments made in the Age Friendly Darebin policy.  | Already funded in budget and additional funding for this submission not recommended for support in 2020-21.  |

| #  | Issue   | Officer comments  | Officer recommendation  |
|----|---|---|---|
|    |   | The 20-21 capital works program includes outdoor gym equipment in Northcote (as part of the Open Space Improvement Program) but none in East Reservoir. Further investment in outdoor gyms will be considered as asset management data collection and planning is completed in 20-21.   |   |
|    | <b>Merri Outreach Support Service</b>   |   |   |
| 59 | <p>Merri Outreach Support Service - Darebin Assertive Community Outreach Program Brokerage</p> <p>We are requesting for Brokerage funds of \$10,000 to assist the DACO clients to maintain and secure housing, removalist and storage costs, assistance with purchasing medication, transport, food, clothing etc</p> | <p>The submission provides detail of the purpose and need for funding to complement the existing funded Darebin Assertive Outreach Service (DACO) considering the impacts of COVID19. Council funds the DACO program under a two-year agreement. The program has been implemented since January 2020 and has had a positive impact and provided housing outcomes and other supports for rough sleepers across Darebin.</p> <p>The submission could be referred to the 2020/21 COVID19 Resilience and Recovery Package community grants.</p>   | Funding has been allocated from existing operational budget.  |
|    | <b>Alfred Nuttall Memorial kindergarten</b>   |   |   |
| 66 | This submission is for Darebin Council to undertake works to 34 Separation St, Fairfield, building an extension to the Alfred Nuttall Memorial kindergarten office.   | <p>Council is developing a draft City of Darebin Early Years Infrastructure Plan 2020 – 2036 (to be completed by December 2020), which will provide a demand and supply assessment of early years services, including kindergartens, over the next 16 years; taking into consideration population growth and the roll out of funded three year-old kindergarten (commencing 2022).</p> <p>Council will be in a better position to decide where to invest its resources to meet current and future demand for kindergarten once this Plan has been finalised.</p> <p>Alfred Nuttall Kindergarten's existing building condition and layout, and its capacity to meet the future needs of children and families is being considered as part of the development of the draft Early Years Infrastructure Plan along with all other kindergartens operating from Council buildings.</p> <p>Note: Alfred Nuttall Kindergarten is receiving external painting, gutter cleaning and a full lighting upgrade inside and out to LED works during the upcoming school holidays as part of the minor building works stimulus package at a cost to Council of \$6K plus project management costs.</p> | <p>Work aligned to this goal is already provided in the budget.</p> <p>Additional funding for this submission not recommended for support in 2020-21.</p> |





City of  
**DAREBIN**

the place  
to live

# 10 YEAR CAPITAL WORKS PLAN 2020 - 2030

June 2020

Dundas Street Bridge



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## 1. BACKGROUND

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Darebin is home to one of the largest, most diverse communities anywhere in the State in terms of cultures, language (more than 138 languages are spoken), religions, socio-economic background, employment status, occupation, and housing needs.

Darebin City Council owns, controls, manages or maintains 509 kilometres of roads, 78.5 kilometres of rights-of-way, 31 kilometres of shared paths, 1,035 kilometres of footpaths, 400 buildings and structures, 13 road bridges, 51 foot bridges, 30 gross pollutant traps (structures that trap solid waste such as litter), 23,370 stormwater pits, 614 kilometres of stormwater pipe drains and 930 hectares of open space (including parks and gardens).

Having a network of well-maintained infrastructure and amenities is essential to our quality of life. As Darebin continues to grow, we are focused on making strategic, long-term infrastructure investments that will enhance the sustainability and resilience of our city.

## 2. PURPOSE

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People living and working in Darebin and our many visitors are already experiencing significant change as Darebin grows and evolves. The City's population is 161,609 and is expected to increase by 21.4%, or 34,486 new residents by 2028, with an expected annual growth of 2%.

The challenges of shifting demographics, government policy and service model reforms, ensuring social equity and access and responding to the climate emergency in a constrained fiscal environment are transforming the way in which services and infrastructure are funded and delivered to meet future needs.

Council is being innovative, future focused and responsive to changing community needs by planning for the delivery of infrastructure projects over the next 10 years.

The core purpose of the 10-year Capital Works Plan is to support longer term integrated planning for delivery of infrastructure to meet the needs of the community as it grows and changes over time. It will better enable us to prioritise capital works projects across Council, prepare us better for budget cycles and better inform and align with longer term financial planning.

As our community grows and changes, the 10-year Capital Works Plan will evolve and change as well. This is a dynamic, ever-changing plan that is designed to be agile and responsive to our changing community needs year after year.

The 10-year Capital Works Plan:

- explains our approach to infrastructure planning and delivery;
- describes Council's role in planning, developing and maintaining infrastructure;
- provides an overview of the infrastructure Council currently has and what service facilities will be required, by planning category, in the short, medium and long term;
- guides decision-making on future infrastructure projects, funding requirements, advocacy efforts and partnership opportunities;
- is aligned with the Council Plan and informs the four-year Strategic Resource Plan and Long-Term Financial Plan.

- is aligned with the Asset Management Strategy and different asset classes through the Asset Management Plans

### 3. CAPITAL WORKS PLAN

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#### 3.1 OVERVIEW

Council has prepared a 10-year Capital Works Plan, which includes several aspirational city-shaping projects. This dynamic plan responds to projected growth across the municipality and the resulting infrastructure and asset renewal needs. It also incorporates major strategic projects identified as priorities by Council and those that respond to State Government interventions.

The 2020–29 Capital Works Plan includes \$467 million of strategic capital investments over the next ten years. In developing the 10-year Capital Works Plan, two key considerations are to address our growing portfolio of ageing infrastructure and amenities and to invest in strategic city-shaping initiatives, in a financially sustainable and resilient manner.

The 10-year Capital Works Plan is a living document. It will be reviewed and updated regularly at the following points:

- annually;
- as changes occur and new priorities and risks emerge;
- as additional development contributions, levies, external grants and partnership funding are secured; and
- to reflect our Council Plan.

#### 3.2 COUNCIL'S ROLE

The planning and financial management obligations outlined in the *Local Government Act 2020* and *Planning and Environment Act 1987* are the legislative drivers for the development of a future-focused 10-year Capital Works Plan. Council's Asset Management Strategy and associated Plans are the internal drivers.

The Council Plan 2017-21 responds to the changing world we face, particularly in relation to the climate emergency, a growing population, a changing economy, growing inequality and funding pressures. The Council Plan provides overarching strategic guidance for the development of the 10-year Capital Works Plan. The Action Plan 2020-2021 outlines the actions we will be undertaking over 2020-21 to meet our Council Plan goals.

- Goal 1. We will be leaders in creating a sustainable city through local **innovation projects that address climate change**.
- Goal 2. We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.
- Goal 3. We will ensure our planning systems facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community.
- Goal 4. We will **support and attract a diversity of local businesses** and industries by fostering an environment in which they can thrive

## 10 Year Capital Works Plan 2020-21 to 2029-30

- Goal 5. We will lead on **equity** and recognise **our diverse community** as our greatest asset for solving future challenges.
- Goal 6. We will be a **leading, modern, and open council** to meet our challenges, now and in the future.

### 3.3 GUIDING PRINCIPLES

Linked to the Council Plan is the four-year Strategic Resource Plan, which outlines the financial and non-financial resources required to achieve the strategic objectives in the Council Plan. The following key principles in the Strategic Resource Plan that underpin long-term financial planning are used to inform the 10-year Capital Works Plan:

- 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.
- 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.
- We will ensure that Council delivers ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and assets required for ongoing service delivery and new community assets.
- We will ensure Council holds sufficient cash and other assets to meet payment obligations to suppliers and employees as they fall due.

The 10-year Capital Works Plan is underpinned by the following key inputs:

- building and other asset condition data;
- 20-year housing, dwelling and population demographic data;
- existing strategies, masterplans, asset management plans, structure plans and approved business cases;
- Council resolutions;
- Developer Contribution Plan considerations; and
- Annual Budget 2020-21.

### 3.4 RESPONDING TO EMERGENCIES AND MAJOR EVENTS

#### Coronavirus Pandemic (COVID-19)

The global pandemic COVID-19 beginning in early 2020 was an unprecedented event which has had a significant impact socially, economically, environmentally and financially on our community at their core. It has led to the postponement or cancellation significant sporting, religious, political, and cultural events, banned international and interstate travel, widespread supply shortages exacerbated by panic buying and decreased emissions of pollutants and greenhouse gases. Schools, universities, and colleges have been closed either on a nationwide or local basis in most of the countries around the world. People were asked not to leave their homes unless necessary and heavy restrictions were put in place to control the pandemic.

## 10 Year Capital Works Plan 2020-21 to 2029-30

Council has prepared a Budget for 2020-21 which both aligned to the vision of the Council Plan 2017 –2021 and responsive to COVID-19 in a meaningful, practical and tangible way. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are needed and valued by our community and does this within the rate increase mandated by the State Government.

The operational and financial impact of COVID-19 has resulted in 2020-21 Budget projecting a surplus of \$3.7 million for 2020-21. There will be a significant reduction in revenue (\$15 million) which includes statutory fees and fines, user fees and developer contribution amounts. Council has also committed to a \$11.3 million Community and Business Resilience and Recovery Package which spear heads Council response to COVID-19.

The short to mid-term projection shows the surplus will increase to an average of \$15.42 million over the following three years which is outlined in the Strategic Resource Plan.

### Key funding objectives

- Ongoing delivery of services to the Darebin community funded by a budget of \$171.5 million
- Continued investment in property assets (\$18.3 million) and infrastructure assets (\$13.2 million) primarily for renewal works. This includes land improvements (\$3.0 million), buildings (\$15.2 million), building improvements (\$0.1 million), roads (\$3.7 million); bridges (\$0.5 million); footpaths and bicycle paths (\$2.3 million); drainage (\$1.1 million) and parks, open space and streetscapes (\$2.4 million).
- Ongoing implementation of the \$11.3 million Community and Business Resilience and Recovery Package (including the Community and Economic Development Program).

## 3.5 PRIORITIES

Guided by Council and community priorities, our proposed capital investments will focus on the following areas:

- renewal of ageing Council-owned buildings and ageing drainage infrastructure.
- renewal and upgrade of ageing park and community facilities to serve existing and new residents.
- renewal and expansion of transport infrastructure to move people safely and in a sustainable manner.
- investment in strategic city-shaping initiatives.
- investment in environmental sustainability initiatives and projects that proactively prepare for climate change adaptation.
- planting of more trees to shade and beautify the municipality.
- renewal and upgrade of infrastructure and buildings to support the aged and disadvantaged.
- continue to deliver Council's three most significant projects: Multi-Sport Stadium (MSS), Northcote Aquatic and Recreation Centre (NARC) and Reservoir Leisure Centre (RLC).

## 3.6 ASSUMPTIONS

The 10-year Capital Works Plan is the first such plan for Darebin City Council and is being developed in an iterative manner. Consultation has been undertaken with Councillors on balancing priorities against resourcing and delivery capacity as part of the annual budget process.

## 10 Year Capital Works Plan 2020-21 to 2029-30

The budget figures in the 10-year Capital Works Plan are aligned with estimates in the Long-Term Financial Plan and Strategic Resource Plan and take into account the delivery of Council's three most significant capital projects: Multi-Sports Stadium (MSS), Northcote Aquatic and Recreation Centre (NARC) and Reservoir Leisure Centre (RLC). Renewal has been prioritised. Regarding improvements, there is some investment in all other improvement programs, but most have been spread out over a longer period, and/or reduced for the next few years.

Programs that have been spread out over a longer period include:

- New building works
- Major new streetscape or open space projects
- Cycling program
- Walking program
- Play spaces and park improvements
- Arts and Culture
- Recreation

To work within these constraints in the next few years, Officers will focus on:

- making sure that any improvements funding is targeted to key interventions within likely funding capacity – generally of smaller scale
- advocating for good design through state government investment
- leveraging renewal works alongside improvements programs to best achieve Council's goals – for example by doing small streetscape improvements while renewing a footpath.
- Meeting new service demand by using existing buildings, leasing or partnering rather than building new purpose-built buildings
- Communicating the challenge to stakeholders and community

The following assumptions were used in the development of the 10-year Capital Works Plan:

- The principles of strategic alignment, risk mitigation, affordability, capacity, value-for-money and sustainability underpin the prioritisation of initiatives within the plan.
- Other projects and programs have been prioritised so that Council's strategic objectives can continue to be delivered.
- Renewal investment will be focused in critical areas.
- As the three significant projects are completed, renewal expenditure increases to ensure that assets continue to meet service needs and standards.
- The significant growth projected for Preston has informed the prioritisation of the Preston catalyst program and Preston Civic Precinct project.
- Investment in other precincts is expected to increase in the next 10-year period.
- Some projects may attract external funding which will influence the reprioritisation of these initiatives in future years.
- Some budget estimates require further scoping, such as projects in the catalyst programs, and these will be refined in future iterations of the plan as part of the annual review.

### 3.7 BUDGET INFLUENCES

#### Financial Influences

The preparation of the 2020-21 budget and therefore the 10-year Capital Works Plan is influenced by the following financial factors:

- The COVID-19 financial impact in reduced revenue and demand for temporary service and program changes.
- The Victorian State Government has introduced a cap on rate increases from 2017-20. The cap for 2020-21 has been set at 2.0%.
- The Consumer Price Index (CPI) for Victoria is forecast to be 2.0% for the December 2019 quarter (ABS release 29 January 2020).
- The Victorian Wage Price Index is projected to be 3.25% in 2020-21 (Victorian Department of Treasury and Finance, 2019-20 Budget Update).
- The levy payable to the State Government upon disposal of waste into landfill has increased from 1 January 2021 by \$20 from \$66.32 per tonne in 2019-20 to \$86.32 per tonne in 2020-21 (30.16% increase). This has resulted in additional waste tipping costs of \$0.3 million.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with service provision real cost increases.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.
- Metropolitan Melbourne's Property, Planning and Development performance based on the property activity contributed to approximately \$2.6 million unfavourable variance to 2019/20 budget which led to a reduced expectation in the 2020/21 budget.

#### Sustainability and Biodiversity

Achieving environmental and social outcomes has been a key element of prioritising investment across many programs in the 10-year Capital Works Plan. Achieving environmental outcomes is also a key factor in project design, and the capital works program plays a really important role in making the city safer, more inclusive and sustainable. Examples of sustainability and biodiversity factors that influence the 10-year Capital Works Plan include:

- Council's Climate Emergency Plan, which is responding urgently to the climate crisis, as well as the Essential Safety Measures Building Policy, which sets out sustainable design for council buildings.
- Council's Social and Sustainable Procurement Policy that integrates environmental factors like the use of recycled materials, reducing waste and water consumption, and the use of single use plastics in our procurement decisions.
- The safe travel program considers where the most benefit can be achieved for the very young and very old, and helps people travel without using a vehicle. This is supported by the



safe travel strategy that makes Darebin a safer and more sustainable place to travel by encouraging more people to travel by walking, wheeling and riding bikes in Darebin.

- Partnering with community to help tap into their energy and support, for example by working with friends' groups to help with parks.
- The Waste and Recycling strategy is cutting greenhouse gas emissions by using recycled materials and improving services for the community.
- Council's Open Space Strategy, which ensures our open spaces are welcoming for our diverse community and rewilding the city to enhance and protect our biodiverse flora and fauna.
- The Whole of Water Cycle Management Strategy which moves towards a city that manages water in an integrated way to enhance liveability and build resilience to drought and climate change.

### **Social Inclusion and Equity**

Another key element of prioritising investment across the programs in the 10-year Capital Works Plan is social inclusion and equity. Examples of social inclusion and equity factors that influence the 10-year Capital Works Plan include:

- Council's Towards Equality City Council's Equality, Inclusion and Human Rights Framework 2019-2029 is ensuring we welcome and include everyone in our community, including those from culturally diverse backgrounds, older people, young people, families, Aboriginal members of our community, people of all abilities, gender considerations and those from socio-economic disadvantaged backgrounds.
- Aged Friendly Darebin is ensuring the full participation of older people in community life and promoting healthy and active ageing.
- Aboriginal cultural inclusion guided by Wurundjeri Woi-Wurrung Corporation and Darebin's Aboriginal Advisory Committee as well as inclusion of other culturally diverse groups.
- Economic considerations maximise affordable access to remove financial barriers to participation, increase employment and business opportunities for Darebin residents and local businesses.

### **Other Influences**

- Asset management obligations.
- Borrowing Strategy (Council resolution October 2019)
- Capital Works Principles (Council resolution October 2019)

## **3.8 DEMOGRAPHIC DATA AND STATISTICAL TRENDS**

To support preparation of the 10-year Capital Works Plan, we examined demographic forecast data anticipating the level and type of population growth and change within Darebin, at both a municipal-wide and finer grained level.

The demographic data included projected growth in population and the number of households to 2028 and expected changes in the number of people in key age groups across different parts of the municipality over the same period. Additional dwellings to 2038 was also included.

## 10 Year Capital Works Plan 2020-21 to 2029-30

We noted the demographic data trends and referred to established strategies and plans in identifying and prioritising capital works projects to meet the needs of the current and future community.

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# DAREBIN MUNICIPAL WIDE TRENDS

## POPULATION TRENDS FROM 2018-2028

Population counted by the number of people in a given area.

**21.4%**

Population change over  
10 Years

**34,486**



**2%**

Population Growth  
Annually

## HOUSEHOLD TRENDS FROM 2018-2028

Household is defined as one or more person's residing in the same private dwelling.

**21.1%**

Household change over  
10 Years

**13,443**



**1.9%**

Household Growth  
Annually

## DWELLING TRENDS FROM 2018-2038

Dwellings are structures intended for people to live in.

**39.4%**

Dwelling change over  
10 Years

**26,105**



**1.68%**

Dwelling Growth  
Annually

## 4. 10 YEAR CAPITAL WORKS PLAN BY PLANNING CATEGORIES

The 10-year Capital Works Plan responds to projected growth across the municipality and the resulting infrastructure and asset renewal needs. The 10-year Capital Works Plan budget estimates are based on current modelling for established plans and estimated costings for the emerging strategic initiatives, informed by demographic data and statistical trends analysis of population and household growth projected for Darebin over the next 10 years.

### 4.1 MAJOR PROJECTS

#### PLANNING METHODOLOGY AND ASSUMPTIONS

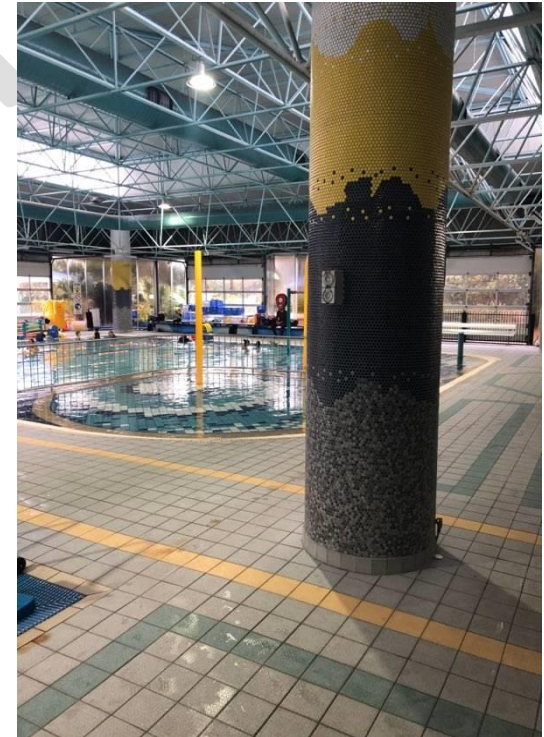
Council continues to invest and plan for the long-term future of our two recreation and aquatic facilities: the Northcote Aquatic and Recreation Centre (NARC) and the Reservoir Leisure Centre (RLC). Both facilities are well used and much loved by our community, so Council is investigating how they can meet the needs of our growing and changing community, now and into the future.

#### Northcote Aquatic and Recreation Centre (NARC)

Design has commenced for the redevelopment of this facility which will include Environmentally Sustainable Design initiatives to achieve a minimum six-star energy rating. The feasibility study completed in 2018-19 concluded that a complete rebuild is required for the facility. Following the decision, Council has appointed an architect to commence the design for the new Green-Star rated aquatic facility.

#### Reservoir Leisure Centre (RLC)

Immediate essential works and numerous improvements were made to the facility in 2018-19 to improve the user experience and operation of the centre including the front façade, reception, first aid room, pool columns, car park safety upgrades, and installation of a disabled pool hoist for completion in 2019-20. New spaces were created to accommodate school change rooms and quick-change cubicles and the creche' and studio roof and HVAC systems replaced. A feasibility study and due diligence reports that looks at the future of the centre are complete, and a complementary health and wellbeing study progressed. Priority structural work to the pool hall and accessible change room facilities are designed and planned for 2020-21 along with completion of the health and wellbeing study.



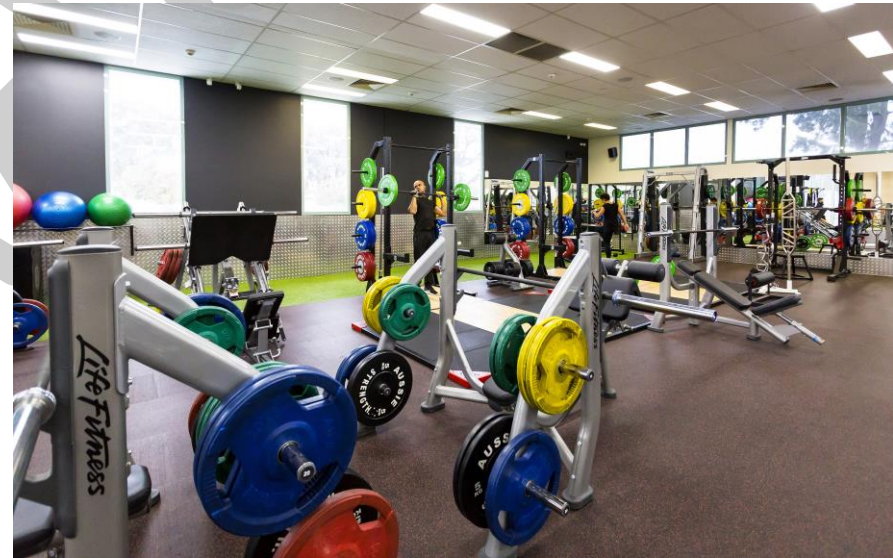


## 10 Year Capital Works Plan 2020-21 to 2029-30

### Multi-sports Stadium (MSS)

As well as addressing the shortage of netball courts in the municipality, the Multi-Sport Stadium (MSS) will play a critical role in increasing the participation of women and girls in sport. The MSS project will provide a community level facility with includes the delivery of four indoor courts, spectator seating for 300, office / administration areas and amenities as well as four outdoor courts.

| Planning Category                       | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Major Projects</b>                   | <b>10,500</b>      | <b>48,173</b>      | <b>42,550</b>      | <b>4,500</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>105,723</b>              |
| <b>Buildings</b>                        | <b>10,500</b>      | <b>48,173</b>      | <b>42,550</b>      | <b>4,500</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>105,723</b>              |
| Multi-Sport Stadium                     | 6,700              | 21,223             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 27,923                      |
| Northcote Aquatic and Recreation Centre | 3,000              | 25,250             | 34,050             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 62,300                      |
| Reservoir Leisure Centre                | 800                | 1,700              | 8,500              | 4,500              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15,500                      |
| <b>Grand Total</b>                      | <b>10,500</b>      | <b>48,173</b>      | <b>42,550</b>      | <b>4,500</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>105,723</b>              |



## 10 Year Capital Works Plan 2020-21 to 2029-30

### 4.2 CATALYST PROGRAMS

Catalyst programs are large scale projects intended to revitalise precincts in the municipality and may involve expansion or development of Council facilities and services, facilitation of creative industries, placemaking, social housing, etc.

| Planning Category   | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Catalyst Programs</b>  | <b>1,000</b>       | <b>1,400</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>2,500</b>       | <b>2,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>12,900</b>               |
| <b>Buildings</b>  | <b>1,000</b>       | <b>1,400</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>2,500</b>       | <b>2,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>12,900</b>               |
| Catalyst Project - Preston Civic Precinct (includes Intercultural Centre) | 1,000              | 1,400              | 1,000              | 1,000              | 2,500              | 2,000              | 1,000              | 1,000              | 1,000              | 1,000              | 12,900                      |
| <b>Grand Total</b>  | <b>1,000</b>       | <b>1,400</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>2,500</b>       | <b>2,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>1,000</b>       | <b>12,900</b>               |

### 4.3 PARKS & OPEN SPACES



Council is committed to providing well designed, safe, accessible and well-maintained public spaces, parks, sports grounds, play spaces and streetscapes for established and incoming business, visitor and residential communities. Over the next decade, Council will continue to improve and upgrade existing public parks and streetscapes and roll out a targeted program of municipal-wide works including new drinking fountains, new play spaces and urban forest initiatives. Several parks are moving into implementation following masterplanning processes, for example staged delivery of improvements to a new district park in Reservoir on the former Ruthven Primary School site following a community-led master planning process.

The 10-year capital works plan is informed by strategies and actions set out in Breathing Space: The Darebin Open Space Strategy. The strategy identifies three key directions for public open spaces, to meet the needs of our growing population and to respond to the climate emergency. The key directions are meeting community open space needs, improving biodiversity and creating a green streets network.

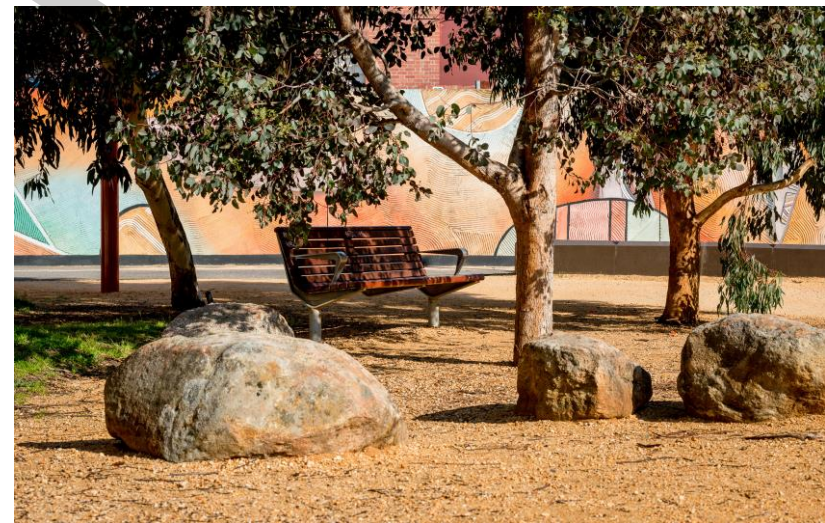
#### PLANNING METHODOLOGY AND ASSUMPTIONS

##### The Open Space Improvements Program

Open Space improvements programs, including the delivery of masterplans, are based on a review of strategic priorities and outstanding projects which are prioritised within a three and four-year implementation cycle.

##### Park Asset Renewal Program

The park asset renewal program is based on asset data collection conducted in 2018-19. Priority will be given to assets considered to be at end of their useful life.





### Playspace Program

The play space program of works is informed by an action plan set out in the Darebin Play Space Strategy (2010-2020), change in local populations (demographic data) and six-monthly play space safety audits.

### Streetscapes

The streetscape program of works is informed by retail centre strategic review, green streets strategy and safety and maintenance service level agreements.

### Land improvements

Land improvements (upgrades and renewals of sports fields and associated infrastructure) are prioritised according to need and ground usage.

Higher priority is given to grounds with heavy usage. Irrigation upgrades are determined through effectiveness of existing systems and reactive needs. Synthetic cricket wicket installations are determined by ground utilisation, age of existing wickets and reactive maintenance requirements.



### Toilet Strategy

The Darebin Public Toilet Strategy (2015-2025) sets out a vision to enhance the liveability of Darebin by investing in, excellent planning, design and management of a cohesive network of safe, well maintained, free, and universally accessible public toilet facilities. The Strategy sets out an action plan to upgrade number of facilities over the next decade.

### Urban Forest Strategy

The Urban Forest Strategy implementation program is based on the action plan as outlined in the strategy. This program is primarily infill tree planting, data collection of the state of the urban forest and heat mapping of the City of Darebin. There will be around 6000 street trees planted over the next couple of years. The program also provides trees to community groups and the public via community events and festivals.



10 Year Capital Works Plan 2020-21 to 2029-30

| Planning Category  | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Parks &amp; Open Spaces</b>                                 | <b>2,385</b>       | <b>2,718</b>       | <b>3,617</b>       | <b>5,746</b>       | <b>5,579</b>       | <b>5,867</b>       | <b>4,210</b>       | <b>4,424</b>       | <b>4,939</b>       | <b>3,553</b>       | <b>43,038</b>               |
| <b>Buildings</b>   | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>400</b>         | <b>400</b>         | <b>400</b>         | <b>400</b>         | <b>400</b>         | <b>400</b>         | <b>350</b>         | <b>2,750</b>                |
| Toilet Strategy  | 0                  | 0                  | 0                  | 400                | 400                | 400                | 400                | 400                | 400                | 350                | 2,750                       |
| <b>Land Improvements</b>                                       | <b>0</b>           | <b>450</b>         | <b>540</b>         | <b>551</b>         | <b>564</b>         | <b>577</b>         | <b>590</b>         | <b>604</b>         | <b>604</b>         | <b>603</b>         | <b>5,083</b>                |
| Irrigation Upgrades and Renewals Program                       | 0                  | 114                | 117                | 119                | 122                | 126                | 129                | 132                | 132                | 132                | 1,123                       |
| Synthetic Cricket Wicket Installation                          | 0                  | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 450                         |
| Oval and Sport-ground Renewal and Upgrade Program              | 0                  | 286                | 373                | 382                | 392                | 401                | 411                | 422                | 422                | 422                | 3,511                       |
| <b>Parks and Open Space</b>                                    | <b>2,385</b>       | <b>2,268</b>       | <b>2,467</b>       | <b>2,750</b>       | <b>2,700</b>       | <b>2,700</b>       | <b>2,700</b>       | <b>2,900</b>       | <b>2,900</b>       | <b>2,600</b>       | <b>26,370</b>               |
| Community Safety Upgrade Improvements                          | 284                | 100                | 100                | 100                | 100                | 100                | 100                | 100                | 100                | 0                  | 1,084                       |
| Open Space Improvements Program                                | 1,951              | 2,068              | 2,067              | 2,350              | 2,300              | 2,300              | 2,300              | 2,300              | 2,300              | 2,300              | 22,236                      |
| Park Asset Renewal Program including Drinking Fountains        | 150                | 100                | 300                | 300                | 300                | 300                | 300                | 500                | 500                | 300                | 3,050                       |
| <b>Streetscape Works</b>                                       | <b>0</b>           | <b>0</b>           | <b>610</b>         | <b>2,045</b>       | <b>1,915</b>       | <b>2,190</b>       | <b>520</b>         | <b>520</b>         | <b>1,035</b>       | <b>0</b>           | <b>8,835</b>                |
| Streetscape and Place Improvements - Small and Medium Works    | 0                  | 0                  | 210                | 220                | 1,465              | 690                | 520                | 520                | 1,035              | 0                  | 4,660                       |
| Streetscape and Place Improvements - Preston Activity Centre   | 0                  | 0                  | 400                | 1,700              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 2,100                       |
| Streetscape and Place Improvements - Reservoir Activity Centre | 0                  | 0                  | 0                  | 125                | 450                | 1,500              | 0                  | 0                  | 0                  | 0                  | 2,075                       |
| <b>Grand Total</b>   | <b>2,385</b>       | <b>2,718</b>       | <b>3,617</b>       | <b>5,746</b>       | <b>5,579</b>       | <b>5,867</b>       | <b>4,210</b>       | <b>4,424</b>       | <b>4,939</b>       | <b>3,553</b>       | <b>43,038</b>               |

#### 4.4 TRANSPORT

Transport programs have been designed to achieve Darebin's goal of increasing sustainable transport through providing the community with safer streets for walking and cycling and advocacy for public transport for Darebin's rapidly expanding municipality.

Projects have been included which increase safety around schools through improvements to pedestrian crossings and signage; improve safety and amenity of local neighbourhoods by implementing local area traffic management schemes; improve neighbourhood amenity through changes to traffic management; increase safety and encourage increased use of Council's footpath network through implementation of a Primary Pedestrian Network which will provide increased amenity for users and prioritisation of pedestrians over cars; and improve connectivity and safety for cyclists through improvements and expansion of both on-road and off-road cycling paths.



#### PLANNING METHODOLOGY AND ASSUMPTIONS

##### Walking, Cycling and Safe Travel

Walking, Cycling and Safe Travel projects are informed by several methodologies. These include designated strategic and principal bike routes, walking routes, safety audits (i.e. shared paths), crash statistics, fatalities/injuries, speeding and volume count data (vehicles), community consultation feedback, and engineering constructions specifications and costs. Council has, for example, investigated and ranked the top 20 sites for pedestrian crossing across the municipality; this work informs much of the walking capital projects.

### 10-year Reseal Program

Annual funding for the 10-year reseal program budget has been fixed to ensure that the Darebin's average road network condition does not fall below a rating of "very good" condition.

The reseal program is then determined annually using outputs from Pavement Management System to generate an optimised works program to maintain the network in the best condition possible for the funds allocated for the reseal program in the particular year. This computer-generated program is checked and verified in the field and changes made, if considered appropriate, to achieve best value for money.

### Road Rehabilitation Program

The 10-year road rehabilitation program has been determined from two sources:

- Construction of unmade roads. Currently there are nine unmade roads within the Municipality, six of which have been programmed for construction in the next 10-years
- Reconstruction of functionally deficient roads. When the reseal program is field checked, roads are identified where resealing alone is not enough to bring them up to "very good" condition because they are functionally deficient. Examples of functional deficiency include:
  - extensive kerb and/or pavement damage from tree roots
  - very high crossfall road pavements
  - poor pavement shape
  - insufficient stormwater drainage

### Right of Way (ROW) Rehabilitation Program

This program is driven by the Road Management Plan which dictates minimum inspection requirements of the right of way network and reactive customer service requests. The Road Management Plan specifies intervention levels to make the area safe. The ROW rehabilitation program focusses on the capital renewal of areas which are beyond maintenance and are no longer able to be maintained within intervention level.





### Bridge Rehabilitation / Replacement Program

Bridges have been included in the 10-year rehabilitation/replacement program where the cost and/or extent of works is in excess of what would be considered as routine maintenance. Works in the current 10-year program include:

- Replacement of slippery timber bridge decks with safer and more durable non-slip fibre reinforced plastic decking
- Replacement of substandard timber handrails
- Repair of substructure flood damage

This program also includes the complete replacement of one shared path bridge over Merri Creek just south of Bell Street. The current bridge is jointly owned by Darebin and Moreland Councils. Both councils have agreed that this bridge is substandard and should be replaced in the next five years.



### Kerb and Channel Renewal Program

This program is driven by a combination of the Road Management Plan, Flood Modelling and reactive requests. The program focuses on areas in which the kerb and channel has subsided or heaved, creating flooding issues out into the trafficable path in the road, or where storm water cannot be adequately discharged from a private property. This program reinstates localised sections of the kerb and channel. More extensive works are transferred to the road renewal / reconstruction program.

### Footpath Renewal Program

This program is driven by compliance with the Road Management Plan which dictates minimum inspection requirements (depending on the footpath hierarchy) and reactive inspections generated through customer requests. This program is a rolling program where the network condition is regularly updated, and programs developed. A full one-off condition assessment has been undertaken which provide a snapshot in time of the entire network to determine whether current service levels and budgets are suitable to ensure compliance with the road management act intervention levels.

### Shared Path Program

This program is driven by compliance with the Road Management Plan which dictates minimum inspection requirements (depending on the footpath hierarchy) and reactive inspections generated through customer requests, with a set intervention level (>25mm step difference or cracking) and timing for make safe repairs. This program is a rolling program whereby the network condition is regularly updated, and programs developed subject to budget constraints. A full one-off condition assessment has been undertaken which will provide a snapshot in time of the entire network to determine whether current service levels and budgets are suitable to ensure compliance with the Road Management Plan intervention levels.



10 Year Capital Works Plan 2020-21 to 2029-30

| Planning Category                                    | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Transport</b>                                     | <b>6,788</b>       | <b>7,967</b>       | <b>8,368</b>       | <b>9,192</b>       | <b>12,293</b>      | <b>10,823</b>      | <b>10,808</b>      | <b>11,283</b>      | <b>11,494</b>      | <b>11,871</b>      | <b>100,887</b>              |
| <b>Bridges</b>                                       | <b>480</b>         | <b>0</b>           | <b>0</b>           | <b>100</b>         | <b>1,600</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>2,180</b>                |
| Bridge Upgrade - Installation of New Approach        | 230                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 230                         |
| Guardrails   | 100                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 100                         |
| Broadhurst Bridge                                    | 150                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 150                         |
| Bridge and Road Condition Survey                     | 0                  | 0                  | 0                  | 100                | 1,600              | 0                  | 0                  | 0                  | 0                  | 0                  | 1,700                       |
| Replace Kendal-Harding Bridge                        |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                             |
| <b>Footpaths and Cycleways</b>                       | <b>2,633</b>       | <b>3,300</b>       | <b>3,300</b>       | <b>3,920</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,440</b>       | <b>37,993</b>               |
| Footpath Renewal Program                             | 1,383              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,300              | 19,683                      |
| Cycling Program Detailed Design and Construction     | 500                | 500                | 500                | 750                | 800                | 800                | 800                | 800                | 800                | 800                | 7,050                       |
| Shared Path - Parks Renewal Program                  | 250                | 300                | 300                | 520                | 580                | 580                | 580                | 580                | 580                | 640                | 4,910                       |
| Walking Program Detailed Design and Construction     | 500                | 500                | 500                | 650                | 700                | 700                | 700                | 700                | 700                | 700                | 6,350                       |
| <b>Roads</b>   | <b>3,675</b>       | <b>4,667</b>       | <b>5,068</b>       | <b>5,172</b>       | <b>6,613</b>       | <b>6,743</b>       | <b>6,728</b>       | <b>7,203</b>       | <b>7,414</b>       | <b>7,431</b>       | <b>60,714</b>               |
| Kerb and Channel Renewal Program                     | 200                | 400                | 400                | 400                | 448                | 458                | 458                | 458                | 458                | 458                | 4,138                       |
| Right of Way Rehabilitation Program                  | 100                | 167                | 168                | 102                | 152                | 152                | 158                | 160                | 170                | 288                | 1,617                       |
| Road Rehabilitation Design & Construction Program    | 1,500              | 1,750              | 1,750              | 1,620              | 1,863              | 1,683              | 1,362              | 1,735              | 1,936              | 1,735              | 16,934                      |
| Road Resurfacing Program                             | 1,000              | 1,600              | 2,000              | 2,000              | 3,100              | 3,400              | 3,700              | 3,800              | 3,800              | 3,900              | 28,300                      |
| Street Furniture and Equipment Renewal Program       | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 500                         |
| Blackspot Design and Construction Program            | 475                | 200                | 200                | 200                | 200                | 200                | 200                | 200                | 200                | 200                | 2,275                       |
| Safe Travel Program Detailed Design and Construction | 350                | 500                | 500                | 800                | 800                | 800                | 800                | 800                | 800                | 800                | 6,950                       |
| <b>Grand Total</b>                                   | <b>6,788</b>       | <b>7,967</b>       | <b>8,368</b>       | <b>9,192</b>       | <b>12,293</b>      | <b>10,823</b>      | <b>10,808</b>      | <b>11,283</b>      | <b>11,494</b>      | <b>11,871</b>      | <b>100,887</b>              |



## 4.5 ENERGY & ADAPTATION

The intent of the Carbon Building Management Plan is to identify and prioritise capital projects to reduce greenhouse gas emissions from our buildings through energy efficiency and renewable energy generation. Council’s Climate Emergency Plan expects to deliver zero net emissions and to go fossil fuel free in all council’s operations.

### PLANNING METHODOLOGY AND ASSUMPTIONS

#### Carbon Building Management Plan

The identified projects have been scoped through the development of the Carbon Building Management and Investment Plan, which includes an investment pathway to deliver environmental and climate emergency programs to Darebin’s rapidly expanding municipality.

An energy audit of all Council’s major buildings has been completed prioritising the opportunities for intervention (energy efficiency, fuel switching and renewable energy) based on cost and greenhouse gas abatement for Council to achieve its goal of being coming carbon neutral in 2020. The Carbon Building Management Program is the progressive roll-out of findings from this report.



| Planning Category                        | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Energy &amp; Adaptation</b>           | <b>0</b>           | <b>0</b>           | <b>243</b>         | <b>1,266</b>       | <b>2,566</b>       | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>6,574</b>                |
| <b>Building Improvements</b>             | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>400</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>3,400</b>                |
| Carbon Management Plan – Buildings       | 0                  | 0                  | 0                  | 400                | 500                | 500                | 500                | 500                | 500                | 500                | 3,400                       |
| <b>Footpaths and Cycleways</b>           | <b>0</b>           | <b>0</b>           | <b>243</b>         | <b>866</b>         | <b>2,066</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>3,174</b>                |
| Carbon Management Plan – Street Lighting | 0                  | 0                  | 243                | 866                | 2,066              | 0                  | 0                  | 0                  | 0                  | 0                  | 3,174                       |
| <b>Grand Total</b>                       | <b>0</b>           | <b>0</b>           | <b>243</b>         | <b>1,266</b>       | <b>2,566</b>       | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>500</b>         | <b>6,574</b>                |

## 4.6 ARTS & CULTURE

Darebin is a significant and valued home of choice for artists and the creative industries contribute to Darebin's reputation as a magnet for thriving and creative culture. Darebin takes a leadership role in the city's arts and cultural development sector, producing policy, advocating for the arts and engaging with arts and cultural development networks to facilitate collaboration and the sharing of ideas, approaches and opportunities. This active investment in the arts and community cultural development is designed to make Darebin a healthier, more vital, accessible and exciting place.

### PLANNING METHODOLOGY AND ASSUMPTIONS

Darebin is recognised for its role in supporting arts and cultural development in the community. Cultural services are delivered to the Darebin community through three primary channels:

- The management, operation and programming of venues (specifically Northcote Town Hall, Darebin Arts Centre, and Bundoora Homestead Art Centre);
- The design, development and delivery of various arts initiatives, grants, festivals, exhibitions and events funded through the operational budget;
- The management and operation of community hubs (specifically Darebin Intercultural Centre, Keon Park Children's Hub, Darebin North East Community Hub and Reservoir Learning and Community Centre).



### Northcote Town Hall Arts Centre & Darebin Arts Centre

Understanding the needs of the creative sector and the significance to Darebin's economy and identity, Darebin has created a renewed vision for Northcote Town Hall Arts Centre and Darebin Arts Centre, which are now dedicated arts venues within Darebin. The venues proactively engage with the creative and cultural sectors in partnerships, programs, licences and residencies that activate the centres.

Our Arts Precincts are lively, accessible, interactive precincts in the day and evening attracting artists, audiences, community and visitors from all backgrounds across Melbourne.



### **Bundoora Homestead Art Centre**

Bundoora Homestead Art Centre is where contemporary art and Australian history collide. A home for creative thinking, community participation and inventive contemporary arts practice, where artist and audience are engaged, welcomed, challenged, and where they are empowered to contribute to a conversation about the issues of our time and place, all within a rich historical heritage.

Our art gallery spaces, heritage house, heritage gardens, café, and art collection deliver experiences that are relevant, accessible and engaging. We manage and care for the Darebin Art Collection and Public Art Collection and ensure these valuable community assets are promoted and conserved for the enjoyment of future generations.

### **Arts Venues Plant and Equipment Program**

Arts Venues Plant and Equipment Program is a renewal program for technical equipment and theatrical assets at Northcote Town Hall Arts Centre, Darebin Arts Centre, Bundoora Homestead Arts Centre and key community hubs. The program is informed by annual technical audits and maintenance schedules to ensure OH&S and fit for purpose facilities. The program aligns with the Darebin Creative and Cultural Infrastructure Framework 2018 and the Creative Darebin Arts Strategy 2014-2020 that details the ideal environmental conditions for creativity to thrive in our city.



## 10 Year Capital Works Plan 2020-21 to 2029-30

| Planning Category   | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Arts &amp; Culture</b>                                   | <b>259</b>         | <b>250</b>         | <b>430</b>         | <b>300</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>3,339</b>                |
| <b>Buildings</b>  | <b>109</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>109</b>                  |
| Darebin Arts Centre – DDA Compliance – Front and Rear Entry | 109                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 109                         |
| <b>Plant, Machinery and Equipment</b>                       | <b>150</b>         | <b>250</b>         | <b>430</b>         | <b>300</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>3,230</b>                |
| Art Collection Acquisitions – Bundoora Homestead Art Centre | 0                  | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 450                         |
| Monument – Celebrate Darebin’s Migration Story              | 0                  | 0                  | 180                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 180                         |
| Arts Venues & Hubs Plant & Equipment Program                | 150                | 200                | 200                | 250                | 300                | 300                | 300                | 300                | 300                | 300                | 2,600                       |
| <b>Grand Total</b>  | <b>259</b>         | <b>250</b>         | <b>430</b>         | <b>300</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>350</b>         | <b>3,339</b>                |





## 4.7 SPORTS & RECREATION

The Darebin Leisure Strategy outlines the vision to create inclusive and welcoming environments where our diverse community can achieve physical and mental wellbeing through participation in healthy, active lives. To do this, the Strategy aims to increase active participation in organised sport, unstructured physical activity and incidental exercise.

While the overarching goal is to increase the level of physical activity of Darebin residents, there is a focus on increasing the participation of women and girls in sport and recreation to achieve gender equity. Equity and access in sport and physical activity is further supported through supporting and rewarding clubs that can demonstrate inclusive practices and attitudes in their clubs so that people with disabilities, culturally and linguistically diverse (CALD) communities, recent arrivals and those experiencing social and economic hardship as well as women and girls are included and encouraged.



### PLANNING METHODOLOGY AND ASSUMPTIONS

#### Recreation (sporting pavilions, lighting, practice nets and fencing upgrades)

The Outdoor Sports Infrastructure Framework will inform investment, development and renewal of Council's outdoor sports facilities for the next 10 years.

This Framework will replace the current Outdoor Sports Venues Infrastructure Policy 2012 and provides an evidence base to inform future decision making. Infrastructure investment choices is one of several strategies that Council utilises to leverage outcomes to maximise social and environmental outcomes.

## 10 Year Capital Works Plan 2020-21 to 2029-30

Other strategies (that sit outside of the Framework) that are currently being implemented include: annual and seasonal occupancy (licence) agreements, community grants, sports club capacity building workshops, the Performance Subsidy Program and the COVID-19 Business and Community Resilience Package.

Together the strategies form a platform for supporting community sport, encouraging physical activity, maximising participation and connecting and strengthening communities



### **Bundoora Park Farm**

Facilities that support the education and learning programs at the Bundoora Farm are either at, or close to, capacity. Planning for future visitation growth will need to be supported by increasing the facility provision level (toilets and classrooms) as well as the ongoing improvements and upgrades required to maintain the existing facilities.

While a formal access audit has not been completed on site, staff have identified the need for improved access on site. These funds will be used to design and cost improved pathway access throughout the site and aims to resolve issues of access (caused by gradients being too steep) and resolve the current shared use of pathways between farm machinery (tractor), pedestrians and people who need to use mobile aids (scooters and wheelchairs).

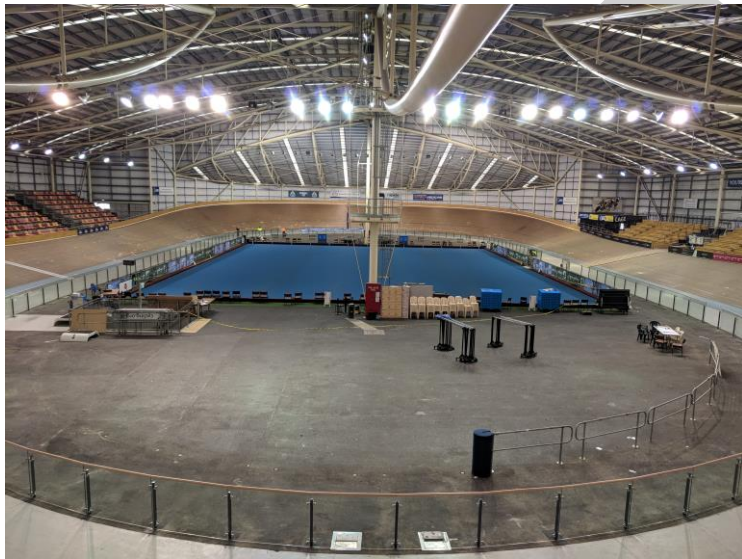
10 Year Capital Works Plan 2020-21 to 2029-30

| Planning Category  | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Sports &amp; Recreation</b>   | <b>2,950</b>       | <b>4,587</b>       | <b>8,025</b>       | <b>3,048</b>       | <b>1,635</b>       | <b>1,750</b>       | <b>1,760</b>       | <b>5,021</b>       | <b>2,449</b>       | <b>2,471</b>       | <b>33,696</b>               |
| <b>Buildings</b>   | <b>600</b>         | <b>3,312</b>       | <b>7,170</b>       | <b>2,351</b>       | <b>665</b>         | <b>1,037</b>       | <b>674</b>         | <b>4,277</b>       | <b>1,455</b>       | <b>1,727</b>       | <b>23,268</b>               |
| Browning Street Boxing Gym Upgrade   | 0                  | 0                  | 0                  | 0                  | 0                  | 250                | 0                  | 0                  | 0                  | 0                  | 250                         |
| Bundoora Park Farm New Classrooms & Toilets  | 0                  | 0                  | 0                  | 0                  | 0                  | 50                 | 310                | 3,104              | 0                  | 0                  | 3,464                       |
| Darebin International Sports Centre (DISC) & Darebin Community Sports Stadium (DCSS) renewal | 100                | 0                  | 0                  | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 450                         |
| JE Moore South – Pavilion Extension and Upgrade  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 125                | 1,248              | 0                  | 1,373                       |
| DR Atkinson – Pavilion Extension and Upgrade   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 104                | 1,034              | 1,138                       |
| Dunstan Park Tennis – Pavilion Extension and Upgrade   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 120                | 120                         |
| John Hall – Pavilion Extension   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 100                | 998                | 0                  | 0                  | 1,098                       |
| Keon Park Tennis – Pavilion Extension  | 0                  | 0                  | 0                  | 0                  | 67                 | 665                | 0                  | 0                  | 0                  | 0                  | 732                         |
| LE Cotchin – Pavilion Extension and Upgrade  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 53                 | 523                | 576                         |
| East Preston Tennis – Pavilion Extension   | 0                  | 0                  | 0                  | 0                  | 0                  | 22                 | 214                | 0                  | 0                  | 0                  | 236                         |
| Preston City Oval – Pavilion Extension and Upgrade   | 0                  | 0                  | 0                  | 55                 | 548                | 0                  | 0                  | 0                  | 0                  | 0                  | 603                         |
| Bill Lawry Oval Pavilion   | 0                  | 525                | 4,000              | 2,246              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 6,771                       |
| BT Connor Pavilion Redevelopment   | 500                | 2,500              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 3,000                       |
| KP Hardiman Pavilion Redevelopment   | 0                  | 287                | 3,170              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 3,457                       |
| <b>Drainage</b>  | <b>0</b>           | <b>293</b>         | <b>300</b>         | <b>307</b>         | <b>315</b>         | <b>323</b>         | <b>331</b>         | <b>339</b>         | <b>339</b>         | <b>339</b>         | <b>2,886</b>                |
| Sportsground Sub-surface Drainage  | 0                  | 293                | 300                | 307                | 315                | 323                | 331                | 339                | 339                | 339                | 2,886                       |
| <b>Land Improvements</b>   | <b>2,300</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>2,300</b>                |
| KP Hardiman Synthetic Hockey Pitch Redevelopment   | 2,300              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 2,300                       |
| <b>Plant, Machinery and Equipment</b>  | <b>50</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>40</b>          | <b>410</b>                  |
| Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment                          | 50                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 410                         |
| <b>Recreation, Leisure and Community Facilities</b>  | <b>0</b>           | <b>942</b>         | <b>515</b>         | <b>350</b>         | <b>615</b>         | <b>350</b>         | <b>715</b>         | <b>365</b>         | <b>615</b>         | <b>365</b>         | <b>4,832</b>                |
| Cricket Practice Nets and Cages  | 0                  | 0                  | 250                | 0                  | 250                | 0                  | 250                | 0                  | 250                | 0                  | 1,000                       |
| John Hall Oval Lighting Upgrade  | 0                  | 382                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 382                         |
| LE Cotchin Reserve Lighting Upgrade  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 15                          |
| Preston City Oval Lighting Renewal   | 0                  | 460                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 460                         |



10 Year Capital Works Plan 2020-21 to 2029-30

| Planning Category                                    | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| McDonnell West – New Lighting                        | 0                  | 0                  | 15                 | 250                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 265                         |
| John Cain Memorial Park West – New Lighting          | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 0                  | 0                  | 265                         |
| WH Mott – New Lighting                               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 0                  | 265                         |
| CH Sullivan East – Lighting Upgrade                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 0                  | 0                  | 0                  | 0                  | 265                         |
| JE Moore North – Lighting Upgrade                    | 0                  | 0                  | 250                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 250                         |
| IW Dole – New Lighting                               | 0                  | 0                  | 0                  | 0                  | 250                | 0                  | 0                  | 0                  | 0                  | 0                  | 250                         |
| JC Donath Central (1 & 2) – Lighting Upgrade         | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 265                         |
| JC Donath East – New Lighting and Upgrade (6, 7 & 8) | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 350                | 0                  | 0                  | 0                  | 350                         |
| Sports Storage, Fencing and Safety                   | 0                  | 100                | 0                  | 100                | 100                | 100                | 100                | 100                | 100                | 100                | 800                         |
| <b>Grand Total</b>                                   | <b>2,950</b>       | <b>4,587</b>       | <b>8,025</b>       | <b>3,048</b>       | <b>1,635</b>       | <b>1,750</b>       | <b>1,760</b>       | <b>5,021</b>       | <b>2,449</b>       | <b>2,471</b>       | <b>33,696</b>               |



## 4.8 COMMUNITY FACILITIES

Community facilities are vital to the health and wellbeing of our residents and essential for Council to meet its wellbeing, inclusion and equity objectives. Community facilities strengthen community connection and are places where people can come together to connect, belong and access service and program that help them live their lives well.

Delivering and maintaining quality and appropriate community facilities is essential to achieve positive wellbeing outcomes for our community. Community facilities in Darebin will be accessible, intergenerational and sustainable spaces that have the capacity to respond to the changing needs of the growing Darebin community.

### PLANNING METHODOLOGY AND ASSUMPTIONS

#### Community Hubs

The Darebin Intercultural Centre feasibility study will design a future model for this service and provide options for its future location in Darebin to better meet the needs of the community. The Keon Park Children's Hub framework will determine a strategic direction for this Hub and allow it to continue to grow in reach with policies and practices in line with Council's goals and priorities. The review of Hiring Guidelines for the Community Hubs Unit will provide for higher activation levels of Council spaces, greater access for communities and groups, and programming co-design with partner organisations and community.

#### Neighbourhood House Redevelopment Program

Neighbourhood Houses are an important community asset which provide a diverse range of programs, services and activities to enhance community wellbeing outcomes. The seven houses in Darebin directly support Council's wellbeing and equity aspirations, often working with community who experience discrimination and poor health outcomes.

The redevelopment of Council's neighbourhood house infrastructure is essential to ensure these organisations can continue to provide high quality services and programs and be agile to respond to and meet the changing needs of the Darebin community, particularly those most vulnerable. A feasibility study of all neighbourhood houses is currently underway.





## Libraries – Collection

Darebin Libraries will continue to offer a range of digital and physical collection resources to best meet the literacy and lifelong learning needs of the Darebin community. Darebin Libraries ensures the relevancy and currency of its collections through the renewal of licenses for existing digital resources, purchase of new titles and formats and replacement of aged or damaged resources. Darebin Libraries will purchase digital and physical library collection resources to maintain an appropriate standard of library collection to meet the needs of library customers. To support the learning and reading needs of the CALD community, 20% of the collections budget is allocated to the purchase of LOTE (languages other than English) resources. Collection purchases will be guided by the Darebin Libraries and Learning Strategy 2020-2024



## Senior Citizens Centres

Aged and disability services are provided to older residents in Darebin to help them maintain their independence at home and in the community. Council also offers support to a broad range of older people community groups, including access to community facilities to meet and socialise. Darebin is a place where older people, people with disabilities and their carer's and families are valued, supported and empowered to live well.

Historical usage and feedback on current needs for places for community facilities for people to meet and come together are explored in the Age Friendly Darebin report. Future needs were explored based on projected population growth data and included a place-based approach.

10 Year Capital Works Plan 2020-21 to 2029-30

| Planning Category                                | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Community Facilities</b>                      | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>903</b>         | <b>921</b>         | <b>939</b>         | <b>957</b>         | <b>1,226</b>       | <b>1,962</b>       | <b>10,108</b>               |
| <b>Buildings</b>                                 | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>250</b>         | <b>967</b>         | <b>1,217</b>                |
| Library Redevelopment Program                    | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 250                | 967                | 1,217                       |
| <b>Library Books</b>                             | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>903</b>         | <b>921</b>         | <b>939</b>         | <b>957</b>         | <b>976</b>         | <b>995</b>         | <b>8,891</b>                |
| Darebin Libraries Product Purchases (Collection) | 800                | 800                | 800                | 800                | 903                | 921                | 939                | 957                | 976                | 995                | 8,891                       |
| <b>Grand Total</b>                               | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>903</b>         | <b>921</b>         | <b>939</b>         | <b>957</b>         | <b>1,226</b>       | <b>1,962</b>       | <b>10,108</b>               |

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## 4.9 FAMILIES, YOUTH AND CHILDREN

Families Youth and Children services support the care, education, health and wellbeing of children, young people and their families by working in partnership to provide high quality, inclusive and accessible programs that respond to the diverse and changing needs of our community.

The principle of equity, inclusion and human rights guides Council's work with children, young people and their families in providing genuine, ethical opportunities for children and young people to participate in decisions that affect them; ensuring they have a voice about possible solutions; and supporting their participation as active citizens in community life.

The vision identified for Darebin's young people, by young people, in the Youth Strategy 2019-2021 is 'Empowered young people contributing to, and thriving in, an ever-changing world'. The Strategy identifies five aspirational goals and 15 focus areas that young people see as being the most important areas for Council and the community to strive for with them; all of which relate in some way to ensuring equitable access to safe, inclusive and welcoming spaces, places, events, programs and services; improving care, education, health and wellbeing outcomes of children and young people now and for future generations.



### PLANNING METHODOLOGY AND ASSUMPTIONS

#### Families, Youth and Children

Families, Youth and Children infrastructure projects are informed by condition assessment reports and the Draft Early years Infrastructure Plan 2018 – 2036 (Supply and Demand Assessment). Project include kindergarten, long day care, occasional care, maternal and child health, playgroups. Capital works projects are prioritised in line with:

- BCA Compliance & OH&S
- Condition Assessments
- Maintenance Issues.



## 10 Year Capital Works Plan 2020-21 to 2029-30

The Draft Early Years Infrastructure Plan 2018 – 2036 (Supply and Demand Assessment) June 2018 provides:

- A thorough analysis of population projections and applies social formulas to estimate facilities required for the coming 10-years;
- A full profile of existing and planned early years services in the City of Darebin City arranges the profile by small area (or suburb) planning catchments;
- Calculates the relative provision levels of each service against the population of each small area planning catchment
- Reviews current and projected demand for early years services in Darebin;
- An assessment of the likely facility requirements for the City of Darebin to ensure Darebin adequately meets the demand for early years' services from 2018 to 2041;
- Identifies appropriate facility options to meet future early years' service needs.

| Planning Category                                  | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Families, Youth &amp; Children</b>              | <b>75</b>          | <b>268</b>         | <b>768</b>         | <b>968</b>         | <b>1,268</b>       | <b>3,418</b>       | <b>3,168</b>       | <b>3,168</b>       | <b>3,368</b>       | <b>3,068</b>       | <b>19,537</b>               |
| <b>Buildings</b>                                   | <b>0</b>           | <b>200</b>         | <b>700</b>         | <b>900</b>         | <b>1,200</b>       | <b>3,350</b>       | <b>3,100</b>       | <b>3,100</b>       | <b>3,300</b>       | <b>3,000</b>       | <b>18,850</b>               |
| Annie Dennis Children's Centre Expansion           | 0                  | 0                  | 0                  | 0                  | 200                | 0                  | 0                  | 0                  | 0                  | 0                  | 200                         |
| Keon Park Children's Hub Expansion (Long Day Care) | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 200                | 0                  | 200                         |
| Funded Three-Year-Old Kindergarten                 | 0                  | 200                | 700                | 900                | 1,000              | 3,350              | 3,100              | 3,100              | 3,100              | 3,000              | 18,450                      |
| <b>Plant, Machinery and Equipment</b>              | <b>75</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>68</b>          | <b>687</b>                  |
| Youth Services Asset Renewal Program               | 75                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 687                         |
| <b>Grand Total</b>                                 | <b>75</b>          | <b>268</b>         | <b>768</b>         | <b>968</b>         | <b>1,268</b>       | <b>3,418</b>       | <b>3,168</b>       | <b>3,168</b>       | <b>3,368</b>       | <b>3,068</b>       | <b>19,537</b>               |



#### 4.10 FACILITIES & EQUIPMENT RENEWAL PROGRAM

The Building Asset Management Plan sets the framework and strategic direction to ensure Council's facilities and equipment are renewed and maintained at the appropriate time so that the required levels of services are provided to the Community.

The Building Asset Management Plan will be finalised in 2020. This will provide new data of the condition of current facilities and equipment that will be used to establish renewal programs to ensure facilities and equipment are maintained at a standard that ensure ongoing provision of services to the community.



#### PLANNING METHODOLOGY AND ASSUMPTIONS

##### **Building Renewal & Furniture Replacement Programs**

The Building Renewal Program is driven by condition assessments of the components of facilities through the development of the Building Asset Management Plan to determine optimum life in years and when components are due for renewal or replacement. The facilities identified for renewal works are inspected to check if the proposed works are required to be carried out at the nominated year or could wait for a future year. The furniture replacement program has been established to replace damaged furniture with new.

##### **Building Essential Safety Measures program**

This program has been developed through an audit conducted to identify buildings that require capital works to ensure they comply with the Essential Safety Measures and DDA obligations as set out by the Building Code of Australia.

## 10 Year Capital Works Plan 2020-21 to 2029-30

### Plant Replacement – Heavy Vehicles

This program is driven by the 10-year plant replacement program which assigns optimal life in years to each type of heavy plant item which considers operational reliability, plant hours/kms utilised, maintenance repair costs over time, vehicle safety and performance and resale value. Prior to the replacement of each plant item, an operational assessment is carried out to check to see if the item must be replaced that year or can be deferred to future years using the above criteria.

### Plant Replacement – Light Vehicles

This program is driven by the 10-year plant replacement program and light vehicle fleet policy which assigns an optimal replacement time of three years or 60,000kms. Each vehicle is assessed prior to replacement to look for opportunities to extend the life of the vehicle if deemed suitable from an operational or resale perspective.

| Planning Category                                 | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Facilities &amp; Equipment Renewal Program</b> | <b>5,232</b>       | <b>7,450</b>       | <b>7,750</b>       | <b>8,682</b>       | <b>8,732</b>       | <b>8,732</b>       | <b>8,982</b>       | <b>8,982</b>       | <b>8,982</b>       | <b>8,952</b>       | <b>82,476</b>               |
| <b>Building Improvements</b>                      | <b>100</b>         | <b>50</b>          | <b>50</b>          | <b>50</b>          | <b>50</b>          | <b>50</b>          | <b>50</b>          | <b>50</b>          | <b>50</b>          | <b>20</b>          | <b>520</b>                  |
| Building ESM Program                              | 100                | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 20                 | 520                         |
| <b>Buildings</b>                                  | <b>3,282</b>       | <b>5,000</b>       | <b>5,300</b>       | <b>5,750</b>       | <b>5,750</b>       | <b>5,750</b>       | <b>6,000</b>       | <b>6,000</b>       | <b>6,000</b>       | <b>6,000</b>       | <b>54,832</b>               |
| Building Renewal Program                          | 3,282              | 5,000              | 5,300              | 5,750              | 5,750              | 5,750              | 6,000              | 6,000              | 6,000              | 6,000              | 54,832                      |
| <b>Plant, Machinery and Equipment</b>             | <b>1,750</b>       | <b>2,250</b>       | <b>2,250</b>       | <b>2,682</b>       | <b>2,682</b>       | <b>2,682</b>       | <b>2,682</b>       | <b>2,682</b>       | <b>2,682</b>       | <b>2,682</b>       | <b>25,024</b>               |
| Vehicular Plant Replacement - Heavy Vehicle       | 1,500              | 2,000              | 2,000              | 2,400              | 2,400              | 2,400              | 2,400              | 2,400              | 2,400              | 2,400              | 22,300                      |
| Vehicular Plant Replacement - Light Vehicle       | 250                | 250                | 250                | 282                | 282                | 282                | 282                | 282                | 282                | 282                | 2,724                       |
| <b>Fixtures, Fittings and Furniture</b>           | <b>100</b>         | <b>150</b>         | <b>150</b>         | <b>200</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>2,100</b>                |
| Furniture Replacement Program                     | 100                | 150                | 150                | 200                | 250                | 250                | 250                | 250                | 250                | 250                | 2,100                       |
| <b>Grand Total</b>                                | <b>5,232</b>       | <b>7,450</b>       | <b>7,750</b>       | <b>8,682</b>       | <b>8,732</b>       | <b>8,732</b>       | <b>8,982</b>       | <b>8,982</b>       | <b>8,982</b>       | <b>8,952</b>       | <b>82,476</b>               |

#### 4.11 INFORMATION TECHNOLOGY

Information services is a key component in a modern organisation and is essential for the efficient and reliable delivery of technology-based services expected by the community. Information services is an enabler of change, assisting the streamlining of business processes to support continuous improvement and the resultant productivity and service benefits. Investment in Information services is not a one off or periodic consideration and requires ongoing reinvestment to support required service delivery, provide business continuity and assist the realisation of benefits as new opportunities are identified. Information services investment can be driven by compliance requirements, risk management and business case benefits.

Darebin City Council will:

- be mobile by default;
- have easily accessed applications at work, within our community and at home;
- have applications based in the cloud;
- have one digital platform (via our website) for residents to interact with Council no matter what their query or issue;
- have integrated data across different applications to offer a seamless customer service experience to our residents;
- have a cyber-security focus across our data and access;
- have integrated reporting, to pull together information from any application and provide meaningful common reporting from what will be known as our data lake.

#### PLANNING METHODOLOGY AND ASSUMPTIONS

##### IT Strategy and IT Infrastructure implementation programs

The projects undertaken and being developed within this program are done so with consultation across the organisation, utilising a divisional engagement and prioritisation governance structure to ensure projects are prioritised by the council before any project is started.

##### Darebin Libraries Technology Strategy

The projects in this program cover fixing external returns chutes, upgrade RFID pads, purchase of a scanner for digitising history collection, upgrade of public use iPads and laptops.



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| Planning Category                        | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Information Technology</b>            | <b>2,764</b>       | <b>2,664</b>       | <b>2,502</b>       | <b>2,600</b>       | <b>2,851</b>       | <b>2,891</b>       | <b>3,069</b>       | <b>2,940</b>       | <b>2,875</b>       | <b>2,875</b>       | <b>28,031</b>               |
| <b>Information Technology</b>            | <b>2,764</b>       | <b>2,664</b>       | <b>2,502</b>       | <b>2,600</b>       | <b>2,851</b>       | <b>2,891</b>       | <b>3,069</b>       | <b>2,940</b>       | <b>2,875</b>       | <b>2,875</b>       | <b>28,031</b>               |
| IT Infrastructure Implementation         | 1,800              | 1,000              | 1,300              | 1,400              | 1,400              | 1,400              | 1,500              | 1,500              | 1,500              | 1,500              | 14,300                      |
| Parking Technology                       | 0                  | 0                  | 200                | 200                | 350                | 350                | 350                | 350                | 350                | 350                | 2,500                       |
| Darebin Libraries Technology Action Plan | 64                 | 164                | 102                | 100                | 101                | 141                | 219                | 90                 | 25                 | 25                 | 1,031                       |
| IT Improvement Program                   | 900                | 1,500              | 900                | 900                | 1,000              | 1,000              | 1,000              | 1,000              | 1,000              | 1,000              | 10,200                      |
| <b>Grand Total</b>                       | <b>2,764</b>       | <b>2,664</b>       | <b>2,502</b>       | <b>2,600</b>       | <b>2,851</b>       | <b>2,891</b>       | <b>3,069</b>       | <b>2,940</b>       | <b>2,875</b>       | <b>2,875</b>       | <b>28,031</b>               |

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## 4.12 DRAINAGE

The Darebin Drainage Strategy sets the strategic direction for the upgrading of Council’s stormwater drainage network to reduce flood risk and provide an appropriate level of service to the community. The Drainage Asset Management Plan sets the framework for maintaining our drainage assets to fulfil their intended purpose.

The Darebin Drainage Strategy has traditionally recommended upgrading existing pipe sizes to reduce flood risk and improve drainage. However, given an increased focus on the effects of climate change and environmental sustainability, a review is currently being undertaken to consider the wide-spread inclusion of flood detention and stormwater reuse infrastructure to reduce runoff and downsize drainage pipe upgrade requirements.

### PLANNING METHODOLOGY AND ASSUMPTIONS

#### Stormwater Pipe Relining Program

This program is driven by failures in the underground drainage system identified by Road Management Plan inspections which identify drainage issues, flood modelling in high risk areas and reactive customer requests. The program utilises a CCTV inspection system to determine pipe integrity and utilises a more cost-effective pipe relining solution as opposed to replacement of damaged pipe sections to resinate the integrity of the drainage system.

#### Drainage Programs

The Drainage program has been established using Council Drainage Strategy as this Strategy helps prioritise the projects for drainage improvement. The program also draws on information obtained from flooding data when floods occur.

| Planning Category   | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Drainage</b>   | <b>1,093</b>       | <b>1,050</b>       | <b>1,470</b>       | <b>1,470</b>       | <b>1,540</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,570</b>       | <b>14,393</b>               |
| <b>Drainage</b>   | <b>1,093</b>       | <b>1,050</b>       | <b>1,470</b>       | <b>1,470</b>       | <b>1,540</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,570</b>       | <b>14,393</b>               |
| Drainage System Renewal and Upgrade Program including WSUD and Reactive Works | 900                | 873                | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 11,933                      |
| Stormwater Pipe Relining Program  | 193                | 177                | 200                | 200                | 270                | 280                | 280                | 280                | 280                | 300                | 2,460                       |
| <b>Grand Total</b>  | <b>1,093</b>       | <b>1,050</b>       | <b>1,470</b>       | <b>1,470</b>       | <b>1,540</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,550</b>       | <b>1,570</b>       | <b>14,393</b>               |

#### 4.13 WATER & WASTE

The waste capital program consists of several one-off infrastructure projects at the Darebin Resource Recovery Centre to improve the facilities ability to recover material and meet new legislation requirements regarding banning E-Waste from landfill. Key projects include the jointly funded construction of an E-Waste processing shed and capital renewal of the tipping deck retaining wall. Ongoing capital projects include the renewal of the mobile bin stock for the garbage, recycling and green household bins.

The waste service is currently being reviewed which may impact the way in which we collect, process and dispose of waste throughout the city.

##### PLANNING METHODOLOGY AND ASSUMPTIONS

##### Darebin Wetlands/Water Sensitive Urban Design

This program Identifies and prioritises stormwater re-use projects that support the delivery of wetlands and irrigation across Darebin and to leverage external funding for this purpose.

This program also provides an investment pathway to deliver on Council's targets and aspirations contained in council's Watershed Strategy and Plan: Towards a Water Sensitive City. This has been done at a high level through the Top Ten Wetland sites report.

Council commissioned a technical and engineering study: Priority Stormwater Projects for a Water Sensitive Darebin, which recommended wetland interventions across Darebin. The analysis included geographic information system layers; precinct scale tools and data, including cost benefit and treatment/reuse information; streetscape scale tools and data, including design guides from Port Phillip and Moreland; Excel based prioritisation tool to add and assess new or amended projects.



## 10 Year Capital Works Plan 2020-21 to 2029-30

### Recycling in Our Public Places

This program is driven by an assessment of the public place bin network to determine whether the addition of public place recycling bins will add value to the waste management of the area. This program is a one-off program designed to increase public placed recycling within activity centres and parks.

### Garbage, Recycling & Green Mobile Bin Replacement

This program is driven by anticipated bin life (10-years), bins beyond repair and new bin service requests. Bin stocks are usually ordered quarterly or if stocks fall below a certain amount.

| Planning Category  | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Water &amp; Waste</b>                                       | <b>1,000</b>       | <b>950</b>         | <b>1,150</b>       | <b>800</b>         | <b>600</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>6,600</b>                |
| <b>Land Improvements</b>                                       | <b>700</b>         | <b>450</b>         | <b>450</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>1,600</b>                |
| Darebin Resource Recovery Centre Retaining Wall                | 700                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 700                         |
| Watershed Strategy Implementation Water Sensitive Urban Design | 0                  | 450                | 450                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 900                         |
| <b>Plant, Machinery and Equipment</b>                          | <b>300</b>         | <b>500</b>         | <b>500</b>         | <b>600</b>         | <b>400</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>4,400</b>                |
| Food Waste into Green Bin Introduction                         | 0                  | 200                | 200                | 300                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 700                         |
| Replacement of Mobile Garbage, Green Waste and Recycling Bins  | 300                | 300                | 300                | 300                | 400                | 420                | 420                | 420                | 420                | 420                | 3,700                       |
| <b>Waste Management</b>  | <b>0</b>           | <b>0</b>           | <b>200</b>         | <b>200</b>         | <b>200</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>600</b>                  |
| Establishment of New Recycling and Low Carbon Waste Services   | 0                  | 0                  | 200                | 200                | 200                | 0                  | 0                  | 0                  | 0                  | 0                  | 600                         |
| <b>Grand Total</b>   | <b>1,000</b>       | <b>950</b>         | <b>1,150</b>       | <b>800</b>         | <b>600</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>420</b>         | <b>6,600</b>                |

10 Year Capital Works Plan 2020-21 to 2029-30

## 5. 10 YEAR CAPITAL WORKS PLAN BY ASSET TYPE

| Asset Type and Project Title   | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| <b>Bridges</b>   | <b>480</b>         | <b>0</b>           | <b>0</b>           | <b>100</b>         | <b>1,600</b>       | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>2,180</b>                |
| Bridge Upgrade - Installation of New Approach Guardrails                                     | 230                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 230                         |
| Broadhurst Bridge  | 100                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 100                         |
| Bridge and Road Condition Survey   | 150                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 150                         |
| Replace Kendal-Harding Bridge  | 0                  | 0                  | 0                  | 100                | 1,600              | 0                  | 0                  | 0                  | 0                  | 0                  | 1,700                       |
| <b>Building Improvements</b>   | <b>100</b>         | <b>50</b>          | <b>50</b>          | <b>450</b>         | <b>550</b>         | <b>550</b>         | <b>550</b>         | <b>550</b>         | <b>550</b>         | <b>520</b>         | <b>3,920</b>                |
| Building ESM Program   | 100                | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 20                 | 520                         |
| Carbon Management Plan - Buildings   | 0                  | 0                  | 0                  | 400                | 500                | 500                | 500                | 500                | 500                | 500                | 3,400                       |
| <b>Buildings</b>   | <b>15,491</b>      | <b>58,085</b>      | <b>56,720</b>      | <b>14,901</b>      | <b>10,515</b>      | <b>12,537</b>      | <b>11,174</b>      | <b>14,777</b>      | <b>12,405</b>      | <b>13,044</b>      | <b>219,649</b>              |
| Browning Street Boxing Gym Upgrade   | 0                  | 0                  | 0                  | 0                  | 0                  | 250                | 0                  | 0                  | 0                  | 0                  | 250                         |
| Bundoora Park Farm New Classrooms & Toilets  | 0                  | 0                  | 0                  | 0                  | 0                  | 50                 | 310                | 3,104              | 0                  | 0                  | 3,464                       |
| Catalyst Project - Preston Civic Precinct (includes Intercultural Centre)                    | 1,000              | 1,400              | 1,000              | 1,000              | 2,500              | 2,000              | 1,000              | 1,000              | 1,000              | 1,000              | 12,900                      |
| Library Redevelopment Program  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 250                | 967                | 1,217                       |
| Multi-Sport Stadium  | 6,700              | 21,223             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 27,923                      |
| Annie Dennis Children's Centre Expansion   | 0                  | 0                  | 0                  | 0                  | 200                | 0                  | 0                  | 0                  | 0                  | 0                  | 200                         |
| Keon Park Children's Hub Expansion (Long Day Care)   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 200                | 0                  | 200                         |
| Darebin International Sports Centre (DISC) & Darebin Community Sports Stadium (DCSS) renewal | 100                | 0                  | 0                  | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 450                         |
| JE Moore South - Pavilion Extension and Upgrade  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 125                | 1,248              | 0                  | 1,373                       |
| DR Atkinson - Pavilion Extension and Upgrade   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 104                | 1,034              | 1,138                       |
| Dunstan Park Tennis - Pavilion Extension and Upgrade   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 120                | 120                         |
| John Hall - Pavilion Extension   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 100                | 998                | 0                  | 0                  | 1,098                       |
| Keon Park Tennis - Pavilion Extension  | 0                  | 0                  | 0                  | 0                  | 67                 | 665                | 0                  | 0                  | 0                  | 0                  | 732                         |
| LE Cotchin - Pavilion Extension and Upgrade  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 53                 | 523                | 576                         |
| East Preston Tennis - Pavilion Extension   | 0                  | 0                  | 0                  | 0                  | 0                  | 22                 | 214                | 0                  | 0                  | 0                  | 236                         |
| Preston City Oval - Pavilion Extension and Upgrade   | 0                  | 0                  | 0                  | 55                 | 548                | 0                  | 0                  | 0                  | 0                  | 0                  | 603                         |

10 Year Capital Works Plan 2020-21 to 2029-30

| Asset Type and Project Title  | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| Bill Lawry Oval Pavilion  | 0                  | 525                | 4,000              | 2,246              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 6,771                       |
| BT Connor Pavilion Redevelopment  | 500                | 2,500              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 3,000                       |
| Building Renewal Program  | 3,282              | 5,000              | 5,300              | 5,750              | 5,750              | 5,750              | 6,000              | 6,000              | 6,000              | 6,000              | 54,832                      |
| Darebin Arts Centre - DDA Compliance - Front and Rear Entry                   | 109                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 109                         |
| Funded Three-Year-Old Kindergarten  | 0                  | 200                | 700                | 900                | 1,000              | 3,350              | 3,100              | 3,100              | 3,100              | 3,000              | 18,450                      |
| KP Hardiman Pavilion Redevelopment  | 0                  | 287                | 3,170              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 3,457                       |
| Northcote Aquatic and Recreation Centre                                       | 3,000              | 25,250             | 34,050             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 62,300                      |
| Reservoir Leisure Centre  | 800                | 1,700              | 8,500              | 4,500              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15,500                      |
| Toilet Strategy   | 0                  | 0                  | 0                  | 400                | 400                | 400                | 400                | 400                | 400                | 350                | 2,750                       |
| <b>Drainage</b>   | <b>1,093</b>       | <b>1,343</b>       | <b>1,770</b>       | <b>1,777</b>       | <b>1,855</b>       | <b>1,873</b>       | <b>1,881</b>       | <b>1,889</b>       | <b>1,889</b>       | <b>1,909</b>       | <b>17,279</b>               |
| Drainage System Renewal and Upgrade Program including WSUD and Reactive Works | 900                | 873                | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 1,270              | 11,933                      |
| Sportsground Sub-surface Drainage   | 0                  | 293                | 300                | 307                | 315                | 323                | 331                | 339                | 339                | 339                | 2,886                       |
| Stormwater Pipe Relining Program  | 193                | 177                | 200                | 200                | 270                | 280                | 280                | 280                | 280                | 300                | 2,460                       |
| <b>Footpaths and Cycleways</b>  | <b>2,633</b>       | <b>3,300</b>       | <b>3,543</b>       | <b>4,786</b>       | <b>6,146</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,080</b>       | <b>4,440</b>       | <b>41,167</b>               |
| Footpath Renewal Program  | 1,383              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              | 2,300              | 19,683                      |
| Carbon Management Plan - Street Lighting                                      | 0                  | 0                  | 243                | 866                | 2,066              | 0                  | 0                  | 0                  | 0                  | 0                  | 3,174                       |
| Cycling Program Detailed Design and Construction                              | 500                | 500                | 500                | 750                | 800                | 800                | 800                | 800                | 800                | 800                | 7,050                       |
| Shared Path - Parks Renewal Program   | 250                | 300                | 300                | 520                | 580                | 580                | 580                | 580                | 580                | 640                | 4,910                       |
| Walking Program Detailed Design and Construction                              | 500                | 500                | 500                | 650                | 700                | 700                | 700                | 700                | 700                | 700                | 6,350                       |
| <b>Information Technology</b>   | <b>2,764</b>       | <b>2,664</b>       | <b>2,502</b>       | <b>2,600</b>       | <b>2,851</b>       | <b>2,891</b>       | <b>3,069</b>       | <b>2,940</b>       | <b>2,875</b>       | <b>2,875</b>       | <b>28,031</b>               |
| IT Infrastructure Implementation  | 1,800              | 1,000              | 1,300              | 1,400              | 1,400              | 1,400              | 1,500              | 1,500              | 1,500              | 1,500              | 14,300                      |
| Parking Technology  | 0                  | 0                  | 200                | 200                | 350                | 350                | 350                | 350                | 350                | 350                | 2,500                       |
| Darebin Libraries Technology Action Plan                                      | 64                 | 164                | 102                | 100                | 101                | 141                | 219                | 90                 | 25                 | 25                 | 1,031                       |
| IT Improvement Program  | 900                | 1,500              | 900                | 900                | 1,000              | 1,000              | 1,000              | 1,000              | 1,000              | 1,000              | 10,200                      |
| <b>Land Improvements</b>  | <b>3,000</b>       | <b>900</b>         | <b>990</b>         | <b>551</b>         | <b>564</b>         | <b>577</b>         | <b>590</b>         | <b>604</b>         | <b>604</b>         | <b>603</b>         | <b>8,983</b>                |
| Darebin Resource Recovery Centre Retaining Wall                               | 700                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 700                         |
| Irrigation Upgrades and Renewals Program                                      | 0                  | 114                | 117                | 119                | 122                | 126                | 129                | 132                | 132                | 132                | 1,123                       |
| Synthetic Cricket Wicket Installation   | 0                  | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 450                         |

10 Year Capital Works Plan 2020-21 to 2029-30

| Asset Type and Project Title  | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| Watershed Strategy Implementation Water Sensitive Urban Design      | 0                  | 450                | 450                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 900                         |
| KP Hardiman Synthetic Hockey Pitch Redevelopment                    | 2,300              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 2,300                       |
| Oval and Sportsground Renewal and Upgrade Program                   | 0                  | 286                | 373                | 382                | 392                | 401                | 411                | 422                | 422                | 422                | 3,511                       |
| <b>Library Books</b>  | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>800</b>         | <b>903</b>         | <b>921</b>         | <b>939</b>         | <b>957</b>         | <b>976</b>         | <b>995</b>         | <b>8,891</b>                |
| Darebin Libraries Product Purchases (Collection)                    | 800                | 800                | 800                | 800                | 903                | 921                | 939                | 957                | 976                | 995                | 8,891                       |
| <b>Parks and Open Space</b>   | <b>2,385</b>       | <b>2,268</b>       | <b>2,467</b>       | <b>2,750</b>       | <b>2,700</b>       | <b>2,700</b>       | <b>2,700</b>       | <b>2,900</b>       | <b>2,900</b>       | <b>2,600</b>       | <b>26,370</b>               |
| Community Safety Upgrade Improvements                               | 284                | 100                | 100                | 100                | 100                | 100                | 100                | 100                | 100                | 0                  | 1,084                       |
| Open Space Improvements Program                                     | 1,951              | 2,068              | 2,067              | 2,350              | 2,300              | 2,300              | 2,300              | 2,300              | 2,300              | 2,300              | 22,236                      |
| Park Asset Renewal Program including Drinking Fountains             | 150                | 100                | 300                | 300                | 300                | 300                | 300                | 500                | 500                | 300                | 3,050                       |
| <b>Plant, Machinery and Equipment</b>                               | <b>2,325</b>       | <b>3,108</b>       | <b>3,288</b>       | <b>3,690</b>       | <b>3,540</b>       | <b>3,560</b>       | <b>3,560</b>       | <b>3,560</b>       | <b>3,560</b>       | <b>3,560</b>       | <b>33,751</b>               |
| Art Collection Acquisitions - Bundoora Homestead Art Centre         | 0                  | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 450                         |
| Monument - Celebrate Darebin's Migration Story                      | 0                  | 0                  | 180                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 180                         |
| Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment | 50                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 | 410                         |
| Vehicular Plant Replacement - Heavy Vehicle                         | 1,500              | 2,000              | 2,000              | 2,400              | 2,400              | 2,400              | 2,400              | 2,400              | 2,400              | 2,400              | 22,300                      |
| Vehicular Plant Replacement - Light Vehicle                         | 250                | 250                | 250                | 282                | 282                | 282                | 282                | 282                | 282                | 282                | 2,724                       |
| Youth Services Asset Renewal Program                                | 75                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 68                 | 687                         |
| Food Waste into Green Bin Introduction                              | 0                  | 200                | 200                | 300                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 700                         |
| Arts Venues & Hubs Plant & Equipment Program                        | 150                | 200                | 200                | 250                | 300                | 300                | 300                | 300                | 300                | 300                | 2,600                       |
| Replacement of Mobile Garbage, Green Waste and Recycling Bins       | 300                | 300                | 300                | 300                | 400                | 420                | 420                | 420                | 420                | 420                | 3,700                       |
| <b>Recreation, Leisure and Community Facilities</b>                 | <b>0</b>           | <b>942</b>         | <b>515</b>         | <b>350</b>         | <b>615</b>         | <b>350</b>         | <b>715</b>         | <b>365</b>         | <b>615</b>         | <b>365</b>         | <b>4,832</b>                |
| Cricket Practice Nets and Cages                                     | 0                  | 0                  | 250                | 0                  | 250                | 0                  | 250                | 0                  | 250                | 0                  | 1,000                       |
| John Hall Oval Lighting Upgrade                                     | 0                  | 382                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 382                         |
| LE Cotchin Reserve Lighting Upgrade                                 | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 15                          |
| Preston City Oval Lighting Renewal                                  | 0                  | 460                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 460                         |
| McDonnell West - New Lighting                                       | 0                  | 0                  | 15                 | 250                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 265                         |
| John Cain Memorial Park West - New Lighting                         | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 0                  | 0                  | 265                         |



10 Year Capital Works Plan 2020-21 to 2029-30

| Asset Type and Project Title                                   | 2020/21<br>\$ '000 | 2021/22<br>\$ '000 | 2022/23<br>\$ '000 | 2023/24<br>\$ '000 | 2024/25<br>\$ '000 | 2025/26<br>\$ '000 | 2026/27<br>\$ '000 | 2027/28<br>\$ '000 | 2028/29<br>\$ '000 | 2029/30<br>\$ '000 | 10-Year<br>TOTAL<br>\$ '000 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|
| WH Mott - New Lighting   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 0                  | 265                         |
| CH Sullivan East - Lighting Upgrade                            | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 0                  | 0                  | 0                  | 0                  | 265                         |
| JE Moore North - Lighting Upgrade                              | 0                  | 0                  | 250                | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 250                         |
| IW Dole - New Lighting   | 0                  | 0                  | 0                  | 0                  | 250                | 0                  | 0                  | 0                  | 0                  | 0                  | 250                         |
| JC Donath Central (1 &2) - Lighting Upgrade                    | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 15                 | 250                | 265                         |
| JC Donath East - New Lighting and Upgrade (6, 7 & 8)           | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 350                | 0                  | 0                  | 0                  | 350                         |
| Sports Storage, Fencing and Safety                             | 0                  | 100                | 0                  | 100                | 100                | 100                | 100                | 100                | 100                | 100                | 800                         |
| <b>Roads</b>   | <b>3,675</b>       | <b>4,667</b>       | <b>5,068</b>       | <b>5,172</b>       | <b>6,613</b>       | <b>6,743</b>       | <b>6,728</b>       | <b>7,203</b>       | <b>7,414</b>       | <b>7,431</b>       | <b>60,714</b>               |
| Kerb and Channel Renewal Program                               | 200                | 400                | 400                | 400                | 448                | 458                | 458                | 458                | 458                | 458                | 4,138                       |
| Right of Way Rehabilitation Program                            | 100                | 167                | 168                | 102                | 152                | 152                | 158                | 160                | 170                | 288                | 1,617                       |
| Road Rehabilitation Design & Construction Program              | 1,500              | 1,750              | 1,750              | 1,620              | 1,863              | 1,683              | 1,362              | 1,735              | 1,936              | 1,735              | 16,934                      |
| Road Resurfacing Program                                       | 1,000              | 1,600              | 2,000              | 2,000              | 3,100              | 3,400              | 3,700              | 3,800              | 3,800              | 3,900              | 28,300                      |
| Blackspot Design and Construction Program                      | 475                | 200                | 200                | 200                | 200                | 200                | 200                | 200                | 200                | 200                | 2,275                       |
| Safe Travel Program Detailed Design and Construction           | 350                | 500                | 500                | 800                | 800                | 800                | 800                | 800                | 800                | 800                | 6,950                       |
| Street Furniture and Equipment Renewal Program                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 50                 | 500                         |
| <b>Waste Management</b>  | <b>0</b>           | <b>0</b>           | <b>200</b>         | <b>200</b>         | <b>200</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>600</b>                  |
| Establishment of New Recycling and Low Carbon Waste Services   | 0                  | 0                  | 200                | 200                | 200                | 0                  | 0                  | 0                  | 0                  | 0                  | 600                         |
| <b>Streetscape Works</b>                                       | <b>0</b>           | <b>0</b>           | <b>610</b>         | <b>2,045</b>       | <b>1,915</b>       | <b>2,190</b>       | <b>520</b>         | <b>520</b>         | <b>1,035</b>       | <b>0</b>           | <b>8,835</b>                |
| Streetscape and Place Improvements - Small and Medium Works    | 0                  | 0                  | 210                | 220                | 1,465              | 690                | 520                | 520                | 1,035              | 0                  | 4,660                       |
| Streetscape and Place Improvements - Preston Activity Centre   | 0                  | 0                  | 400                | 1,700              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  | 2,100                       |
| Streetscape and Place Improvements - Reservoir Activity Centre | 0                  | 0                  | 0                  | 125                | 450                | 1,500              | 0                  | 0                  | 0                  | 0                  | 2,075                       |
| <b>Fixtures, Fittings and Furniture</b>                        | <b>100</b>         | <b>150</b>         | <b>150</b>         | <b>200</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>250</b>         | <b>2,100</b>                |
| Furniture Replacement Program                                  | 100                | 150                | 150                | 200                | 250                | 250                | 250                | 250                | 250                | 250                | 2,100                       |
| <b>Grand Total</b>   | <b>34,846</b>      | <b>78,277</b>      | <b>78,673</b>      | <b>40,372</b>      | <b>40,817</b>      | <b>39,222</b>      | <b>36,756</b>      | <b>40,595</b>      | <b>39,153</b>      | <b>38,593</b>      | <b>467,303</b>              |

**CITY OF  
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**5.2 COUNCIL PLAN ACTION PLAN 2020–21****Author:** Coordinator Planning and Reporting**Reviewed By:** General Manager Governance and Engagement

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**EXECUTIVE SUMMARY**

Council is required by the *Local Government Act 1989* ('the Act') to prepare a Council Plan that contains the strategic objectives of Council, strategies for achieving those objectives and indicators to monitor the achievement of the objectives.

Each year, Council adopts an annual Council Plan Action Plan that sets out in more detail how the objectives of the Council Plan will be achieved during the forthcoming year of the plan.

The draft Council Plan Action Plan 2020–21 (refer **Appendix A**) addresses the fourth year of the Council Plan 2017–21 and clearly articulates Council's priorities and initiatives towards achieving its Vision of 'Greener, Bolder, More Connected City'.

As the 2020/21 budget reflects, many Council services and programs have been directly impacted by the COVID-19 pandemic and the Council Plan Action Plan also highlights a number of the key activities occurring as part of Council's COVID-19 Community and Local Business Resilience and Recovery Package. This support package has a total direct value of \$11.3m.

It is important to note that whilst these additional measures have been recognised in the Council Plan Action Plan, this is not a comprehensive list of all of the Council activities occurring which are aimed at supporting the community in light of the pandemic. In a context where Council's own finances have been significantly impacted by COVID-19, many Council services and programs have been significantly adapted in new and innovative ways to ensure that we can be agile and continue to meet the needs of our community. Many Council staff have been redirected to our work supporting those most vulnerable and a dedicated recovery team comprising community and economic development specialists from across the organisation has also been established.

|                       |
|-----------------------|
| <b>Recommendation</b> |
|-----------------------|

**That** Council adopts the Council Plan Action Plan 2020–21

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**BACKGROUND / KEY INFORMATION**

Council is required by the *Local Government Act 1989* to prepare a Council Plan that contains the strategic objectives of Council, strategies for achieving those objectives and indicators to monitor the achievement of the objectives. (Note, the 1989 Act remains in effect with regard to the Council Plan until 24 October 2020, at which time the relevant sections of the new *Local Government Act 2020* will be proclaimed). Each year, Council adopts an annual Council Plan Action Plan that sets out in more detail how the objectives of the Council Plan 2017–21 will be achieved during the forthcoming year of the plan.

The draft Council Plan Action Plan 2020–21 outlines actions to meet our challenges, to involve the community in decision making and to build a thriving, resilient and equitable city while addressing critical issues of climate change, population growth and growing inequality.

### **Previous Council Resolution**

At its meeting held on 22 June 2017, Council resolved:

*‘That Council:*

*4) Notes an Action Plan will be developed with Council annually over the four year Council Plan period to ensure all objectives are met by 2021.’*

## **COMMUNICATIONS AND ENGAGEMENT**

### **Consultation**

The Council Plan Action Plan 2020–21 reflects the outcomes of consultation and engagement with Councillors, members of the community and staff that has occurred as part of the 2020–21 Budget process. It has also been informed by substantial feedback received via various recent community engagement processes including relating to:

- Ruthven Reserve
- Mayer Park Master Plan
- Future Preston
- Northcote Aquatic and Recreation Centre re-development
- Graffiti Management Strategy
- Darebin Waste Strategy
- Streets for People
- Preston Market
- Community Engagement Strategy

### **Communications**

The Council Plan Action Plan 2020–21 will be promoted on Council’s website and through social media. Internally, the document will be promoted on the intranet and via staff newsletters.

Quarterly reporting to Council and the community against the Council Plan Action Plan 2020–21 will ensure that it remains a highly visible document throughout the year.

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 6 - A well governed Council

### **Environmental Sustainability Considerations**

Goal one of the Council Plan Action Plan 2020–21 has considerable focus on environmental issues.

**Climate Emergency**

Actions from the Climate Emergency Plan are incorporated into the Council Plan Action Plan 2020–21.

**Equity, Inclusion and Wellbeing Considerations**

Goal Five of the Council Plan Action Plan 2020–21 focuses on equity and inclusion considerations. Wellbeing considerations are more dispersed through the document.

A number of actions in the Council Plan Action Plan 2020–21 are drawn from Council's COVID-19 Community and Business Resilience and Recovery Package which specifically targets the challenges of the community, particularly regarding equity and wellbeing, during the COVID-19 pandemic.

**Cultural Considerations**

The Creative Culture team was consulted as part of the preparation for this document. In addition to providing an innovative and diverse range of festivals, events and other creative activities, many of the actions listed in this report focus on designing COVID-19 safe artistic experiences that support artists to return to presenting work in Darebin.

**Economic Development Considerations**

Goal Four of the Council Plan Action Plan 2020–21 has considerable focus on Economic Development considerations. A number of actions in the Council Plan Action Plan 2020–21 are from Council's COVID-19 Community and Business Resilience and Recovery Package which specifically targets the challenges of Darebin businesses during the COVID-19 pandemic.

**Financial and Resource Implications**

The Council Plan Action Plan 2020–21 is directly linked to and resourced by the proposed Annual Budget 2020–21.

**Legal and Risk Implications**

Not applicable.

**Operational Impacts**

By regularly monitoring progress through the Quarterly Action Plan Progress Reports, the Council Plan Action Plan 2020–21 will play a key role in driving the performance and priorities of the organisation over the coming financial year.

**DISCUSSION**

The Council Plan Action Plan 2020–21 represents the final year of the Council Plan 2017–21. The Action Plan has been developed with the Council Plan objectives and long-term targets in mind.

It is noted that items in the Council Plan Action Plan 2020–21 associated with Council's COVID-19 Community and Business Resilience and Recovery Package, and other items with a COVID-19 recovery focus, are marked with a symbol/icon.

The Council Plan Action Plan 2020–21 includes 16 ‘Big Actions’ among more than 200 total actions. There are approximately 30 COVID-19 recovery related actions.

Key highlights include:

- A package of COVID-19 Recovery Grants across business, community sporting groups and creative industries
- Implementation of the Electronic Gaming Machine Policy and Action Plan
- Providing a safe environment for school children walking and cycling to school
- Implementation of the project to develop new social housing on a Council car park at Townhall Avenue
- Increasing the number of library events in community languages
- Creation of COVID-19 safe platforms and artistic experiences that support artists and audiences to return to presenting work in Darebin
- Increasing the number of community gardens at Bundoora Park Farm
- Design and construction of play spaces at Ruthven Reserve, Penders Park (stage 2), CH Sullivan Reserve, and Vale Reserve
- Completion of the outdoor courts at the Multi-Sports Stadium
- Implementation of the Age Friendly Darebin Review year two actions
- Increasing tree plantings and canopy in parks, streets and median strips to achieve coverage in line with Council’s Urban Forest Strategy
- Launching the Solar Saver Bulk Buy to support at least 200 households and small businesses to access solar with reputable suppliers and products

## **OPTIONS FOR CONSIDERATION**

The options for Council are to:

- Adopt the Council Plan Action Plan 2020–21 as presented
- Adopt the Council Plan Action Plan 2020–21 with amendments
- Do not adopt the Council Plan Action Plan 2020–21 (not recommended)

## **IMPLEMENTATION STRATEGY**

### **Details**

Progress of the Council Plan Action Plan 2020–21 will be reported to Council on a quarterly basis throughout the coming financial year as part of the Council Plan Action Plan Progress Report.

### **Communication**

The Council Plan Action Plan 2020–21 will be promoted on Council’s website and through social media.

### **Timeline**

Progress against the Council Plan Action Plan 2020–21 will be reported quarterly to Council during the 2020-21 financial year.

**RELATED DOCUMENTS**

- City of Darebin Council Plan 2017–21
- City of Darebin Annual Budget 2020–21
- City of Darebin Strategic Resource Plan 2020–24

**Attachments**

- Council Plan Action Plan 2020-21 (**Appendix A**)

**DISCLOSURE OF INTEREST**

Section 80C of the *Local Government Act 1989* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any direct or indirect interest in a matter to which the advice relates.

The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.





# ACTION PLAN 2020-2021

These are the actions we will be undertaking over 2020-2021 to meet our Council Plan targets.

This action plan will be updated annually with new actions and our progress.











## ACKNOWLEDGEMENTS

### **Aboriginal and Torres Strait Islander people**

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and future. Council also pays respect to all other Aboriginal and Torres Strait Islander communities in Darebin. Council recognises and pays tribute to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people. We acknowledge the leadership of Aboriginal and Torres Strait communities and the right to self-determination in the spirit of mutual understanding and respect.

### **Darebin's Diversity Statement**

The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, talents and aspirations, sexualities, sex and gender identities, ages, occupations, incomes and lifestyles. Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have settled in the municipality and made it their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

# GOAL 1

We will be leaders in creating a sustainable city through local innovation projects that address climate change.

## 1.1 We will become an energy and water efficient city and reduce waste.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:   |
|--|--|
| Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities | Deliver the mobilisation strategy endorsed on 2 December 2019, with input from Climate Emergency Darebin and other community leaders, to strengthen existing community leadership and build a broader movement across Darebin to support the update of Climate Emergency action and initiatives  |
| Create and enact a local Climate Emergency Plan to address and climate change and mitigate risks                                     | Implement key projects from the Climate Emergency Plan including tendering for a supplier to provide renewable energy for Darebin and many other Victorian local governments<br><br>Report on the progress of Council's delivery on the Climate Emergency plan (2017–2021) and in consultation with the community and other stakeholders, develop a new plan for the following four years  |
| Make our Council buildings and car fleet more energy efficient   | Develop technical standards for future Council building projects to support energy efficiency including guidance material for LED lighting, solar panel installation and other energy efficient building improvements<br><br>Improve building energy performance monitoring<br><br>Continue to purchase electric and hybrid vehicles in accordance with Council's Fleet Policy that includes operating within areas where appropriate alternatives exist. Progress the installation of EV charging stations at the Reservoir Operations Centre and additional charging station at the Preston Town Hall site |
| Double solar power from approximately 18,000 kilowatts to 36,000 kilowatts, including for low income households                      | Install 500 solar panels (1,000kW) for 100–200 low income households through the Solar Saver program<br><br>Launch the Solar Saver Bulk Buy to support at least 200 households and small businesses to access solar with reputable suppliers and products<br><br>Provide subsidised LED lighting to support businesses to reduce bills and carbon emissions  |
| Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025   | Develop technical standards for future Council building projects to support water efficiency including guidance material for water tank installation, storm water re-use and greater usage of non-portable water supply both within buildings and for irrigation   |
| Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%      | Increase the amount of food waste collected from the Darebin community through promotion of the introduction of food waste recycling as part of the green waste service<br><br>Deliver an ongoing program of recycling and waste education and communications focussing on 'Recycle Right'<br><br>Implement Darebin's Waste Strategy to deliver on the aspirations of the Climate Emergency Plan 2017–22 by cutting emissions from waste, supporting elimination of single-use plastics and ensuring recycling systems are effective in the long run   |

## 1.2 We will increase sustainable transport through safer streets for walking and cycling, and advocacy for public transport.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| Increase car share bays from 20 to 100   | 60 car share bays are in place, in 2020–21 offer car share companies the opportunity to establish 40 or more bays. It is noted that car share companies are currently reviewing their plans in the context of COVID-19 and the final number of bays will be driven by their interest  |
| Reduce private vehicle use to an average of 13 kilometres per day per person by 2020 (10%)   | <p>Work with Reservoir Views Primary as the third 'Octopus School' to improve safe travel to School</p> <p>Promote and support cycling and walking during COVID-19 and beyond including through events (such as Ride2Work Day) and virtual events and promotions</p>  |
| Dramatically increase opportunities for walking and cycling – with our biggest ever single investment of \$6 million in the first year of this plan – including converting some roads into shared streets where green space, walking and cycling take priority | <p>2020–21 is the fourth year of works in the capital works program. Works to be constructed this year include:</p> <ul style="list-style-type: none"> <li>- Four pedestrian and bike rider safety treatments along the Mernda Rail-line Streets for People corridor</li> <li>- Traffic signals and path improvements at the Cheddar Road and Dole Avenue intersection</li> <li>- Four treatments, including a temporary road closure/pocket park along the Preston Activity Link Streets for People corridor</li> <li>- Three treatments in the Croxton West area along Leinster Grove and Woolhouse Street</li> </ul> |
| Reduce the speed limit to 40 kilometres across 30% of the municipality   | Implement further speed limit reductions to 40km/h in the Northcote and Thornbury areas of Darebin to achieve over 35% of local roads operating at 40km/h   |
| Increase cycling by 12%  | <p>Improve bike rider safety by delivering priority treatments along the Northcote and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> <li>- Two road safety treatments on James Street and two on Cramer Street in Preston</li> <li>- Five wombat crossings; two on Ethel Street, one on Stott Street and one each on Herbert Street and Hawthorn Road, in Northcote to complete the Mernda Rail-line Streets for People project</li> </ul>   |
| Continue to engage to the community regarding the Preston Activity Link Streets for People corridor in the centre of Preston   | <p>Continue to develop designs for the construction of priority treatments along the Reservoir and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> <li>- Two speed reduction/safety treatments along Cramer Street between St Georges Road and Gilbert Road</li> <li>- Pedestrian and rider safety and access upgrades near the roundabout of Broadhurst Avenue and Radford Road</li> </ul>  |
| Replace \$5.6 million of damaged footpaths and increase satisfaction with footpath maintenance to above 80%  | Deliver 100 percent of the Footpath Renewal Program and continue to improve on the satisfaction in the footpath network   |



# GOAL 1

## 1.2 We will increase **sustainable transport** through safer streets for walking and cycling, and advocacy for public transport.

### Targets from our 4-year Council Plan:

Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne

Advocate to the Victorian Government to:

- increase the frequency of train, tram and bus services
- fast track the Clifton Hill metro upgrade to improve train services to South Morang
- extend the number 11 tram route to Edwardes Street
- upgrade of 14 tram stops on tram route 86 to accessible tram stops

### 2020–2021 actions working towards targets:

Design and construct the shared path connection from the northern side of La Trobe University to Plenty Road

Advocate to the State Government for improved east-west transport connections throughout Darebin

Advocate for more frequent services on all public transport in supporting the recovery efforts from the COVID-19 pandemic

Collaborate with the wider northern Melbourne region of councils for permanently improving bus services across Darebin

Work with other impacted local governments and the Metropolitan Transport Forum to advocate to the Victorian Government to commit to the delivery of the Melbourne Metro Two Project

Advocate to the State Government and relevant Ministers for the prioritisation of the delivery of accessible tram stops along tram route 86

Advocate to the State Government and relevant Ministers for the fast delivery of safe infrastructure to improve safety of people choosing to ride and walk to work during and following the COVID-19 pandemic **C-19**

Continue to advocate for funding for walking improvements on arterial roads, including pedestrian crossings



### 1.3 We will expand and improve our network of open and green spaces, parks and natural environments to provide the lungs for our city and reduce the impacts of climate change.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:  |
|---|---|
| <p>Create a Darebin Nature Trust, capitalised with \$10 million over this plan, to increase open space and native vegetation and ensure all residents live within 500 metres open space</p> | <p>Support the Darebin Nature Trust (DNT) to provide advice to Council on biodiversity and open space matters, including advice on rewilding, community programs, advocacy, biodiversity management and the implementation of <i>Breathing Space: The Darebin Open Space Strategy</i></p>   |
| <p>Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%</p>   | <p>Monitor and manage sediment levels in Edwardes Lake and Leamington Street wetlands</p> <p>At Donath Dole Reserve, extend the current footpath to increase community access to a larger area of the park</p> <p>Create a pocket park at Oakover as part of the implementation of the Junction Urban Master Plan (JUMP)</p> <p>Rewild parks across Darebin including at Mayer Park; Donath Dole Reserve; Oldis Gardens; Robinson Capp Reserve; Hayes Park; Larkin Reserve; McDonnell Park; Ruthven Reserve</p> <p>Renew assets identified by the Park Asset Data collection process</p>  |
| <p>Grow our urban forest by 7,600 trees to increase tree coverage on public land by 15%</p>   | <p>Increase tree plantings and canopy in parks, streets and median strips to achieve coverage targets in line with Council's Urban Forest Strategy</p>  |
| <p>Install rain gardens/water sensitive urban devices to improve the condition of our waterways</p>   | <p>Investigate a scheme that would allow developers to voluntarily fund Water Sensitive Urban Design (WSUD) in the neighbourhood rather than installing WSUD on site as required by the Planning Scheme</p> <p>Undertake research into the use of permeable paving that will enable water to sink into the ground and water table leading to the improved condition of our waterways</p> <p>Incorporate rain gardens/Water Sensitive Urban Design into civil works, where appropriate</p> <p>Ensure planning approvals require larger developments to construct and/or contribute funds toward water sensitive urban design installations</p> |



# GOAL 2

We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.

## 2.1 We will ensure health and social services meet our community's needs across their life-course.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:  |
|---|---|
| <p>Continue to design and invest in community services and programs that improve health and wellbeing and maintain overall satisfaction above 85%</p> | <p>Undertake surveys in the East Preston and East Reservoir neighbourhoods to inform community development and wellbeing priorities</p> <p>Review the Health and Wellbeing Plan with learnings from COVID-19 <a href="#">C-19</a></p> <p>Continue to connect residents to:</p> <ul style="list-style-type: none"> <li>- Council's Community Navigation Support and Social Connection Programs <a href="#">C-19</a></li> <li>- Emergency relief agencies and wellbeing services <a href="#">C-19</a></li> <li>- Partner with Darebin Information Volunteer Resource Service (DIVRS) and local services to support vulnerable young people and their families' access emergency relief, support and material aid <a href="#">C-19</a></li> </ul> <p>In partnership with the Darebin Best Start Aboriginal Reference Group deliver the biennial 'Welcome Baby to Country' event to connect to welcome the new generation of Aboriginal babies and toddlers in Darebin to Wurundjeri Country</p> <p>Deliver the Addressing Intergenerational Isolation COVID 19 Resilience and Recovery Project <a href="#">C-19</a></p> <p>Review Council's Pandemic Sub-plan following the conclusion of COVID-19</p> |
| <p>Increase immunisation rates to 95% as per the WHO Global Vaccine Action Plan 2011-20</p>   | <p>Increase immunisation rates through targeting Early Years services for vulnerable children</p>   |
| <p>Increase our health checks, through innovative approaches to communication and conversation with families</p>                                      | <p>Increase the number of Aboriginal and Torres Strait Islander families accessing and remaining engaged with the Maternal and Child Health service through the employment of an Aboriginal Maternal and Child Health Nurse</p> <p>Increase the use of digital platforms such as social media and telehealth in the delivery of health checks and support services to children, young people and their families to improve social, health and wellbeing outcomes <a href="#">C-19</a></p>   |
| <p>Create a new park, playground, oval and children's hub on the site of the old Ruthven primary school in Reservoir</p>                              | <p>Following the adoption of the Ruthven Masterplan, make improvements to the park on the site of the old Ruthven primary school to maximise its natural bushland character. This will include a new planting program for rewilding, and the design and construction of a new playspace. Progress plans to rename the park in consultation with the local Wurundjeri people</p>   |



| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:   |
|---|--|
| <p>Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment</p>                                    | <p>Implement Council’s Youth Services Strategy Action Plan 2019–21, in collaboration with the Youth Citizens Jury</p> <p>Deliver an additional five pre-employment skill development training programs, to young people to increase their job readiness and employability</p>          |
| <p>Review our aged care services in light of Federal Government changes and maintain short waiting times for our aged care services, keeping levels of satisfaction above 85%</p> | <p>Implement the Age Friendly Darebin Review Year Two actions</p> <p>Continue to support the community’s recovery from COVID-19 impacts through the Community Navigation Support and Social Connection Programs <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p> |
| <p>Build four Changing Place facilities which are fully accessible public toilets with change tables and hoists for people with severe or profound disability</p>                 | <p>Complete the construction of the Edwardes Lake Park changing place facility</p>   |
| <p>Ensure our food and health businesses maintain high standards of public health and safety</p>  | <p>Ensure our food and health businesses maintain high standards of public health and safety</p>   |



# GOAL 2

## 2.2 We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:  |
|---|---|
| Build or upgrade 24 play rounds, including one for all abilities, in consultation with local children                                       | Design and construction of playspaces at Ruthven Reserve, Penders Park (stage 2), CH Sullivan Reserve, Vale Reserve, and Ruthven Park   |
| Continue to upgrade our sports grounds and facilities   | <p>Complete new designs for the redevelopment of the pavilion and grandstand at Bill Lawry Oval, Northcote to maximise community access and participation</p> <p>Complete the KP Hardiman Reserve, Reservoir hockey pitch and lighting replacement project</p> <p>Complete the soccer pavilion replacement at BT Conner Reserve, Reservoir</p> <p>Complete the planning and due diligence to identify the preferred re-development option for the Reservoir Leisure Centre to maximise the health, wellbeing and socio-economic outcomes of the surrounding community</p>   |
| Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women’s sport – at John Cain Memorial Park in Thornbury | <p>Award the construction contract for the Multi-Sports Stadium (MSS) and commence construction</p> <p>Determine and implement the optimal management model that will be utilised for the Multi-Sports Stadium (MSS) once it opens</p> <p>Complete the construction of the outdoor courts at the Multi-Sports Stadium</p>   |
| Redevelop the Northcote Aquatic and Recreation Centre into a \$50M state-of-the-art aquatic centre  | Award the construction contract for the new 6 green-star rated Northcote Aquatic and Recreation Centre facility   |
| Diversify leisure programs to increase participation  | <p>Recommend the Reservoir Leisure Centre Seniors Exercise Program to support health and wellbeing in spaces where seniors meet <a href="#">C-19</a></p> <p>Recommend the Community Gym Program for Reservoir Neighbourhood House members to increase participation, health and wellbeing <a href="#">C-19</a></p> <p>Review the outcomes of the 2010–20 Leisure Strategy and develop a new strategy that identifies programs and partnerships for increased physical activity</p> <p>Recommend the Swim to 50 Program at Reservoir Leisure Centre to provide swim lessons for children from low income and new immigrant families in the community <a href="#">C-19</a></p> <p>Continue to deliver the diverse range of on-line exercise programs developed during the COVID-19 restrictions to maximise access and participation in programs that support physical activity <a href="#">C-19</a></p> <p>Implement the Getting Sports Clubs Back on Track Grants program as part of the COVID-19 Community and Business Resilience Package to enable Darebin’s Sport Clubs to restart activities once restrictions ease <a href="#">C-19</a></p> |

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:   |
|---|--|
| <p>Increase participation for girls, women and low income residents by reviewing the “inclusivity” of facilities and programs and reducing barriers such as fees or perceptions of safety</p>       | <p>Review the Performance Subsidy Program to support Darebin’s community sports clubs to maximise equity participation outcomes</p> <p>Report on the second year of outcomes and achievements of the Promoting Women and Girls in Sport Partnership Agreement and use this evident to determine the next phase of the partnership</p> <p>Review and implement new licence/seasonal agreements to assist Darebin’s sports clubs to maximise access, equity and participation outcomes</p>   |
| <p>Re-develop six senior citizen centres to increase group usage by 5%</p>  | <p>Maximise access to the newly refurbished Senior Citizen Centres</p> <p>Work in collaboration with community groups</p>  |
| <p>Activate Darebin with arts and culture, making it more visible and encouraging a spread of activity across the municipality, throughout the calendar year, at all times of the day and night</p> | <p>Design and deliver seasonal festivals aligned to COVID-19 safe festival and events protocols <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p> <p>Support artists and festival producers through artistic commissions to deliver a range of initiatives as part of FUSE festival</p> <p>Through Darebin’s Arts venues, provide opportunities for the creative and cultural sector to engage, develop and deliver a range of creative activity as follows:</p> <ul style="list-style-type: none"> <li>- Produce and deliver an innovative and diverse season of production and creative developments through the Speakeasy program at Northcote Town Hall Art Centre</li> <li>- Produce and deliver a season of Arts productions directed at elderly citizens through our ‘Morning Music’ program at the Darebin Art Centre</li> <li>- Produce and deliver a range of productions that engages local families and children both as participants and as audiences</li> <li>- Produce and deliver the annual Mayor’s Writing Awards</li> <li>- Provide ongoing support for artists and the development of new theatrical works</li> </ul> |
| <p>Grow the reach of the Bundoora Homestead Arts Centre</p>   | <p>Deliver an online and refocused version of the biennial Darebin’s A1 Salon to support local visual artists of all ages across Darebin to exhibit new works</p> <p>Establish the newly formed Art and Heritage panel to support and inform Council’s policies and initiatives aligned to its collections</p> <p>Design and deliver an exhibition in partnership with Midsummer Festival to showcase the work of emerging artists who identify as LGBTIQ</p>  |



# GOAL 2

## 2.2 We will expand opportunities for participation and social connection through sport, physical activity, arts, culture and other leisure activities.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:   |
|---|--|
| Increase and diversify audiences, supporting innovation in arts programming and maintaining high levels of satisfaction in festivals and events above 90%                           | Create COVID-19 safe platforms and artistic experiences that support artists and audiences to return to presenting work in Darebin <a href="#">C-19</a>  |
| Increase and diversify participation in local food production   | Run Backyard Harvest events within the FUSE festival to help community learn from and inspire each other in regards to local food production<br><br>Increase the number of community gardens at the Bundoora Park Farm                         |
| Develop a partnership model with the not-for-profit and community sector to utilise their knowledge, skills and expertise to deliver enhanced program and service delivery outcomes | Strengthen partnerships with agencies, the neighbourhood house network and not-for-profit organisations, to deliver programs and services, as part of a COVID recovery responding to current and emerging vulnerabilities <a href="#">C-19</a> |



**2.3 We will expand lifelong-learning opportunities, to enable local people to learn, develop their interests, and secure good quality work.**

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:  |
|---|---|
| Work with all families, particularly those that are vulnerable, to increase kindergarten participation  | Deliver an infrastructure, workforce and service review that responds to the introduction of government subsidised three-year-old kindergarten program and identify options that meet future community needs  |
| Ensure community participation in the operation and management of the East Preston Community Centre and create a program of events that engages its local population to improve community participation and social inclusion  | Transition the East Preston Community Centre to a lead tenant model by June 2023, informed by engagement with East Preston communities  |
| Diversify and increase library use by: using technology to make library services accessible, creating destinations that support flexible, individual and community learning and work and increasing the different formats in which materials, information, services and programs are provided | <p>Review and implement revised library fines and charges to reduce barriers to use</p> <p>Increase the number of library events delivered in community languages</p> <p>Implement the Aboriginal and Torres Strait Islander protocols for libraries, archives and information services, to increase partnerships with Aboriginal organisations and access and service relevance to Aboriginal people</p> |



## GOAL 3

We will ensure our planning system facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community.

**3.1** We will encourage and facilitate **appropriate high-quality development in identified areas** to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:   |
|--|--|
| <p>Review the planning scheme to ensure it can deliver our vision and meet the changing needs of the community, while increasing protection for valued neighbourhood character</p>   | <p>Strengthen standard planning permit conditions to improve the quality of design and sustainability in planning applications</p> <p>Assess the impact of COVID19 particularly in regards to affordable housing and the economy</p> <p>Translate the local content of the Darebin planning scheme into the new state format (including a new Municipal Planning Strategy) for review by the Department of Environmental Land Water and Planning, and for Council to consider seeking an amendment to the local Planning Scheme</p>  |
| <p>Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality</p>   | <p>Release new residential design guidelines as a tool to improve the quality of design and sustainability in planning applications</p> <p>Establish a long term 50-year Vision for the City, informed by extensive community and stakeholder engagement, to guide planning, growth and development</p> <p>Achieve a median time taken to resolve planning compliance matters of 30 days and increase confidence in the Darebin Planning Scheme and planning decisions</p> <p>Champion high standards for design excellence in private development in Darebin, through the City Designer who works with planning permit applicants and their designers to raise the quality of design in applications</p> <p>Develop a vision and built form guidelines for Heidelberg Road to guide high quality development, including consultation with the surrounding community</p> |
| <p>Finalise a vision for a new suburb in the Northland precinct which could eventually cater for over 20 000 new residents over the next 20 years. The largest urban renewal project in Melbourne's north for decades, it will include new housing, public transport, business, community facilities, creative spaces and open space</p> | <p>Council has done significant planning towards a future suburb in the Northland precinct, however, the State Government has recently made some quite significant policy changes around industrial land, and the impacts on the local economy of COVID-19 also mean that this planning needs to be revisited. In 2020–21 the impact on the local economy will be assessed, but specific planning relating to the Northland precinct is not planned to progress, but in future years</p>   |
| <p>Create plans to revitalise Central Preston</p>  | <p>Complete the Preston Library Feasibility Study and determine the next steps</p> <p>Advocate for good planning outcomes at the Preston Market Precinct through the Victorian Planning Authority's planning process</p> <p>Seek community feedback on a draft Urban Design Framework for Central Preston as part of the Future Preston project, and prepare a Central Preston Structure Plan that provides a framework to guide future development in the area</p> <p>Assist and establish a business led association for Preston Central</p>   |





| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| <p>Use the grade separation projects as an opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling</p> | <p>Council successfully advocated for removal of four level crossings through the Preston area and in 2020–21 will advocate for excellent design and to ensure that construction is managed so it minimises disruption and supports business and community through that time. Council’s work will include review of state government designs and plans and working with the state government to integrate creative outcomes in rail infrastructure projects at Preston Market and Bell Stations</p> <p>During any disruption from the Level Crossing Removals, Council will help traders and community minimise the impact and will encourage our community to shop locally</p> |
| <p>Increase the public open space levy to create more open space, particularly in urban renewal areas</p>  | <p>In 2020–21 Council expects to further progress this multi-year project to increase the open space levy. This year this is expected to include presentation to a Planning Panel and seeking authorisation from the Minister for Planning. It is expected to complete in the 2021–22 financial year</p>  |
| <p>Require developers to contribute to infrastructure to support population growth through a Developer Contribution Scheme</p>   | <p>In 2020–21 Council expects to seek authorisation from the Minister for Planning to consult on a proposal for new Developer Contributions Plan that would ensure that developers contribute financially to Council infrastructure as the population grows</p>   |
| <p>Collaborate with the Victorian Government to plan high quality public housing and examine opportunities for social housing to be provided on Council owned land</p>                   | <p>This year of the program will investigate further sites that can be used for affordable housing and update the Darebin Housing Strategy and Neighbourhood Character guidelines</p> <p>Continue to implement the project to develop new social housing on a Council car park at Townhall Avenue, including lease execution, project management, consultancy and legal investigations to progress the project</p>  |



# GOAL 3

## 3.2 We will support our creative industries to ensure the city grows as a significant **arts and creative** centre.

| Targets from our 4-year Council Plan:   | 2020-2021 actions working towards targets:   |
|---|--|
| Support a diversity of artists and creative organisations across all career stages and practices, through the provision of dedicated arts and cultural spaces locally and by creating diverse and flexible investment models and programs | Implement the following COVID 19 Recovery projects including: creative collaborations; cultural infrastructure grants, arts partnership support recovery program, online recovery program to support Darebin’s creative vibrancy by assisting artists to sustain their practice and connect to colleagues through web-based media <a href="#">C-19</a><br><br>Expand and consolidate the cultural licensee program at Northcote Town Hall Art Centre and Darebin Arts Centre |
| Ensure our art collections are available for the enjoyment of the community and future generations  | Provide virtual access to at least 100 percent of the Darebin Indoor and Outdoor Art Collection through the online catalogue   |



### 3.3 We will manage local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

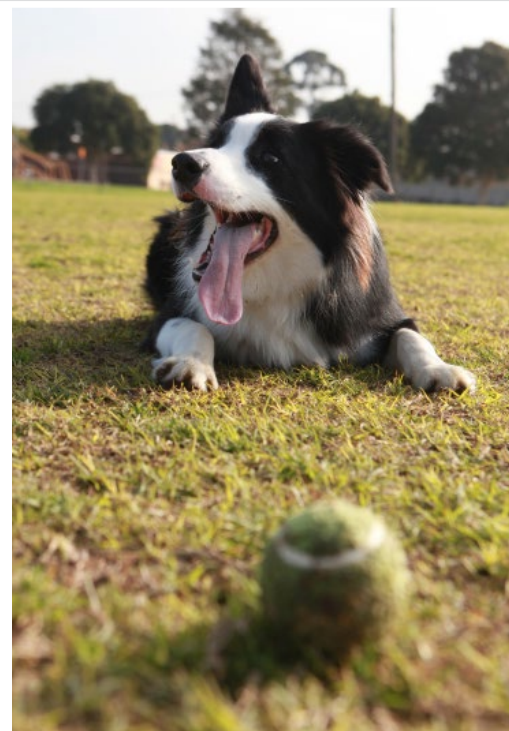
| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| Reduce crash rates on roads by introducing traffic management measures on the highest risk roads   | Complete up to three grant funding applications for local blackspot safety improvement projects and construct 10 traffic management measures to improve road safety   |
| Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%   | Ensure all road reconstruction and road reseal projects contain a maximum permissible recycled content to improve the sustainability of Council’s civil construction practices  |
| Improve or maintain satisfaction with public spaces to above 80%   | Protect and enhance urban character by regulating tree removal and pruning on private property within Darebin and completing replacement planting with species suitable to local vegetation and site constraints  |
| Increase streetscapes amenity by working with traders to install bins, recycling bins, bicycle hoops, seats, natural shade; and finding novel ways to deal with graffiti on both public and private property | <p>Embed good streetscape design into any Council re-development projects, such as Streets for People. Undertake advocacy for good streetscape outcomes with State Government bodies, including the Level Crossing Removal Authority and VicTrack</p> <p>Engage with local business associations and stakeholders on local improvements for activity centres</p> <p>Engage with local business associations and stakeholders on small scale targeted streetscape improvements to support activity centres to come back to life post COVID-19 including improvements at: Yarra Ave/Boldrewood, Reservoir, McMahn/Boldrewood, Reservoir and Plenty/Tyler, Reservoir <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p> <p>Ensure new development within the activity centres funds the upgrade and improvement of adjacent streetscapes</p> |
| Install and advocate for improved and more sustainable street lighting in areas of need and safety concern   | Deliver two whole-of-place audits in Preston and Reservoir to identify actions that improve perceptions of safety and reduce the opportunity for crime  |
| Improve people’s perceptions of safety to above 80%  | <p>Deliver community safety infrastructure projects including Main Drive, Bundoora Lighting upgrade that respond to data about gendered experience in public spaces and improves perceptions of safety</p> <p>Continue to provide a safe environment for school children walking and cycling to school and ensure that 90 percent of primary schools within the city participate in Council’s School Crossing Education program</p> <p>Continue to implement the Graffiti Strategy 2019-23</p> <p>Complete 12 street art murals across the municipality to minimise graffiti occurring at hot-spot locations, while improving amenity</p>   |



# GOAL 3

## 3.3 We will manage local roads, buildings and public spaces to make our city safer, cleaner and more attractive.

| Targets from our 4-year Council Plan:  | 2020-2021 actions working towards targets:  |
|--|---|
| <p>Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy</p> | <p>Reduce the number of domestic animals directed to re-homing programs and increase the number of domestic animals registered in the municipality and lost animals returned directly to their owner</p> <p>Incorporate signage and design into public spaces to support dog walking as well as other users in line with the updated Open Space Strategy and balance community needs</p> <p>Deliver Year four actions identified in the Domestic Animal Management Plan and continue to encourage the responsible ownership of domestic animals</p> |
| <p>Help minimise the disruption caused by development</p>  | <p>Apply planning permit conditions that require better construction management in major developments and review opportunities to strengthen the local law in regard to disruption related construction matters</p> <p>Assist the community and local business to plan for and manage disruption associated with the State Government’s level crossing removal construction activity in Preston and Reservoir and advocate to State Government to minimise disruption</p>   |
| <p>Address compliance issues with a high risk to public safety as a priority</p>   | <p>Support the Victorian Building Authority as the lead agency to respond to identified combustible cladding risks</p> <p>Conduct regular inspections and achieve swimming pool and boarding house compliance with regulations</p>  |

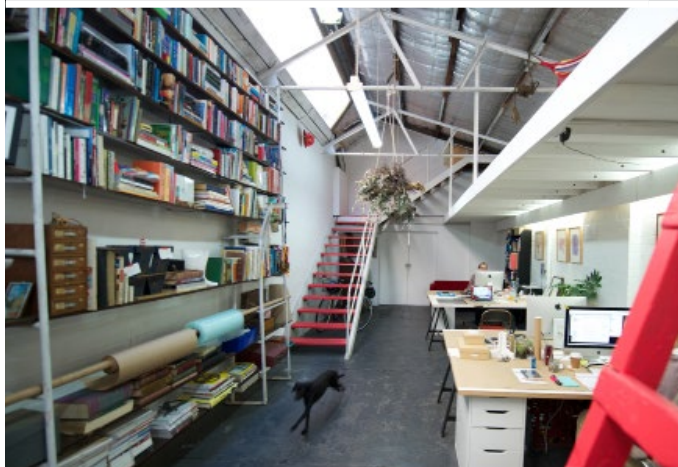


# GOAL 4

We will **support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive.

**4.1** We will foster an environment that ensures our **local businesses** succeed  
- from large industries to microbusiness and freelancers.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:  |
|---|---|
| <p>Increase local business of all kinds, including the micro businesses, freelancers, social enterprises and Non-Government Organisations that are emerging in our increasingly service based economy</p>   | <p>Support businesses through the COVID recovery including:</p> <ul style="list-style-type: none"> <li>- Continuation of the Business Support line until December (and possibly longer dependent on demand)</li> <li>- Deliver a range of business development and industry support programs <span style="border: 1px solid black; padding: 0 2px;">C-19</span></li> </ul> <p>Undertake a promotional campaign and place-based activities which showcase Darebin businesses and retail precincts <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p> <p>Support and promote the work of Darebin based social enterprises</p> <p>Deliver food handler information sessions to support new and existing food businesses in food safety education</p> |
| <p>Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities</p>  | <p>Assist businesses and employers to access employment services, support and create pathways for Darebin’s job seekers <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p> <p>Deliver targeted support to Community Managed Kindergarten and Child Care Services COVID 19 Resilience and Recovery Package Project <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>  |
| <p>Increase the number of businesses doing better because of our assistance with:</p> <ul style="list-style-type: none"> <li>- digital access and capability</li> <li>- environmental performance</li> <li>- export capability</li> <li>- attraction of visitors</li> </ul> | <p>Deliver a series of workshops assisting businesses to improve their digital and financial capabilities in response to the impacts of COVID 19 <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>   |
| <p>Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively</p>   | <p>Council has investigated high level technology options for sensors and signage to help people identify where parking is, however given the current drop in parking demand related to COVID19, there are not plans to progress this further in the 2020–21 year <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>  |



# GOAL 4

**4.2 We will enable and activate space, including vacant shopfronts and Council facilities, to accommodate different businesses and industries.**

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:   |
|---|--|
| Increase the number of vacant shops reactivated with creative businesses  | Deliver the Active Space Program in partnership with landlords and real estate agents in vacant shops in Darebin to enable start-up businesses to trial their businesses and increase visual amenity and beautification through commissioning artwork from local artists in vacant shop windows <a href="#">C-19</a> |
| Repurpose Council facilities to support business. For example, we have developed one of Australia’s most successful local business incubators in a Council building, and we are exploring co-working in our libraries | Support businesses operating in Council facilities, including the Melbourne Innovation Centre  |

**4.3 We will pursue regionally significant economic opportunities to drive growth and sustainability for our region.**

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| Continue to advocate for actions in regional partnership plans that will create regional economic growth | Advocate for regional economic growth through enhanced partnerships with regional economic bodies such as North Link, Northern Council Alliance, Metro Partnerships and La Trobe and implement regional strategies, such as the Melbourne’s North Food and Beverage Growth Plan |





# GOAL 5

We will lead on equity and recognise our **diverse community as our greatest asset** for solving future challenges.

**5.1** We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:   |
|--|--|
| <p>Develop and implement strategies and programs that build social cohesion</p>  | <p>Deliver an Employment Forum in partnership with the Darebin Intercultural Centre and Welcoming Cities for local communities and organisations in Darebin (see 5.2 for Reference Group)</p> <p>Update and implement the Darebin Welcoming Cities Action Plan to reflect impacts of COVID-19 to prioritise actions in the Welcoming Cities Standards</p>  |
| <p>Implement our equity and inclusion audit vigorously across the work under this plan to ensure we:</p> <ul style="list-style-type: none"> <li>- foster participation by diverse population groups in our services, facilities and programs</li> <li>- improve the resources of our low income residents, and address inequalities in outcomes between the north and south</li> <li>- combat discrimination, racism, sexism, homophobia and transphobia</li> <li>- work together on projects identified by local communities who experience social and economic disadvantage</li> </ul> | <p>Undertake at least 20 Equity Impact Assessments to ensure that Council services, facilities and programs address the needs of the most vulnerable cohorts as outlined in the Towards Equality Framework</p> <p>Undertake Equity Impact Assessments of all projects within Council's COVID-19 Recovery Package to ensure that package is responsive to the diverse needs, experiences and human rights impacts <b>C-19</b></p> <p>Ensure that Council's policies, strategies and plans reflect and embed the goals and principles of the Towards Equality Framework</p> <p>Ensure that our multicultural and multifaith communities are supported with reference to financial hardship, discrimination based on race/culture and other forms of vulnerabilities</p> <p>Implement the Gender Equity and Preventing Violence Against Women Action Plan 2019 - 2023 specific actions to include:</p> <ul style="list-style-type: none"> <li>- Focusing on Early Childhood - challenge rigid gender roles and stereotypes and promote respectful relationships</li> <li>- Incorporate targets for women's participation in the development of the Leisure Strategy</li> <li>- Undertake a gender equity workforce audit</li> </ul> <p>Deliver a job ready program, in partnership with a local jobs provider organisation, for diverse community members from low socio-economic backgrounds who are unemployed, underemployed, or have a disability</p> |





# GOAL 5

## 5.1 We will ensure our services, facilities and programs benefit all, including our most vulnerable.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| <p>Continue to take direct action to support marginalised and vulnerable population groups, including by:</p> <ul style="list-style-type: none"> <li>- improving the access and inclusion of people with disability across the city</li> <li>- providing community grants and other support to community organisations</li> <li>- establishing a better home for our Intercultural Centre and its programs</li> <li>- reviewing our Community Communication Strategy and multilingual telephone service against the 2016 Census to ensure residents can access our services and information in different languages</li> </ul>  | <p>Implement project partnership to support and promote culturally diverse artists responding to the dominant culture in ways that builds empowerment and self-determination</p> <p>Develop and deliver age friendly focused AMPLIFY, as part of FUSE autumn 2020–21</p> <p>Endorse and implement a new community-led Disability Access and Inclusion Plan for Darebin</p> <p>Reach out to and prioritise disadvantaged and culturally and linguistically diverse communities for participation in the Solar Savers program</p> <p>Construct up to three upgrades to existing disabled parking spaces serving activity centres or schools that improve user safety and accessibility. Install 5 new disabled parking spaces in residential areas in response to community needs</p> <p>Establish a community reference group to inform the design and construction of a new home for the Darebin Intercultural Centre</p> <p>Promote and communicate the Language Aide and Multilingual Service so residents can access our services and informant in different languages</p> |
| <p>Advocate to:</p> <ul style="list-style-type: none"> <li>- reduce our high level of poker machine losses               <ul style="list-style-type: none"> <li>- \$230,000 losses every day, higher than the annual Victorian average</li> </ul> </li> <li>- support newly arrived residents, refugees and asylum seekers. Darebin is a Refugee Council of Australia “refugee welcome zone”. We welcome them, uphold their human rights, and demonstrate compassion as they integrate into our communities</li> <li>- address homelessness and housing affordability</li> <li>- support and participate in community campaigns that are consistent with our goals and values</li> </ul> | <p>Implement the Electronic Gaming Machine Policy and Action Plan 2018–2022 specific actions to include:</p> <ul style="list-style-type: none"> <li>- Review Council’s Planning Scheme to consider an EGM planning policy</li> <li>- Undertake communications that increase awareness of the gambling harm and losses to pokies</li> <li>- Work in partnership with others to support those who have reduced their gambling during COVID 19 <a href="#">[C-19]</a></li> </ul> <p>Continue to deliver human rights campaigns, events and programs protecting the rights of all people, to live without fear and with freedom, respect, equality and dignity</p> <p>Continue to advocate for changes in policy and funding with Federal and Victorian Governments relating to COVID 19 impacts <a href="#">[C-19]</a></p> <p>Support community campaigns that are consistent with our goals and values in line with an approved advocacy strategy</p>   |
| <p>Eliminate barriers to hiring a diverse workforce, such as language and the reach of our advertising and increase intercultural competency of our workforce</p>  | <p>Continue to implement the Local Diversity Through Inclusion (Pathways to Employment) Strategy. Minimise barriers to diversity in the workplace through the review of internal recruitment policies and processes. Identify and deliver programs that improve employment pathways for the community</p> <p>Develop and deliver Aboriginal and Torres Strait Islander and refugee mentoring programs across Council and increase the number of employment opportunities within Council for Aboriginal and Torres Strait Islander Employees including selective use of special measures provisions within the <i>Equal Opportunity Act 2010</i></p>   |

## 5.2 We will bring the ideas of our diverse community into our decision-making.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:   |
|--|--|
| Build trust in government by strengthening active community networks and supporting their initiatives  | Deliver a package of COVID 19 Recovery Grants across business, community, sporting groups and creative industries   |
| Diversify and increase the number of individuals, organisations and community collaborations actively linked to Council, to ensure decision-making for complex problems includes all interests | Develop a child and youth engagement protocol to support engagement of children and young people across Council, in partnership with Melbourne University and the Young Citizens Jury  |
| Explore and implement solution based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback             | Review, implement and monitor the Community Engagement Strategy and Framework to ensure it meets the community engagement requirements included in the new <i>Local Government Act 2020</i>  |
| Reconfigure our community advisory structures to facilitate more targeted and impactful opportunities for community decision-making  | Support the implementation of new terms of reference for our community advisory committees to ensure consistency and clarity of purpose  |
| Provide facilitation and governance training for councillors to ensure they can effectively run community forums and meet the challenges of operating in an increasingly complex environment   | Provide community-focused facilitation and governance training to councillors as part of the councillor induction process after the 2020 election  |
| Increase citizen participation in council meetings   | The development and implementation of new Governance Rules and the Community Engagement Policy, as required by the <i>Local Government Act 2020</i> , are anticipated to incorporate processes for greater citizen participation in Council meetings. This will result in increased opportunities for those who may be impacted by a Council decision, to have their views heard |
| Maintain satisfaction in Council decisions at above 80%  | Review report templates and provide training to staff to ensure reports are succinct, evidence based, supported by relevant policy and/or plans, and clearly explain recommendations and proposed outcomes   |
| Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community   | Implement and monitor the Advocacy Strategy to support key Council strategies and priority initiatives   |

## GOAL 6

We will be good custodians of the organisation, transparent, and upfront with the community regarding our statutory obligations.

**5.3** We will be responsive and respectful to the current and emerging aspirations of **Traditional Owners and Aboriginal and Torres Strait Islander communities** in Darebin.

| Targets from our 4-year Council Plan:                           | 2020–2021 actions working towards targets:  |
|---|---|
| Actions will be determined by our Aboriginal Advisory Committee | <p>Continue to partner with the Darebin Aboriginal Advisory Committee to identify and implement programs that improve outcomes for our Aboriginal and Torres Strait Islanders workforce and community</p> <p>Implement the Darebin Aboriginal and Torres Strait Islander Action Plan 2017–2021 including specific actions:</p> <ul style="list-style-type: none"><li>- Deliver a Darebin Schools Yarning Conference that celebrates the 2020 NAIDOC theme</li><li>- Increase recognition and visibility of the Aboriginal culture through re-naming Council meeting rooms in Woivurrung language</li></ul> <p>Implement Aboriginal and Torres Strait Islander Employment Strategy actions to achieve a minimum of 3% employment of Aboriginal and Torres Strait Islander people</p> |



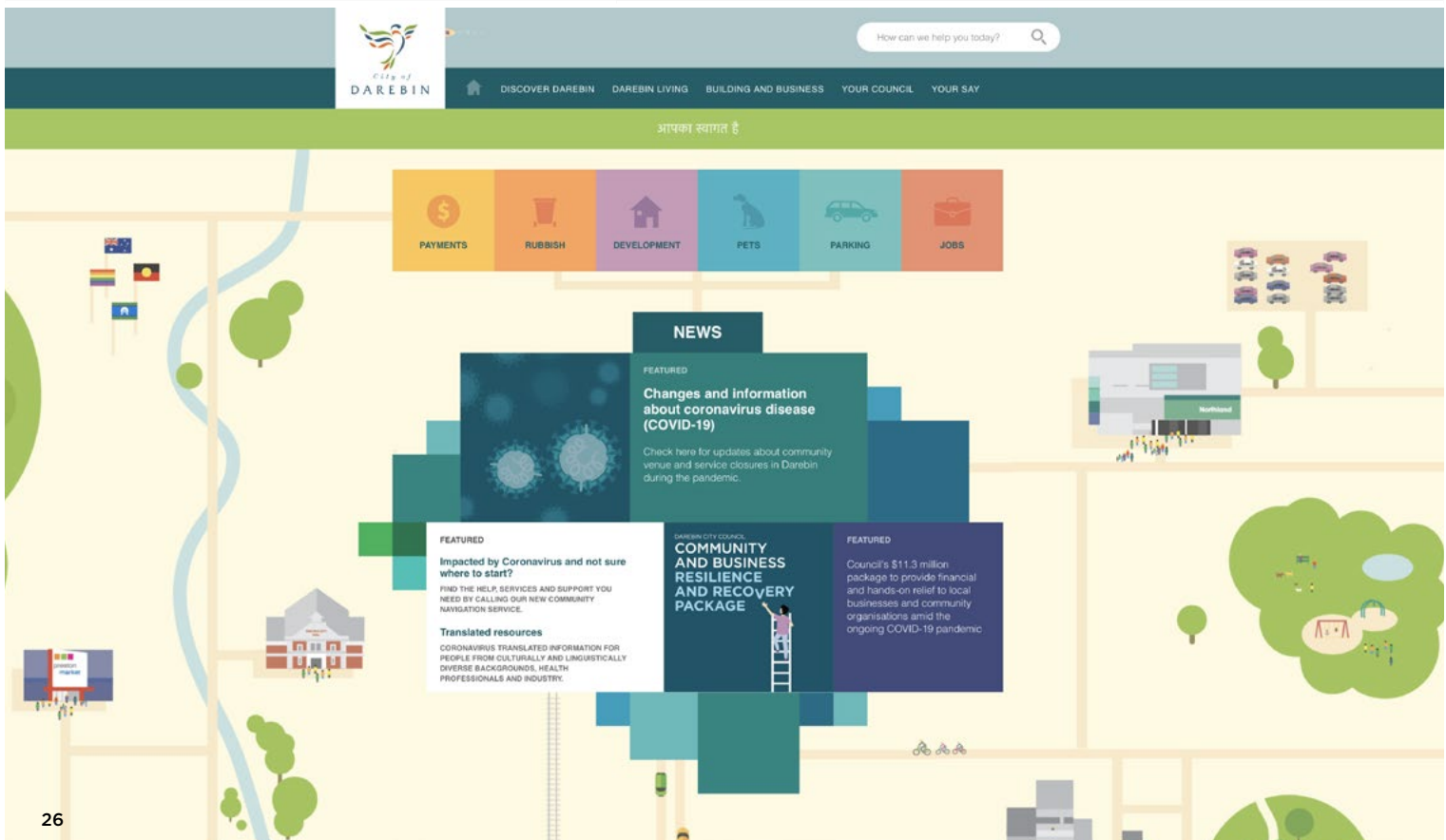
## 6.1 We will implement the best delivery models to optimise efficiency and value.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| Continue to deliver our services standard through continuous improvement bench marked against best practice in local government service delivery                               | Implement the new Asset Management Strategy to ensure that service delivery is provided in a financially sustainable, customer-centric and effective  |
| Review all our service delivery to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community | <p>Continue to improve permit processes for businesses to make it simpler to do business in Darebin</p> <p>Consider ongoing workplace efficiency, flexibility and service improvement opportunities that have emerged during the Covid19 period and support the organisation’s implementation of relevant operating changes <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p> <p>Review the Toy Library to ensure the service is flexible and responsive to Darebin’s diverse community</p> <p>Deliver stage two of the Kindergarten and Childcare Centralised Registration Review and determine a future model that meets the diverse needs of the community</p> <p>Undertake a homelessness and rough sleeper Street Count that informs Council about people sleeping rough within Darebin</p> |
| Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community                                    | <p>Analyse and respond to the results from the 2019–20 Annual Community Survey to understand the community perceptions and attitudes towards our Council services and programs, as well as the issues in the municipality that needs to be addressed</p> <p>Implement a continuous improvement process where engagement planning draws on the experience of previous engagements to expand our collection of data and avoid duplication</p>   |
| Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change   | <p>Finalise and implement the Workforce Planning Strategy and Workforce Diversity Strategy</p> <p>Design and implement workplace culture and change programs and practices to ensure a modernised and skilled workforce readily able to cohesively deliver on Council’s key services and strategic projects</p>   |
| Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns      | <p>Continue to implement and monitor Council’s Social and Sustainable Procurement Policy, framework and processes. Deliver better practice, improve compliance, value for money, more effective collaboration with other councils and service providers and improve service levels</p> <p>Collaborate with other northern metropolitan Council’s and the Municipal Association of Victoria to advocate for improved operational guidelines for the proposed Environment Protection Act to ensure the effective use of Council resources in helping our community resolve amenity-based complaints</p>   |

# GOAL 6

## 6.1 We will implement the best delivery models to optimise efficiency and value.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:   |
|---|--|
| <p>Use smart technology to help manage our business, for example, using sensors to improve the way we use water, lighting, and improve our road maintenance</p> | <p>Implement key technical functionality including: the digitisation of Council records (such as planning applications) to enable the online searching of information for faster and more comprehensive decision making, collaborative tools including webinar software, the digital signing of documents, as well as new cloud based platforms for publishing material on the Darebin website</p>   |
| <p>Ensure people can transact with us anywhere, anytime, on any device</p>  | <p>Implement the Customer Complaint Policy and Procedure</p> <p>Continue the re-design of the new Darebin website including the consolidation of up to 10 different Council websites into a single, easily searchable web presence that is secure, simplified, with easily accessed Council services</p> <p>Make key content on the Darebin website more accessible by increasing the legibility and readability of the information so it is aligned with disability standards and by translating the information into a variety of languages that reflect the Darebin community</p> <p>Review and update the website content for Planning and Development to improve access to information, interactivity and user-ability for Statutory Planning and Building Services</p> |



## 6.2 We will find new ways to deliver long-term financial sustainability.

| Targets from our 4-year Council Plan:   | 2020–2021 actions working towards targets:  |
|---|---|
| Identify and pursue alternative revenue sources to build financial sustainability   | Progress priority projects that increase revenue. They include expanding our land subdivision levy to fund more open space (Open Space Levy) and introducing a developer contributions scheme to ensure developers contribute financially to our infrastructure as population grows   |
| Make decisions considering people, planet, progress and profit (quadruple bottom line)  | Implement values-based leadership, management and practices underpinned by a robust capability framework. Implement the recommendations of the policy review project that will embed key strategic initiatives (such as ‘Age Friendly Darebin’ and ‘Towards Equality’) into officer decision-making processes and interactions with customers, residents, the community and each other  |
| Develop a ten-year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus | <p>Develop a Financial Plan for a ten-year period that includes statements describing the financial resources required to give effect to the Council Plan and other strategic plans of Council</p> <p>Review the preparation of the Annual Budget and mid-year financial review to ensure they provide Council with the relevant information to maintain its financial sustainability</p> <p>Undertake and implement a full review of fees and charges that considers equity, socio-economic factors, demographics, social wellbeing and environmental sustainability</p> |
| Conduct our business transparently and as expected by legislation   | <p>Implement a Public Transparency Policy in accordance with the <i>Local Government Act 2020</i></p> <p>Conduct a comprehensive review of the current risk management policy, related documents and risk assessment tools and implement the policy across the organisation</p>   |

## 6.3 We will communicate our progress on the actions in this Council plan to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together.

| Targets from our 4-year Council Plan:  | 2020–2021 actions working towards targets:  |
|--|---|
| Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels | Progress of the Council Plan 2017–21 is reported quarterly and annual action plans developed for each year of the Council Plan. Quarterly progress reports and the annual action plans are listed on Council’s website to keep the community informed |

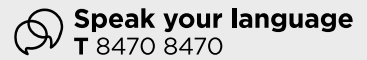


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**5. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL**


**6. CLOSE OF MEETING**

**CITY OF  
DAREBIN**

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